



# RISING TO THE NEXT LEVEL

**PSA INTERNATIONAL  
FINANCIAL REPORT 2025**



# DIRECTORS' STATEMENT

Year ended 31 December 2025

## DIRECTORS' STATEMENT

We are pleased to submit this annual report to the member of the Company together with the audited financial statements for the financial year ended 31 December 2025.

In our opinion:

- (a) the financial statements set out on pages FR6 to FR76 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Companies Act 1967, Singapore Financial Reporting Standards (International) and International Financial Reporting Standards; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

## DIRECTORS

The directors in office at the date of this statement are as follows:

Mr Peter Robert Voser	(Group Chairman)
Mr Ong Kim Pong	(Group Chief Executive Officer)
Dr Detlef Andreas Trefzger	
Mr Foo Ji-Xun	
Ms Jeanette Wong Kai Yuan	
Mr Kaikhushru Shiavax Nargolwala	
Ms Lee Ghim Ha Jill	
Mr Pang Kin Keong	
Ms Tang Ai Ai Mrs Wong Ai Ai	
Ms Teo Juet Sim Juliet	(Appointed on 1 August 2025)

## DIRECTORS' INTERESTS

The sole member of the Company has consented to this statement not containing the information relating to the Directors' interests in shares in, or debentures of, the Company and its related corporations, as set out in item 9 of the Twelfth Schedule to the Companies Act 1967.

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

# DIRECTORS' STATEMENT

Year ended 31 December 2025

## SHARE OPTIONS

During the financial year, there were:

- (i) no options granted by the Company or its subsidiaries to any person to take up unissued shares in the Company or its subsidiaries; and
- (ii) no shares issued by virtue of any exercise of option to take up unissued shares of the Company or its subsidiaries.

As at the end of the financial year, there were no unissued shares of the Company or its subsidiaries under options.

## AUDITORS

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors



**Peter Robert Voser**  
Director



**Ong Kim Pong**  
Director

5 March 2026

# INDEPENDENT AUDITORS' REPORT

Year ended 31 December 2025

Member of the Company  
PSA International Pte Ltd

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### *Opinion*

We have audited the financial statements of PSA International Pte Ltd (the Company) and its subsidiaries (the Group), which comprise the statements of financial position of the Group and the Company as at 31 December 2025, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages FR6 to FR76.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the Act), Singapore Financial Reporting Standards (International) (SFRS(I)) and IFRS Accounting Standards as issued by the International Accounting Standards Board ('IFRS Accounting Standards') so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

### *Basis for opinion*

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the 'Auditors' responsibilities for the audit of the financial statements' section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other information*

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon. We have obtained the Directors' statement prior to the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### *Responsibilities of management and directors for the financial statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, SFRS(I) and IFRS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

# INDEPENDENT AUDITORS' REPORT

Year ended 31 December 2025

## *Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

## **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.



**KPMG LLP**  
*Public Accountants and  
Chartered Accountants*

**Singapore**  
5 March 2026

# STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Assets</b>					
Property, plant and equipment	3	8,800,291	8,003,134	272	480
Intangible assets	4	3,908,150	4,583,221	50,693	49,682
Right-of-use assets	5	962,093	903,904	5,012	10,440
Subsidiaries	6	–	–	10,175,403	10,682,963
Associates	7	3,817,638	3,782,230	–	–
Joint ventures	8	3,319,278	3,414,465	–	–
Other investments	9	3,629,592	2,762,056	349,169	275,474
Other non-current assets	10	250,609	243,657	28,733	20,785
Deferred tax assets	11	54,911	62,690	–	–
<b>Non-current assets</b>		<b>24,742,562</b>	<b>23,755,357</b>	<b>10,609,282</b>	<b>11,039,824</b>
Inventories		63,539	57,734	–	–
Trade and other receivables	12	2,045,484	1,785,344	430,235	391,687
Contract assets	15	120,278	111,267	–	–
Cash and bank balances	16	5,160,756	4,777,704	3,353,710	3,130,089
<b>Current assets</b>		<b>7,390,057</b>	<b>6,732,049</b>	<b>3,783,945</b>	<b>3,521,776</b>
<b>Total assets</b>		<b>32,132,619</b>	<b>30,487,406</b>	<b>14,393,227</b>	<b>14,561,600</b>
<b>Equity</b>					
Share capital	17	1,135,372	1,135,372	1,135,372	1,135,372
Accumulated profits and other reserves	18	15,047,061	14,736,907	9,915,156	10,054,158
<b>Equity attributable to owner of the Company</b>		<b>16,182,433</b>	<b>15,872,279</b>	<b>11,050,528</b>	<b>11,189,530</b>
<b>Non-controlling interests</b>		<b>948,740</b>	<b>967,187</b>	<b>–</b>	<b>–</b>
<b>Total equity</b>		<b>17,131,173</b>	<b>16,839,466</b>	<b>11,050,528</b>	<b>11,189,530</b>
<b>Liabilities</b>					
Borrowings	19	7,079,834	7,004,337	1,761,072	1,997,631
Lease liabilities	19	963,880	900,857	–	5,185
Provisions	20	36,190	25,923	–	–
Other non-current obligations	21	476,779	327,075	81,762	76,847
Deferred tax liabilities	11	1,484,701	1,267,736	24,295	23,201
<b>Non-current liabilities</b>		<b>10,041,384</b>	<b>9,525,928</b>	<b>1,867,129</b>	<b>2,102,864</b>
Borrowings	19	1,927,670	1,577,005	725,963	541,536
Lease liabilities	19	81,349	62,197	4,914	5,255
Trade and other payables	22	2,694,720	2,272,880	715,738	695,602
Contract liabilities	15	18,195	11,970	–	–
Current tax payable		238,128	197,960	28,955	26,813
<b>Current liabilities</b>		<b>4,960,062</b>	<b>4,122,012</b>	<b>1,475,570</b>	<b>1,269,206</b>
<b>Total liabilities</b>		<b>15,001,446</b>	<b>13,647,940</b>	<b>3,342,699</b>	<b>3,372,070</b>
<b>Total equity and liabilities</b>		<b>32,132,619</b>	<b>30,487,406</b>	<b>14,393,227</b>	<b>14,561,600</b>

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED INCOME STATEMENT

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Revenue	24	8,264,081	7,723,611
Transportation costs		(1,909,855)	(1,919,395)
Staff and related costs	25	(1,891,799)	(1,817,851)
Contract services		(691,252)	(625,844)
Running, repair and maintenance costs		(593,314)	(629,118)
Other expenses		(1,377,141)	(1,039,746)
Property taxes		(45,245)	(40,536)
Depreciation and amortisation		(918,306)	(856,963)
Service concession revenue	26	236,482	199,707
Service concession costs	26	(236,482)	(199,707)
<b>Profit from operations</b>	27	837,169	794,158
Other income	28	354,188	390,203
Finance costs	29	(334,861)	(322,520)
Share of profit of associates, net of tax		277,446	263,308
Share of profit of joint ventures, net of tax		374,350	258,449
<b>Profit before income tax</b>		1,508,292	1,383,598
Income tax expense	30	(338,135)	(206,247)
<b>Profit for the year</b>		1,170,157	1,177,351
<b>Profit attributable to:</b>			
Owner of the Company		1,099,909	1,094,779
Non-controlling interests		70,248	82,572
<b>Profit for the year</b>		1,170,157	1,177,351

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

	2025 \$'000	2024 \$'000
<b>Profit for the year</b>	1,170,157	1,177,351
<b>Other comprehensive income</b>		
<b>Items that will not be reclassified to income statement:</b>		
Defined benefit plan remeasurements	1,960	(104)
Net change in fair value of equity investments at FVOCI	859,085	807,705
Income tax on other comprehensive income	(243,651)	(235,573)
	<u>617,394</u>	<u>572,028</u>
<b>Items that are or may be reclassified subsequently to income statement:</b>		
Exchange differences of foreign operations	(645,159)	123,757
Exchange differences on monetary items forming part of net investment in foreign operations	137,341	(44,835)
Exchange differences on hedge of net investment in foreign operations	116,889	(56,577)
Inflation adjustment for the year	103,273	264,067
Effective portion of changes in fair value of cash flow hedges	(47,891)	26,399
Net change in fair value of cash flow hedges reclassified to income statement	20,951	(21,096)
Debt investments at FVOCI reclassified to income statement	–	(2,043)
Share of reserves in associates	115,495	(38,245)
Share of reserves in joint ventures	18,695	(66,739)
Reserves reclassified to income statement on disposal of joint ventures	(1,885)	–
Income tax on other comprehensive income	790	2,535
	<u>(181,501)</u>	<u>187,223</u>
<b>Other comprehensive income for the year, net of tax</b>	<u>435,893</u>	<u>759,251</u>
<b>Total comprehensive income for the year</b>	<u>1,606,050</u>	<u>1,936,602</u>
<b>Total comprehensive income attributable to:</b>		
Owner of the Company	1,540,567	1,795,805
Non-controlling interests	65,483	140,797
<b>Total comprehensive income for the year</b>	<u>1,606,050</u>	<u>1,936,602</u>

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Share capital \$'000	Capital reserve \$'000	Insurance reserve \$'000	Foreign currency translation reserve \$'000	Hedging reserve \$'000	Fair value reserve \$'000	Accumulated profits \$'000	Total attributable to owner of the Company \$'000	Non-controlling interests \$'000	Total equity \$'000
At 1 January 2024	1,135,372	47,818	97,357	(1,413,213)	12,606	162,826	15,007,321	15,050,087	682,406	15,732,493
<b>Total comprehensive income for the year</b>										
Profit for the year	-	-	-	-	-	-	1,094,779	1,094,779	82,572	1,177,351
<b>Other comprehensive income</b>										
Exchange differences of foreign operations	-	-	-	68,803	-	-	-	68,803	54,954	123,757
Exchange differences on monetary items forming part of net investment in foreign operations	-	-	-	(44,835)	-	-	-	(44,835)	-	(44,835)
Exchange differences on hedge of net investment in foreign operations	-	-	-	(56,577)	-	-	-	(56,577)	-	(56,577)
Inflation adjustment for the year	-	-	-	259,426	-	-	-	259,426	4,641	264,067
Effective portion of changes in fair value of cash flow hedges	-	-	-	-	24,857	-	-	24,857	1,542	26,399
Net change in fair value of cash flow hedges reclassified to income statement	-	-	-	-	(18,717)	-	-	(18,717)	(2,379)	(21,096)
Net change in fair value of debt investments at FVOCI	-	-	-	-	-	(2,043)	-	(2,043)	-	(2,043)
Net change in fair value of equity investments at FVOCI	-	-	-	-	-	808,133	-	808,133	(428)	807,705
Transfer of reserves	-	8,962	-	-	-	-	(8,962)	-	-	-
Share of reserves in associates	-	22,803	-	(66,037)	-	4,989	-	(38,245)	-	(38,245)
Share of reserves in joint ventures	-	(3,266)	-	(45,046)	(2,619)	(12,203)	(3,605)	(66,739)	-	(66,739)
Defined benefit plan remeasurements	-	-	-	-	-	-	(255)	(255)	151	(104)
Income tax on other comprehensive income	-	-	-	-	2,677	(234,933)	(526)	(232,782)	(256)	(233,038)
<b>Total other comprehensive income</b>	-	28,499	-	115,734	6,198	563,943	(13,348)	701,026	58,225	759,251
<b>Total comprehensive income for the year</b>	-	28,499	-	115,734	6,198	563,943	1,081,431	1,795,805	140,797	1,936,602

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Share capital \$'000	Capital reserve \$'000	Insurance reserve \$'000	Foreign currency translation reserve \$'000	Hedging reserve \$'000	Fair value reserve \$'000	Accumulated profits \$'000	Total attributable to owner of the Company \$'000	Non-controlling interests \$'000	Total equity \$'000
Hedging gains and losses and costs of hedging transferred to property, plant and equipment	-	-	-	-	778	-	-	778	-	778
<b>Transactions with owner, recorded directly in equity</b>										
<b>Contributions by and distributions to owner of the Company</b>										
Capital contribution by non-controlling shareholders of subsidiary	-	-	-	-	-	-	-	-	171,500	171,500
Dividends paid to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	(49,539)	(49,539)
Interim tax-exempt dividend declared and paid of \$1.65 per share	-	-	-	-	-	-	(1,000,000)	(1,000,000)	-	(1,000,000)
<b>Total contributions by and distributions to owner of the Company</b>	-	-	-	-	-	-	(1,000,000)	(1,000,000)	121,961	(878,039)
<b>Changes in ownership interests in subsidiaries</b>										
Acquisition of interest in a subsidiary with non-controlling interests	-	-	-	-	-	-	-	-	(1,844)	(1,844)
Acquisition of non-controlling interests in subsidiaries, without a change in control	-	319	-	(2,502)	(72)	(99)	(95,111)	(97,465)	(22,210)	(119,675)
Disposal of interests in subsidiaries to non-controlling interests, without a change in control	-	-	-	3,197	(594)	-	120,471	123,074	46,077	169,151
<b>Total changes in ownership interests in subsidiaries</b>	-	319	-	695	(666)	(99)	25,360	25,609	22,023	47,632
<b>At 31 December 2024</b>	<b>1,135,372</b>	<b>76,636</b>	<b>97,357</b>	<b>(1,296,784)</b>	<b>18,916</b>	<b>726,670</b>	<b>15,114,112</b>	<b>15,872,279</b>	<b>967,187</b>	<b>16,839,466</b>

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Share capital \$'000	Capital reserve \$'000	Insurance reserve \$'000	Foreign currency translation reserve \$'000	Hedging reserve \$'000	Fair value reserve \$'000	Accumulated profits \$'000	Total attributable to owner of the Company \$'000	Non-controlling interests \$'000	Total equity \$'000
At 1 January 2025	1,135,372	76,636	97,357	(1,296,784)	18,916	726,670	15,114,112	15,872,279	967,187	16,839,466
<b>Total comprehensive income for the year</b>										
Profit for the year	-	-	-	-	-	-	1,099,909	1,099,909	70,248	1,170,157
<b>Other comprehensive income</b>										
Exchange differences of foreign operations	-	-	-	(643,896)	-	-	-	(643,896)	(1,263)	(645,159)
Exchange differences on monetary items forming part of net investment in foreign operations	-	-	-	137,341	-	-	-	137,341	-	137,341
Exchange differences on hedge of net investment in foreign operations	-	-	-	116,889	-	-	-	116,889	-	116,889
Inflation adjustment for the year	-	-	-	100,082	-	-	-	100,082	3,191	103,273
Effective portion of changes in fair value of cash flow hedges	-	-	-	-	(39,025)	-	-	(39,025)	(8,866)	(47,891)
Net change in fair value of cash flow hedges reclassified to income statement	-	-	-	-	19,000	-	-	19,000	1,951	20,951
Net change in fair value of equity investments at FVOCI	-	-	-	-	-	859,263	-	859,263	(178)	859,085
Transfer of reserves	-	7,554	-	-	-	-	(7,554)	-	-	-
Share of reserves in associates	-	17,852	-	89,750	-	7,893	-	115,495	-	115,495
Share of reserves in joint ventures	-	1,264	-	15,341	(244)	-	2,334	18,695	-	18,695
Reserves reclassified to income statement on disposal of joint ventures	-	(1,598)	-	(287)	-	-	-	(1,885)	-	(1,885)
Defined benefit plan remeasurements	-	-	-	-	-	-	1,710	1,710	250	1,960
Income tax on other comprehensive income	-	-	-	-	574	(243,184)	(401)	(243,011)	150	(242,861)
<b>Total other comprehensive income</b>	-	25,072	-	(184,780)	(19,695)	623,972	(3,911)	440,658	(4,765)	435,893
<b>Total comprehensive income for the year</b>	-	25,072	-	(184,780)	(19,695)	623,972	1,095,998	1,540,567	65,483	1,606,050

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Share capital \$'000	Capital reserve \$'000	Insurance reserve \$'000	Foreign currency translation reserve \$'000	Hedging reserve \$'000	Fair value reserve \$'000	Accumulated profits \$'000	Total attributable to owner of the Company \$'000	Non-controlling interests \$'000	Total equity \$'000
Hedging gains and losses and costs of hedging transferred to property, plant and equipment	-	-	-	-	(1,671)	-	-	(1,671)	-	(1,671)
<b>Transactions with owner, recorded directly in equity</b>										
<b>Contributions by and distributions to owner of the Company</b>										
Capital contribution by non-controlling shareholders of subsidiary	-	-	-	-	-	-	-	-	31,948	31,948
Dividends paid to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	(82,148)	(82,148)
Interim tax-exempt dividend declared and paid of \$1.65 per share	-	-	-	-	-	-	(1,000,000)	(1,000,000)	-	(1,000,000)
<b>Total contributions by and distributions to owner of the Company</b>	-	-	-	-	-	-	(1,000,000)	(1,000,000)	(50,200)	(1,050,200)
<b>Changes in ownership interests in subsidiaries</b>										
Acquisition of interest in a subsidiary with non-controlling interests	-	-	-	-	-	-	-	-	1,784	1,784
Acquisition of non-controlling interests in subsidiaries, without a change in control	-	(78)	-	(21,110)	(3,415)	-	(204,139)	(228,742)	(35,514)	(264,256)
<b>Total changes in ownership interests in subsidiaries</b>	-	(78)	-	(21,110)	(3,415)	-	(204,139)	(228,742)	(33,730)	(262,472)
<b>At 31 December 2025</b>	1,135,372	101,630	97,357	(1,502,674)	(5,865)	1,350,642	15,005,971	16,182,433	948,740	17,131,173

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
<b>Cash flows from operating activities</b>			
Profit for the year		1,170,157	1,177,351
Adjustments for:			
Depreciation and amortisation		918,306	856,963
Impairment loss of intangible assets		576,347	391,400
Write back of impairment of loans to joint ventures		–	(6,597)
Net fair value loss on fair value hedge		5,033	5,915
(Gain)/loss on disposal of:			
Joint ventures		(14,681)	–
Intangible assets		48	547
Property, plant and equipment, net		(8,165)	(3,071)
Other investments		–	(2,229)
Dividend income from financial assets		(113,523)	(83,794)
Interest income		(176,947)	(222,132)
Share of profit of associates, net of tax		(277,446)	(263,308)
Share of profit of joint ventures, net of tax		(374,350)	(258,449)
Finance costs	29	334,861	322,520
Income tax expense	30	338,135	206,247
		<u>2,377,775</u>	<u>2,121,363</u>
Changes in working capital:			
Inventories		(5,805)	(1,894)
Trade and other receivables		(281,646)	(198,795)
Trade and other payables		468,618	285,483
Cash generated from operations		2,558,942	2,206,157
Income tax paid		(313,665)	(174,838)
<b>Net cash from operating activities</b>		<u>2,245,277</u>	<u>2,031,319</u>

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
<b>Cash flows from investing activities</b>			
Dividends received		506,275	388,033
Interest received		199,014	187,976
Purchase of property, plant and equipment and intangible assets		(1,642,625)	(1,823,691)
Proceeds from disposal of property, plant and equipment and intangible assets		23,747	25,861
Purchase of other investments		(11,996)	(6,832)
Proceeds from disposal of joint ventures		99,256	–
Proceeds from disposal of other investments		–	110,579
Investment in associates		(11,026)	–
Investments in and loans to joint ventures		(403)	(10,638)
Repayment of loans provided to joint ventures		–	79,048
Repayment of loan provided to a non-controlling shareholder of a subsidiary		–	43,610
Acquisition of interests in subsidiaries, net of cash acquired	34	(5,454)	(1,775)
Capital reduction in a joint venture		31,261	1,615
<b>Net cash used in investing activities</b>		<u>(811,951)</u>	<u>(1,006,214)</u>
<b>Cash flows from financing activities</b>			
Proceeds from bank loans and notes		2,304,360	2,552,100
Repayment of bank loans and notes		(1,735,801)	(1,447,435)
Proceeds from loan from a joint venture		71,907	66,651
Repayment of loans from joint venture		–	(2,181)
Proceeds from loans from non-controlling shareholders of subsidiaries		22,553	132,496
Payment of lease liabilities		(68,823)	(98,774)
Capital contribution by non-controlling shareholders of subsidiaries		31,948	171,500
Acquisition of interests in subsidiaries from non-controlling interests, without a change in control	34	(264,256)	(119,675)
Proceeds from disposal of interests in subsidiaries to non-controlling interests, without a change in control	34	–	169,151
Dividends paid to owner of the Company		(1,000,000)	(1,000,000)
Dividends paid to non-controlling shareholders of subsidiaries		(82,148)	(49,539)
Interest paid		(323,328)	(324,508)
<b>Net cash (used in)/from financing activities</b>		<u>(1,043,588)</u>	<u>49,786</u>
<b>Net increase in cash and bank balances</b>		389,738	1,074,891
Cash and bank balances at beginning of the year		4,777,704	3,708,353
Translation differences		(6,686)	(5,540)
<b>Cash and bank balances at end of the year</b>	16	<u>5,160,756</u>	<u>4,777,704</u>

The accompanying notes form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 5 March 2026.

## 1 DOMICILE AND ACTIVITIES

PSA International Pte Ltd (the Company) is incorporated in the Republic of Singapore and has its registered office at 1 Harbour Drive, PSA Horizons, #03-00, Singapore 117352.

The principal activities of the Company are investment holding and the provision of consultancy services on port management, port operations and information technology. The principal activities of the subsidiaries are mainly those of providers of port, marine, supply chain solutions, software development and IT related services.

The immediate and ultimate holding company during the financial year is Temasek Holdings (Private) Limited, a company incorporated in the Republic of Singapore.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the Group and individually as Group entities) and the Group's interests in associates and joint ventures.

## 2 MATERIAL ACCOUNTING POLICIES

### 2.1 Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)) and International Financial Reporting Standards (IFRS). All references to SFRS(I) and IFRS are subsequently referred to as SFRS(I) in these financial statements unless otherwise specified.

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

These financial statements are presented in Singapore dollars, which is the Company's functional currency. All financial information presented in Singapore dollars have been rounded to the nearest thousand, unless otherwise presented.

On 1 January 2025, the Group has adopted the new and revised SFRS(I), amendments to and interpretations of SFRS(I) that are mandatory for the financial year beginning 1 January 2025. The adoption did not result in substantial changes to the Group accounting policies or material impact to the financial statements.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, unless otherwise indicated. The accounting policies have been applied consistently by Group entities.

The preparation of financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

### **Critical accounting estimates**

#### *Impairment of property, plant and equipment, intangible assets and right-of-use assets*

The Group has significant tangible and intangible assets in its business. Changes in technology or changes in the intended use of these assets may cause the estimated period of use or value of these assets to change.

Assets that have an infinite useful life are tested for impairment annually. Assets that are subject to depreciation and amortisation are reviewed to determine whether there is any indication that the carrying amounts of these assets may not be recoverable and have suffered an impairment loss. If any such indication exists, the recoverable amounts of the assets are estimated in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Such impairment loss is recognised in the income statement.

Management judgement is required in the area of asset impairment, particularly in assessing: (1) whether an event has occurred that may indicate that the related asset values may not be recoverable; (2) whether the carrying amount of an asset can be supported by the net present value of future cash flows which are estimated based upon the continued use of the asset in the business; and (3) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.1 Basis of preparation (continued)

#### **Critical accounting estimates** (continued)

##### *Impairment of investments in subsidiaries, associates and joint ventures*

At the end of each reporting period, the Group and the Company reviews internal and external sources of information to identify indications that the investments in subsidiaries, joint ventures and associates may be impaired or, an impairment loss previously recognised no longer exists or may have decreased.

The Group and Company's judgement is required in the area of impairment in assessing whether there are indicators of impairment, possible default events and the key assumptions used in deriving the recoverable amount. Changes in any of the assumptions, including discount rates and cash flows to be generated, could materially affect the recoverable amount of the asset.

##### *Impairment of trade receivables*

The Group assesses whether there are indicators that financial assets have been impaired at each reporting date. Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy and default, or significant delay in payments are indicators that a receivable is impaired. In determining this, management makes judgement as to whether there is observable data indicating that there has been a significant change in the payment ability of the debtor, or whether there have been significant changes with adverse effect in the market, economic or legal environment in which the debtor operates.

##### *Depreciation and amortisation*

Depreciation and amortisation of non-financial assets constitute significant operating costs for the Group. The costs of these non-financial assets are charged as depreciation or amortisation expense over the estimated useful lives of the respective assets using the straight-line method. The Group periodically reviews changes in technology and industry conditions, asset retirement activities and residual values to determine adjustments to estimated remaining useful lives and depreciation or amortisation rates.

Actual economic lives may differ from estimated useful lives. Periodic reviews could result in a change in depreciable or amortisable lives and therefore depreciation or amortisation expense in future periods.

Residual values of the port assets are estimated after considering the price that could be recovered from the sale of the port assets and the expected age and condition at the end of their useful lives, after deducting the estimated costs of disposal.

##### *Intangible assets arising from business combinations*

Judgement is required on recognition of an identifiable intangible asset separate from goodwill in case of business combination at its estimated fair value. This is based on information available and management's expectations on the date of acquisition.

### 2.2 Basis of consolidation

#### **Business combinations**

Business combinations are accounted for under the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the income statement. Costs related to the acquisition, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date and included in the consideration transferred. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.2 Basis of consolidation (continued)

#### ***Subsidiaries***

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been adjusted where necessary to align them with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

#### ***Loss of control***

Upon the loss of control, the Group derecognises the assets and liabilities of the subsidiary, any non-controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in the income statement. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or as a financial asset depending on the level of influence retained.

#### ***Associates and joint ventures***

Associates are those entities in which the Group has significant influence, but not control or joint control, over their financial and operating policies. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity. Joint ventures are arrangements in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. Associates and joint ventures are accounted for in the consolidated financial statements under the equity method and are recognised initially at cost. The cost of the investments includes transaction costs.

Subsequent to initial recognition, the consolidated financial statements include the Group's share of the post-acquisition results and reserves of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. The latest audited financial statements of the associates and joint ventures are used and where these are not available, unaudited financial statements are used. Any differences between the unaudited financial statements and the audited financial statements obtained subsequently are adjusted for in the subsequent financial year.

The Group's investments in equity-accounted investees include goodwill on acquisition and other intangible assets acquired from business combinations. Where the Group's share of losses exceeds its interest in an equity-accounted investee, the carrying amount of that interest is reduced to zero and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the investee.

#### ***Transactions with non-controlling interests***

The Group elects on a transaction-by-transaction basis whether to measure non-controlling interests, which are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation, at fair value or at the proportionate share of the recognised amounts of the acquiree's identifiable net assets. All other non-controlling interests are measured at fair value at acquisition date.

Changes in the Group's ownership interest in a subsidiary that do not result in a change in control are accounted for as transactions with owners in their capacity as owners and therefore the carrying amounts of assets and liabilities are not changed and goodwill and bargain purchase gain are not recognised as a result of such transactions. Adjustments to non-controlling interests arising from transactions that do not involve the loss of control are based on a proportionate amount of the net assets of the subsidiary.

Any difference between the adjustment to non-controlling interests and the fair value of consideration paid or received is recognised directly in equity and presented as part of equity attributable to owner of the Company.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.2 Basis of consolidation (continued)

#### ***Transactions eliminated on consolidation***

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

#### ***Accounting for subsidiaries, associates and joint ventures***

Investments in subsidiaries, associates and joint ventures are stated in the Company's statement of financial position at cost less accumulated impairment losses.

### 2.3 Foreign currencies

#### ***Foreign currency transactions***

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at the reporting date.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date on which the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction.

Foreign currency differences arising on retranslation are recognised in the income statement, except for differences arising on the retranslation of a financial liability designated as a hedge of the net investment in a foreign operation that is effective (see note 2.7), which are recognised in other comprehensive income.

#### ***Foreign operations***

The assets and liabilities of foreign operations, excluding goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at the average exchange rates for the year.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation on or after 1 January 2005 are treated as assets and liabilities of the foreign operation and translated at the closing rate. For acquisitions prior to 1 January 2005, the exchange rates at the date of acquisition were used.

Foreign currency differences are recognised in other comprehensive income and presented within equity in foreign currency translation reserve. However, if the operation is not a wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests.

For foreign operations in hyperinflationary economies, the income statement and non-monetary items in the foreign operation's statement of financial position are first restated to reflect changes in the general purchasing power of the foreign operation's functional currency based on the inflation rate up to the reporting date, with the resultant adjustment taken to the foreign operation's income statement as a net gain or loss on monetary items. All amounts (i.e. assets, liabilities, equity items, income and expenses) are then translated to Singapore dollars at the exchange rates prevailing at the reporting date, with the differences from opening balances recognised in other comprehensive income, and presented within equity in foreign currency translation reserve.

When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the foreign currency translation reserve is reclassified to the income statement as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.3 Foreign currencies (continued)

#### ***Net investment in a foreign operation***

Foreign exchange gains and losses arising from monetary items, that in substance form part of the Group's net investment in a foreign operation, are recognised in other comprehensive income, and are presented within equity in the foreign currency translation reserve. When the net investment is disposed of, the relevant amount in the foreign currency translation reserve is reclassified to the income statement as an adjustment to the gain or loss arising on disposal.

### 2.4 Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, and any other costs directly attributable to bringing the assets to a working condition for their intended use, and an estimated cost of dismantling and removing the items and restoring the site on which they are located when the Group has an obligation to remove the assets or restore the site, and capitalised borrowing costs, where applicable.

Cost may also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised net in the income statement.

#### ***Subsequent costs***

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income statement as incurred.

#### ***Depreciation***

Depreciation is recognised in the income statement on a straight-line basis to write down the cost of property, plant and equipment to its estimated residual value over the estimated useful life (or lease term, if shorter) of each component of an item of property, plant and equipment.

Estimated useful lives are as follows:

Leasehold land	20 to 80 years
Buildings	5 to 60 years
Wharves, hardstanding and roads	5 to 50 years
Plant, equipment and machinery	3 to 25 years
Floating crafts	6 to 25 years
Dry-docking costs	2 to 5 years
Motor vehicles	3 to 15 years
Computers	3 to 5 years

No depreciation is provided on capital work-in-progress until the related property, plant and equipment is ready for use. Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.5 Intangible assets

Intangible assets with finite useful lives are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets with infinite useful lives or not ready for use are stated at cost less accumulated impairment losses.

#### **Goodwill**

Goodwill arising on the acquisition of subsidiaries is presented in intangible assets. Goodwill arising on the acquisition of associates and joint ventures is presented together with investments in associates and joint ventures.

Goodwill represents the excess of:

- the fair value of the consideration transferred; plus
  - the recognised amount of any non-controlling interests in the acquiree; plus
  - if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.
- When the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

Goodwill is measured at cost less accumulated impairment losses and is subject to testing for impairment, as described in note 2.6.

#### **Customer relationships**

Customer relationships, which are acquired by the Group, as part of the business combination, are treated as an intangible asset. Subsequent to initial recognition, customer relationships are measured at cost less accumulated amortisation and impairment losses. Customer relationships are amortised in the income statement on a straight-line basis over its estimated useful lives of 9 to 12 years.

#### **Computer software**

Computer software, which is acquired and subscribed by the Group, where it is not an integral part of the related hardware, is treated as an intangible asset. Computer software is amortised in the income statement on a straight-line basis over its estimated useful lives of 3 to 10 years, from the date on which it is ready for use.

#### **Software development costs**

Development expenditure attributable to projects, where the technical feasibility and commercial viability of which are reasonably assured, is capitalised and amortised over the time period for which the tangible benefits of the projects are expected to be realised. Software development costs are not amortised until the completion date and when the software is ready for use. Amortisation is charged to the income statement on a straight-line basis over estimated useful lives of 3 to 10 years.

#### **Port concession, port use and other operating rights**

The Group recognises an intangible asset arising from a service concession arrangement when it has a right to charge for usage of the concession infrastructure. An intangible asset received as consideration for providing construction or upgrade services in a service concession arrangement is measured at fair value upon initial recognition by reference to the fair value of the services provided. Subsequent to initial recognition, the intangible asset is measured at cost, which includes capitalised borrowing costs, less accumulated amortisation and accumulated impairment losses.

The expenditures incurred in relation to the right to operate a port are capitalised as port use rights. These rights are amortised in the income statement on a straight-line basis over their estimated useful lives of 25 to 41 years.

#### **Other intangible assets**

Other intangible assets which are acquired by the Group are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged to the income statement on a straight-line basis over estimated useful lives of 2 to 22 years.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.5 Intangible assets (continued)

#### **Capital work-in-progress**

No amortisation is provided on capital work-in-progress until the intangible asset is ready for use.

### 2.6 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. Goodwill and other non-financial assets with infinite useful lives or not yet available for use are tested for impairment at each reporting date.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. A CGU is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups. The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

Impairment losses are recognised in the income statement unless it reverses a previous revaluation credited to equity, in which case it is charged to equity. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs) and then to reduce the carrying amount of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Goodwill that forms part of the carrying amount of an investment in an associate or a joint venture is not recognised separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in an associate or a joint venture is tested for impairment as a single asset when there is objective evidence that the investment in an associate or a joint venture may be impaired.

### 2.7 Financial instruments

#### **Non-derivative financial instruments**

Non-derivative financial instruments comprise investments in equity and debt securities, other non-current assets, trade and other receivables, cash and bank balances, other non-current liabilities, trade and other payables, and borrowings.

Cash and cash equivalents comprise cash balances, bank deposits, and bank overdrafts. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdrafts which are repayable on demand and which form an integral part of the Group's cash management.

A financial instrument is recognised when the Group becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the Group's contractual rights to the cash flows from the financial assets expire, or it transfers the financial asset to another party without retaining control or transfers substantially all the risks and rewards of ownership of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e. the date that the Group commits itself to purchase or sell the asset. Financial liabilities are derecognised when the Group's contractual obligations specified in the contract expire or are discharged or cancelled.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.7 Financial instruments (continued)

#### **Non-derivative financial instruments** (continued)

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Non-derivative financial instruments (unless it is a trade receivable without a significant financing component) are initially measured at fair value plus, for non-derivative financial instruments not at fair value through profit or loss (FVTPL), any directly attributable transaction costs. A trade receivable without a significant financing component is initially measured at the transaction price.

Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

#### **Non-derivative financial assets**

On initial recognition, a financial asset is classified as measured at amortised cost or fair value through other comprehensive income (FVOCI) - debt investment or FVOCI - equity investment or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

The determination of the classification at initial recognition into each of the measurement category and the subsequent measurement for each measurement category are as described below.

#### **(a) Financial assets at amortised cost**

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest method, less any impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in the income statement. Any gain or loss on derecognition is recognised in the income statement.

#### **(b) Debt investments at FVOCI**

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at fair value. Interest income calculated under the effective interest method, foreign exchange gains and losses and impairment are recognised in the income statement. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.7 Financial instruments (continued)

#### **Non-derivative financial assets** (continued)

##### **(c) Equity investments at FVOCI**

On initial recognition of an equity investment that is not held-for-trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognised as income in the income statement unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to the income statement.

##### **(d) Financial assets at FVTPL**

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in the income statement.

#### **Non-derivative financial liabilities**

Non-derivative financial liabilities are measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in the income statement.

#### **Derivative financial instruments and hedge accounting**

The Group holds derivative financial instruments to hedge its foreign exchange, fuel price and interest rate risk exposures. The use of hedging instruments is governed by the Group's policies which provide written principles on the use of financial instruments consistent with the Group's risk management strategy.

Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

To assess hedge effectiveness, the Group determines the economic relationship between the hedging instrument and the hedged item in assessing whether they have values that generally move in the opposite direction because of the same hedged risk.

Derivatives are recognised initially at fair value and attributable transaction costs are recognised in the income statement when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are accounted for as follows:

##### **(a) Cash flow hedges**

Changes in the fair value of the derivative designated as a hedging instrument of a cash flow hedge is recognised in other comprehensive income and presented within equity in the hedging reserve to the extent the hedge is effective, limited to the cumulative change in fair value of the hedged item from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the income statement.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation revoked, then hedge accounting is discontinued prospectively.

The cumulative gain or loss previously recognised in equity in the hedging reserve remains there until the forecast transaction occurs. When the hedged item is a non-financial asset, the amount recognised in equity is reclassified to the carrying amount of the asset when it is recognised. In other cases, the amount recognised in equity is transferred to the income statement in the same period that the hedged item affects the income statement.

If the forecast transaction is no longer expected to occur, then the balance in equity is reclassified to the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.7 Financial instruments (continued)

#### *Derivative financial instruments and hedge accounting* (continued)

##### **(b) Fair value hedges**

Changes in the fair value of a derivative designated as a hedging instrument of a fair value hedge are recognised in the income statement. The hedged item is also stated at fair value in respect of the risk being hedged; the gain or loss attributable to the hedged risk is recognised in the income statement and the carrying amount of the hedged item is adjusted.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated, exercised or the designation is revoked, then hedge accounting is discontinued prospectively. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to the income statement from that date.

##### **(c) Hedge of net investment in a foreign operation**

Foreign currency differences arising on the retranslation of a financial liability designated as a hedge of a net investment in a foreign operation are recognised in other comprehensive income and presented within equity in the foreign currency translation reserve, to the extent that the hedge is effective. The ineffective foreign currency differences are recognised in the income statement.

If the hedging instrument no longer meets the criteria for hedge accounting, hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognised in foreign currency translation reserve is reclassified to the income statement as an adjustment to the gain or loss on disposal when the investment in the foreign operation is disposed.

##### **(d) Economic hedges**

Hedge accounting is not applied to derivative instruments that economically hedge monetary assets and liabilities denominated in foreign currencies. Changes in the fair value of such derivatives are recognised in the income statement as part of foreign currency gains and losses.

##### **(e) Separable embedded derivatives**

Changes in the fair value of separable embedded derivatives are recognised immediately in the income statement.

### 2.8 Impairment of financial assets

The Group recognises loss allowances for expected credit losses (ECLs) on:

- financial assets measured at amortised cost; and
- contract assets (as defined in SFRS(I) 15).

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

#### **Simplified approach**

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

#### **General approach**

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.8 Impairment of financial assets (continued)

#### **General approach** (continued)

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

#### **Measurement of ECLs**

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

#### **Credit-impaired financial assets**

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- breach of contract such as a default; or
- it is probable that the borrower will enter bankruptcy or other financial reorganisation.

#### **Presentation of allowance for ECLs in the statement of financial position**

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

#### **Write-off**

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

### 2.9 Financial guarantees

Financial guarantee contracts issued by the Company to external parties on behalf of entities within the Group are initially measured at fair value and subsequently measured at the higher of amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and the amount of expected loss allowance determined in accordance with SFRS(I) 9.

### 2.10 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.10 Leases (continued)

#### *As a lessee*

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in income statement if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property and lease liabilities separately in the statements of financial position.

#### **Short-term leases and leases of low-value assets**

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### *As a lessor*

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.11 Inventories

Inventories mainly comprise stores and consumables which are valued at cost of purchase (including cost incurred in bringing the inventories to their present location and condition) on a weighted average cost method less any applicable allowance for obsolescence. When inventories are consumed, the carrying amount of these inventories is recognised as an expense in the year in which the consumption occurs.

### 2.12 Employee benefits

#### *Defined contribution plans*

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense in the income statement when incurred.

#### *Defined benefit plans*

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Group's net obligations in respect of defined benefit plans are calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value.

#### *Short-term employee benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

### 2.13 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

### 2.14 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

### 2.15 Revenue recognition

#### *Income from services*

Income from port and marine services rendered is recognised at a point in time and income from supply chain solutions and consultancy services is generally recognised over time, when the Group satisfies a performance obligation by transferring service to the customer. The amount of revenue recognised is the amount of the transaction price allocated to each satisfied performance obligation. Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised services.

The Group generates majority of its supply chain solutions revenue by purchasing transportation services from direct carriers (asset-based) and selling a combination of those services to its customers.

#### *License fee*

License fee represents fees earned from the sale of license of software to customers and is recognised when the customer takes delivery of the software, and the criteria for acceptance have been satisfied.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.15 Revenue recognition (continued)

#### ***System development revenue***

System development contracts of less than 12 months' duration and completed within the financial year are recognised at a point in time based on the completed contract method. System development for longer-term contracts are recognised over time. The stage of completion is typically assessed by reference to work performed based on the ratio of costs incurred to date to the estimated total costs for each contract.

#### ***Service concession arrangements***

Revenue related to construction or upgrade services under a service concession arrangement is recognised over time based on the percentage of completion of the work performed. The percentage of completion is assessed by reference to surveys of work performed. The related costs are recognised in the income statement when they are incurred. Operation or service revenue is recognised in the period in which the services are provided by the Group. If the service concession arrangement contains more than one performance obligation, then the consideration received is allocated with reference to the relative stand-alone selling prices of the services delivered.

#### ***Dividend income***

Dividend income is recognised when the right to receive payment is established.

#### ***Interest income***

Interest income is recognised as it accrues, using the effective interest method, except where the collection is contingent upon certain conditions being met, then such income is recognised when received.

### 2.16 Government grants

Government grants are recognised in the statement of financial position initially as deferred income when there is reasonable assurance that they will be received and that the Group will comply with the conditions attached to them. Grants that compensate the Group for expenses incurred are recognised in the income statement on a systematic basis in the same period in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are recognised in the income statement on a systematic basis over the useful life of the asset.

### 2.17 Finance costs

Finance costs comprise interest expense on borrowings which includes the unwinding of the discount on provisions and lease liabilities. All borrowing costs are recognised in the income statement using the effective interest method, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of a qualifying asset which necessarily takes a substantial period of time to be prepared for its intended use or sale.

### 2.18 Income tax expense

Income tax expense comprises current and deferred taxes. Income tax expense is recognised in the income statement except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences, and temporary differences relating to investments in subsidiaries, associates and joint ventures to the extent that they probably will not reverse in the foreseeable future.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 2 MATERIAL ACCOUNTING POLICIES (continued)

### 2.18 Income tax expense (continued)

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

#### *Global minimum top-up tax*

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of SFRS(I) 1-12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

### 2.19 Non-current assets held for sale or distribution

Non-current assets (or disposal groups comprising assets and liabilities) that are expected to be recovered primarily through sale or distribution rather than through continuing use, are classified as held for sale or distribution. Immediately before classification as held for sale or distribution, the assets (or components of a disposal group) are remeasured in accordance with the Group's accounting policies. Thereafter, the assets (or disposal group) are generally measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss on a disposal group is first allocated to goodwill, and then to remaining assets and liabilities on a pro rata basis, except that no loss is allocated to inventories, financial assets and deferred tax assets, which continue to be measured under different rules in accordance with the Group's accounting policies. Impairment losses on initial classification as held for sale or distribution and subsequent gains or losses on remeasurement are recognised in the income statement. Gains are not recognised in excess of any cumulative impairment losses.

### 2.20 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Board of Directors to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 3. PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$'000	Leasehold land \$'000	Buildings \$'000	Wharves, hardstanding and roads \$'000	Plant, equipment and machinery \$'000	Floating crafts and dry-docking costs \$'000	Motor vehicles \$'000	Computers \$'000	Capital work-in- progress \$'000	Total \$'000
<b>Group</b>										
<b>Cost</b>										
At 1 January 2024	88,478	1,864,165	1,038,929	3,174,957	6,591,753	646,193	71,608	317,128	1,557,408	15,350,619
Reclassifications	–	151,837	60,622	258,871	834,967	8,744	5,425	53,725	(1,374,191)	–
Additions	8,291	1,889	29,528	4,573	85,467	33,386	20,808	9,287	1,281,449	1,474,678
Acquisition of a subsidiary	–	1,873	111	–	4,100	–	5,635	–	18,119	29,838
Disposals	–	–	(8,615)	(129)	(120,545)	(19,067)	(8,711)	(17,477)	–	(174,544)
Translation differences on consolidation	(1,566)	(268)	2,885	(7,404)	(34,935)	4,191	10,664	7,210	(9,281)	(28,504)
At 31 December 2024	95,203	2,019,496	1,123,460	3,430,868	7,360,807	673,447	105,429	369,873	1,473,504	16,652,087
Reclassifications	–	51,556	33,755	99,603	376,294	51,799	2,889	49,752	(665,648)	–
Additions	–	–	3,718	17	73,323	28,543	4,126	8,621	1,314,479	1,432,827
Acquisition of a subsidiary	–	–	–	–	235	–	–	948	–	1,183
Disposals	–	–	(550)	(1,586)	(103,650)	(28,863)	(3,674)	(52,343)	(396)	(191,062)
Translation differences on consolidation	(3,410)	56	4,918	13,630	50,968	(9,196)	698	1,618	24,298	83,580
At 31 December 2025	91,793	2,071,108	1,165,301	3,542,532	7,757,977	715,730	109,468	378,469	2,146,237	17,978,615

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 3. PROPERTY, PLANT AND EQUIPMENT (continued)

	Freehold land \$'000	Leasehold land \$'000	Buildings \$'000	Wharves, hardstanding and roads \$'000	Plant, equipment and machinery \$'000	Floating crafts and dry-docking costs \$'000	Motor vehicles \$'000	Computers \$'000	Capital work-in- progress \$'000	Total \$'000
<b>Group</b>										
<b>Accumulated depreciation and impairment losses</b>										
At 1 January 2024	–	1,219,726	552,926	1,901,222	3,952,811	305,951	38,880	228,897	–	8,200,413
Depreciation charge for the year	–	39,044	35,308	82,835	357,994	42,946	11,081	43,664	–	612,872
Acquisition of a subsidiary	–	258	101	–	1,879	–	4,714	–	–	6,952
Disposals	–	–	(5,632)	(87)	(109,869)	(18,841)	(3,089)	(16,621)	–	(154,139)
Translation differences on consolidation	–	(122)	(1,335)	(4,194)	(23,346)	1,523	5,737	4,592	–	(17,145)
At 31 December 2024	–	1,258,906	581,368	1,979,776	4,179,469	331,579	57,323	260,532	–	8,648,953
Depreciation charge for the year	–	38,345	36,547	86,231	391,408	47,521	12,684	47,563	–	660,299
Acquisition of a subsidiary	–	–	–	–	163	–	–	740	–	903
Disposals	–	–	(331)	(1,514)	(95,613)	(24,092)	(2,700)	(52,032)	–	(176,282)
Translation differences on consolidation	–	13	3,143	8,170	34,435	(3,702)	1,088	1,304	–	44,451
At 31 December 2025	–	1,297,264	620,727	2,072,663	4,509,862	351,306	68,395	258,107	–	9,178,324
<b>Carrying amounts</b>										
At 1 January 2024	88,478	644,439	486,003	1,273,735	2,638,942	340,242	32,728	88,231	1,557,408	7,150,206
At 31 December 2024	95,203	760,590	542,092	1,451,092	3,181,338	341,868	48,106	109,341	1,473,504	8,003,134
At 31 December 2025	91,793	773,844	544,574	1,469,869	3,248,115	364,424	41,073	120,362	2,146,237	8,800,291

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 3. PROPERTY, PLANT AND EQUIPMENT (continued)

	Plant, equipment and machinery \$'000	Motor vehicles \$'000	Computers \$'000	Total \$'000
<b>Company</b>				
<b>Cost</b>				
At 1 January 2024	689	346	3,165	4,200
Additions	11	–	27	38
At 31 December 2024	700	346	3,192	4,238
Additions	9	–	–	9
Disposals	–	(346)	–	(346)
At 31 December 2025	709	–	3,192	3,901
<b>Accumulated depreciation</b>				
At 1 January 2024	649	346	2,480	3,475
Depreciation charge for the year	22	–	261	283
At 31 December 2024	671	346	2,741	3,758
Depreciation charge for the year	18	–	199	217
Disposals	–	(346)	–	(346)
At 31 December 2025	689	–	2,940	3,629
<b>Carrying amounts</b>				
At 1 January 2024	40	–	685	725
At 31 December 2024	29	–	451	480
At 31 December 2025	20	–	252	272

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 4. INTANGIBLE ASSETS

	Goodwill on consolidation \$'000	Computer software and software development costs \$'000	Customer relationships \$'000	Capital work-in- progress \$'000	Port and other operating rights \$'000	Other intangible assets \$'000	Total \$'000
<b>Group</b>							
<b>Cost</b>							
At 1 January 2024	2,063,832	388,292	448,410	446,969	2,108,560	330,870	5,786,933
Reclassifications	–	52,231	–	(52,231)	–	–	–
Additions	–	10,866	–	276,343	4,562	906	292,677
Acquisition of a subsidiary	–	3,566	50,109	937	–	–	54,612
Disposals	–	(9,344)	–	–	(5,474)	(136)	(14,954)
Written-off	–	(2,696)	–	–	–	–	(2,696)
Translation differences on consolidation	38,028	(2,458)	(5,962)	(2,224)	(26,437)	5,719	6,666
At 31 December 2024	2,101,860	440,457	492,557	669,794	2,081,211	337,359	6,123,238
Reclassifications	–	51,189	–	(377,954)	326,243	522	–
Additions	–	38,836	–	281,733	732	1,252	322,553
Acquisition of a subsidiary	–	–	12,364	–	–	–	12,364
Disposals	–	(20,989)	–	–	(453)	(168)	(21,610)
Written-off	–	(3,409)	(16,367)	–	–	–	(19,776)
Translation differences on consolidation	(82,334)	4,589	(31,234)	(49,480)	(150,009)	(14,221)	(322,689)
At 31 December 2025	2,019,526	510,673	457,320	524,093	2,257,724	324,744	6,094,080

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 4. INTANGIBLE ASSETS (continued)

	Goodwill on consolidation \$'000	Computer software and software development costs \$'000	Customer relationships \$'000	Capital work-in-progress \$'000	Port and other operating rights \$'000	Other intangible assets \$'000	Total \$'000
<b>Group</b>							
<b>Accumulated amortisation and impairment losses</b>							
At 1 January 2024	73,865	233,443	83,770	–	601,304	32,342	1,024,724
Amortisation charge for the year	–	42,313	37,895	–	66,426	3,156	149,790
Acquisition of a subsidiary	–	1,447	–	–	–	–	1,447
Disposals	–	(8,272)	–	–	(3,614)	(136)	(12,022)
Written-off	–	(2,696)	–	–	–	–	(2,696)
Impairment loss	331,400	–	–	–	60,000	–	391,400
Translation differences on consolidation	(402)	(1,962)	(2,627)	–	(8,041)	406	(12,626)
At 31 December 2024	404,863	264,273	119,038	–	716,075	35,768	1,540,017
Amortisation charge for the year	–	45,932	40,983	–	68,215	3,684	158,814
Disposals	–	(20,690)	–	–	–	(71)	(20,761)
Written-off	–	(1,886)	(16,367)	–	–	–	(18,253)
Impairment loss	576,000	–	–	–	–	347	576,347
Translation differences on consolidation	(12,800)	3,942	(4,918)	–	(37,473)	1,015	(50,234)
At 31 December 2025	968,063	291,571	138,736	–	746,817	40,743	2,185,930
<b>Carrying amounts</b>							
At 1 January 2024	1,989,967	154,849	364,640	446,969	1,507,256	298,528	4,762,209
At 31 December 2024	1,696,997	176,184	373,519	669,794	1,365,136	301,591	4,583,221
At 31 December 2025	1,051,463	219,102	318,584	524,093	1,510,907	284,001	3,908,150

Included in additions are capitalised borrowing costs amounting to \$17.0 million (2024: \$30.5 million).

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 4. INTANGIBLE ASSETS (continued)

	<b>Computer software and software development costs \$'000</b>	<b>Capital work-in- progress \$'000</b>	<b>Total \$'000</b>
<b>Company</b>			
<b>Cost</b>			
At 1 January 2024	44,324	22,302	66,626
Reclassifications	4,964	(4,964)	–
Additions	–	3,644	3,644
At 31 December 2024	49,288	20,982	70,270
Reclassifications	11,791	(11,791)	–
Additions	–	6,315	6,315
At 31 December 2025	61,079	15,506	76,585
<b>Accumulated amortisation</b>			
At 1 January 2024	16,126	–	16,126
Amortisation charge for the year	4,462	–	4,462
At 31 December 2024	20,588	–	20,588
Amortisation charge for the year	5,304	–	5,304
At 31 December 2025	25,892	–	25,892
<b>Carrying amounts</b>			
At 1 January 2024	28,198	22,302	50,500
At 31 December 2024	28,700	20,982	49,682
At 31 December 2025	35,187	15,506	50,693

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 4. INTANGIBLE ASSETS (continued)

### **Impairment testing**

#### **Goodwill**

For the purpose of impairment testing, goodwill is allocated to the Group's operating segments or port business in the country of operation, which represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. At 31 December 2025, the carrying amount of goodwill primarily relates to one of the Group's CGUs within the supply chain solutions operating segment ("the supply chain solutions CGU") of \$571.6 million (2024: \$1,219.1 million) and the Group's port business CGU in Belgium ("Belgium ports CGU") of \$454.7 million (2024: \$452.6 million) respectively. The remaining goodwill relates to the Group's port business and supply chain solutions CGUs in other countries.

The recoverable amounts for both the supply chain solutions and the Belgium ports CGUs were based on the value in use approach. They were determined by discounting future cash flows generated from the continuing use of these CGUs. The cash flow projections for Belgium ports CGU were based on financial projections by management covering a five years period with a further outlook based on the long-term nature of concession agreements. For supply chain solutions CGU, the cash flow projections were based on financial projections by management covering a ten years (2024: five years) period in view of the time required to achieve the targeted operating structure and is assumed to operate indefinitely at 2% (2024: 2%) growth rate.

Key assumptions include the expected growth in revenue, EBITDA margin and discount rates. The pre-tax discount rate used for impairment testing of Belgium ports CGU was 10.0% (2024: 10.2%) and the supply chain solutions CGU was 11.0% (2024: 11.0%). The values assigned to the key assumptions represent the past experience of the CGUs and taking into consideration of future outlook of the market.

During the impairment review, the Group assesses whether the carrying amount of an asset exceeds its recoverable amount. The carrying amount of the supply chain solutions CGU was determined to be higher than its recoverable amount of \$540 million (2024: \$1,230 million) arising from weaker economic outlook, and an impairment loss of \$576.0 million was recognised on goodwill during 2025 (2024: \$331.4 million). The impairment losses were recognised in other expenses in the income statement.

The key assumptions are inherently subject to estimation uncertainties, and judgement is required to determine the assumptions adopted in the cash flow projections. Changes to these assumptions can significantly affect these cash flow projections and therefore the results of the impairment tests.

Management believes that no reasonably possible changes in any of the above key assumptions would cause the carrying amount of the Belgium ports CGU to materially exceed its recoverable amount.

Following the impairment loss recognised in the supply chain solutions CGU, the recoverable amount was equal to the carrying amount. Therefore, any adverse movement in a key assumption would lead to further impairment.

#### **Port and other operating rights**

In 2024, the Group identified indicators of impairment in another CGU within the supply chain solutions operating segment due to weak performance. The recoverable amount determined of \$73 million was based on the value in use approach, and the pre-tax discount rate used was 14.7%. An impairment loss of \$60 million on other operating rights was recognised in other expenses in the income statement.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 5. RIGHT-OF-USE ASSETS

	Leasehold land \$'000	Buildings \$'000	Wharves, hardstanding and roads \$'000	Plant, equipment and machinery \$'000	Floating crafts \$'000	Motor vehicles \$'000	Computers \$'000	Total \$'000
<b>Group</b>								
<b>Cost</b>								
At 1 January 2024	933,395	155,375	–	81,357	11,701	27,153	2,759	1,211,740
Additions	14,719	75,842	122	33,234	–	5,809	–	129,726
Acquisition of a subsidiary	–	3,812	–	–	–	899	–	4,711
Disposals	–	(41,347)	–	(25,148)	(262)	(3,747)	–	(70,504)
Translation differences on consolidation	(36,535)	2,670	–	(612)	309	(1,055)	–	(35,223)
At 31 December 2024	911,579	196,352	122	88,831	11,748	29,059	2,759	1,240,450
Additions	37,664	67,786	–	23,143	–	9,605	–	138,198
Acquisition of a subsidiary	–	541	–	843	–	–	–	1,384
Disposals	(1,616)	(25,275)	–	(33,151)	–	(3,209)	–	(63,251)
Translation differences on consolidation	47,298	(116)	–	2,984	(647)	808	–	50,327
At 31 December 2025	994,925	239,288	122	82,650	11,101	36,263	2,759	1,367,108

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 5. RIGHT-OF-USE ASSETS (continued)

	Leasehold land \$'000	Buildings \$'000	Wharves, hardstanding and roads \$'000	Plant, equipment and machinery \$'000	Floating crafts \$'000	Motor vehicles \$'000	Computers \$'000	Total \$'000
<b>Group</b>								
<b>Accumulated depreciation</b>								
At 1 January 2024	150,895	78,400	–	54,726	2,346	11,045	2,759	300,171
Depreciation charge for the year	28,834	44,314	10	14,625	547	5,971	–	94,301
Disposals	–	(25,106)	–	(23,861)	(53)	(2,619)	–	(51,639)
Translation differences on consolidation	(6,733)	1,134	–	(543)	71	(216)	–	(6,287)
At 31 December 2024	172,996	98,742	10	44,947	2,911	14,181	2,759	336,546
Depreciation charge for the year	29,651	48,395	10	13,258	542	7,337	–	99,193
Acquisition of a subsidiary	–	394	–	281	–	–	–	675
Disposals	(1,329)	(25,157)	–	(12,592)	–	(2,600)	–	(41,678)
Translation differences on consolidation	8,804	(350)	–	1,643	(170)	352	–	10,279
At 31 December 2025	210,122	122,024	20	47,537	3,283	19,270	2,759	405,015
<b>Carrying amounts</b>								
At 1 January 2024	782,500	76,975	–	26,631	9,355	16,108	–	911,569
At 31 December 2024	738,583	97,610	112	43,884	8,837	14,878	–	903,904
At 31 December 2025	784,803	117,264	102	35,113	7,818	16,993	–	962,093

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 5. RIGHT-OF-USE ASSETS (continued)

The leases run over various periods with some leases containing an option to renew the lease upon expiry. Lease terms are reviewed at renewal of leases.

	<b>Buildings</b>
	<b>\$'000</b>
<b>Company</b>	
<b>Cost</b>	
At 1 January 2024	9,604
Additions	10,442
At 31 December 2024	20,046
Additions	–
Lease reassessment	(417)
At 31 December 2025	19,629
<b>Accumulated depreciation</b>	
At 1 January 2024	4,802
Depreciation charge for the year	4,804
At 31 December 2024	9,606
Depreciation charge for the year	5,011
At 31 December 2025	14,617
<b>Carrying amounts</b>	
At 1 January 2024	4,802
At 31 December 2024	10,440
At 31 December 2025	5,012

## 6. SUBSIDIARIES

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Equity investments, at cost	1,182,222	1,182,222
Loans to subsidiaries	10,412,825	10,219,071
	11,595,047	11,401,293
Impairment losses	(1,419,644)	(718,330)
	10,175,403	10,682,963

The loans to subsidiaries form part of the Company's net investments in these subsidiaries. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Company. Accordingly, these loans are stated at cost less accumulated impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 6. SUBSIDIARIES (continued)

The loans are principally denominated in Singapore dollars, US dollars, Euro and Canadian dollars, and comprised:

- (a) \$396.7 million (2024: \$547.1 million) loans bearing fixed interest rates ranging from 6.00% to 6.33% (2024: 4.27% to 6.33%) per annum; and
- (b) \$1.2 billion (2024: \$1.0 billion) loans bearing floating interest rates ranging from 2.23% to 8.06% (2024: 3.38% to 9.16%) per annum and the interest rates repriced at intervals ranging from daily to every 6 months (2024: daily to every 6 months).

The remaining loans to subsidiaries are interest-free.

Details of significant subsidiaries are as follows:

Name of subsidiary	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2025	2024
		%	%
PSA Corporation Limited	Singapore	100	100
PSA Marine (Pte) Ltd	Singapore	100	100
PSA Antwerp N.V.	Belgium	100	100
BDP Intermediate 1, Inc.	United States	100	100

### Impairment testing

During the year, the Company recognised an impairment loss of \$694.6 million (2024: \$447.9 million) on certain loans to subsidiaries due to lower recoverable amounts arising from weaker economic outlook. The impairment loss was recognised in other expenses in the Company's income statement.

The recoverable amounts were based on the value in use approach. They were determined by discounting future cash flows generated from the underlying businesses. The cash flow projections were based on financial projections by management covering a ten years period in view of the time required to achieve the targeted operating structure and is assumed to operate indefinitely at 2% (2024: 2% to 5%) growth rate.

Key assumptions include the expected growth in revenue, gross margin and discount rates. The pre-tax discount rates used for impairment testing was 11.0% (2024: 11.0% to 14.7%).

## 7. ASSOCIATES

	Group	
	2025	2024
	\$'000	\$'000
Investments in associates	3,817,638	3,782,230
Loans to associates	7,128	7,128
	3,824,766	3,789,358
Impairment losses	(7,128)	(7,128)
	3,817,638	3,782,230

The loans to associates form part of the Group's net investments in these associates. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Group. Accordingly, these loans are stated at cost less accumulated impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 7. ASSOCIATES (continued)

Details of significant associates are as follows:

Name of associate	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2025	2024
		%	%
Hutchison Port Holdings Limited	British Virgin Islands	20	20
Hutchison Ports Investments S.à r.l.	Luxembourg	20	20

The reconciliation of the SFRS(I) financial statements of the associates modified for fair value adjustments, with the carrying amounts of the investments in associates in the consolidated financial statements is as follows:

	Group	
	2025	2024
	\$'000	\$'000
At 1 January	3,782,230	3,582,147
Group's share of:		
– profit for the year	277,446	263,308
– other comprehensive income	115,495	(38,245)
– total comprehensive income	392,941	225,063
Dividends received during the year	(171,705)	(131,825)
Investment during the year	11,026	–
Translation differences on consolidation	(196,854)	106,845
At 31 December	3,817,638	3,782,230

The Group's investments in associates relate mainly to its investment in Hutchison Port Holdings Limited and Hutchison Ports Investments S.à r.l.. The Group's share of contingent liabilities of the associates (in relation to bank loan guarantees available to its associates and joint ventures, and performance guarantees available to third parties) is \$285.3 million (2024: \$241.7 million).

## 8. JOINT VENTURES

	Group	
	2025	2024
	\$'000	\$'000
Investments in joint ventures	2,485,266	2,578,655
Loans to joint ventures	891,473	893,271
	3,376,739	3,471,926
Impairment losses	(57,461)	(57,461)
	3,319,278	3,414,465

The loans to joint ventures form part of the Group's net investments in these joint ventures. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Group. Accordingly, these loans are stated at cost less accumulated impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 8 JOINT VENTURES (continued)

The loans are principally denominated in US dollars and Euro, and comprised:

- (a) \$516.8 million (2024: \$498.0 million) loans bearing fixed interest rates ranging from 6.00% to 7.20% (2024: 6.00% to 7.20%) per annum; and
- (b) \$366.1 million (2024: \$386.3 million) loans bearing floating interest rates ranging from 4.90% to 10.26% (2024: 6.33% to 10.26%) per annum.

The remaining loans to joint ventures are interest-free.

Details of significant joint ventures are as follows:

Name of joint venture	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2025	2024
		%	%
International Trade Logistics S.A.	Argentina	50.0	50.0
Baltic Hub Container Terminal Sp. Z.o.o.	Republic of Poland	40.0	40.0
PSA Panama International Terminal, S.A.	Republic of Panama	42.5	42.5
Mersin Uluslararası Liman İşletmeciliği A.Ş.	Turkey	51.0	51.0
Tianjin Port Pacific International Container Terminal Co., Ltd.	People's Republic of China	49.0	49.0

The Group's share of commitments of the joint ventures was as follows:

	Group	
	2025	2024
	\$'000	\$'000
Capital commitments which have been authorised and contracted but not provided for in the financial statements	86,536	308,248

The Group does not have any individually material joint venture.

## 9 OTHER INVESTMENTS

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Equity investments at FVOCI	3,622,470	2,754,934	349,169	275,474
Equity investments at FVTPL	7,122	7,122	–	–
	3,629,592	2,762,056	349,169	275,474

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 10 OTHER NON-CURRENT ASSETS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Loans to joint ventures	36,794	33,488	–	–
Other receivables	184,665	173,436	–	–
Non-current portion of financial assets at amortised cost	221,459	206,924	–	–
Hedging instruments	28,765	35,640	28,733	20,785
Transferable corporate club memberships	385	1,093	–	–
	250,609	243,657	28,733	20,785

The loans to joint ventures are denominated in Euro and Korean Won, and comprised:

- \$36.3 million (2024: \$32.8 million) loans bearing floating interest rate of 3.80% (2024: 4.88%) per annum and repayable by 2028; and
- \$0.5 million (2024: \$0.7 million) loans bearing floating interest rate of 4.08% to 4.85% (2024: 4.90%) per annum and repayable by 2029.

## 11 DEFERRED TAX

Movements in deferred tax assets and liabilities of the Group (prior to offsetting of balances) during the year were as follows:

	Trade and other payables and provisions \$'000	Lease liabilities \$'000	Other items \$'000	Total \$'000
<b>Group</b>				
<b>Deferred tax assets</b>				
At 1 January 2024	58,526	169,285	19,903	247,714
Acquisition of a subsidiary	–	–	335	335
Recognised in income statement	6,170	14,330	18,802	39,302
Recognised in other comprehensive income	(186)	–	(638)	(824)
Translation differences on consolidation	1,103	(5,116)	(10,742)	(14,755)
At 31 December 2024	65,613	178,499	27,660	271,772
Recognised in income statement	30,876	13,288	(5,331)	38,833
Recognised in other comprehensive income	(208)	–	181	(27)
Translation differences on consolidation	(170)	10,448	(2,080)	8,198
At 31 December 2025	96,111	202,235	20,430	318,776

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 11 DEFERRED TAX (continued)

	Property, plant and equipment and intangible assets \$'000	Right-of-use assets \$'000	Other investments \$'000	Other items \$'000	Total \$'000
<b>Group</b>					
<b>Deferred tax liabilities</b>					
At 1 January 2024	618,611	162,499	405,870	41,431	1,228,411
Acquisition of a subsidiary	20,736	238	–	–	20,974
Recognised in income statement	6,641	10,177	–	(2,487)	14,331
Recognised in other comprehensive income	–	–	234,933	(2,719)	232,214
Translation differences on consolidation	(12,136)	(4,684)	–	(2,292)	(19,112)
At 31 December 2024	633,852	168,230	640,803	33,933	1,476,818
Acquisition of a subsidiary	–	–	–	465	465
Recognised in income statement	34,092	4,735	–	(4,507)	34,320
Recognised in other comprehensive income	–	–	243,184	(350)	242,834
Translation differences on consolidation	(12,625)	9,729	–	(2,975)	(5,871)
At 31 December 2025	655,319	182,694	883,987	26,566	1,748,566

Deferred tax assets and liabilities of the Company were attributable to the following:

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Deferred tax assets</b>		
Trade and other payables	4,021	1,577
<b>Deferred tax liabilities</b>		
Property, plant and equipment	6,026	4,928
Unremitted income	22,290	19,850
	28,316	24,778

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 11 DEFERRED TAX (continued)

Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The amounts determined after appropriate offsetting were included in the statements of financial position as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deferred tax assets	54,911	62,690	–	–
Deferred tax liabilities	1,484,701	1,267,736	24,295	23,201

### Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of tax losses amounting to \$205.0 million (2024: \$216.8 million). The tax losses are subject to agreement by the tax authorities and compliance with tax regulations in the respective countries in which certain subsidiaries operate. Tax losses of \$99.6 million (2024: \$123.5 million) expire in 2027 to 2030 (2024: 2025 to 2030). The remaining tax losses do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these tax losses because there is no indication that future taxable profit will be available against which the respective subsidiaries of the Group can utilise the benefits.

## 12 TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade and accrued receivables	13	1,349,068	1,144,331	6	163
Deposits and other receivables	14	212,692	231,685	25,173	35,616
Loans to a subsidiary		–	–	70,615	–
Amounts due from:					
Subsidiaries		–	–	312,288	335,064
Associates		232	114	–	–
Joint ventures		232,424	230,117	17,159	15,084
Related corporations		38,539	7,838	–	–
Current portion of financial assets at amortised cost		1,832,955	1,614,085	425,241	385,927
Advances and prepayments		162,319	156,485	4,766	2,905
Hedging instruments		50,210	14,774	228	2,855
		2,045,484	1,785,344	430,235	391,687

The amounts due from subsidiaries, associates, joint ventures and related corporations are unsecured, interest-free and repayable on demand.

The loans to a subsidiary are denominated in US dollars and bearing fixed interest rates of 3.66% to 4.08% and repayable within 6 months from loan commencement date.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 13 TRADE AND ACCRUED RECEIVABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade and accrued receivables	1,412,783	1,193,325	6	163
Allowance for impairment	(63,715)	(48,994)	-	-
	1,349,068	1,144,331	6	163

The Group's primary exposure to credit risk arises through its trade receivables. Concentration of credit risk relating to trade receivables is limited due to the Group's internationally dispersed customers. Due to the nature of the Group's business, credit risk is not concentrated in any specific geographical region but concentrated in companies exposed to business cyclical fluctuations that are commonly found in the shipping industry. The Group's historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, management believes that no additional allowance beyond amounts provided for collection losses is required.

## 14 DEPOSITS AND OTHER RECEIVABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deposits	5,857	4,214	-	12
Interest receivables	33,623	44,822	24,927	34,846
GST, VAT and other tax receivables	82,168	78,332	-	-
Other receivables	91,044	104,317	246	758
	212,692	231,685	25,173	35,616

## 15 CONTRACT BALANCES

Contract assets are recognised for unbilled work-in-progress with costs associated with the service being recorded in trade payables and accrued operating expenses. Contract liabilities are recognised for amounts received for services that are not yet completed.

	Group			
	Contract assets		Contract liabilities	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At 1 January	111,267	79,515	(11,970)	(9,469)
Revenue recognised during the year	22,491	57,352	-	-
Contract assets reclassified to trade receivables	(9,264)	(28,352)	-	-
Recognition of revenue from contract liabilities at the beginning of the year	-	-	760	6,598
Cash received in advance and not recognised as revenue	-	-	(7,185)	(9,158)
Cumulative catch-up adjustments	(58)	1,133	(56)	35
Translation differences on consolidation	(4,158)	1,619	256	24
At 31 December	120,278	111,267	(18,195)	(11,970)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 16 CASH AND BANK BALANCES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at bank and in hand	607,938	560,234	40,205	93,870
Fixed deposits	4,561,341	4,221,215	3,313,505	3,036,219
	5,169,279	4,781,449	3,353,710	3,130,089
Bank overdrafts	(8,523)	(3,745)	–	–
	5,160,756	4,777,704	3,353,710	3,130,089

At the reporting date, cash and cash equivalents for the Group include \$687.9 million (2024: \$778.7 million) cash from subsidiaries pooled together under a sweeping arrangement and managed centrally by the Company in bank balances and fixed deposits as part of the Group's cash management and treasury activities. These balances are not presented as part of the bank balance of the Company.

## 17 SHARE CAPITAL

	Company	
	2025 No. of shares '000	2024 No. of shares '000
<b>Issued and fully-paid, with no par value:</b>		
At 1 January and 31 December	607,372	607,372

The holder of ordinary shares is entitled to receive dividends as declared from time to time and is entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

### **Capital management**

The Group defines capital as share capital and all components of equity. The Group's primary objectives when managing capital are to safeguard the Group's ability to continue to provide returns for shareholders and to support the Group's stability and growth. The Group regularly reviews and manages its capital structure to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

There were no changes to the Group's approach to capital management during the year.

Certain subsidiaries within the Group are subject to externally imposed capital requirements as required by law. These subsidiaries have complied with the requirements during the financial year. The Company and the rest of its subsidiaries are not subject to any externally imposed capital requirements.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 18 ACCUMULATED PROFITS AND OTHER RESERVES

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Capital reserve	(a)	101,630	76,636	–	–
Insurance reserve	(b)	97,357	97,357	–	–
Foreign currency translation reserve	(c)	(1,502,674)	(1,296,784)	–	–
Hedging reserve	(d)	(5,865)	18,916	21,579	13,476
Fair value reserve	(e)	1,350,642	726,670	23,124	(50,571)
Accumulated profits		15,005,971	15,114,112	9,870,453	10,091,253
		15,047,061	14,736,907	9,915,156	10,054,158

### (a) Capital reserve

The capital reserve comprises the Group's share of capital reserve of associates and joint ventures.

### (b) Insurance reserve

The insurance reserve relates to a sum transferred from the former Port of Singapore Authority to PSA Corporation Limited in 1997 as part of the vesting of property, rights and liabilities. This reserve is to cover potential past liabilities and for funding future potential liabilities in relation to the port related activities undertaken by PSA Corporation Limited.

### (c) Foreign currency translation reserve

The foreign currency translation reserve comprises:

- (i) all foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the functional currency of the Company;
- (ii) the effective portion of the cumulative net change in fair value of foreign currency loans used to hedge the Group's net investment in foreign operations;
- (iii) foreign exchange differences on monetary items which form part of the Group's net investment in foreign operations;
- (iv) the Group's share of foreign currency translation reserve of associates and joint ventures; and
- (v) changes in the equity of foreign operations as a result of adjusting non-monetary assets and liabilities and equity balances for hyperinflation (inflation adjustment).

### (d) Hedging reserve

The hedging reserve comprises:

- (i) the effective portion of the cumulative net change in fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred; and
- (ii) the Group's share of hedging reserve of associates and joint ventures.

### (e) Fair value reserve

The fair value reserve comprises:

- (i) the cumulative net changes in the fair values of debt and equity investments at FVOCI until the investments are derecognised; and
- (ii) the Group's share of fair value reserve of associates and joint ventures.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 19 BORROWINGS AND LEASE LIABILITIES

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Borrowings</b>					
Unsecured fixed and floating rates notes		4,229,476	4,143,658	–	–
Secured bank loans		1,687,771	1,751,082	–	–
Unsecured bank loans		819,490	811,122	–	–
Loans from joint venture		167,067	156,424	–	–
Loans from non-controlling shareholders of subsidiaries		176,030	142,051	–	–
Unsecured loans from subsidiaries		–	–	1,761,072	1,997,631
<b>Non-current borrowings</b>		<b>7,079,834</b>	<b>7,004,337</b>	<b>1,761,072</b>	<b>1,997,631</b>
Unsecured fixed and floating rates notes		641,705	174,896	–	174,896
Secured bank loans		787,760	66,161	–	–
Unsecured bank loans		498,205	1,331,651	90,715	366,640
Loans from non-controlling shareholders of subsidiaries		–	4,297	–	–
Unsecured loans from subsidiaries		–	–	635,248	–
<b>Current borrowings</b>		<b>1,927,670</b>	<b>1,577,005</b>	<b>725,963</b>	<b>541,536</b>
		<b>9,007,504</b>	<b>8,581,342</b>	<b>2,487,035</b>	<b>2,539,167</b>
Total borrowings comprise:					
Total unsecured fixed and floating rates notes		4,871,181	4,318,554	–	174,896
Total secured bank loans	(a)	2,475,531	1,817,243	–	–
Total unsecured bank loans		1,317,695	2,142,773	90,715	366,640
Total loans from joint venture	(b)	167,067	156,424	–	–
Total loans from non-controlling shareholders of subsidiaries	(c)	176,030	146,348	–	–
Total unsecured loans from subsidiaries	(d)	–	–	2,396,320	1,997,631
		<b>9,007,504</b>	<b>8,581,342</b>	<b>2,487,035</b>	<b>2,539,167</b>
<b>Lease liabilities</b>					
Non-current lease liabilities		963,880	900,857	–	5,185
Current lease liabilities		81,349	62,197	4,914	5,255
		<b>1,045,229</b>	<b>963,054</b>	<b>4,914</b>	<b>10,440</b>

### (a) Secured bank loans

The loans were secured by mortgages on the borrowing subsidiaries' property, plant and equipment and port use rights with a carrying amount of \$3,090 million (2024: \$2,262 million) as well as pledge of shares of subsidiaries.

### (b) Loans from joint venture

The loans from joint venture are denominated in Euro, unsecured and bear floating interest rates. Interest rates repriced at intervals of three months.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 19 BORROWINGS AND LEASE LIABILITIES (continued)

### (c) Loans from non-controlling shareholders of subsidiaries

The loans from non-controlling shareholders are unsecured and bear fixed and floating interest rates. Interest rates repriced at intervals of three to six months. The loans are repayable in full between 2027 to 2049 (2024: 2025 to 2049).

### (d) Unsecured loans from subsidiaries

The loans from subsidiaries are denominated in US dollars, Singapore dollars, Hong Kong dollars and Renminbi, unsecured, bear interest at a range of pre-determined rates between 2.23% to 4.02% (2024: 2.30% to 4.02%).

### Terms and debt repayment schedule

The terms and conditions of outstanding borrowings and lease liabilities were as follows:

	Effective interest rate %	Year of maturity	2025		2024	
			Face value \$'000	Carrying amount \$'000	Face value \$'000	Carrying amount \$'000
<b>Group</b>						
Unsecured fixed and floating rates notes	1.63 – 4.32	2026 – 2037	4,880,712	4,871,181	4,329,070	4,318,554
Secured bank loans	1.83 – 7.50*	2026 – 2031	2,475,531	2,475,531	1,817,243	1,817,243
Unsecured bank loans	1.13 – 4.09*	2026 – 2033	1,317,695	1,317,695	1,965,852	2,142,773
Loans from joint venture	3.46 – 4.24	2027	167,067	167,067	156,424	156,424
Loans from non-controlling shareholders of subsidiaries	1.21 – 9.91	2027 – 2049	176,030	176,030	146,348	146,348
			<u>9,017,035</u>	<u>9,007,504</u>	<u>8,414,937</u>	<u>8,581,342</u>
Lease liabilities	0.44 – 10.00	2026 – 2067	<u>1,818,315</u>	<u>1,045,229</u>	<u>1,728,495</u>	<u>963,054</u>
<b>Company</b>						
Unsecured fixed and floating rates notes	4.29	2025	–	–	174,900	174,896
Unsecured bank loans	2.67	2026	90,715	90,715	366,640	366,640
Unsecured loans from subsidiaries	2.23 – 3.99	2026 – 2035	<u>2,396,320</u>	<u>2,396,320</u>	<u>1,997,631</u>	<u>1,997,631</u>
			<u>2,487,035</u>	<u>2,487,035</u>	<u>2,539,171</u>	<u>2,539,167</u>
Lease liabilities	3.50	2026	<u>5,186</u>	<u>4,914</u>	<u>10,827</u>	<u>10,440</u>

\* Excludes effective interest rates of 9.72% (secured bank loans) and 51.90% (unsecured bank loans) for entities operating in hyperinflationary economies. The loans from these entities are not material to the Group.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 19 BORROWINGS AND LEASE LIABILITIES (continued)

### Reconciliation of movements of liabilities to cash flows arising from financing activities

	Borrowings \$'000	Lease liabilities \$'000	Loan from a joint venture \$'000	Interest payable \$'000	Total \$'000
At 1 January 2024	7,255,888	957,170	–	66,354	8,279,412
Changes from financing cash flows					
– Proceeds from bank loans and notes	2,552,100	–	–	–	2,552,100
– Repayment of bank loans and notes	(1,447,435)	–	–	–	(1,447,435)
– Proceeds from loan from a joint venture	–	–	66,651	–	66,651
– Repayment of loans from joint venture	(2,181)	–	–	–	(2,181)
– Proceeds from loans from non-controlling shareholders of subsidiaries	132,496	–	–	–	132,496
– Payment of lease liabilities	–	(98,774)	–	–	(98,774)
– Interest paid	–	(33,658)	–	(290,850)	(324,508)
Total changes from financing cash flows	1,234,980	(132,432)	66,651	(290,850)	878,349
Addition of new leases	–	120,693	–	–	120,693
Disposal/termination of lease liabilities	–	(6,222)	–	–	(6,222)
Acquisition of a subsidiary	15,567	3,792	–	–	19,359
Capitalised borrowing costs	–	–	–	30,540	30,540
Interest expenses	–	41,505	734	271,316	313,555
Amortisation of loan facilities upfront fees	3,748	–	–	–	3,748
Effect of changes in foreign exchange rates	71,159	(21,452)	3,610	2,947	56,264
At 31 December 2024	8,581,342	963,054	70,995	80,307	9,695,698
At 1 January 2025	8,581,342	963,054	70,995	80,307	9,695,698
Changes from financing cash flows					
– Proceeds from bank loans and notes	2,304,360	–	–	–	2,304,360
– Repayment of bank loans and notes	(1,735,801)	–	–	–	(1,735,801)
– Proceeds from loan from a joint venture	–	–	71,907	–	71,907
– Proceeds from loans from non-controlling shareholders of subsidiaries	22,553	–	–	–	22,553
– Payment of lease liabilities	–	(68,823)	–	–	(68,823)
– Interest paid	–	(32,177)	–	(291,151)	(323,328)
Total changes from financing cash flows	591,112	(101,000)	71,907	(291,151)	270,868
Addition of new leases	–	110,490	–	–	110,490
Disposal/termination of lease liabilities	–	(27,183)	–	–	(27,183)
Capitalised borrowing costs	–	–	–	17,043	17,043
Interest expenses	–	43,984	4,033	264,222	312,239
Amortisation of loan facilities upfront fees	9,116	–	–	6,909	16,025
Effect of changes in foreign exchange rates	(174,066)	55,884	(4,425)	(4,645)	(127,252)
At 31 December 2025	9,007,504	1,045,229	142,510	72,685	10,267,928

Total cash outflow for all the leases in 2025 was \$123.6 million (2024: \$155.7 million).

#### Loan Covenants

As at 31 December 2025, one of the subsidiaries within the Group did not meet a financial covenant of a secured bank loan agreement. Accordingly, the loan amounting to \$641.4 million has been reclassified to current liabilities as at 31 December 2025. Subsequent to year end, the subsidiary has received a waiver on the covenant breach from the bank.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 20 PROVISIONS

This comprises site restoration provisions made by subsidiaries to restore their leased sites to original condition by the end of the lease terms.

## 21 OTHER NON-CURRENT OBLIGATIONS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Hedging instruments	29,938	9,608	2,398	5,852
Amount due to joint venture	89	463	–	–
Loan from a subsidiary	–	–	70,269	70,995
Loan from a joint venture	142,510	70,995	–	–
Service concession obligations	153,778	160,698	–	–
Other non-current obligations	150,464	85,311	9,095	–
	<u>476,779</u>	<u>327,075</u>	<u>81,762</u>	<u>76,847</u>

The loans from a subsidiary and a joint venture are denominated in US dollars, unsecured, interest-free and repayable by 2032.

## 22 TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade payables and accrued operating expenses		1,969,572	1,693,497	92,433	95,456
Deposits and other payables	23	543,689	440,939	7,294	16,623
Amounts due to:					
Subsidiaries		–	–	598,922	583,192
Joint ventures		63,696	66,850	5	12
Related corporations		30,406	2,920	–	–
Other financial liabilities at amortised cost		2,607,363	2,204,206	698,654	695,283
Advances		63,979	61,037	847	207
Hedging instruments		23,378	7,637	16,237	112
		<u>2,694,720</u>	<u>2,272,880</u>	<u>715,738</u>	<u>695,602</u>

The amounts due to subsidiaries, joint ventures and related corporations are unsecured, interest-free and repayable on demand.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 23 DEPOSITS AND OTHER PAYABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deposits	16,805	12,683	–	–
Accrued capital expenditure	237,593	124,849	–	–
Interest payables	72,685	80,307	6,179	13,426
GST, VAT and other tax payables	27,083	23,136	1,115	3,197
Staff related payables	65,490	60,874	–	–
Other payables	124,033	139,090	–	–
	<u>543,689</u>	<u>440,939</u>	<u>7,294</u>	<u>16,623</u>

## 24 REVENUE

This comprises revenue from container handling, marine services, operation of multi-purpose terminals, warehousing and supply chain solutions related services, software development and IT related services, consultancy fees but excludes intra-group transactions. Payment is due when services are provided to customer. Disaggregation of revenue is presented in note 31.

## 25 STAFF AND RELATED COSTS

	Group	
	2025 \$'000	2024 \$'000
Wages and salaries	1,752,159	1,686,974
Contributions to defined contribution plans	139,640	130,877
	<u>1,891,799</u>	<u>1,817,851</u>

## 26 SERVICE CONCESSION

Service concession revenue represents the fair value of the construction services provided. No margin has been recognised as the Group believes that the fair value of the construction services approximates the construction costs.

## 27 PROFIT FROM OPERATIONS

Profit from operations included the following items:

	Group	
	2025 \$'000	2024 \$'000
Allowance for impairment on trade receivables	14,974	–
Impairment loss of intangible assets	576,347	391,400
Loss on disposal of intangible assets	48	547
Exchange loss, net	71,493	–
Net fair value loss on fair value hedge	5,033	5,915
Expenses relating to:		
Short-term leases	17,667	18,646
Leases of low-value assets, excluding short-term leases of low-value assets	4,837	4,549
Variable lease payments not included in the measurement of lease liabilities	58	102

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 28 OTHER INCOME

	Group	
	2025	2024
	\$'000	\$'000
Dividend income from financial assets	113,523	83,794
Interest income from:		
Associate	113	155
Cash and bank balances	102,433	127,502
Joint ventures	68,815	73,504
Trade and other receivables	5,586	20,971
Gain on disposal of:		
Joint ventures	14,681	–
Property, plant and equipment, net	8,165	3,071
Other investments	–	2,229
Exchange gain, net	–	14,681
Write back of allowance for trade receivables	–	8,675
Write back of impairment of loans to joint ventures	–	6,597
Others	40,872	49,024
	<u>354,188</u>	<u>390,203</u>

## 29 FINANCE COSTS

	Group	
	2025	2024
	\$'000	\$'000
Interest expense in relation to:		
Banks and other financial institutions	150,863	152,298
Fixed and floating rates notes holders	114,939	113,648
Lease liabilities	43,984	41,505
Service concession obligations	6,597	5,217
Joint ventures	10,322	9,175
Non-controlling shareholders of subsidiaries	8,156	677
	<u>334,861</u>	<u>322,520</u>

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 30 INCOME TAX EXPENSE

	Group	
	2025	2024
	\$'000	\$'000
<b>Current tax expense</b>		
Current year	344,658	271,336
Over provided in prior years	(2,010)	(40,118)
	342,648	231,218
<b>Deferred tax expense</b>		
Movements in temporary differences	(12,062)	(24,597)
Under/(over) provided in prior years	7,549	(374)
	(4,513)	(24,971)
Income tax expense	338,135	206,247
<b>Tax reconciliation</b>		
Profit before income tax	1,508,292	1,383,598
Share of profit of associates, net of tax	(277,446)	(263,308)
Share of profit of joint ventures, net of tax	(374,350)	(258,449)
Profit before income tax excluding share of profit of associates and joint ventures, net of tax	856,496	861,841
Tax calculated using Singapore tax rate of 17% (2024: 17%)	145,604	146,513
Effect of different tax rates in other countries	2,494	5,672
Tax rebates and incentives	(13,367)	(27,488)
Income not subject to tax	(41,773)	(41,073)
Expenses not deductible for tax purposes	172,184	127,129
Change in unrecognised tax benefits	20,124	10,296
Withholding tax	47,330	25,690
Under/(over) provided in prior years	5,539	(40,492)
Income tax expense	338,135	206,247

### *Global minimum top-up tax*

The Group is within the scope of the OECD Pillar Two model rules. The Pillar Two legislation was enacted in Singapore, the jurisdiction in which the Company is incorporated, and has come into effect from 1 January 2025. At the same time, the Pillar Two legislation has been enacted or substantially enacted in several other jurisdictions in which the Group operates and are effective from 1 January 2024.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes based on 2025 financial information for the constituent entities in the Group. Most of the jurisdictions in which the Group operates qualify for the Transitional Country-by-Country Safe Harbour relief. For jurisdictions which are not subject to this relief, the overall impact of Pillar Two on the Group is not material. The Group has applied a temporary mandatory relief from deferred tax accounting for the impact of the top-up tax and accounts for it as a current tax when it is incurred (see note 2.18).

The Group continues to follow Pillar Two legislative developments to evaluate the potential future impact for the Group and has engaged in consultation with tax consultants to assist the Group in this regard.

As at the reporting date, two subsidiaries within the Group are involved in ongoing tax disputes with the tax authorities in respect of income taxes arising from waived receivables and claims on GST input tax credits. The total assessments under dispute amount to approximately \$75.5 million (2024: nil), excluding interest and penalties. Management, having obtained professional advice, is of the view that the Group has defensible positions. Accordingly, no provision has been recognised in the financial statements. The ultimate outcome of these matters remains uncertain.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 31 OPERATING SEGMENTS

The Group is organised into business units based on their services and has three main reportable operating segments as follows:

- Port: The provision of container handling, operation of multi-purpose terminals and other port related services.
- Supply chain solutions: The provision of port-centric cargo and digital solution services to manage cargo flows.
- Marine: The provision of marine services.

The Board of Directors monitor the operating results of the business units separately for the purpose of making strategic decisions. Performance is measured based on segment operating profit which includes items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Segment capital expenditure is the total costs incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

### Information about reportable segments

	Ports \$'000	Supply chain solutions \$'000	Marine \$'000	Total reportable segments \$'000
<b>Group</b>				
<b>31 December 2025</b>				
<b>Revenue</b>				
Total revenue	5,059,853	2,853,423	437,662	8,350,938
Inter-segment revenue	(23,350)	(39,088)	(24,419)	(86,857)
External revenue	5,036,503	2,814,335	413,243	8,264,081
Transportation costs	–	(1,909,855)	–	(1,909,855)
Net revenue	5,036,503	904,480	413,243	6,354,226
<b>Operating profit/(loss)</b>	1,575,325	(16,505)	72,471	1,631,291
<b>Share of profit/(loss) of joint ventures, net of tax</b>	369,028	(1,656)	6,978	374,350
<b>Material items</b>				
Depreciation and amortisation	724,709	126,822	61,254	912,785
Impairment loss of intangible assets	–	576,000	347	576,347
<b>Segment assets</b>	13,002,880	2,389,202	679,387	16,071,469
<b>Joint ventures</b>	3,231,822	40,922	46,534	3,319,278
<b>Segment liabilities</b>	2,141,251	774,574	100,772	3,016,597

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 31 OPERATING SEGMENTS (continued)

### Information about reportable segments (continued)

	Ports \$'000	Supply chain solutions \$'000	Marine \$'000	Total reportable segments \$'000
<b>Group</b>				
<b>31 December 2024</b>				
<b>Revenue</b>				
Total revenue	4,535,360	2,862,521	410,990	7,808,871
Inter-segment revenue	(25,689)	(34,069)	(25,502)	(85,260)
External revenue	4,509,671	2,828,452	385,488	7,723,611
Transportation costs	–	(1,919,395)	–	(1,919,395)
Net revenue	4,509,671	909,057	385,488	5,804,216
<b>Operating profit</b>	1,281,492	(6,379)	62,327	1,337,440
<b>Share of profit/(loss) of joint ventures, net of tax</b>	255,163	(1,481)	4,767	258,449
<b>Material items</b>				
Depreciation and amortisation	664,782	132,467	54,969	852,218
Impairment loss of intangible assets	–	391,400	–	391,400
<b>Segment assets</b>	11,879,222	3,113,738	644,887	15,637,847
<b>Joint ventures</b>	3,298,586	42,984	72,895	3,414,465
<b>Segment liabilities</b>	1,686,897	679,362	93,736	2,459,995

The capital expenditure for port, supply chain solutions and marine segments was \$1,604.6 million (2024: \$1,622.7 million), \$34.5 million (2024: \$58.3 million) and \$109.9 million (2024: \$82.7 million) respectively.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 31 OPERATING SEGMENTS (continued)

### Reconciliations of reportable segment operating profit, assets and liabilities

	Group	
	2025 \$'000	2024 \$'000
<b>Operating profit</b>		
Operating profit for reportable segments	1,631,291	1,337,440
Corporate expenses	(146,282)	(151,882)
Other income	354,188	390,203
Impairment loss of intangible assets	(576,347)	(391,400)
Exchange loss, net	(71,493)	–
Share of profit of associates, net of tax	277,446	263,308
Share of profit of joint ventures, net of tax	374,350	258,449
Finance costs	(334,861)	(322,520)
Profit before income tax	1,508,292	1,383,598
<b>Segment assets</b>		
Segment assets for reportable segments	16,071,469	15,637,847
Associates	3,817,638	3,782,230
Joint ventures	3,319,278	3,414,465
Cash and bank balances	5,160,756	4,777,704
Other investments	3,629,592	2,762,056
Deferred tax assets	54,911	62,690
Hedging instruments	78,975	50,414
	32,132,619	30,487,406
<b>Segment liabilities</b>		
Segment liabilities for reportable segments	3,016,597	2,459,995
Corporate liabilities	155,971	160,608
Borrowings	9,007,504	8,581,342
Lease liabilities	1,045,229	963,054
Current tax payable	238,128	197,960
Deferred tax liabilities	1,484,701	1,267,736
Hedging instruments	53,316	17,245
	15,001,446	13,647,940

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 31 OPERATING SEGMENTS (continued)

### Geographical information

The Group operates principally in Southeast Asia, Europe, Mediterranean and The Americas and Rest of Asia. Segment revenue is based on geographical location of the operations. Segment assets are based on the geographical location of the assets. Non-current assets presented consist of property, plant and equipment, intangible assets, right-of-use assets and other non-current assets.

	Group	
	2025	2024
	\$'000	\$'000
<b>Revenue</b>		
Southeast Asia	3,881,956	3,527,961
Europe, Mediterranean and The Americas	3,387,861	3,244,105
Rest of Asia	823,818	796,193
Others	170,446	155,352
	<u>8,264,081</u>	<u>7,723,611</u>
<b>Non-current assets</b>		
Southeast Asia	7,463,100	6,825,223
Europe, Mediterranean and The Americas	4,913,232	5,405,336
Rest of Asia	1,538,795	1,496,278
Others	6,016	7,079
	<u>13,921,143</u>	<u>13,733,916</u>

Revenue and non-current assets included \$3,801.4 million (2024: \$3,459.2 million) and \$7,456.4 million (2024: \$6,819.5 million) respectively from Singapore.

## 32 FINANCIAL RISK MANAGEMENT

### Overview

Risk management is integral to the whole business of the Group. Exposure to credit, liquidity and market risks (including interest rate, currency and price risks) arises in the normal course of the Group's business. The Group has written risk management policies and guidelines. In addition, the Group has established processes to monitor and manage major exposures. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

### Credit risk

The Group has a credit policy in place which establishes credit limits for customers and monitors their balances on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. Cash and fixed deposits are placed with banks and financial institutions which are regulated. Investments and transactions involving hedging instruments are allowed only with counterparties that are of certain credit standing.

At 31 December 2025, there was no significant concentration of credit risk. The maximum exposure to credit risk was represented by the carrying amounts of each financial asset, including hedging instruments, in the statements of financial position. The Group entities use varied methods including past due information to assess its exposure to credit risk which takes into account the risk characteristics of the customers.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

### Credit risk (continued)

A summary of these entities' exposure to credit risk for trade and accrued receivables and contract assets as at 31 December are as follows:

	Gross carrying amount \$'000	Impairment loss allowance \$'000	Credit impaired
<b>31 December 2025</b>			
Not past due	1,007,639	(422)	No
Past due less than 30 days	284,634	(60)	No
Past due 30 - 120 days	182,822	(43,299)	No
Past due more than 120 days	57,966	(19,934)	Yes
	1,533,061	(63,715)	
<b>31 December 2024</b>			
Not past due	938,327	(890)	No
Past due less than 30 days	159,671	(117)	No
Past due 30 - 120 days	180,715	(30,861)	No
Past due more than 120 days	25,879	(17,126)	Yes
	1,304,592	(48,994)	

### Movements in allowance for impairment

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	Group Lifetime ECL \$'000
At 1 January 2024	62,811
Write back of allowance for trade receivables	(8,675)
Amounts written off	(5,025)
Translation differences on consolidation	(117)
At 31 December 2024	48,994
Allowance for impairment	14,974
Translation differences on consolidation	(253)
At 31 December 2025	63,715

Except for the impaired receivables, no allowance for impairment is considered necessary in respect of the remaining trade receivables, including those receivables that are past due, as the Group believes that the amounts are still collectible, based on historical payment patterns and good credit records maintained by the customers. The Group considers its other financial assets to have low credit risk and the amount of the allowance on other financial assets is not significant.

The principal risk to which the Group and the Company is exposed is credit risk in connection with the guarantee contracts it has issued. The credit risk represents the loss that would be recognised upon a default by the parties to which the guarantees were given on behalf of. To mitigate these risks, management continually monitors the risks and has established processes including performing credit evaluations of the parties it is providing guarantees on behalf of.

At 31 December 2025, the Group has issued guarantees on behalf of its associates which amounted to \$16.7 million (2024: \$15.6 million). At 31 December 2025, the Company has issued guarantees on behalf of its subsidiaries which amounted to \$642.0 million (2024: \$0.04 million). These guarantees would become immediately payable by the Group and the Company in the event of default by these subsidiaries.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The following are the expected contractual undiscounted cash inflows/(outflows) of non-derivative financial liabilities and hedging instruments, including interest payments and excluding the impact of netting agreements:

	Carrying amounts \$'000	Contractual cash flows \$'000	Cash flows		
			Within 1 year \$'000	Between 1 to 5 years \$'000	After 5 years \$'000
<b>Group</b>					
<b>31 December 2025</b>					
<b>Non-derivative financial liabilities</b>					
Interest-bearing liabilities	8,664,407	(9,553,054)	(2,152,758)	(4,773,302)	(2,626,994)
Lease liabilities	1,045,229	(1,818,315)	(123,671)	(305,695)	(1,388,949)
Loans from joint ventures	309,577	(364,719)	(4,441)	(170,389)	(189,889)
Loans from non-controlling shareholders of subsidiaries	176,030	(233,900)	(152)	(14,517)	(219,231)
Trade and other payables	2,607,363	(2,607,363)	(2,607,363)	-	-
<b>Hedging instruments</b>					
- Assets	(78,975)				
Inflow		800,565	118,117	124,863	557,585
Outflow		(714,882)	(116,742)	(77,051)	(521,089)
- Liabilities	53,316				
Inflow		905,971	622,340	83,213	200,418
Outflow		(981,549)	(653,426)	(110,957)	(217,166)
	12,776,947	(14,567,246)	(4,918,096)	(5,243,835)	(4,405,315)
<b>31 December 2024</b>					
<b>Non-derivative financial liabilities</b>					
Interest-bearing liabilities	8,278,570	(9,237,723)	(1,745,459)	(3,662,462)	(3,829,802)
Lease liabilities	963,054	(1,728,495)	(101,439)	(279,187)	(1,347,869)
Loans from joint ventures	227,419	(260,885)	(4,258)	(159,609)	(97,018)
Loans from non-controlling shareholders of subsidiaries	146,348	(202,469)	(6,834)	(92,735)	(102,900)
Trade and other payables	2,204,206	(2,204,206)	(2,204,206)	-	-
<b>Hedging instruments</b>					
- Assets	(50,414)				
Inflow		1,003,034	261,547	395,465	346,022
Outflow		(954,654)	(249,253)	(378,434)	(326,967)
- Liabilities	17,245				
Inflow		459,550	186,012	273,538	-
Outflow		(475,367)	(188,523)	(286,844)	-
	11,786,428	(13,601,215)	(4,052,413)	(4,190,268)	(5,358,534)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

### Liquidity risk (continued)

	Carrying amounts \$'000	Contractual cash flows \$'000	Cash flows		
			Within 1 year \$'000	Between 1 to 5 years \$'000	After 5 years \$'000
<b>Company</b>					
<b>31 December 2025</b>					
<b>Non-derivative financial liabilities</b>					
Interest-bearing liabilities	2,487,035	(2,691,113)	(1,073,528)	(915,547)	(702,038)
Lease liabilities	4,914	(5,186)	(5,186)	–	–
Loan from a subsidiary	70,269	(91,670)	–	–	(91,670)
Trade and other payables	698,654	(698,654)	(698,654)	–	–
<b>Hedging instruments</b>					
– Assets	(28,961)				
Inflow		746,177	114,963	73,629	557,585
Outflow		(710,510)	(113,660)	(75,761)	(521,089)
– Liabilities	18,635				
Inflow		314,879	312,547	2,332	–
Outflow		(334,100)	(331,094)	(3,006)	–
	<b>3,250,546</b>	<b>(3,470,177)</b>	<b>(1,794,612)</b>	<b>(918,353)</b>	<b>(757,212)</b>
<b>31 December 2024</b>					
<b>Non-derivative financial liabilities</b>					
Interest-bearing liabilities	2,539,167	(2,680,710)	(599,105)	(1,662,055)	(419,550)
Lease liabilities	10,440	(10,827)	(5,356)	(5,471)	–
Loan from a subsidiary	70,995	(97,018)	–	–	(97,018)
Trade and other payables	695,283	(695,283)	(695,283)	–	–
<b>Hedging instruments</b>					
– Assets	(23,640)				
Inflow		452,015	60,378	57,874	333,763
Outflow		(429,676)	(57,159)	(55,480)	(317,037)
– Liabilities	5,964				
Inflow		411,763	141,150	270,613	–
Outflow		(416,948)	(141,090)	(275,858)	–
	<b>3,298,209</b>	<b>(3,466,684)</b>	<b>(1,296,465)</b>	<b>(1,670,377)</b>	<b>(499,842)</b>

### Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates, equity prices and fuel prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

### Market risk (continued)

#### (a) Interest rate risk

The Group's exposure to changes in interest rates relates primarily to the Group's interest-earning financial assets and interest-bearing financial liabilities. The Group's objective is to maintain a balance of fixed and floating rate exposures as well as a balanced maturity period.

#### Managing interest rate benchmark reform and associated risks

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some interbank offered rates (IBORs) with alternative nearly risk-free rates (referred to as 'IBOR reform'). The Group monitors the progress of transition from IBORs to new benchmark rates by reviewing the total amounts of contracts that have yet to transition to an alternative benchmark rate and the amounts of such contracts that include an appropriate fallback clause. The Group considers that a contract is not yet transitioned to an alternative benchmark rate when interest under the contract is indexed to a benchmark rate that is still subject to interest rate benchmark reform.

The following table shows the total amounts of unreformed contracts at 31 December. The amounts are shown at their carrying amounts.

	Group WIBOR	
	2025 \$'000	2024 \$'000
<b>Financial liabilities</b>		
Secured bank loans	14,652	12,002

At the reporting date, the interest rate profile of the interest-bearing financial assets and liabilities was:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Fixed rate</b>				
Cash and bank balances	4,561,341	4,221,215	3,313,505	3,036,219
Borrowings	(5,733,723)	(5,497,975)	(2,396,320)	(2,172,527)
Lease liabilities	(1,045,229)	(963,054)	(4,914)	(10,440)
	(2,217,611)	(2,239,814)	912,271	853,252
<b>Floating rate</b>				
Loans to joint ventures	36,794	33,488	–	–
Cash and bank balances	599,415	556,489	40,205	93,870
Borrowings	(3,273,781)	(3,083,367)	(90,715)	(366,640)
	(2,637,572)	(2,493,390)	(50,510)	(272,770)

#### Hedging

The Group has raised funding with issuance of debt capital market instruments and bank loans to diversify funding sources. Interest rate swaps have been entered to achieve an appropriate mix of fixed and floating rate exposures within the Group's policy.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

### **Market risk** (continued)

#### **(a) Interest rate risk** (continued)

##### *Cash flow hedge*

A portion of the floating rate borrowings amounting to \$750.8 million (2024: \$514.1 million) have been hedged against the exposure to market fluctuations in interest rate payments. In connection with these borrowings, the Group entered into interest rate swap contracts to receive variable rate interest and pay fixed rate on the notional amounts. Both the floating rate borrowings and interest rate swaps have the same terms and conditions. The net fair value of the swaps as at 31 December 2025 comprises liabilities of \$18.5 million (2024: comprises assets of \$3.5 million and liabilities of \$3.8 million). The weighted average interest rate of the swaps as at 31 December 2025 ranged from 2.01% to 4.52% (2024: 1.48% to 4.52%). The swaps will mature between 2026 and 2031 (2024: 2025 and 2031). Reclassification adjustments are recorded in finance income/cost.

##### *Sensitivity analysis*

At 31 December 2025, it is estimated that a general increase of 100bps in interest rates would decrease the Group's profit before tax by approximately \$18.9 million (2024: \$19.8 million). A general decrease of 100bps in interest rates would have the equal but opposite effect on the Group's profit before tax. The general increase or decrease of 100bps in interest rates would have no significant impact on the Group's other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

At 31 December 2025, it is estimated that a general increase of 100bps in interest rates would decrease the Company's profit before tax by approximately \$0.5 million (2024: profit before tax by approximately \$2.7 million). A general decrease of 100bps in interest rates would have the equal but opposite effect on the Company's profit before tax. The general increase or decrease of 100bps in interest rates would have no significant impact on the Company's other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects.

#### **(b) Foreign currency risk**

The Group is exposed to foreign currency risk on sales, purchases, bank deposits, other investments, bank loans and fixed and floating rates notes that are denominated in a currency other than the functional currencies of the Group entities. The functional currencies of the Group entities are primarily the Singapore dollars, United States dollars and the Euro. In respect of other monetary assets and liabilities held in currencies other than the functional currencies of the Group entities, the Group monitors the net exposure.

A portion of the Group fixed rate bonds and loans amounting to \$463.3 million (2024: \$490.4 million) have been hedged against the exposure to fluctuations in foreign currencies. In connection with this, the Group entered into cross currency swap contracts to hedge the exposure. Both the fixed rate bonds and loans and foreign currency contracts have the same terms and conditions. The net fair value of the swaps as at 31 December 2025 comprises liabilities of \$25.1 million (2024: \$2.7 million). The weighted average SGD:USD and SGD:HKD forward exchange rates as at 31 December 2025 ranged from 0.73 to 0.74 (2024: 0.73 to 0.74) and 5.84 (2024: 5.84) respectively. The swap will mature in between 2026 to 2033 (2024: 2026 to 2033).

A portion of the Company's loan from subsidiaries amounting to \$256.8 million (2024: \$271.8 million) have been hedged against the exposure to fluctuations in foreign currencies. In connection with this, the Company entered into cross currency swap contracts to hedge the exposure. Both the loan from subsidiaries and foreign currency contracts have the same terms and conditions. The net fair value of the swaps as at 31 December 2025 comprises liabilities of \$16.2 million (2024: \$4.7 million). The weighted average SGD:USD forward exchange rate as at 31 December 2025 ranged from 0.73 to 0.74 (2024: 0.73 to 0.74). The swap will mature in 2026.

The Group's US dollar, Hong Kong dollar and Renminbi denominated unsecured bank loans, fixed and floating rates notes amounting to \$2.68 billion (2024: \$2.53 billion) are designated as hedging instruments for the Group's investments in its subsidiaries and associates.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

### Market risk (continued)

#### (b) Foreign currency risk (continued)

The Group's (excluding the US dollar and Hong Kong dollar denominated unsecured bank loans, fixed and floating rates notes designated as hedging instruments for the Group's investments in its subsidiaries and associates) and Company's significant exposures to foreign currencies were as follows:

	HK Dollar \$'000	US Dollar \$'000	Euro \$'000	Renminbi \$'000
<b>Group</b>				
<b>31 December 2025</b>				
Other investments	–	418,953	–	170,940
Other non-current assets	–	127,606	36,276	–
Cash and bank balances	559	88,395	29,647	69,101
Trade and other receivables	17,330	255,926	30,495	21,168
Interest-bearing liabilities	–	(12,839)	(228,754)	–
Loan from a joint venture	–	(142,510)	–	–
Trade and other payables	(16,960)	(102,578)	(27,208)	(4,787)
	929	632,953	(159,544)	256,422
<b>31 December 2024</b>				
Other investments	–	346,951	–	169,818
Other non-current assets	79	143,934	32,706	–
Cash and bank balances	80,697	143,643	100,543	38,624
Trade and other receivables	18,645	227,123	26,620	14,728
Interest-bearing liabilities	–	–	(479,361)	(223,440)
Loan from a joint venture	–	(70,995)	–	–
Trade and other payables	(26,615)	(92,317)	(18,803)	(752)
	72,806	698,339	(338,295)	(1,022)
<b>Company</b>				
<b>31 December 2025</b>				
Other investments	–	349,169	–	–
Loans to subsidiaries	–	891,132	745,334	116,125
Cash and bank balances	536	41,901	20,038	963
Interest-bearing liabilities	–	(943,436)	(322,552)	(220,256)
Trade and other payables	–	(163,916)	(3,230)	–
	536	174,850	439,590	(103,168)
<b>31 December 2024</b>				
Other investments	–	275,474	–	–
Loans to subsidiaries	–	880,070	659,333	118,006
Cash and bank balances	80,429	79,440	93,744	–
Interest-bearing liabilities	(174,896)	(889,927)	(366,640)	(223,440)
Trade and other payables	(6,907)	(209,616)	(3,371)	–
	(101,374)	135,441	383,066	(105,434)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 32 FINANCIAL RISK MANAGEMENT (continued)

**Market risk** (continued)

**(b) Foreign currency risk** (continued)

*Sensitivity analysis*

A 10% strengthening of the Singapore dollar against the Hong Kong dollar, US dollar, Euro and Renminbi at 31 December would increase/(decrease) profit before tax and other comprehensive income by the amounts shown below. A 10% weakening of the Singapore dollar against the Hong Kong dollar, US dollar, Euro and Renminbi would have the equal but opposite effect. This analysis assumes that all other variables, in particular interest rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

	Group		Company	
	Profit before tax \$'000	Other comprehensive income, before tax \$'000	Profit before tax \$'000	Other comprehensive income, before tax \$'000
<b>31 December 2025</b>				
HK dollar	(93)	–	(54)	–
US dollar	(22,112)	(41,183)	17,432	(34,917)
Euro	15,954	–	(43,959)	–
Renminbi	(8,548)	(17,094)	10,317	–
	<u>(14,799)</u>	<u>(58,277)</u>	<u>(16,264)</u>	<u>(34,917)</u>
<b>31 December 2024</b>				
HK dollar	(7,281)	–	10,137	–
US dollar	(35,851)	(33,983)	14,003	(27,547)
Euro	33,830	–	(38,307)	–
Renminbi	17,084	(16,982)	10,543	–
	<u>7,782</u>	<u>(50,965)</u>	<u>(3,624)</u>	<u>(27,547)</u>

**(c) Equity price risk**

Equity security price risk is the risk of changes in fair value of the Group's investments due to changes in the underlying equity securities prices. The risk is concentrated in the Group's investments in equity securities.

*Sensitivity analysis*

At 31 December 2025, it is estimated that a 10% (2024: 10%) increase in the underlying equity prices would increase the Group's profit before tax by approximately \$0.7 million (2024: \$0.7 million) and increase the Group's other comprehensive income by \$362.2 million (2024: \$275.5 million). A 10% (2024: 10%) decrease in the underlying equity prices would have the equal but opposite effect on the Group's profit before tax and other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods.

**(a) Quoted equity securities, debt securities and trust units**

Fair value is based on quoted bid prices at the reporting date, without any deduction for transaction costs.

**(b) Hedging instruments**

The fair value of interest rate swaps, cross currency swaps and fuel forward contracts is based on broker quotes. These quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date.

**(c) Fixed rate interest-bearing borrowings**

Fair value is calculated based on quoted offer price or discounted expected future principal and interest cash flows using market interest rates.

**(d) Floating rate interest-bearing borrowings**

The Group believes that the carrying amounts of floating rate interest-bearing loans, which are repriced at least semi-annually, reflect the corresponding fair values.

**(e) Other financial assets and liabilities**

The notional amounts of financial assets and liabilities with a maturity of less than one year (including cash and bank balances, trade and other receivables, trade and other payables, current borrowings) are assumed to approximate their fair values because of the short period to maturity.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### Fair values versus carrying amounts

The carrying amounts of financial assets and liabilities are as follows.

	Note	Amortised cost \$'000	FVTPL – equity instruments \$'000	FVOCI – equity instruments \$'000	Fair value – hedging instruments \$'000	Other financial liabilities \$'000	Total carrying amounts \$'000
<b>Group</b>							
<b>31 December 2025</b>							
Equity investments at FVOCI	9	–	–	3,622,470	–	–	3,622,470
Equity investments at FVTPL	9	–	7,122	–	–	–	7,122
Hedging instruments	10, 12	–	–	–	78,975	–	78,975
		–	7,122	3,622,470	78,975	–	3,708,567
Other non-current assets	10	221,459	–	–	–	–	221,459
Trade and other receivables	12	1,832,955	–	–	–	–	1,832,955
Cash and bank balances	16	5,160,756	–	–	–	–	5,160,756
		7,215,170	–	–	–	–	7,215,170
Hedging instruments	21, 22	–	–	–	(53,316)	–	(53,316)
Unsecured fixed and floating rates notes	19	–	–	–	–	(4,871,181)	(4,871,181)
Secured bank loans	19	–	–	–	–	(2,475,531)	(2,475,531)
Unsecured bank loans	19	–	–	–	–	(1,317,695)	(1,317,695)
Loans from joint ventures	19, 21	–	–	–	–	(309,577)	(309,577)
Loans from non-controlling shareholders of subsidiaries	19	–	–	–	–	(176,030)	(176,030)
Trade and other payables	22	–	–	–	–	(2,607,363)	(2,607,363)
		–	–	–	–	(11,757,377)	(11,757,377)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### Fair values versus carrying amounts (continued)

	Note	Amortised cost \$'000	FVTPL – equity instruments \$'000	FVOCI – equity instruments \$'000	Fair value – hedging instruments \$'000	Other financial liabilities \$'000	Total carrying amounts \$'000
<b>Group</b>							
<b>31 December 2024</b>							
Equity investments at FVOCI	9	–	–	2,754,934	–	–	2,754,934
Equity investments at FVTPL	9	–	7,122	–	–	–	7,122
Hedging instruments	10, 12	–	–	–	50,414	–	50,414
		–	7,122	2,754,934	50,414	–	2,812,470
Other non-current assets	10	206,924	–	–	–	–	206,924
Trade and other receivables	12	1,614,085	–	–	–	–	1,614,085
Cash and bank balances	16	4,777,704	–	–	–	–	4,777,704
		6,598,713	–	–	–	–	6,598,713
Hedging instruments	21, 22	–	–	–	(17,245)	–	(17,245)
Unsecured fixed and floating rates notes	19	–	–	–	–	(4,318,554)	(4,318,554)
Secured bank loans	19	–	–	–	–	(1,817,243)	(1,817,243)
Unsecured bank loans	19	–	–	–	–	(2,142,773)	(2,142,773)
Loans from joint ventures	19, 21	–	–	–	–	(227,419)	(227,419)
Loans from non-controlling shareholders of subsidiaries	19	–	–	–	–	(146,348)	(146,348)
Trade and other payables	22	–	–	–	–	(2,204,206)	(2,204,206)
		–	–	–	–	(10,856,543)	(10,856,543)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### Fair values versus carrying amounts (continued)

	Note	Amortised cost \$'000	FVOCI – equity instruments \$'000	Fair value – hedging instruments \$'000	Other financial liabilities \$'000	Total carrying amounts \$'000
<b>Company</b>						
<b>31 December 2025</b>						
Equity investments at FVOCI	9	–	349,169	–	–	349,169
Hedging instruments	10, 12	–	–	28,961	–	28,961
		–	349,169	28,961	–	378,130
Trade and other receivables	12	425,241	–	–	–	425,241
Cash and bank balances	16	3,353,710	–	–	–	3,353,710
		3,778,951	–	–	–	3,778,951
Hedging instruments	21,22	–	–	(18,635)	–	(18,635)
Unsecured fixed and floating rates notes	19	–	–	–	–	–
Unsecured bank loans	19	–	–	–	(90,715)	(90,715)
Unsecured loans from subsidiaries	19, 21	–	–	–	(2,466,589)	(2,466,589)
Trade and other payables	22	–	–	–	(698,654)	(698,654)
		–	–	–	(3,255,958)	(3,255,958)
<b>31 December 2024</b>						
Equity investments at FVOCI	9	–	275,474	–	–	275,474
Hedging instruments	10, 12	–	–	23,640	–	23,640
		–	275,474	23,640	–	299,114
Trade and other receivables	12	385,927	–	–	–	385,927
Cash and bank balances	16	3,130,089	–	–	–	3,130,089
		3,516,016	–	–	–	3,516,016
Hedging instruments	21,22	–	–	(5,964)	–	(5,964)
Unsecured fixed and floating rates notes	19	–	–	–	(174,896)	(174,896)
Unsecured bank loans	19	–	–	–	(366,640)	(366,640)
Unsecured loans from subsidiaries	19,21	–	–	–	(2,068,626)	(2,068,626)
Trade and other payables	22	–	–	–	(695,283)	(695,283)
		–	–	–	(3,305,445)	(3,305,445)

As at 31 December 2025, the Group's fair value of other non-current assets and unsecured fixed and floating rates notes were \$0.2 billion (2024: \$0.2 billion) and \$4.8 billion (2024: \$4.1 billion) respectively. The Company's fair values of unsecured fixed and floating rates notes and unsecured loans from subsidiaries were nil (2024: \$0.2 billion) and \$2.4 billion (2024: \$2.0 billion) respectively. The fair values of other financial assets and liabilities approximate their carrying amounts.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### Fair value hierarchy

The tables below analyse fair value measurements for financial assets and financial liabilities, by valuation method. The different levels have been defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

### Financial assets and financial liabilities carried at fair value

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Group</b>				
<b>31 December 2025</b>				
Equity investments at FVOCI	3,383,018	–	239,452	3,622,470
Equity investments at FVTPL	–	–	7,122	7,122
Hedging instrument assets	–	78,975	–	78,975
	<u>3,383,018</u>	<u>78,975</u>	<u>246,574</u>	<u>3,708,567</u>
Hedging instrument liabilities	–	(53,316)	–	(53,316)
<b>31 December 2024</b>				
Equity investments at FVOCI	2,498,712	–	256,222	2,754,934
Equity investments at FVTPL	–	–	7,122	7,122
Hedging instrument assets	–	50,414	–	50,414
	<u>2,498,712</u>	<u>50,414</u>	<u>263,344</u>	<u>2,812,470</u>
Hedging instrument liabilities	–	(17,245)	–	(17,245)
<b>Company</b>				
<b>31 December 2025</b>				
Equity investments at FVOCI	349,169	–	–	349,169
Hedging instruments assets	–	28,961	–	28,961
	<u>349,169</u>	<u>28,961</u>	<u>–</u>	<u>378,130</u>
Unsecured loans from subsidiaries	–	(228,274)	–	(228,274)
Hedging instrument liabilities	–	(18,635)	–	(18,635)
	<u>–</u>	<u>(246,909)</u>	<u>–</u>	<u>(246,909)</u>
<b>31 December 2024</b>				
Equity investments at FVOCI	275,474	–	–	275,474
Hedging instruments assets	–	23,640	–	23,640
	<u>275,474</u>	<u>23,640</u>	<u>–</u>	<u>299,114</u>
Unsecured loans from subsidiaries	–	(223,524)	–	(223,524)
Hedging instrument liabilities	–	(5,964)	–	(5,964)
	<u>–</u>	<u>(229,488)</u>	<u>–</u>	<u>(229,488)</u>

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### *Financial assets and financial liabilities not carried at fair value but for which fair values are disclosed\**

	Level 2 \$'000	Total \$'000
<b>Group</b>		
<b>31 December 2025</b>		
Other non-current assets	208,417	208,417
Unsecured fixed and floating rates notes	(4,791,410)	(4,791,410)
Secured bank loans	(2,395,975)	(2,395,975)
Unsecured bank loans	(1,254,141)	(1,254,141)
Loans from joint ventures	(309,577)	(309,577)
Loans from non-controlling shareholders of subsidiaries	(176,030)	(176,030)
	<u>(8,927,133)</u>	<u>(8,927,133)</u>
<b>31 December 2024</b>		
Other non-current assets	191,598	191,598
Unsecured fixed and floating rates notes	(4,066,228)	(4,066,228)
Secured bank loans	(1,817,243)	(1,817,243)
Unsecured bank loans	(2,142,773)	(2,142,773)
Loans from joint ventures	(227,419)	(227,419)
Loans from non-controlling shareholders of subsidiaries	(146,348)	(146,348)
	<u>(8,400,011)</u>	<u>(8,400,011)</u>
<b>Company</b>		
<b>31 December 2025</b>		
Unsecured bank loans	(90,715)	(90,715)
Unsecured loans from subsidiaries	(2,238,315)	(2,238,315)
	<u>(2,329,030)</u>	<u>(2,329,030)</u>
<b>31 December 2024</b>		
Unsecured fixed and floating rates notes	(174,865)	(174,865)
Unsecured bank loans	(366,640)	(366,640)
Unsecured loans from subsidiaries	(1,845,102)	(1,845,102)
	<u>(2,386,607)</u>	<u>(2,386,607)</u>

\* Excludes financial assets and financial liabilities whose carrying amounts measured on the amortised cost basis approximate their fair values due to their short-term nature and where the effect of discounting is immaterial.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 33 FAIR VALUES (continued)

### Level 3 fair value measurements

#### *Movements in Level 3 assets measured at fair value*

The following table shows a reconciliation from the opening balances to the ending balances for Level 3 fair values:

Group	Equity investments at FVOCI \$'000	Equity investments at FVTPL \$'000
At 1 January 2024	252,050	7,122
Net loss on fair value changes	(8,312)	–
Purchases and sales, net	6,832	–
Effect of changes in foreign exchange rates	5,652	–
At 31 December 2024	256,222	7,122
Net loss on fair value changes	(25,222)	–
Purchases and sales, net	11,996	–
Effect of changes in foreign exchange rates	(3,544)	–
At 31 December 2025	239,452	7,122

#### *Valuation techniques and significant unobservable inputs*

The following table shows the information about the material fair value measurements of equity instruments using significant unobservable inputs (Level 3):

Type	Valuation technique	Significant unobservable inputs	Percentage	Inter-relationship between key unobservable inputs and fair value measurement
Equity instruments at FVOCI	Discounted cash flow	Discount rate	11.2% (2024: 11.9%)	The estimated fair value would increase/ (decrease) if the discount rate was lower/(higher).

## 34 ACQUISITION AND DISPOSAL OF SUBSIDIARIES

### (a) Acquisition of subsidiaries

The Group acquired equity interests in subsidiaries in Mexico and China during 2025 and a subsidiary in Poland during 2024.

The acquisition of the subsidiaries had no significant impact to the Group's net profit for the year.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 34 ACQUISITION AND DISPOSAL OF SUBSIDIARIES (continued)

### (a) Acquisition of subsidiaries (continued)

The effects of the acquisition on the financial position of the Group were as follows:

	Group	
	2025 \$'000	2024 \$'000
Property, plant and equipment	280	22,886
Intangible assets	12,364	53,165
Right-of-use assets	709	4,711
Cash and bank balances	5,933	1,263
Other assets	6,869	14,168
Borrowings	–	(15,567)
Lease liabilities	–	(3,792)
Net deferred tax liabilities	(465)	(20,639)
Other liabilities	(9,126)	(39,096)
Identifiable net assets	16,564	17,099
Less: Non-controlling interests	(1,784)	1,844
Total identifiable net assets	14,780	18,943
Total consideration paid	14,780	18,943
Cash acquired, net of overdrafts of subsidiaries	(5,933)	(1,263)
Total consideration deferred	(3,393)	(15,905)
Net cash outflow on acquisition of subsidiaries	5,454	1,775

### (b) Acquisition of subsidiaries from non-controlling interests without a change in control

The Group acquired additional equity interests in certain subsidiaries in India during 2025 and Italy and Singapore during 2024.

	Group	
	2025 \$'000	2024 \$'000
Consideration paid to non-controlling interests	264,256	119,675
Carrying amounts of non-controlling interests acquired	(35,514)	(22,210)
Decrease in equity attributable to owner of the Company	228,742	97,465

### (c) Disposal of subsidiaries to non-controlling interests without a change in control

The Group partially disposed equity interests in certain subsidiaries in Americas during 2024.

	Group
	2024 \$'000
Consideration received from non-controlling interests	169,151
Carrying amounts of subsidiaries disposed to non-controlling interests	(46,077)
Increase in equity attributable to owner of the Company	123,074

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 35 COMMITMENTS

As at the reporting dates, the Group had the following commitments:

	Group	
	2025	2024
	\$'000	\$'000
Capital commitments which have been authorised and contracted but not provided for in the financial statements	1,782,025	2,267,154

## 36 RELATED PARTIES

### *Key management personnel compensation*

Key management personnel of the Group are those persons having authority and responsibility for planning, directing and controlling the activities of the Group. The Board of Directors and Senior Management Council of the Company are considered as key management personnel of the Group.

The compensation paid or payable to key management personnel comprised:

	Group	
	2025	2024
	\$'000	\$'000
Directors' fees	2,285	2,546
Senior Management Council remuneration	18,481	21,816
	20,766	24,362

### *Other related party transactions*

Other than disclosed elsewhere in the financial statements, transactions with related parties were as follows:

	Group	
	2025	2024
	\$'000	\$'000
<b>Provision of services</b>		
Related corporations	151,639	132,131
Joint ventures	92,761	67,080
<b>Purchase of services</b>		
Related corporations	(42,581)	(57,153)
Joint ventures	(196,142)	(171,639)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

## 37 NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED

A number of new standards, interpretations and amendments to standards are effective for annual periods beginning after 1 January 2025, and have not been applied in preparing these financial statements. The Group has yet to assess the full impact of these standards and will apply these standards as and when they become effective.

## 38 SUBSEQUENT EVENTS

The Group holds an effective 18% of Panama Ports Company, S.A. ("PPC"), which operates the ports of Balboa and Cristóbal in Panama, through our stake in Hutchison Port Holdings Limited ("HPH"). On 29 January 2026, a statement has been issued by the Judicial Branch of the Republic of Panama stating that the Supreme Court of Justice of Panama had decided to declare the concession agreement between the Panamanian State and PPC as unconstitutional. The ruling was subsequently published in the official gazette of Panama on 23 February 2026. The government officials informed representatives of PPC that the concession no longer exists and that PPC must cease operations. With the assistance of external legal counsels, PPC commenced international arbitration against the Panamanian State. The arbitration is on-going and outcome is pending.