



# PORTS & SUPPLY CHAIN

## Year in Review

### SOUTHEAST ASIA

In 2025, PSA Southeast Asia's container throughput grew by more than 9% year-on-year (YoY). PSA's flagship terminal in Singapore also set a new record, handling 44.5 million TEUs, an increase of close to 9% compared to the previous year.

PSA Singapore (PSA SG) marked a significant milestone in February 2025 with 10 million TEUs handled at Tuas Port since its official inauguration in September 2022. By year end, the terminal boasted 12 operational berths and achieved Gross Berth Productivity (GBP) above 200 on seven vessels. The growth was underpinned by advanced technology and infrastructure, with simultaneous deployment of eight Automated Double Trolley Quay Cranes (ADTQC) per shift; improved inter-terminal berth connectivity supported by additional Automated Guided Vehicle-Prime Mover (AGV-PM) crossing junctions, as well as the operationalisation of Tuas Mega Junction.

By the end of 2025, PSA SG had onboarded 17 services and handled 518 vessel calls, with 84% achieving Assured Port Time (APT) Targets.

Additionally, PSA SG's comprehensive suite of digital tools continued to drive operational excellence. Solutions such as OptETruck, which optimises transport deployment, iWX (Intelligent Warehouse eXchange) which enables transparent and collaborative warehouse logistics; and the newly launched OptEModal is designed to enhance efficiency and coordination in multimodal shipment transfers, enabling smoother handovers between maritime and air transport modes while optimising asset utilisation and operational planning. These process-driven innovations have received external recognition, with OptETruck earning PSA SG the "Best Supply Chain Software Company" award at the LogiSym Awards 2025 and iWX selected as one of eight finalists at the inaugural Design AI and Tech Awards.

The expansion of Jurong Island Terminal (JIT) substantially enhanced on-island storage capacity and introduced Dangerous Goods (DG) handling capabilities. In a significant milestone, JIT handled over 200,000 TEUs in barge throughput for the first time. Each TEU moved by barge delivers an estimated 30% reduction in carbon emissions compared with road haulage, while also mitigating land-side transport risks associated with DG movements.

Beyond traditional port operations, PSA SG's continued efforts to co-create supply chain solutions with industry stakeholders were realised with the launch of iWX, a digital solution that enables container reuse by matching import and export flows, reducing empty container repositioning and improving overall asset utilisation across the supply chain. Five shipping companies have been onboarded. As the upcoming PSA Supply Chain Hub @ Tuas (PSCH) comes onstream, iWX will play a critical role in orchestrating container flows across the Tuas ecosystem and supporting more sustainable end-to-end supply chain operations.

During the year, PSA SG and the Cargo Community Network (CCN) also launched OptEModal, a next-generation digital platform that enables faster, smarter and more coordinated sea-air intermodal transshipment. Collaborating with maritime and air cargo stakeholders, the platform integrates real-time data streams across PSA terminals, ground handlers and airline partners to ensure seamless cargo movement between vessel and aircraft – typically within 24 hours of arrival. Its capabilities include multi-party visibility, AI-driven Estimated Time of Arrival (ETA) predictions, proactive delay identification, and smart flight recommendations.

To further synergise its service offerings, PSA SG assumed management of its Container Freight Station operations in 2025, leveraging digital tools to deliver enhanced, value-added logistics solutions. The introduction of a lorry timeslot booking system improved turnaround times and eased traffic congestion at Keppel Distripark, laying the foundation for future traffic management enhancements at PSCH.



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In June 2025, PSA SG inked a Memorandum of Understanding with Hainan Harbor & Shipping International Port, to explore joint opportunities to synergise and enhance trade connectivity and service excellence, and to support the logistics and supply chain development of Hainan Island in China.

In line with PSA's ongoing focus on advancing sustainability, PSA SG partnered with industry stakeholders on two initiatives during the year.

The first initiative was a container exchange solution, jointly developed by PSA SG and PSA BDP for ExxonMobil and Sembcorp Solar (Sembcorp). An innovative end-to-end process was implemented in which PSA coordinated the handling of Sembcorp's empty containers after import unstuffing at Jurong Island, enabling them to be directly reused by ExxonMobil for exports. This collaboration significantly reduced trucking movements and associated carbon emissions, while improving asset utilisation for both energy companies.

Following PSA SG's consolidation of operations at Pasir Panjang Terminals and Tuas Port, PSA SG, together with our strategic partners, repurposed existing yard space at Keppel Terminal. A 15-hectare solar farm facility was also launched to produce 22,500 megawatt hours of electricity annually – sufficient to power over 5,000 four-room public housing flats in Singapore for a year. The solar farm will operate for approximately three years until 2027.

To mark Singapore's 60th year of independence (SG60), PSA SG paid tribute to the nation's containerisation and maritime journey with a container display at Tanjong Pagar Terminal, the PSA Group's first container terminal which opened in 1972. A giant display wall made up of 271 shipping containers – contributed by 14 shipping line customers – featured vibrant illuminated messages, "SG60♥" and "PSA♥SG".

Further north in Southeast Asia, PSA's terminals in Thailand – Eastern Sea Laem Chabang Terminal Co., Ltd (ESCO) and LCB Container Terminal 1 (LCB1) – achieved double-digit container volume growth in

2025. During the year, ESCO advanced its sustainability efforts by integrating an electrified empty container handler into its logistics processes. The terminal also received the Certificate of Achievement for the Zero-Accident Campaign from the Thailand Institute of Occupational Safety and Health (Public Organisation) for the fourth consecutive year. LCB1's container throughput increased by more than 18.8% YoY, driven by the front-loading effects of US tariff policy and strong volumes from key customers. The terminal installed two electric reachstackers and three electric empty container handlers in December of 2025.

Over in Indonesia, annual container throughput at New Priok Container Terminal 1 (NPCT1) grew over 17% YoY to a record high of more than 1.58 million TEUs. The terminal reached a historic milestone on 10 August 2025 when it handled its 10 millionth TEU, coinciding with its ninth anniversary and Indonesia's 80th Independence Day. NPCT1 also set a new productivity record with a Vessel Rate (VR) of 205 on MSC ATHENS GLORY in March 2025, marking the first time the terminal exceeded a VR of 200. In August, it successfully moved 14 containers from Jakarta to Semarang via rail through collaboration with SITC, JPT and KAI. NPCT1 has since entered into rail agreements with SITC and Evergreen for regular volumes between Semarang to Jakarta.

In Vietnam, SP-PSA International Port (SP-PSA) strategically diversified its service portfolio by handling new commodities such as soda ash, wood pellets and fertiliser. These efforts successfully secured new customers and added approximately 150,000 tons of volume. Concurrently, a focused approach to the cruise segment resulted in 30 vessel calls in 2025, while SP-PSA also established a new revenue stream by leasing 5.6 hectares of yard space to a wood chip customer. These initiatives supported significant operational growth, with the terminal handling 5.89 million tons of general cargo and generating USD 13.5 million in revenue (+12% YoY), solidifying its position as the leading general cargo handler in the Cai-Mep Thi Vai region.



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South Logistics Joint Stock Company (SOTRANS Group or STG) operates three waterway inland container depots (ICDs) and provides barging services to bring cargo closer to the hinterland. This comprehensive ecosystem approach has enabled STG to reduce overall carbon emissions while handling over half a million TEUs of cargo in 2025 via barging. One of the pioneers in the market to deploy 300-TEU barges, STG will continue to develop the Tri Phuong waterway port, playing a crucial role in supporting the overall port ecosystem in northern Vietnam.

In January 2025, Taiwanese manufacturer Fastrong Technologies Corp (Fastrong) inked a partnership with PSA Vietnam and PSA BDP Vietnam to utilise Tan Cang Que Vo Inland Container Depot's (TCQV ICD) integrated services, including customs clearance and multimodal transportation. TCQV ICD is a joint venture between various parties including PSA Southeast Asia and Tan Cang Offshore.

### **NORTHEAST ASIA**

In 2025, PSA's terminals and port-adjacent businesses across China, Korea, and Central Asia continued to deepen connectivity and strengthen cargo flows within the region and beyond.

The Beibu Gulf ecosystem continued to evolve, with Beibu-Gulf PSA Portnet expanding its Port Community System with automation, AI and inland integration to strengthen network synergies and enhance operational excellence. Meanwhile, Beibu Gulf PSA Renewable Energy advanced renewable energy adoption through solar and wind power generation, supporting Beibu-Gulf International Container Terminal's (BICT) goal of achieving carbon neutrality by 2030.

Fuzhou Container Terminals (FCT) expanded targeted niche liner services with Dalian and Poland's Gdańsk via the Arctic Express Service, while the launch of the IC39 domestic service enhanced coastal connectivity and cargo consolidation within Fujian. Inland connectivity was solidified through integrated sea-rail intermodal operations under PSA Fuzhou Supply Chain Solutions (PFS), jointly managed with

Jiangyin Railway Depot. As PSA's digital systems integrator in Fuzhou, Fujian PSA Portnet (FPPN) strengthened the regional feeder network through real-time digital connectivity, boosting visibility and overall efficiency across the Fujian Port cluster. Beyond terminal operations, FCT supported key hinterland industries such as automobiles, cold chain, and chemicals, reflecting its evolution into an integrated port-adjacent logistics ecosystem.

In 2025, Tianjin Port Pacific International Container Terminal (TPCT) completed the first phase of its automation roadmap, automating 14 electric Rubber Tyred Gantry cranes (eRTGs) and adding five new eRTGs to the fleet, effectively increasing the terminal's annual capacity by 10% to 4.4 million TEUs. In January 2025, TPCT achieved a Tianjin Port record VR of 506 boxes per hour for M/V MOSCOW MAERSK at the Port of Tianjin, underscoring its ability to handle mega vessels.

Dalian Container Terminal (DCT) handled over 4 million TEUs for the year, driven by new intermodal services connecting Northeast China with Europe, the Mediterranean and South America. The terminal's sea-rail network contributed over 6% of its total throughput in 2025. DCT also played a pivotal role in the collaboration with MSC's PERTIWI service, which connects three of PSA's Northeast Asia terminals consecutively to optimise network efficiency.

Guangzhou PSA Logistics (GPL) collaborated with DCT and TPCT to deliver Advanced Inventory Management (AIM) solutions for a leading global energy company, leveraging the terminals' position as strategic inventory hubs to accelerate time-to-market and strengthen supply chain resilience. Together with GPL, Guangzhou Container Terminal continued to integrate port and logistics capabilities to provide end-to-end solutions for its customers.

In Lianyungang, LYG-PSA Container Terminal expanded its service offerings into petrochemical and battery sectors, capitalising on robust trade flows between East China and ASEAN / Africa.



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Despite tariff headwinds, China United International Rail Containers (CUIRC) achieved record throughput of 7.9 million TEUs, an increase of 12.4% YoY. Fuelling this growth was growing demand for integrated block train operations across China and rail-sea intermodal transport. CUIRC is expanding its intermodal hub development in Dalian, Lianyungang, Fujian, and Qinzhou, to reinforce its multimodal connectivity and port ecosystem strategy.

During the year, PSA China, BICT, CUIRC Guangxi and KPMC – PSA's JV with Kazakhstan Railways (KTZ) – jointly launched a new intermodal corridor through Qinzhou. Following a successful trial with Vietnam in July 2025, the corridor now offers direct sea-rail connectivity between Qinzhou and Almaty. This has reduced overall transit time by up to 30% compared to traditional routes. In parallel, the integration of operations between BICT and CUIRC Qinzhou has enhanced better intermodal connectivity across the region.

In Chongqing, the Sino-Singapore Chongqing Connectivity and Distribution Centre (SSCDC) operates 40,000 square metres (sqm) of warehouse space and 50,000 sqm of container yard capacity, both of which are nearing full utilisation. In 2025, 6,000 sqm of warehouse racking was installed to further optimise capacity and enhance operational efficiency. Together with Sino-Singapore Chongqing Connectivity Solutions, SSCDC continued to enhance its value proposition, offering value-added services in storage and distribution, and digital solutions for freight booking and regulatory compliance to complement PSA's existing network.

In Kazakhstan, KPMC leveraged growing trade flows along the China-ASEAN and Kazakhstan-China routes to develop intermodal products and reliable railway transportation services. During the year, KPMC collaborated with BICT to pioneer a new Sea-Rail Central Asia International Corridor, facilitating the movement of cargo from ASEAN countries into Central Asia via Qinzhou Port. Capitalising on rising demand for Kazakh agricultural products, KPMC expanded its service offerings to support customers in shipping these goods to China.

Furthermore, KPMC in partnership with Global DTC – PSA's key digital trade enabler along the Middle Corridor, which operates an ISO/IEC 27001 certified Digital Trade Corridor Platform – enhanced track and trace capabilities for seamless cargo movements across key markets including Kazakhstan, Uzbekistan, Azerbaijan, Georgia and Türkiye.

Over in South Korea, our terminals in Incheon and Busan optimised service efficiency under PSA's APT initiative. Shipping lines that adopted APT have benefited from its reliability and enjoyed bunker savings, while reducing carbon emissions. The positive performance continued at HMM PSA New-port Terminal, for HMM's two independent services.

To accommodate larger vessels, Pusan Newport International Terminal (PNIT) initiated a quay crane height extension project in April 2025, increasing the height of two quay cranes from 40 to 46 metres. The project is scheduled for completion in 2026 with the heightening of a third quay crane. In parallel, PNIT implemented its Yard Management Optimiser initiative to enhance operational planning and yard efficiency.

In 2025, digitalisation remained a core focus for PSA companies across the Northeast Asia region. Safe and resilient operations were further reinforced through smart monitoring, video analytics and predictive technologies, strengthening PSA's capabilities to deliver intelligent and future-ready supply chain solutions.

### MIDDLE EAST SOUTH ASIA

In the Middle East, Saudi Global Ports Group (SGP) continued to expand its presence along the Eastern Coast of Saudi Arabia. In July 2025, SGP was awarded 20-year concessions by the Saudi Ports Authority (MAWANI) to operate four multipurpose terminals at King Abdulaziz Port Dammam (KAPD), Jubail Commercial Port, King Fahad Industry Port Jubail and Ras Al-Khair Port. SGP will invest more than SAR 700 million (USD 187 million) to upgrade the multipurpose terminals, purchase new equipment and integrate them with SGP's existing operations across Dammam and Riyadh.



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In 2025, SGP Container Terminals at KAPD handled 23,947 TEUs in a single vessel call, setting a record for Saudi Arabia. It also reached its 15 millionth TEU milestone since the first SGP container terminal began commercial operations in 2015.

During the year, major expansion works at SGP Container Terminals included the commissioning of a new 225-metre berth at Terminal 2 and additional quay cranes, enabling the simultaneous berthing of two Ultra Large Container Vessels (ULCVs) and unlocking more capacity at KAPD. The groundbreaking ceremony for Dammam Integrated Logistics Zone (DILZ) was also held in November 2025. Adjacent to SGP Container and Multipurpose Terminals, DILZ aims to provide integrated sea, land, and industrial logistics solutions for domestic and international customers from 2027.

SGP Intermodal (previously SGP Riyadh) – comprising Riyadh Dry Port, Riyadh Empty Yard and Dammam Empty Container Yard – achieved its 4 millionth TEU milestone since the start of commercial operations in 2022. With its inland supply chain network supported by rail, SGP Intermodal continues to broaden the Empty Express Service by onboarding shipping lines and facilitating the supply of empty containers to Jubail and laden exports from the petrochemical industry in Jubail.

By putting people at the heart of its operations, SGP was recognised as one of the “Best Workplaces in the Kingdom of Saudi Arabia in 2025” by Great Place to Work. SGP was also honoured by the Gulf Cooperation Council (GCC) Labour Ministers’ Committee for its commitment to creating job opportunities and developing the local workforce.

Over in India, PSA India continued its active participation and contribution towards India’s logistics transformation. PSA Mumbai earned the titles of “Top Outstanding Indian Terminal” at India’s 62nd National Maritime Day awards, “Container Terminal of the Year (Growth Category)” at the India Maritime and Logistics

Awards 2025, and “Terminal Operational Excellence” at the Maritime Achievers Awards during India Maritime Week 2025. PSA Ameya was also recognised as “Container Freight Station Operator of the Year” at the India Maritime Awards.

PSA Mumbai marked an important milestone in September with the inauguration of its Phase 2 expansion, doubling its capacity to 4.8 million TEUs and making it India’s largest container terminal. Equipped with 2,000 metres of quay that enable the simultaneous handling of multiple mega vessels, the terminal is well positioned to support India’s future growth.

Achieving more than 20% container handling growth in 2025, PSA Mumbai recorded consecutive records in monthly throughput in July and August, reflecting strong operational momentum. With an expanded container yard and dedicated rail sidings for Dedicated Freight Corridor connectivity, PSA Mumbai also set a new rail record in July 2025 by handling 212 trains in a single month.

Over on the eastern coastline of India, PSA Chennai launched two new services in 2025, strengthening regional trade routes and boosting the export potential of businesses in the region. PSA Chennai also recorded its highest annual throughput in 2025, growing over 8% compared to the previous year.

## EUROPE & MEDITERRANEAN

In Belgium, Project Emerald, PSA’s major redevelopment initiative at Antwerp’s Europa Terminal (ET), continued to progress steadily in 2025. Phase 1, equipped with seven Automated Stacking Cranes and three Ship-To-Shore (STS) cranes, is expected to be fully operational in 2026.

During the year, PSA Belgium launched a new direct rail service between PSA Zeebrugge and PSA Noordzee terminals, capable of moving up to 26,000 TEUs annually and complementing the existing estuary inland waterway connection. The service offers customers a flexible and sustainable alternative to road transport.



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MSC PSA European Terminal in Antwerp remained a cornerstone of European container logistics. The terminal commissioned 64 hybrid straddle carriers and has deployed private 5G networks to enhance safety, optimise operational control and support future digitalisation efforts.

In Gdańsk, Poland, Baltic Hub – the country's largest container terminal – marked several major milestones in 2025, achieving over 20% growth in container throughput and handling its 25 millionth TEU since operations began in 2007.

On 6 June, Baltic Hub officially inaugurated its new 36-hectare T3 Terminal. The facility increases Baltic Hub's annual handling capacity by 1.5 million TEUs to 4.5 million TEUs, and is equipped with some of Europe's tallest semi automated STS cranes, as well as 20 automated rail mounted gantry cranes (RMGs). With a 717-metre quay wall and 17.5-metre water depth, T3 can accommodate the world's largest container vessels, reinforcing Baltic Hub's position as a sustainable logistics gateway for Poland and Central and Eastern Europe.

Baltic Hub also recorded a 16% YoY increase in new rail volumes in 2025, driven by the commissioning of T3 and the deployment of a fourth RMG crane at the rail siding. The terminal further expanded its rail network with three new destinations to the Czech Republic. Loconi Intermodal S.A. (Loconi) contributed to this rail growth, strengthening its standing as the leading intermodal operator in Poland.

In 2025, Loconi and Laude Smart Intermodal launched regular intermodal services for Maersk from Baltic Hub to Ukraine. The joint service provides an additional transport corridor between Poland and Ukraine, enhancing access to international markets.

In Türkiye, Mersin International Port (MIP) completed the first phase of its USD 455 million East Mediterranean Hub 2 (EMH2) development in May 2025. This phase enables the terminal to handle next-generation vessels of up to 24,000 TEUs. EMH2's expected completion in 2026 will boost annual capacity from 2.6 to 3.6 million TEUs and allow the simultaneous berthing of two 400-metre ULCVs.

During the year, MIP marked major milestones with the arrival of the 19,313-TEU MSC DITTE, the first 400-metre ULCV handled at the port, followed by a call from the 24,000-TEU MSC IRINA, one of the world's largest container ships. These vessel calls reinforced MIP's role as Türkiye's sole operational hub for ships of this scale and cemented its position as a vital node in the Eastern Mediterranean.

In Italy, PSA Genova Pra' commenced quay extension works to enable the terminal to handle three mega vessels simultaneously. The terminal also launched the country's first private 5G "Smart Port" network and deployed remote-controlled rail cranes, advancing its digital transformation. To provide shippers with faster, more reliable and cost-efficient routing between Genova Pra' and Kornwestheim in southern Germany, the Stuttgart Express rail service was increased to three weekly departures, strengthening direct rail connectivity and supporting the sustainable shift from road to rail.

In 2025, PSA Venice recorded 20% container throughput growth, compared to the year before. The terminal continued the gate automation process, implemented cybersecurity enhancements aligned with the Network and Information Security Directive 2 (NIS2) compliance, and invested in new software and radio systems to strengthen digital operations. These initiatives aim to improve turnaround times and enhance safety.

## THE AMERICAS

In 2025, PSA's Americas region registered a record 12% growth in container throughput, compared to the previous year.

In Canada, PSA Halifax welcomed the new AMERIGO service, jointly operated by CMA CGM, COSCO Shipping, OOCL and ONE, with port calls at key Mediterranean gateways and major U.S. East Coast ports. During the year, rail yard expansion and investments in electric equipment supported intermodal growth and reduced carbon emissions. The introduction of PSA's Global Terminal Operating



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System (GTOS) at Fairview Cove enhanced operational agility, while the launch of Global Portnet further unified PSA Halifax's partners and customers on a single digital platform, improving truck flows.

Exolgan Container Terminal in Argentina achieved a historic throughput record of 956,000 TEUs in 2025, its highest annual volume since operations began and a YoY increase of over 70%. This strong performance was driven by the introduction of a new service and sustained transshipment activity. In November, the terminal received the largest container vessel ever to call in the region, the MV ONE STRENGTH. The vessel was handled simultaneously with six quay cranes and achieved a record productivity of 112.6 moves per hour, setting a new regional benchmark. The terminal also marked its 30th anniversary and secured a 10-year concession extension, effective August 2025, with an option for a further 10 years. Supported by this extension, reconstruction works at Berth 1 are underway and, once completed, will enable the terminal to accommodate larger Neo Panamax vessels of up to 16,000 TEUs, strengthening its operational capabilities and strategic position in Argentina.

Over in Colombia, Sociedad Puerto Industrial Aguadulce (SPIA) achieved record container volumes, a 13% YoY increase. The terminal launched Colombia's first mobile application for the port industry and expanded its value-added services, earning recognition for operational excellence and job creation. To support continued growth, SPIA is expanding capacity to meet rising demand, including quay wall works to berth two ultra large vessels; and the arrival in 2026 of two additional STS cranes – the largest in Colombia – and eight new hybrid RTGs. These enhancements will increase SPIA's annual handling capacity to 900,000 TEUs.

PSA Panama made significant progress in advancing its digitalisation, automation and security roadmap. The upgrade of GTOS strengthened planning capabilities and service levels, while automation initiatives continued to advance. These included the full deployment of the in-house Automated Yard Allocation (AYA) system and the launch of the RMG fleet automation programme, laying the groundwork for future gains in productivity and yard efficiency.

Security remained a strategic priority, with the Security Master Plan moving into its execution phase. In 2025, the terminal focused on design, procurement and implementation readiness, establishing the foundations for key initiatives scheduled for delivery in 2026 – including a non-intrusive scanner, expanded inspection areas, and the phased deployment of AI-enabled CCTV systems.

In the USA, PSA Penn Terminals enhanced operational efficiency through the implementation of a Vehicle Booking System, reducing gate turnaround times and improving traffic flow. Major upgrades during the year included expanded reefer capacity and the arrival of new eRTGs, allowing Penn Terminals to progress towards zero carbon emissions.

## MARINE

In Singapore, PSA Marine enhanced its towage capabilities with three new harbour tugs – the RAmports 2500 class PSA Unity and PSA Achieve; and PSA Lyra, a Z-Tech® 6000 tug – as well as eight new-generation high-speed pilot launches. These 17-metre vessels are equipped with smart applications to enhance situational awareness, enable remote monitoring and improve operational safety.

In November 2025, PSA Marine and Kongsberg Maritime were jointly awarded the inaugural Singapore-Norway Partnership of the Year Award, which recognised their strategic collaboration to enhance harbour pilot training in Singapore through advanced simulator technology. The accolade underscored the value of cross-border cooperation in driving innovation in the maritime industry.

PSA Marine also received the Harbour Craft Decarbonisation Excellence Award from the Maritime and Port Authority of Singapore (MPA) for its contributions to environmental sustainability in Singapore's maritime ecosystem.

During the year, PSA Marine completed its fleet deployment in Thailand with the deployment of RS Nanont and RS Nata, the fifth and sixth ASD tugs. Over in Panama, the Panama Canal Authority (ACP) and CPT-PSA Marine Panama officially launched two



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new Z-Tech® 6000 tugs, Isla Carenero and Isla Parida, into the ACP fleet. CPT-PSA Marine Panama is the first towage operator under this chartering framework to support the ACP's canal operations and is also responsible for preventive maintenance.

These key milestones demonstrate PSA Marine's strong position in delivering value across key maritime locations and its ability to support customers' needs as maritime operations grow in scale and complexity.

### SUPPLY CHAIN

In 2025, PSA BDP moved nearly 1.7 million shipments for customers in key sectors, including chemical, industrial, automotive and electric vehicle (EV), life sciences, healthcare, and consumer, retail and fashion (CRF).

The same year, PSA BDP acquired ED Forwarding, an established logistics and freight forwarding provider based in Mexico. The acquisition enhances PSA BDP's ability to capture evolving supply chain opportunities across this dynamic trade corridor, offering end-to-end logistics and cross-border solutions for customers navigating complex North American trade flows.

PSA BDP also expanded its European presence with a new office in Switzerland to support trade across Central Europe. As a leading hub for life sciences, pharmaceuticals and high value manufacturing, Switzerland is a critical base for serving customers with complex, time sensitive supply chains and multinational clients headquartered in the region.

Over in Singapore, PSA BDP embarked on a three-year joint research partnership with Agency for Science, Technology and Research's (A\*STAR) Institute of High-Performance Computing (IHPC). Combining PSA BDP's global logistics expertise with IHPC's advanced analytics capabilities, the collaboration aims to apply artificial intelligence and simulation technologies to strengthen maritime

resilience and improve disruption detection across global shipping networks. The initiative reinforces Singapore's role as a leading maritime hub and advances next-generation AI-powered supply chain solutions for the industry.

During the year, BridgeNet Solutions achieved a milestone in digital logistics with the implementation of a new digital Freight Management System (FMS) for Shell Lubricants in Asia Pacific (APAC). Shell Lubricants' first regional digital 4PL FMS was rolled out across key APAC markets, including Singapore, the Philippines, Thailand and Australia, throughout 2025 and early 2026. Combining AI-powered tools with advanced 4PL services, the fully integrated platform delivers digitally-enabled capabilities to raise operational performance and resilience across Shell Lubricants' APAC supply chain.

In 2025, PSA BDP was recognised as a Top 100 Logistics Provider by Transport Topics, a Top 100 Third Party Logistics Provider and G75 Green Supply Chain Partner by Inbound Logistics, and an Armstrong & Associates Top 50 U.S. 3PL Provider. PSA BDP China was honoured as Best Service Provider 2024 by Lubrizol China, while BridgeNet Solutions received the Best Performance Award from HARMAN International.

Reinforcing its commitment to quality and compliance, PSA BDP attained ISO 9001:2015 certification in the United Kingdom. It also achieved an EcoVadis Silver rating for Environmental, Social and Governance (ESG) performance, and received the 2025 POSH Excellence Award in India as a Diversity & Inclusion Champion.

Collectively, these awards underscore PSA BDP's commitment to service excellence, and to advancing sustainability, safety and social impact across its global operations.