ENVIRONMENT

IN THIS SECTION

- Climate Change Adaptation
- Emissions and Energy
- Marine Protection and Conservation
- Waste Management and Recycling
- Water Use and Pollution

CLIMATE CHANGE ADAPTATION

Protecting PSA's infrastructure and assets against the impacts of climate change is vital to maintaining uninterrupted supply chain operations. As climate change events become increasingly apparent, PSA takes a proactive approach to assess the risks and implement necessary adaptation measures to enhance resilience and adaptability.

WHY IT IS IMPORTANT

Mostly located at the intersections of land and sea, PSA's global infrastructure and operations are exposed to a variety of acute and chronic climate risks. Ports, inland terminals and warehouses may be subjected to extreme storms, leading to damage and more frequent repairs and maintenance, increasing operating costs. The resulting downtime may impact the efficiency of PSA's operations, leading to delayed deliveries of cargo and essential goods, with both upstream and downstream impacts on businesses, consumers and communities.

PSA acknowledges the importance of building climate resilience to maintain uninterrupted services. By actively assessing climate risks and implementing effective adaptation measures, we not only protect our assets and operations, but also create wider benefits – supporting resilient trade, safeguarding local communities and preserving environmental value in areas where we operate.

OUR APPROACH

PSA aligns our approach to addressing climate change risks with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), now incorporated under the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). Our current approach remains consistent with the trajectory of global reporting standards and best practices as we work towards full adoption of the ISSB standards. We aim to identify physical and transition climate-related risks material to PSA through scenario analysis and develop appropriate adaptation and response strategies, where appropriate, to ensure resilience. The Climate Response Management System (CRMS) also continues to guide our business units in climate change risk management approaches.

GOVERNANCE

Climate-related risk management is under the oversight of PSA's Sustainability Governance Structure. PSAI's Board and Senior Management Council review and approve PSA's sustainability strategy, including our targets, commitments and initiatives to address climate change risks, as well as ensure alignment with overall business goals.

PSA's Group Sustainability team and members across various functions lead the implementation of initiatives and ensure senior management is kept informed of progress.

Board Oversight

The Audit, Risk & Finance Committee at the Board level supervises PSA Group's risks including sustainability-related risks. The Committee meets at least thrice annually to review risk management processes and procedures, as well as any changes to PSA's risk management approach.

Management Structure

PSA's Senior Management Council (SMC) oversees the implementation of PSA's sustainability strategy and approves all climate-related decisions. This includes alignment with global standards, identification of key issues and mitigation strategies, review of targets and performance as well as the allocation of resources. SMC members oversee the risks associated with their respective business units and corporate functions, while the SMC as a whole reviews the Group's overall risk management strategy and internal control systems.

At the working level, the Group Sustainability team leads the implementation of climate initiatives, providing the SMC with regular updates and proposing recommendations for SMC approval during scheduled meetings. The Group Risk Management function drives the Group's risk management approach, guided by Group policies and PSA's Enterprise Risk Management (ERM) Framework, ensuring effective processes are in place and that key risk indicators are actively monitored.

To uphold accountability, key performance indicators are established and tracked for specific sustainability priorities, with outcomes linked to annual performance management and appraisal processes, as well as performance-related remuneration and bonuses.

GRI 3-3

RISK MANAGEMENT APPROACH

PSA has outlined a robust climate strategy to ensure effective management of potential impacts, beginning with the systematic identification and assessment of risks. Based on these detailed assessments, PSA develops targeted measures, including adaptation strategies, business continuity plans and future asset planning.

Sustainability-related risks such as governance, cybersecurity, health, safety, security and environment risks are covered in the Group-wide ERM Framework. Guided by this framework, individual business units and Corporate Centre functions are responsible for overseeing their relevant sustainability risk management processes. A Risk Assessment Matrix (RAM) is used to assess risks based on likelihood and consequence, covering impacts on the environment and people, as well as PSA's reputation and financial performance. This culminates in an overall risk materiality (likelihood x consequence) to guide further actions. Business units are required to establish tailored controls and treatment plans for identified risks and document their approach and findings for consolidation into the Group's organisational risk register. Through the Group Risk Management team, the Audit, Risk & Finance Committee and the Group CEO are kept updated on emerging risks and significant trends, enabling effective oversight of risks across PSA.

PSA is currently reviewing the integration of climate-related risks into the Group-wide ERM framework for enhanced governance and coordinated management.

We continue to manage our exposure to climate-related risks based on the risk philosophies of "Avoid - Mitigate - Transfer - Accept". In addition to existing controls embedded within the business, we focus on futureproofing our operations and assets to ensure continuity and resilience.

STRATEGY

PSA adopts a three-step process to identify, assess and prioritise climate-related risks. Following an initial identification of material risks, PSA conducts a climate change scenario analysis to assess the business' resilience against varying impacts of risks in a range of plausible futures. These results are then factored into our decision-making and strategy to establish further mitigation and adaptation measures where necessary.

Scan for Climate-related Risks and Opportunities

- Establish climate risk register of physical and transition risks
- Identify climate opportunities
- Determine risk horizons
- Determine baseline risk materiality

Conduct Scenario Analysis

- Determine and select climate scenarios
- Conduct scenario analysis and assess potential financial implications on business
- Identify material risks across scenarios and time horizons

Manage Climate-related Risks (Ongoing)

- Review of climate-related risks and opportunities with Subject Matter Experts (SMEs) and business units
- Establish risk mitigation and adaptation measures
- Integrate climate-related risks into PSA's ERM Framework

Climate Change Scenario Analysis Methodology

Referencing international best practices and aligning with PSA's long-term net zero carbon emissions target, PSA's modelling considers two scenarios based on the Shared Socioeconomic Pathways (SSP) and Representative Concentration Pathways (RCP) scenarios from the Intergovernmental Panel on Climate Change's (IPCC) 6th Assessment Report. The scenario pathways provide narratives and quantitative projections, based on various trajectories of socioeconomic development factors impacting the evolution of climate change risks. In all our assessments, we assume PSA remains committed to achieving net zero carbon emissions and adapts its business model and operations, regardless of climate scenarios.

Selected Climate Scenarios*

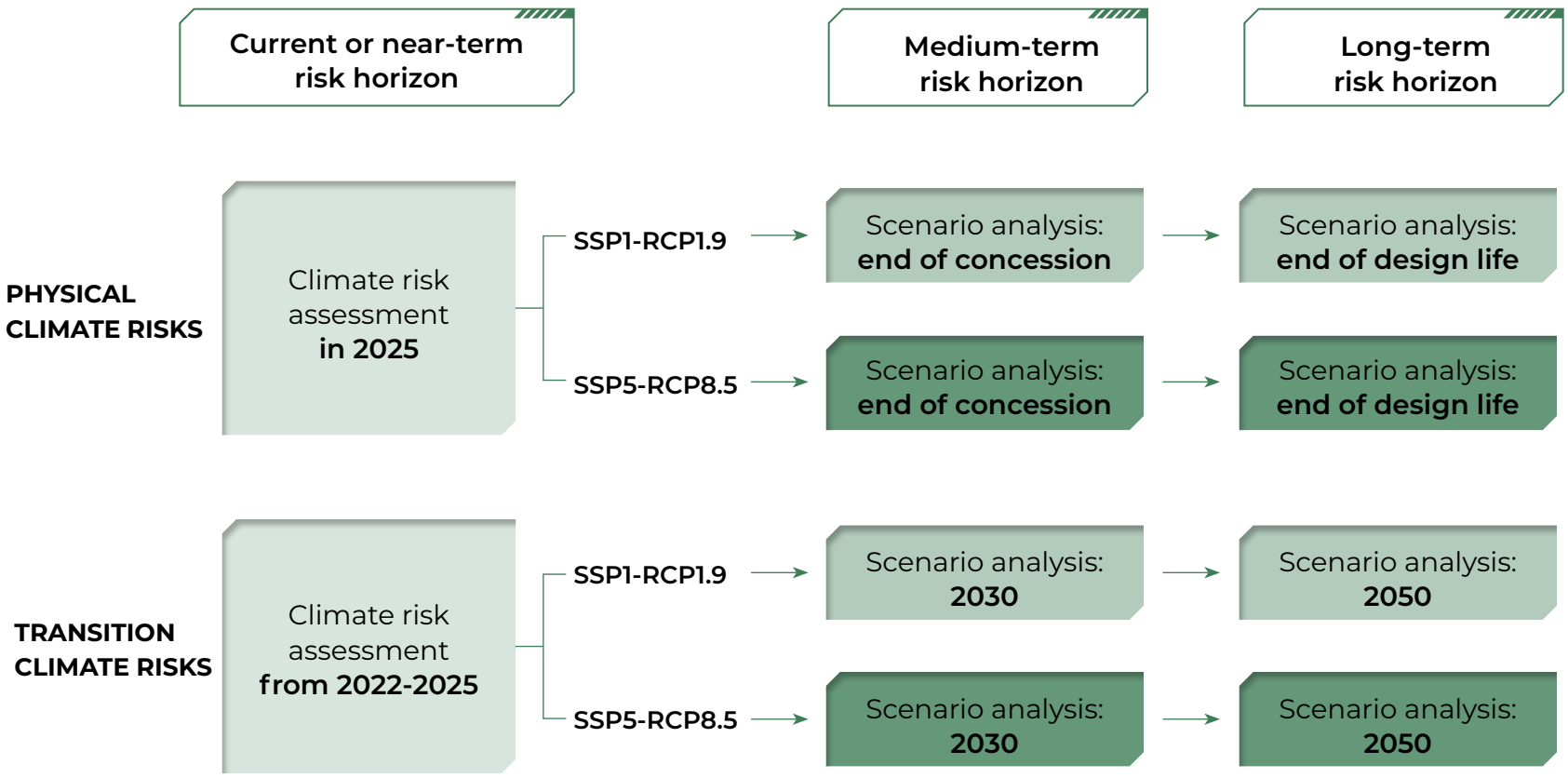
	SUSTAINABLE DEVELOPMENT (SSP1-RCP1.9)	FOSSIL-FUELLED DEVELOPMENT (SSP5-RCP8.5)
Climate Ambition (by 2100)	• Net zero by 2050 • 1.5°C	• Net zero not reached • 4.5°C
Extreme Weather Conditions	• Less frequent and managed	• Highly increased occurrence
Migration and Urbanisation	• Medium levels and well-managed	• High levels
International Trade	• Shifts toward green consumerism • Slowdown in trade growth and shipping	• Accelerated globalised trade, material consumption, and international shipping
Climate Action	• Stringent climate policies and introduction of carbon tax	• Minimal or no climate policies
Climate Technology	• Global shift towards renewable energy and use of alternative fuels such as hydrogen and biomass	• Focus on climate adaptation with no reductions in carbon intensity • Slow development and adoption of renewables

* *Narratives for the climate scenarios put together by the climate research community. Sources: O'Neill et al. (2013), Riahi et al. (2016), Carbon Brief (2018)*

Risks were assessed across three time horizons to understand the changing impact of climate-related risks over time. These time horizons were selected considering the nature and lifespan of PSA's assets, emissions reduction targets and the availability of climate science data.

For physical risks, medium-term and long-term time horizons correspond to the end of port concession and the end of design life of physical infrastructure respectively, reflecting the nature of our assets. For transition risks, medium-term and long-term time horizons are defined as 2030 and 2050 respectively.

Selected Time Horizons



Building on the assumptions of the selected scenarios, contextual data and projections are also incorporated. These are based on current and emerging international and national legislations, fuel price projections and PSA's assumed growth trajectory derived from international trade growth projections.

In line with PSA's ERM Framework and processes, climate-related risks and opportunities have been assessed against PSA's RAM – a 5-by-6 matrix that evaluates each risk based on its impact on the environment, people, PSA's reputation and financial performance.

The risks were scored considering two key factors:
a) Consequence, factoring the potential financial impact of the risk
b) Likelihood, accounting for the probability of the risk occurring

Risks assessed to fall into an identified area in the RAM are deemed as material risks, which are prioritised by the Group and business units to be addressed further by developing appropriate mitigation and adaptation plans.

Climate Risk Assessment and Adaptation (CRAA) process

PSA developed the Climate Risk Assessment and Adaptation (CRAA) Framework to deepen our understanding of the potential implications of climate-related physical risks. Prior to the implementation of the CRAA initiative, an initial high-level physical risk assessment was conducted by a third-party in 2021 across all our global sites, evaluating our risks related to physical climate hazards such as tropical cyclone, flood, sea level rise, wildfire, drought, heat stress and precipitation stress. For our marine container terminals, the comprehensive CRAA Framework and guidelines systematically assess physical risks at an individual asset level. The assessments provide deeper insights, inform the understanding of potential financial impacts and evaluate the adequacy of PSA's current adaptation measures.

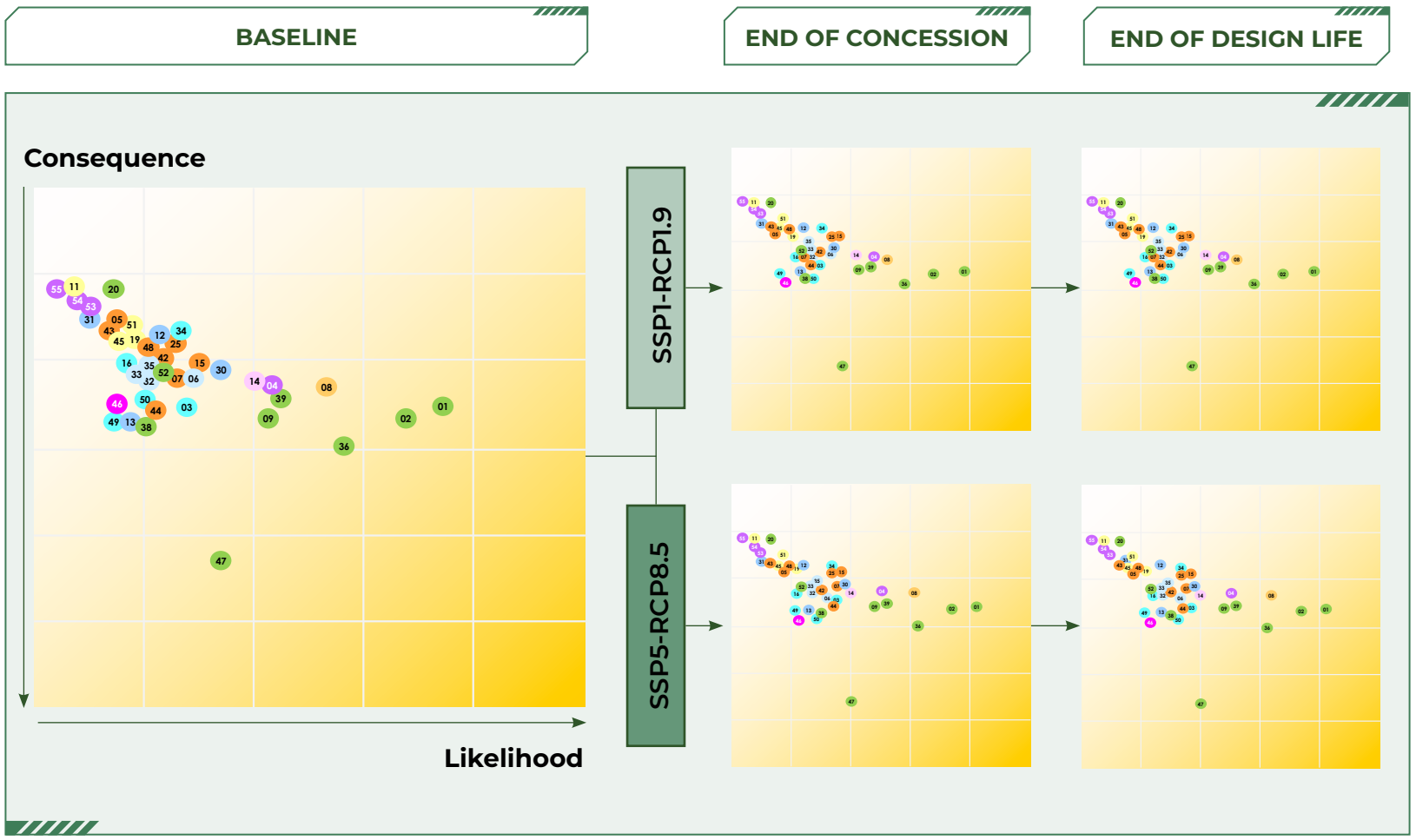
CRAA workshops are conducted by the Group Civil Engineering team, with participation from relevant personnel across Civil Engineering, Equipment Engineering, Operations, IT, Health, Safety, Security & Environment (HSSE), Finance and Risk Management. Approximately 50 physical risks are assessed for relevance and potential impact based on climate change projections and historical climate events. Business units are subsequently required to develop or enhance adaptation plans for identified risks, engage relevant internal and external experts and allocate budgets to execute the plans. Progress of the plans are regularly monitored by the Group Civil Engineering team to ensure progressive, organisation-wide resilience.

Physical Climate Risks Analysis

The CRAA has been rolled out to 13 business units, including PSA's flagship terminals in Singapore and Antwerp, as well as Thailand, Korea, Türkiye, Portugal and Italy. We aim to expand coverage over time to account for risks identified across our global asset portfolio.

At the aggregated Group-level, extreme winds and intense storms continue to be the key drivers of material physical risks, potentially causing damage to equipment and containers and adversely impacting operations. Localised physical risk drivers have also been identified at our flagship terminals, including sea level rise and more frequent fog events, which could disrupt port access, cause operational delays and create unsafe working conditions.

Comparing climate scenarios, weather disruptions are assessed to be more likely to take place in the fossil-fuelled development scenario (SSP5-RCP8.5) versus the sustainable development scenario (SSP1-RCP1.9), exacerbating the overall risks posed by climate events on our assets and operations.



- Increased **extreme temperatures:** damage to critical infrastructure and systems
- Increased **extreme temperatures:** impacts on working conditions
- Increased **storms, extreme winds:** adversely impacts operations / operational safety
- Increased **storm events, sea level rise, storm surges**: damage to critical third-party infrastructure
- Increased **sea levels, rainfall, storm surges**: flooding in the terminal
- Increased **rainfall** events: flooding in the terminal
- Decreased annual **precipitation:** drought and possible operations disruption
- Increased **waves:** restricts navigational access
- Increased **wave action:** damage to marine structures
- Increased **fog**: restricts navigational access

PSA deploys asset-specific measures to ensure we effectively mitigate potential impacts. Extreme weather events are considered in the design of equipment, infrastructure and buildings. For example, business units review the technical specifications for new equipment and cooling systems to ensure that they are designed to withstand rising ambient temperatures. For business units operating in areas with high wind conditions, quay cranes are equipped with storm anchor pins and tie-downs to prevent crane damage from storms and strong winds. In addition, review of operational protocols and development of preparedness plans are done to minimise operational disruptions.

Transition Climate Risks and Opportunities Analysis

The transition to a low-carbon economy presents an ever-evolving economic, social and environmental landscape, leading to both risks and opportunities for businesses. These include developing legislation, disruptive technologies, shifts in consumer behaviour and other trends that could affect PSA. Through comprehensive assessments, PSA ensures we can effectively mitigate these risks and adapt our strategy and business model to leverage potential opportunities.

A comprehensive climate risk register was built referencing the TCFD, industry peer comparisons and PSA's Operations Centre of Excellence. We identified 19 potential transition risks to be further assessed through the climate change scenario analysis.

Of the 19 risks, PSA identified seven material climate-related transition risks leading to varied potential impacts:

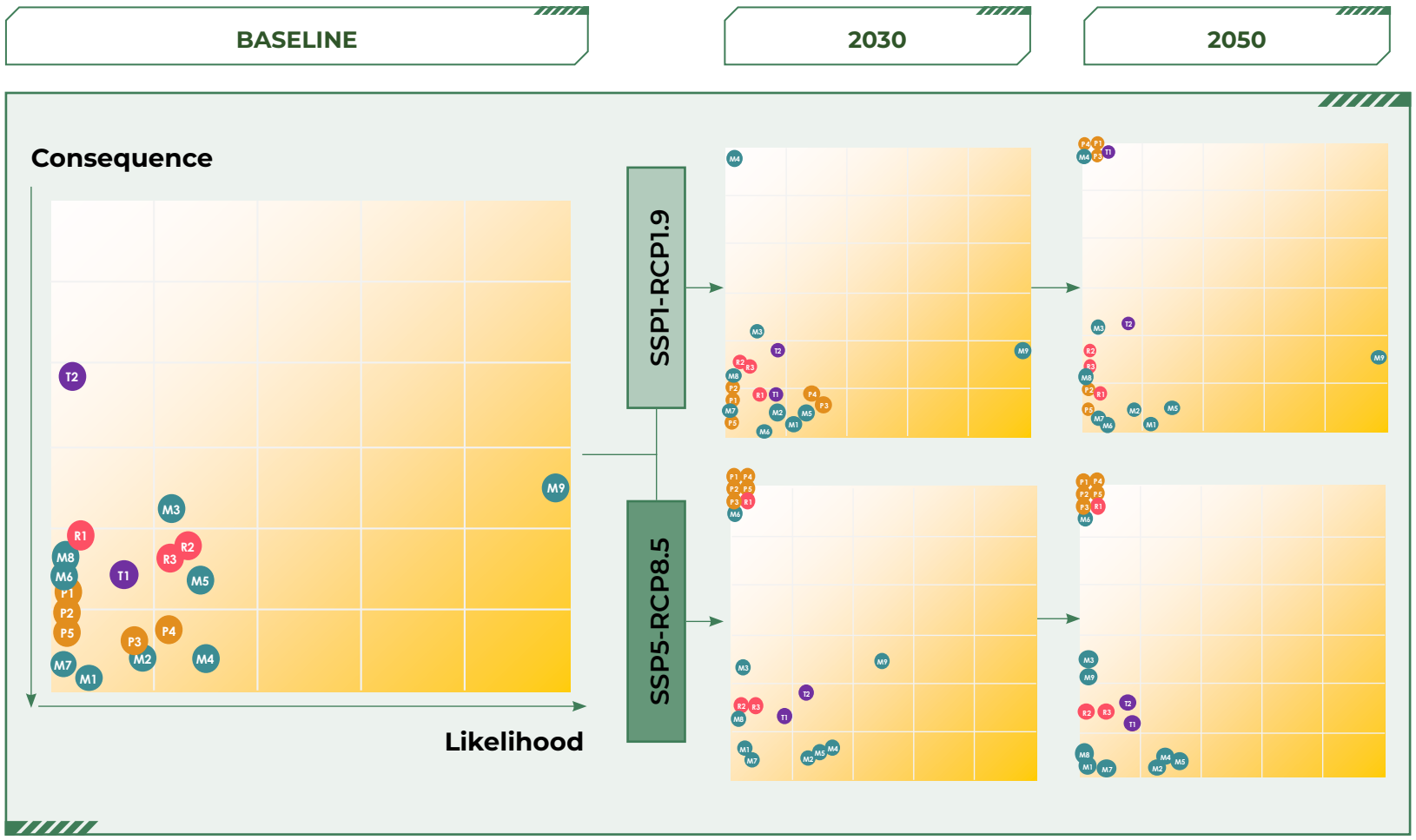
- **Market Shifts (M1, M2, M9):** Changes in consumer preferences toward green products and the growth of green economy sectors, such as Electric Vehicles (EV), wind turbines / blades and batteries, are anticipated. This leads to changes in trade and supply chain patterns and needs, potentially impacting PSA's business model and operations. In the sustainable development scenario (SSP1-RCP1.9), impacts are assessed to be more severe as the world takes a more aggressive approach to transitioning towards a net zero economy.

- **Increase in Operational Costs (M4, M5):** Rising cost premiums associated with labour, purchased energy and commodities could potentially lead to heightened operating costs for PSA. These impacts are expected to be more severe in the fossil-fuelled development scenario (SSP5-RCP8.5) as the impacts of rising temperatures and extreme weather events could lead to more frequent and severe supply chain disruptions.

- **Regulatory Changes (P3, P4):** Climate-related laws and policies could impose increased compliance costs for PSA. This includes carbon taxes and other carbon pricing schemes. Additionally, mandatory requirements on ports, ships and equipment, such as onshore power provisions to berthing vessels could also impact both PSA's capital and operating expenditure.

PSA has begun to implement mitigation measures aligned with our climate strategy and net zero carbon ambition. These include decarbonising our operations and supply chains, expanding our nodal capabilities and developing end-to-end low-carbon transport offerings to meet growing customer expectations. We also actively monitor regulatory developments to uphold compliance with all relevant legislation, including existing and emerging sustainability reporting regulations.

Our global business units are proactively aligning their reporting practices with requirements under frameworks such as Corporate Sustainability Reporting Directive (CSRD), ISSB, and other developing climate-related disclosure standards. PSA BDP, for example, has published a report on climate-related financial risks in response to the California Climate Legislation, Senate Bill 261 (SB 261).



MARKET (Transition)

- **M1** Shifting **consumer demand** patterns
- **M2** Increased **labour uncertainty** and lower productivity
- **M3** Increased **financing costs**
- **M4** Increased **energy costs** (premium) from low-carbon transition
- **M5** Increased **commodity** (steel, concrete) **supply uncertainty** and cost
- **M6** Shifting **energy and bunkering hubs**
- **M7** Shifting **trade routes** due to physical climate change **(Arctic ice)**
- **M8** Shifting **trade routes** due to physical climate change **(Panama canal)**
- **M9** Changing **freight content /** Increasing shipments of **EVs with batteries**

POLICY / LEGAL (Transition)

- **P1** Increased costs to adhere to **alternative fuel regulations**
- **P2** Increased policy costs from **Scope 3 disclosure standards**
- **P3** Increased costs of **energy infrastructure** due to **low-carbon regulations**
- **P4** Increased costs of **carbon tax, cap or ETS**
- **P5** Increased **costs from litigation** over climate violations by regulators and customers

TECHNOLOGY (Transition)

- **T1** Increased low-carbon **technology and equipment supply** uncertainty and cost
- **T2** **Sub-optimisation of assets** due to adoption of low-carbon technologies

REPUTATION (Transition)

- **R1** Increased **costs from negative reputation** around climate action amongst stakeholders
- **R2** Increased **recruiting costs** due to climate consciousness
- **R3** Increased **costs from public relations crisis management** around negative climate incidents

In addition, PSA identifies and assesses the opportunities that climate change presents across commercial, operations, civil infrastructure, equipment and technology areas. These opportunities are synergistic with and support our broader sustainability and carbon abatement strategies to transform internal operations and influence global supply chains to become more resilient and sustainable.

Identified Climate-related Opportunities	Descriptions	Business Impacts	Business Response and Initiatives
Adoption of energy efficiency measures	Adoption of energy efficiency measures for buildings	Efficiency gains, reduced energy usage and cost savings	Minimum Requirements for Sustainable Buildings
Diversification of services	Development of rail and barge services	Operational diversification and gains	Port adjacencies and intermodal transport offerings such as barging and rail solutions
Expansion of low-carbon service offerings	Development of low-carbon service offerings to customers	Revenue gains as consumers and partners seek solutions to decarbonise their operations and supply chains	Participation in Green Corridors, digital solutions such as OptEVoyage, OptETruck, OptETracker tool, PSA BDP Carbon Dashboard etc.
Deployment of low-carbon technology	Implementation of low-carbon technologies such as electrification of equipment	Energy efficiency and operational cost savings	PSA's seven Decarbonisation Levers, Group-wide target for the electrification and hybridisation of cranes

METRICS AND TARGETS

Aligned with the global ambition to limit global temperature increase to 1.5°C compared to pre-industrial levels, PSA has set the target to achieve net zero carbon emissions by 2050. Interim Scope 1 and 2 emissions reduction targets have also been established to ensure we make tangible progress towards this goal, as follows:

- Reducing absolute Scope 1 and 2 carbon emissions by 50% by 2030 and 75% by 2040 against a 2019 baseline year. As of 2025, PSA's Scope 1 and 2 emissions have increased by 4% against the 2019 baseline. Nonetheless, we remain steadfast in our efforts to increase energy efficiency, adopt low-carbon fuel and renewable electricity across our operations, resulting in a 4% reduction in emissions intensity for our marine container terminals in 2025 as compared to 2024;

- Converting 90% of all cranes, including quay cranes, rail mounted gantry cranes, Rubber Tyre Gantry cranes, mobile harbour cranes and automated stacking cranes to electric or hybrid models by 2030. As of 2025, we have reached 80%, progressing well towards our goal of 90% by 2030;

- Implementing PSA recommendations of Sustainable Concrete for 80% of new civil infrastructure construction projects by 2030. We implemented the recommendations for 100% of projects in 2025.

PSA monitors the progress against our targets and discloses our performance, including on our Scope 1, 2 and all relevant Scope 3 emissions, in our Emissions and Energy section. We also track other relevant climate-related indicators such as emissions intensity, energy consumption, renewable energy purchases, emissions by region and sector, as well as fuel and electricity usage per equipment type. For more information on climate-related metrics and targets as well as our performance, please refer to the section on Our Approach to Sustainability.

The Group Sustainability team is required to report PSA's carbon emissions performance to the Group CEO monthly. All business units also submit annual Energy Transition Plans, detailing planned emissions reduction initiatives, carbon abatement potential and marginal abatement costs. All emissions data from business units also undergo third-party verification against the ISO 14064-1:2018 standards at least once every three years.

EMISSIONS AND ENERGY

To support the mitigation of long-term impacts of global warming, PSA has developed a decarbonisation strategy prioritising key abatement levers. Aligned with global climate goals, PSA aims to reach net zero carbon emissions by 2050 through investing in viable initiatives as we accelerate the shift towards a more sustainable business.

WHY IT IS IMPORTANT

Through our mitigation strategy of implementing energy efficiency measures and adopting low-carbon equipment and technologies, we not only reduce our direct emissions but also help drive the transition to a more sustainable global supply chain. By facilitating the green transition, we are also creating training and upskilling opportunities for our people, while driving sustainable innovation in the industry.

Our Scope 1 and 2 emissions arise from energy use across our operations, including terminals, warehouses, marine, logistics and IT services, with indirect Scope 3 emissions generated through our upstream and downstream business relations across the value chain. Beyond implementing emissions reduction initiatives in our direct internal operations, we also seek to drive decarbonisation across the supply chain, especially as Scope 3 emissions represent the bulk of our total emissions. To do this, we collaborate closely with partners and customers to innovate and advance climate action that benefits the wider transport and logistics ecosystem.

OUR APPROACH

Driven by our ambition to achieve net zero for Scope 1 and 2 carbon emissions by 2050, our decarbonisation strategy is led by PSA's Group Sustainability team, which oversees the development and implementation of sustainability initiatives based on identified decarbonisation levers. To ensure consistent progress towards 2050, we have also set interim targets of 50% reduction in absolute Scope 1 and 2 carbon emissions by 2030, and 75% by 2040 against a 2019 baseline.

CLIMATE RESPONSE MANAGEMENT SYSTEM — A COMPASS FOR CLIMATE ACTION

PSA's Group Sustainability team developed the Climate Response Management System (CRMS) to drive climate initiatives based on five key pillars: Leadership & Strategy, Planning & Implementation, Monitoring & Reporting, Education, and Communications. To complement the CRMS, PSA outlines standards and frameworks to guide specific low-carbon initiatives. Depending on the nature of operational activities and contribution to PSA's total carbon emissions, relevant business units are required to adopt these standards and frameworks under the CRMS.

With renewable energy being a core feature of our Scope 2 emissions reduction strategy, the Renewable Energy Procurement & Generation Framework (RE-ProGen) guides business units on their renewable energy procurement and generation approaches. As we seek to work with more sustainable suppliers, the Sustainable Procurement Framework outlines principles to ensure ESG considerations are factored into procurement decisions. PSA's Green Finance Framework was also established to guide entities on leveraging green financing options to support new and existing green assets.

Informed by a review of our internal processes, the Group Sustainability team took measures to enhance the alignment between energy transition plans and green capital allocation across our business units. PSA recognises that decarbonisation cannot be achieved through operational measures alone – emissions reduction initiatives must go hand-in-hand with investments in technology, infrastructure and equipment.

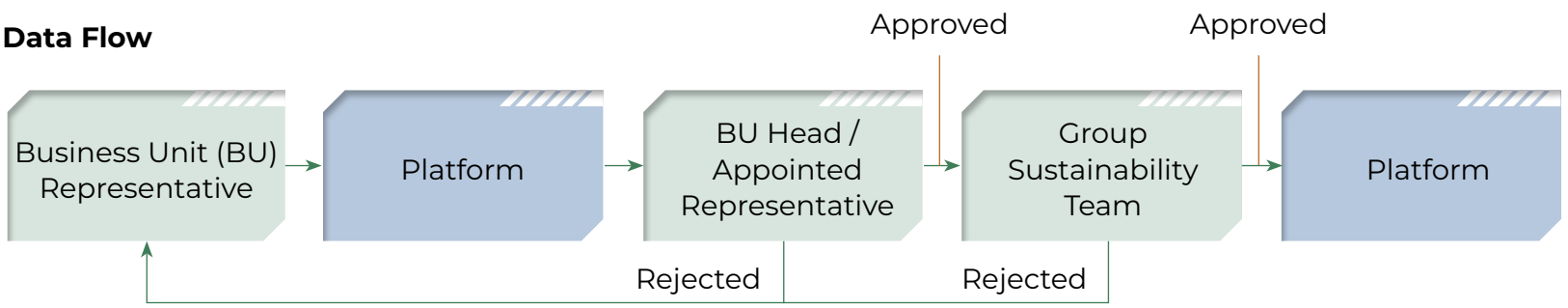
As such, we have developed tools and processes to strengthen the integration of green considerations into strategic planning and capital deployment across the Group. The Marginal Abatement Cost Curve (MACC) is used to evaluate carbon abatement options alongside financial considerations and guide the development of business units' energy transition plans. In addition, climate-related considerations have been formally embedded into annual budgeting processes to ensure that capital is progressively directed toward low-carbon projects and equipment aligned with PSA's year-on-year sustainability ambitions.

GRI 3-3, 302-1, 305-1, 305-2, 305-3

Standardised Platform and Robust Workflow for Emissions Tracking

PSA utilises an expert software solution provider to standardise, collate, and aggregate reliable data across all of PSA's entities, enhancing transparency and yielding valuable insights through data analytics. Scope 1, 2 and 3 emissions are reported regularly by our business units and undergo a rigorous data flow process before the figures are collated and reported to senior management at the Group-level.

Data Flow



Role

Submits consumption data and supporting documents to the platform	Strict threshold checks, requiring reasons for variances	Validates data and variances	Secondary checks on data and variances	Processes and calculates emissions Provides audit traceability to support internal and external audits Common data repository for analytics and reporting

The Group Sustainability team actively monitors decarbonisation initiatives to assess effectiveness and track progress against targets supported by PACE (PSA Abatement of Carbon Emissions). This innovative in-house digital initiative built on the Power BI platform, provides a comprehensive overview and benchmarking of current carbon emissions across business units. As we move towards our ambitious interim target of halving Scope 1 and 2 carbon emissions by 2030, PACE also delivers future projections analysis, offering data-driven insights on PSA's decarbonisation trajectory, for us to assess our strategy's adequacy and improvements where required.

Audit and Review Processes to Strengthen Governance

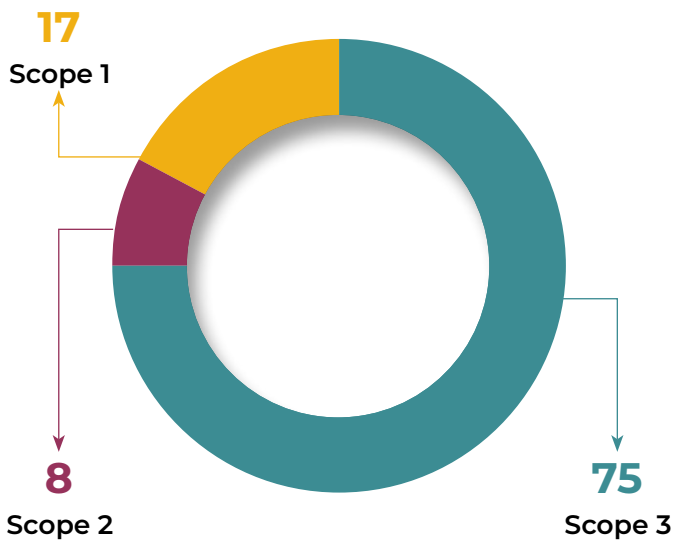
Aligning to international standards, the CRMS stipulates that all business units are required to subject their carbon emissions data to a third-party assurance exercise against the ISO 14064-1:2018 verification standards. We also subject key indicators in this Sustainability Report to an external assurance exercise conducted by an independent third-party. The assurance has been conducted against the GRI Standards, in accordance with ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

To further enhance internal governance in anticipation of growing regulatory compliance and to strengthen sustainability auditing capability within the organisation, Group Internal Audit and Group Sustainability are developing an internal audit framework on our material ESG topics. We seek to continuously refine our data collection processes and leverage those insights to drive informed decision-making, to enhance our overall emissions reduction initiatives and performance.

OUR CARBON AND ENERGY FOOTPRINT

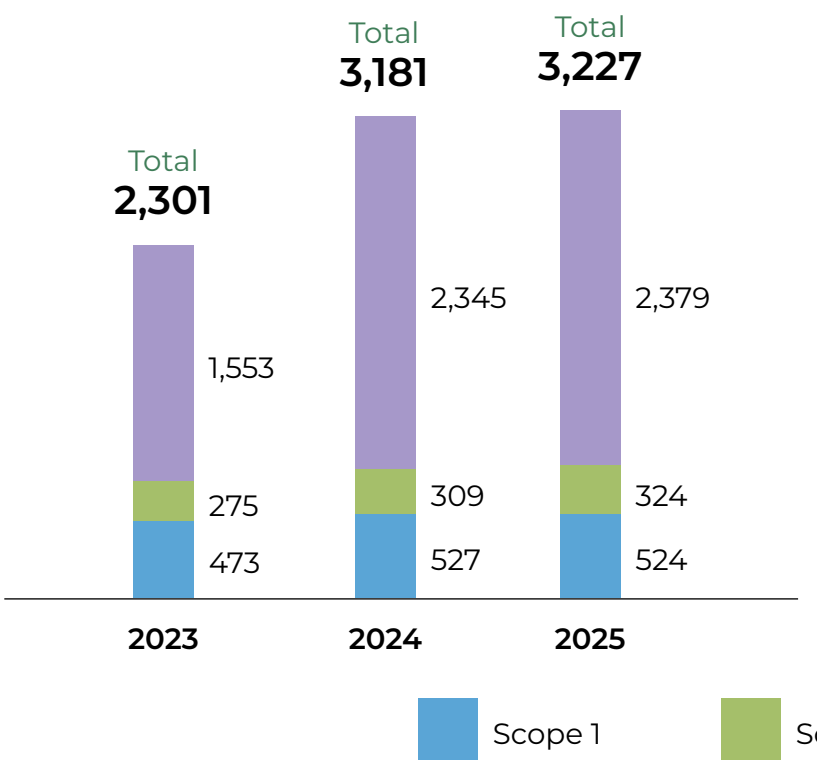
PSA discloses our carbon footprint encompassing Scope 1, 2 and all relevant Scope 3 carbon emissions in accordance with the GHG Protocol using the equity share approach.

Breakdown of Carbon Emissions in 2025 (%)

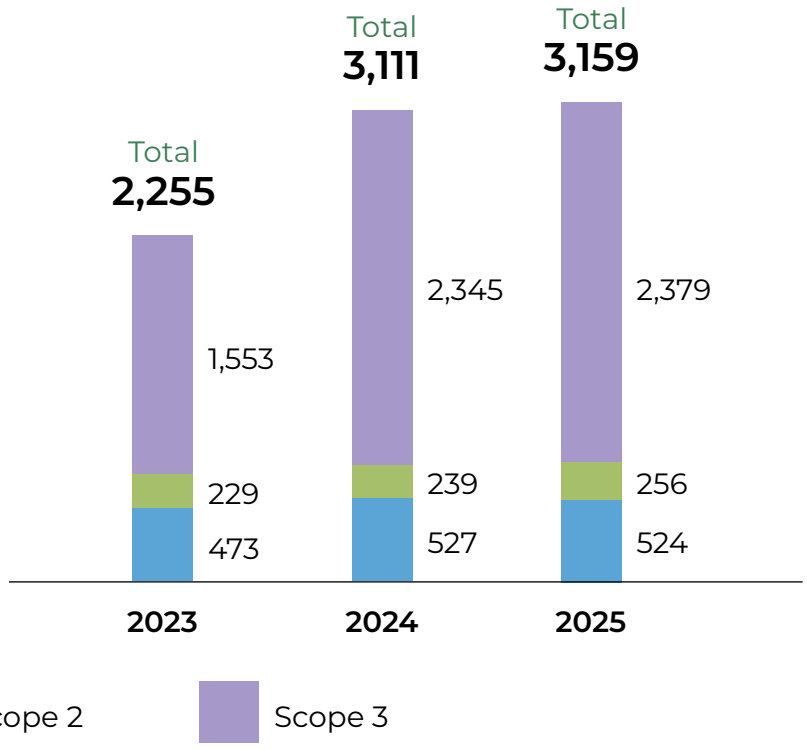


Total Carbon Emissions for the PSA Group ($ktCO_2e$)

Scope 1, 2, 3 Carbon Emissions, Location-based



Scope 1, 2, 3 Carbon Emissions, Market-based



Notes: PSA BDP's ESG data has been included from 2024 onwards.

Carbon emissions in the charts are computed based on an equity share consolidation approach. Greenhouse gases included in the calculation are CO_2 , CH_4 , N_2O, HFCs, PFCs, SF_6 and NF_3 . Emission factors for Scope 1 emissions were sourced from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and the UK Department for Environment, Food and Rural Affairs - DEFRA (2025). In 2025, the biogenic CO_2 emissions attributable to the use of biofuels amount to 5,500 tCO_2e based on the same consolidation approach, reported separately from PSA's Scope 1 carbon emissions in the chart.

Emission factors for Scope 2 emissions were sourced from the International Energy Association (IEA) and Association of Issuing Bodies (AIB). Emission factors for Scope 3 emissions were sourced from the GHG Protocol and DEFRA. Global warming potential of gases were obtained from IPCC's Fifth Assessment Report (AR5) for Scope 1 and 3 emissions; whilst calculations for Scope 2 emissions use IPCC's Sixth Assessment Report (AR6).

Scope 1 and 2 Emissions

In 2025, PSA's Scope 1 and 2 carbon emissions totalled 780 $ktCO_2e$, an increase of 2% compared to 2024's levels. The increase was driven by organic business growth which led to higher equipment usage across PSA's operations.

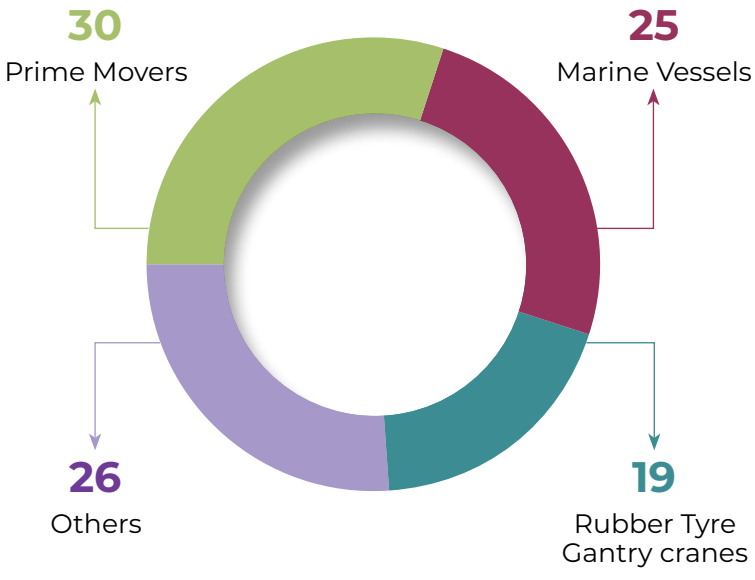
Against our 2019 baseline – selected based on the year PSA first established complete data on Scope 1 and 2 emissions amounting to 490 $ktCO_2e$ and 260 $ktCO_2e$ respectively – PSA's Scope 1 and 2 emissions have increased by 4%. Regardless, PSA remains dedicated to our 2030 emissions target by accelerating electrification efforts and increasing the adoption of low-carbon fuels and renewable energy solutions.

As PSA improves its efficiency in energy usage, emissions intensity continues to improve. PSA marine container terminals reported 9.2 $kgCO_2e$/TEU in 2025, a decrease of 4% from 2024's figures.

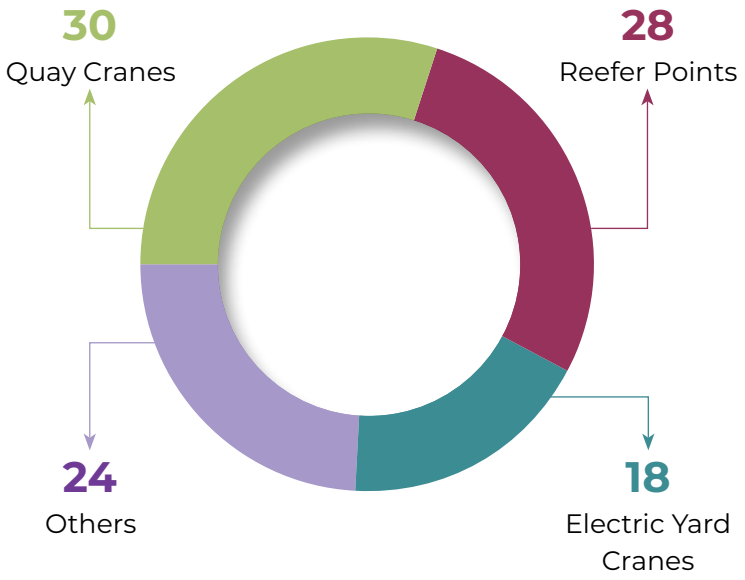
The bulk of PSA's Scope 1 and 2 emissions arise from our marine container terminal operations which constitute PSA's largest core business, followed by marine services, accounting for 79% and 15% respectively. The remaining emissions are attributed to our operations in the marine non-container terminals, inland terminals, warehousing and logistics services, IT services and PSA Supply Chain.

The top three sources for Scope 1 emissions were prime movers, marine vessels and Rubber Tyre Gantry yard cranes. For Scope 2 emissions, the top three sources were quay cranes, reefer points and electric yard cranes.*

Breakdown of Scope 1 Emissions in 2025 (%)



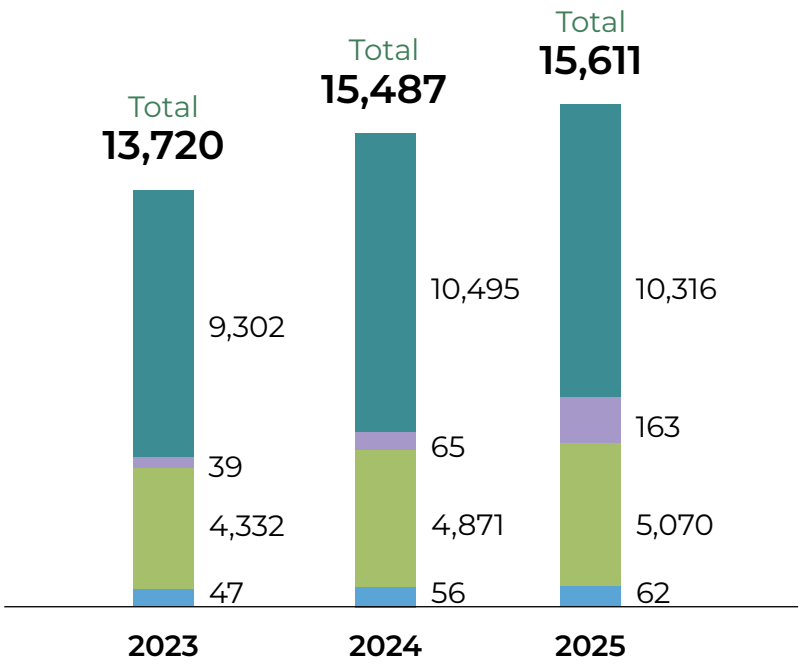
Breakdown of Scope 2 Emissions in 2025 (%)*

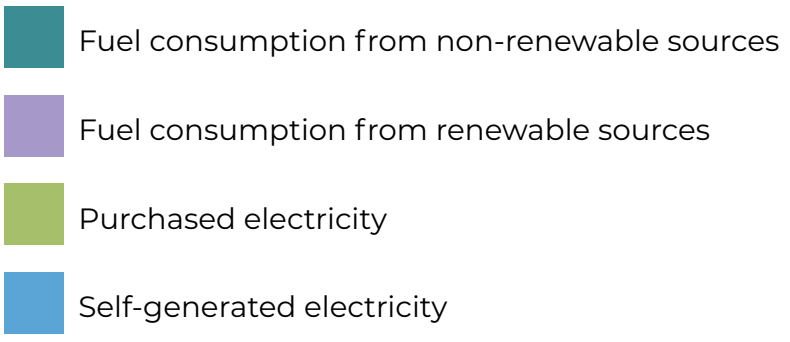


Note: Scope 1 and 2 emissions in this section are based on 100% and have not been adjusted for equity share.

* *The Scope 2 emissions figures presented by emission sources do not account for renewable energy obtained via procurement mechanisms.*

Total Energy Consumption for the PSA Group (TJ)





Notes: Non-renewable fuel types include diesel, petrol, natural gas and LPG. Renewable fuel types include hydrogen and biofuels. Conversion factors were obtained from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and DEFRA 2025.

Self-generated electricity refers to electricity generated from on-site Photovoltaic (PV) systems and consumed by the organisation. There was no heating, cooling, or steam purchased for self-owned assets. There was also no electricity, heating, cooling or steam sold.

Energy consumption figures in the chart are based on 100% and are not adjusted for equity share.

Scope 3 Emissions

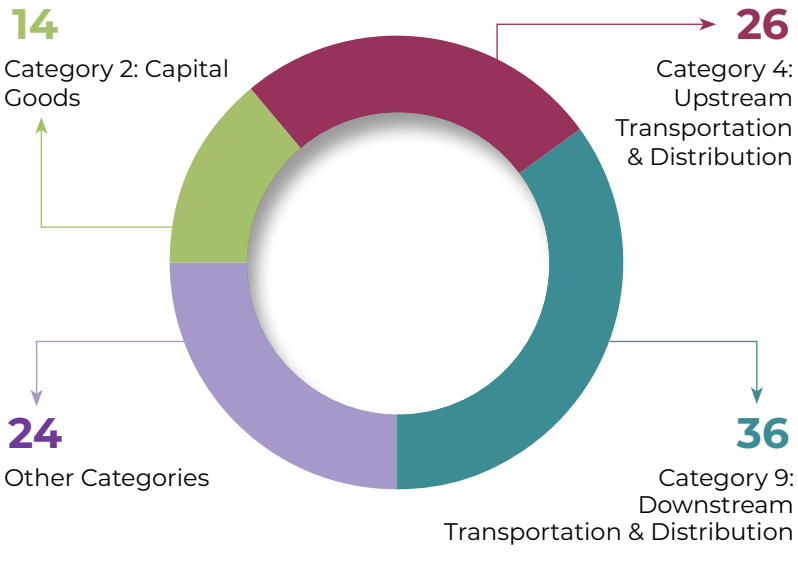
In 2025, Scope 3 emissions totalled 2,379 $ktCO_2e$ encompassing all categories assessed as relevant to our operations. The major categories include Upstream and Downstream Transportation & Distribution (Categories 4 and 9), and Capital Goods (Category 2).

PSA remains steadfast in our efforts to reduce our Scope 3 emissions. As a major contributor to our Scope 3 emissions in its role as a freight solutions provider, PSA BDP's formal commitment to the Science Based Targets initiative (SBTi) will support the mitigation of our indirect emissions. With the commitment to SBTi, PSA BDP will set near-term and long-term science-based emissions reduction targets in accordance with SBTi's stringent net zero standard.

To further address our Scope 3 emissions, we are proactively advancing climate solutions in various touch points across our value chain. To tackle emissions arising from external hauliers, OptETruck was launched by PSA Singapore as a cloud-based transport management solution. Harnessing Artificial Intelligence (AI), OptETruck enables smarter trip planning through resource-matching algorithms and predictive modelling. This helps haulier companies maximise resource utilisation, reduce empty truck trips and costs, as well as eliminate operational inefficiencies. This innovation played a significant role in PSA Singapore's recognition as the "Best Supply Chain Software Company" at the LogiSYM Awards 2025. The annual LogiSYM Awards honour companies which have demonstrated excellence and made significant contributions to the logistics and supply chain industry.

PSA endeavours to involve more suppliers and partners in our sustainable supply chain efforts, recognising this critical link to reducing our upstream Scope 3 emissions associated with PSA's procurement of goods and services. As part of ongoing supplier engagement efforts, Group Procurement and PSA Singapore Procurement engaged leaders from labour and logistics services providers in October 2025 to provide updates on an enhanced supply chain sustainability platform as well as conduct a walk-through on the carbon emissions calculator to support companies on their carbon emissions inventory management journey.

Breakdown of Scope 3 Emissions in 2025 (%)



Notes: Carbon emissions in the chart are computed based on an equity share consolidation approach. All relevant Scope 3 categories (Categories 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 14, 15) have been included in PSA's inventory. For Category 6, this only accounts for business air travel whereas emissions in Category 9 (Downstream Transportation & Distribution) relate to emissions arising from vessels while alongside PSA's berths and external hauliers while operating within PSA's terminals or facilities. Categories 10 and 12 have been excluded because the organisation does not manufacture products for sale. Category 13 has also been excluded because emissions arising from downstream leased assets have been accounted for in Scope 1 and 2. Actual data for Category 15 was not available at the time of publication, therefore the 2024 data has been used as a proxy for 2025 figures.

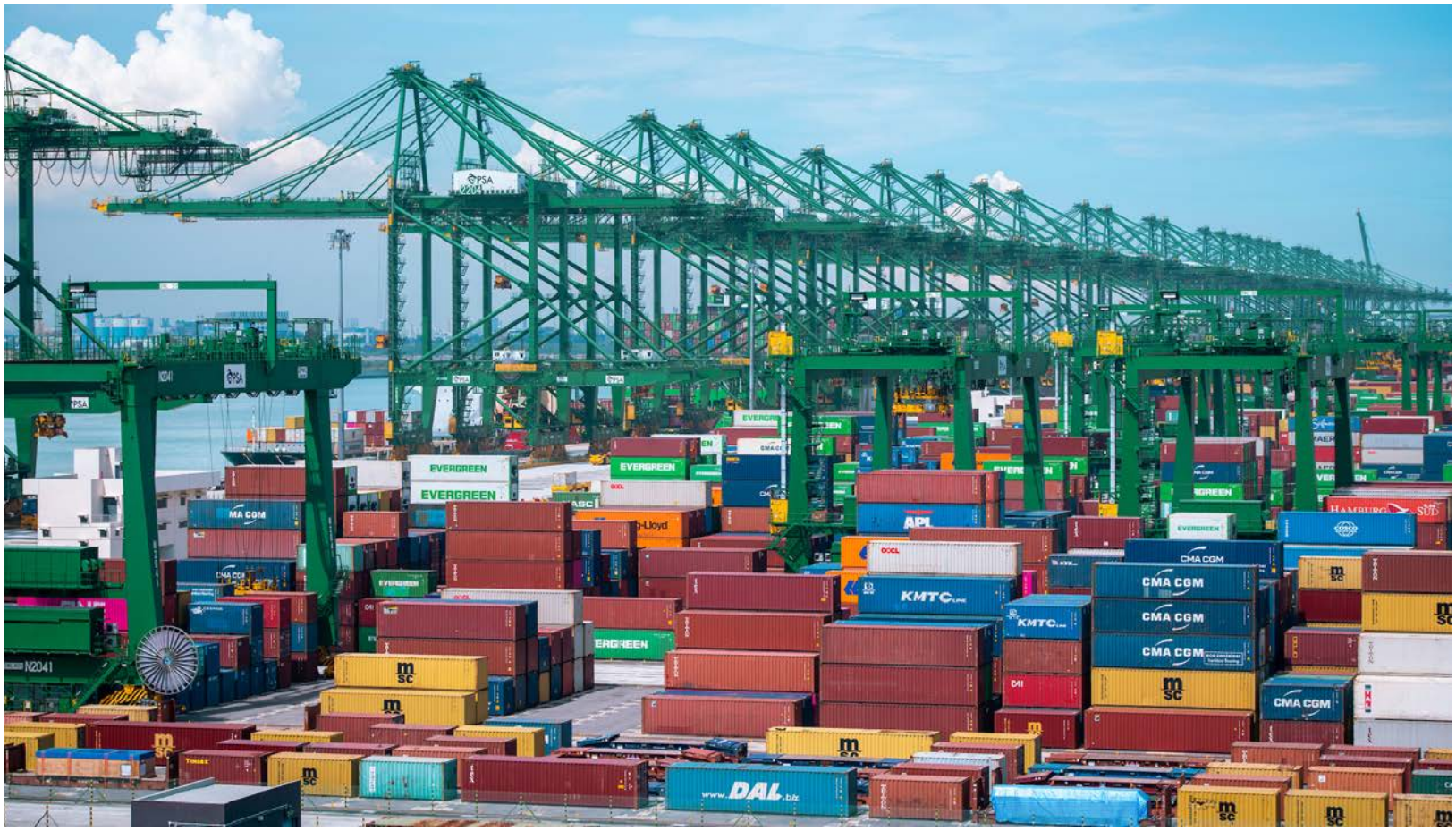
Greenhouse gases included in the calculation are CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3. PSA has set 2022 as the baseline year for Scope 3, with emissions totalling 1,500 $ktCO_2e$. This year was chosen as it marks the earliest point at which complete Scope 3 data across the Group became available. Emission factors for Scope 3 emissions were sourced from the GHG Protocol and DEFRA. Global warming potential (GWP) of gases were obtained from IPCC's Fifth Assessment Report (AR5).

DRIVING DECARBONISATION AND ADVANCING ENERGY EFFICIENCY

PSA aims to progressively address our Scope 1 and 2 emissions by pursuing multiple decarbonisation levers. To mitigate Scope 1 emissions, we focus on improving energy efficiency and optimising processes in our current operations while making significant investments in the research, development and adoption of electrification projects and low-carbon fuels. For Scope 2 emissions, we are increasing the share of renewable energy throughout the organisation, by generating renewable energy through solar and wind power where feasible, while concurrently assessing renewable energy procurement strategies.

7 DECARBONISATION LEVERS FOR FOCUSED ACTIONS

	DECARBONISATION LEVERS	EXAMPLES OF PROJECTS	ABATEMENT OF SCOPE 1 AND / OR 2 EMISSIONS
1	**Digitalisation and Optimisation**	· Improving operational efficiency · Using more energy-efficient equipment	1 and 2
2	**Hybridisation**	· Switching from conventional internal combustion engine (ICE) to hybrid (e.g. battery-hybrid RTGs)	1
3	**Electrification**	· Switching from conventional ICE to electric (e.g. eRTG, RMG)	1
4	**Low-carbon Fuel / New Sustainable Fuel**	· Switching to lower-carbon alternatives (e.g. LNG, biodiesel, HVO, hydrogen)	1
5	**Electrical Grid Optimisation**	· Introducing smart grid system · Introducing battery energy storage system	2
6	**Purchase of Renewable Energy**	· Participating in Energy Attribute Certificates (EACs) market · Signing up to Power Purchase Agreements (PPAs)	2
7	**Generation of Renewable Energy**	· Investing in renewable energy (e.g. solar, wind) assets	2



Abating Scope 1 and 2 Emissions

Across our operations, PSA is progressively replacing or retrofitting equipment with energy efficient alternatives, while deploying automated and smart systems. We have also deployed wide-scale LED lighting and yard crane workload optimisers to lower the energy intensity of our operations. To improve efficiency and reap energy savings, we utilise simulations to optimise equipment fleet size and streamline equipment traffic flow at our terminals.

PSA has prioritised equipment electrification and hybridisation as key abatement pathways, requiring all PSA entities to assess the feasibility of implementation to progressively decarbonise our operations. We have set increasingly ambitious targets, elevating our initial target of achieving 90% of Rubber Tyre Gantry cranes (RTGs) to be electric or hybrid by 2030, to now encompass all cranes. Beyond RTGs, this comprises quay cranes, rail mounted gantry cranes, mobile harbour and automated stacking cranes. As of end 2025, 80% of all cranes have been electrified or hybridised. The expansion of electrification and hybridisation to other operational machinery within our operations – including prime movers, forklifts, empty container handlers, reach stackers, and service vehicles – has also seen steady progress over the past few years.

Low-carbon fuel options are also being progressively introduced in our equipment. In 2025, the utilisation of LNG, biodiesel and hydrogen in our operating equipment increased by 28%, compared to 2024, and has led to 17,000 tCO_2e in emissions savings.

Across our operations, numerous electrification, hybridisation and low-carbon initiatives have been deployed in 2025. These include:

- **New Priok Container Terminal 1 (NPCT1):** Acquisition of seven electric prime movers (ePMs).
- **Pusan Newport International Terminal (PNIT):** Six diesel prime movers were replaced with LNG-powered units, completing transition of all 82 prime movers to cleaner LNG technology at the terminal.
- **PSA Mumbai:** Six diesel RTG cranes converted to eRTGs under Phase 1 implementation, with 18 additional eRTGs procured for Phase 2 expansion.
- **PSA Belgium:** Introduction of about 70 hybrid straddle carriers and electric forklifts to reduce carbon emissions. As part of the Green Straddle Carrier Programme, PSA Antwerp also tested a dual-fuel hydrogen straddle carrier, achieving a diesel replacement ratio of approximately 70%.
- **Penn Terminals (Penn):** Penn has procured 26 electric prime movers, expected to be delivered in 2026, and currently has more than 1,000 gridded reefer plugs in service. These initiatives reduce reliance on diesel prime movers and diesel generators respectively, delivering emissions savings.
- **PSA Marine:** Through the modification of PSA Marine's operational vessels from three-blade to five-blade propellers, this has reduced cavitation and vibration and improved thrust efficiency, translating to fuel savings.

Accelerating the Transition to Renewable Energy

As we electrify our equipment fleet, it is imperative that we increase the share of renewable energy used in our operations. PSA explores solar and wind energy self-generation options within our existing land and buildings, while procuring renewable energy from suppliers through power purchase agreements (PPAs) and unbundled energy attribute certificates (EACs).

In 2025, PSA Singapore, together with strategic partners, launched a 15-hectare solar farm at Keppel Terminal. The facility, comprising over 30,000 solar panels with a generation capacity of 18 MWp, can produce 22,500 MWh annually – enough to power more than 5,000 households. Designed to be modular and redeployable, the project demonstrates PSA's commitment to innovation and renewable energy integration, while repurposing existing land ahead of the terminal's lease expiry in 2027.

We are continuing to scale renewable energy adoption across our operations in China to accelerate the transition to cleaner energy and reduce emissions. At Tianjin Port Container Terminal (TPCT), three on-site wind turbines enable the business unit to offtake renewable energy for a significant portion of its electricity consumption. Beibu-Gulf International Container Terminal (BICT) and Beibu-Gulf PSA Renewable Energy (BPRE) have also expanded clean energy capacity with the installation of more than 3,000 solar panels, with plans underway for two 6.25 MW wind turbines. Once fully operational, these renewable systems are expected to supply approximately 70% of BICT's total energy demand, signifying progress toward greener port operations.

Across our global business units, the amount of green electricity procured increased by 6% in 2025, as compared to 2024. In total, our Scope 2 emissions have reduced by 150,000 tCO_2e in 2025 as a result of our renewable energy generation and procurement efforts.

ADVANCING CLEAN TRANSPORT WITH HYDROGEN FUEL TRIALS AT PSA SINGAPORE

PSA Singapore is actively advancing hydrogen-powered operations and supporting decarbonisation. In 2024, PSA Singapore partnered with an Institute of Higher Learning and an industry partner to test methylcyclohexane (MCH) as a liquid organic hydrogen carrier (LOHC). MCH can be safely stored and transported at ambient conditions before extracting hydrogen for clean fuel use in horizontal transport within the port.

As part of these efforts, PSA Singapore commissioned the port's first hydrogen refuelling facility and deployed a hydrogen fuel cell electric prime mover at Pasir Panjang Terminals, with trials that ran till mid-2025. PSA Singapore is also working concurrently with industry and government stakeholders to develop standards for hydrogen refuelling stations and safe operational practices, laying the groundwork for wider adoption.

The trial concluded in 2025, marking a significant step forward in PSA Singapore's hydrogen exploration efforts. Further studies are being conducted to evaluate the economic viability and scalability of hydrogen solutions for use across terminal operations.

FORGING INDUSTRY PARTNERSHIPS FOR IMPACTFUL SUSTAINABLE SOLUTIONS

PSA leverages our network of like-minded and trusted partners to collectively innovate and implement industry-wide solutions to create a wider impact beyond our own operations.

PSA Singapore launched a trial for the Battery Charging and Swapping Station (BCSS) and electric prime movers (ePMs) under the Land Transport Authority's (LTA) sandbox scheme. As part of the trial, six ePMs in Pasir Panjang Terminals and two on-road electric inter-gateway hauliers (eIGH) were deployed. Plans for further expansion of the ePM fleet are ongoing. PSA Singapore is also contributing to the development of Technical Reference '25 – Part 4, which aims to establish interoperability standards for electric heavy truck battery charging and swapping, as well as facilitate future scaling and cost optimisation.

Over in Europe, PSA Antwerp joined the Zero Emission Port Alliance (ZEPA) in July 2025, committing to collaborate with ports, terminal operators and original equipment manufacturers (OEMs) to accelerate the transition to battery-electric port equipment and net zero emissions ports. The alliance aims to overcome interoperability challenges, scale up standardised charging infrastructure and enable wider adoption of zero emissions technologies.

MARINE PROTECTION AND CONSERVATION

Climate change and human activity continue to exert unprecedented pressure on marine biodiversity and ecosystems. PSA recognises that preserving these natural systems is both an environmental responsibility and an economic imperative. Guided by this understanding, we integrate biodiversity safeguards into our infrastructure design and operations, adopting proactive measures to minimise ecological impact while respecting the unique character of local habitats.

WHY IT IS IMPORTANT

PSA's port operations, situated along coastlines and waterways, inevitably interact with surrounding marine and coastal ecosystems through activities such as dredging, land reclamation and infrastructure development. Disturbances to these ecosystems can significantly degrade marine habitats while reducing their capacity to provide vital ecosystem services, such as shoreline protection and flood mitigation – functions that support PSA's own operational resilience. Recognising this interdependence, PSA proactively assesses potential impacts and implements measures to minimise environmental impacts, ensuring development and operations remain attuned to local ecological conditions. By safeguarding biodiversity and ecosystem health, PSA strengthens both environmental and operational resilience, aligning sustainable port development with long-term business continuity.

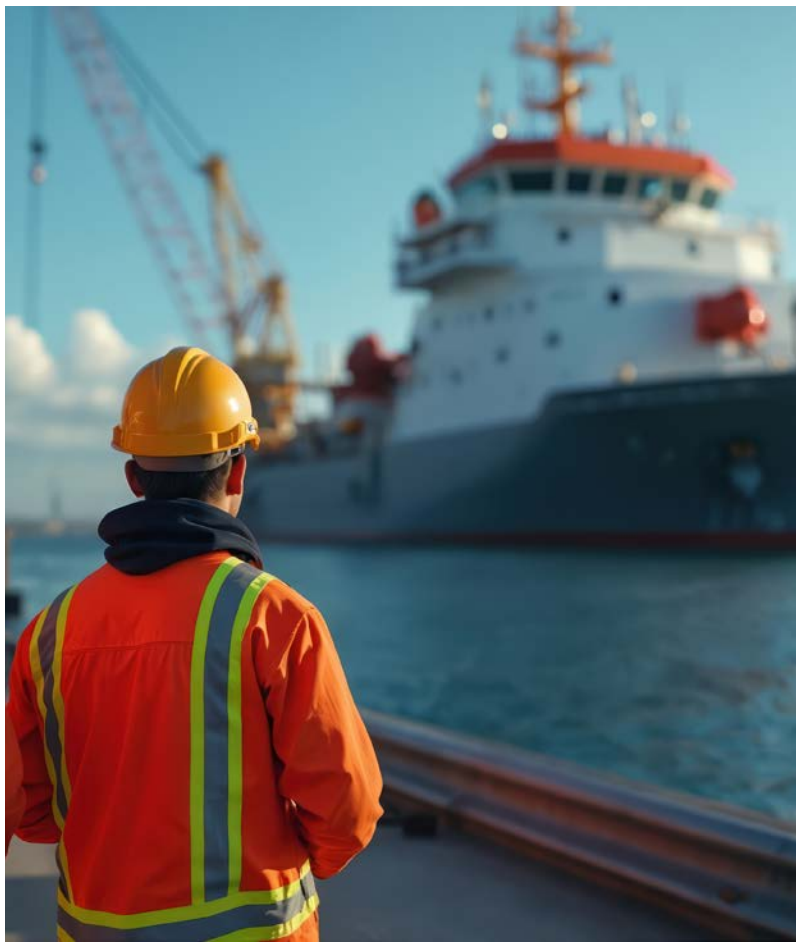
OUR APPROACH

PSA has conducted a preliminary assessment to determine the activities with the most significant impacts on biodiversity and marine ecosystems. Findings from this analysis highlighted that our port construction and expansion activities in both greenfield and brownfield areas may directly or indirectly impact biodiversity and disrupt natural environments through noise and light disturbances, modification of marine and coastal areas as well as introduction of toxic pollutants to air, water and soil.

PSA has developed a proactive approach to biodiversity and marine conservation, in line with the Kunming-Montreal Global Biodiversity Framework (GBF)*, which provides a historic agreement for society to halt and reverse biodiversity loss by 2030 and achieve full recovery of nature by 2050. Our commitment and approach to environmental stewardship is aligned with the GBF goal to protect and restore nature by reducing threats to biodiversity.

PSA's Health, Safety, Security and Sustainability (HSSS) Policy, together with the Climate Response Management System, underpin our efforts to protect ecosystems across the Group. These comprehensive frameworks ensure that environmental impacts are consistently assessed and mitigated, supported by a legal register and strict adherence to local regulations and standards.

Complementing this, the PSA Civil Infrastructure Sustainability Roadmap provides business units with clear criteria to integrate sustainability considerations throughout the lifecycle of civil infrastructure projects, from planning to operations. Rigorous protocols further ensure that discharges from terminal development, construction, operations, and maintenance are strictly controlled to prevent harmful impact on local ecosystems. All our construction and development projects have environmental management plans in place, which include areas such as biodiversity management, construction waste management and selection of sustainable construction materials. More information on the Civil Infrastructure Sustainability Roadmap is available in the section Sustainable Port Development.



* *Adopted under the Convention on Biological Diversity (CBD), the GBF sets global targets to halt and reverse biodiversity loss by 2030 and establishes long-term goals to ensure that nature is restored, sustainably used, and equitably shared by 2050.*

GRI 3-3, 101-1, 101-2

EMBEDDING NATURE STEWARDSHIP PRINCIPLES THROUGHOUT PORT CONSTRUCTION AND DEVELOPMENT

Depending on the concession agreement, Environmental Impact Assessments (EIA) are conducted by either PSA, the port consortium or the port authority to identify potential environmental risks, assess potential negative impacts on air, water, wildlife and communities, as well as guide the establishment of robust quality objectives and development of environmental management plans. These assessments are carried out before embarking on major construction projects, such as developing new ports or expanding existing ones. They ensure that development activities uphold sustainable development principles and minimise ecological impact.

Aligned with the Civil Infrastructure Sustainability Roadmap, PSA manages sustainable civil infrastructure projects through a structured cycle of identifying and assessing risks, implementing mitigation measures, monitoring and reporting outcomes, and integrating feedback for continual improvement. This process is underpinned by the "Avoid – Minimise – Offset" hierarchy, ensuring that environmental impacts are reduced as far as possible and appropriately addressed where unavoidable.

Additionally, contractors are required to submit detailed work method statements for key construction activities, outlining measures to prevent habitat loss and minimise ecological disruption. PSA's business units are expected to comply with local environmental regulations, implement and monitor targeted mitigation measures, and actively support marine and nature conservation efforts in their areas of operation.

PSA adopts a collaborative approach to biodiversity management across our global operations, working with government authorities to avoid, minimise and where necessary, support the restoration of environmental impacts associated with port development and operation. In Singapore, the Maritime and Port Authority of Singapore (MPA) led the environmental impact assessments and biodiversity planning for the Tuas Port development, with PSA continuing to focus on environmental protection upon taking over the management of Tuas Port by implementing wastewater discharge and air pollution management measures. In Antwerp, PSA works jointly with the Antwerp Port Authority (APA) to conduct comprehensive environmental assessments that identify potential ecological impacts prior to terminal expansion. Across both ports, PSA reinforces government-led processes by helping to avoid and mitigate biodiversity impacts, while contributing to ecosystem protection and rehabilitation.

PSA also goes beyond regulatory compliance by taking proactive steps to protect and restore marine ecosystems. By engaging technical experts to do research and monitoring, we deepen our understanding of marine biodiversity and apply these insights to design infrastructure that minimises ecological impact. Complementing this, PSA drives conservation through employee engagement and community initiatives that build environmental awareness and inspire collective stewardship of marine habitats.

PSA Mumbai

PSA Mumbai's terminal expansion project is located near Thane Creek, an area of high ecological significance with extensive mangrove forests and rich wildlife. In support of Jawaharlal Nehru Port Trust's environmental obligations, the Gujarat Institute of Desert Ecology (GUIDE) was engaged to study migratory bird diversity and the ecological role of nearby mudflats, ensuring that construction and operational activities do not disrupt bird migration seasons. Dredging is also prohibited during the fish breeding season from July to September to protect spawning grounds.

Recognising that construction activities may affect nearby habitats, PSA Mumbai works to minimise ecological disturbance. A Marine Environmental Management Plan guides the monitoring of marine ecology and the protection of surrounding ecosystems, complemented by a broader Environmental and Social Action Plan that addresses environmental, social, health, and safety considerations.

Beyond immediate safeguards, PSA Mumbai has committed to long-term ecological enhancement through reforestation and the development of a green belt within the reclaimed site. Delivering both biodiversity and climate benefits, the green belt will filter air pollutants, conserve soil moisture and create new habitats for local flora and fauna.

Baltic Hub Container Terminal

PSA's Baltic Hub Container Terminal sits within the ecologically sensitive Bay of Gdansk in Poland, an area designated under the European Union's Natura 2000 programme for its rich marine and coastal biodiversity.

To ensure that port growth progresses in harmony with nature, comprehensive environmental assessments were conducted to identify and manage impacts on wildlife. Mitigation measures, including noise surveillance, soft-start piling, stormwater treatment and careful lighting design to reduce bird collisions, were implemented. Timing restrictions, such as bans on dredging during fish spawning and bird breeding seasons and limited activity near sensitive habitats, further protect local wildlife.

Baltic Hub also partnered with environmental specialists to design and oversee conservation measures. These include establishing a two-hectare predator-proof nesting zone along the coastal strip adjacent to Port Północny for birds, installing nesting boxes and enhancing habitat connectivity with native vegetation. Additional initiatives include developing specialised shelters for bats, relocating amphibians and plants, and installing rooftop beehives. Monitoring and adaptive management, including annual inspections and post-implementation reviews on breeding success and population trends, help to ensure the long-term effectiveness of these measures.

To uphold accountability and transparency, Baltic Hub maintains open communication channels with stakeholders, actively sharing environmental updates and inviting feedback throughout the project lifecycle. Through formal public consultations and coordination with key authorities, potential concerns are identified early and addressed in project design, ensuring that terminal operations and remediation actions minimise negative impacts on local communities.

ENHANCING WATER QUALITY FOR HEALTHY ECOSYSTEMS

PSA takes a proactive and holistic approach to protecting water resources, recognising the critical role clean waterways play in sustaining marine ecosystems and communities.

Across our operations, we adopt comprehensive measures to prevent water pollution, from rigorous planning and effective waste management to initiatives that reduce marine waste and safeguard biodiversity. We are also strengthening our monitoring efforts by collecting detailed data on wastewater discharge, including destination and quality indicators, to enhance transparency and performance tracking. More information on our approach to waste and water management is available in the sections Waste Management and Recycling and Water Use and Pollution respectively.

Given that PSA Marine operates directly on water, strict adherence to international standards is fundamental. All marine business units comply with the International Safety Management (ISM) Code to ensure safe, pollution-free operations, supported by Shipboard Oil Pollution Emergency Plans (SOPEPs) that provide clear guidance for spill response and prevention.

FOSTERING A CULTURE OF BIODIVERSITY AWARENESS

Globally, PSA integrates biodiversity awareness and environmental stewardship into our operations, aiming to educate and actively engage employees in conservation efforts. Beach cleanup activities provide hands-on opportunities for employees to connect with local ecosystems, reinforce sustainable practices and contribute directly to marine and coastal conservation.

Mersin International Port

In Türkiye, Mersin International Port (MIP) is committed to ensuring that port expansion activity proceeds without compromising the ecological conditions of surrounding waters.

Baseline surveys completed in 2018 and 2021 have allowed MIP to map priority habitats around the port, including areas frequented by endangered species such as monk seals and sea turtles. These insights enable the terminal to avoid ecologically critical areas and schedule construction activities around nesting and breeding seasons.

Mitigation measures, such as ongoing monitoring of sediment movement during dredging and the use of a detailed marine habitat map, help detect ecological changes early and guide timely restoration. In parallel, MIP works with NGOs and Türkiye's Ministry of Agriculture and Forestry to explore long-term conservation initiatives that aim for measurable net gains for nature.

To deliver these outcomes effectively, MIP is strengthening governance through a Biodiversity Management Plan (BMP). This will be supported by a Biodiversity Working Group that brings together internal teams, technical experts and local research institutions. A dedicated Stakeholder Engagement Plan will also facilitate open communication with fishermen, coastal communities and regulators, ensuring that stakeholder perspectives are accounted for.

Looking ahead, PSA will work towards strengthening our biodiversity disclosures, as well as how we assess and manage biodiversity impacts using the framework and best practices provided by nature-related reporting standards such as GRI 101: Biodiversity 2024.

WASTE MANAGEMENT AND RECYCLING

PSA acknowledges that effective waste management is both a responsibility and an opportunity to drive meaningful change. We are committed to reducing our own waste footprint, while shaping a more resource-efficient industry by championing circularity and sharing best practices across our ecosystem.

WHY IT IS IMPORTANT

Waste handling and management remain a critical challenge across global port operations, requiring proactive and coordinated action. PSA strives to address this by embedding initiatives that reduce waste, promote recycling and advance circular economy practices. In doing so, we aim to continually improve resource efficiency, achieving tangible, positive outcomes for both the environment and surrounding communities.

Beyond our own operations, we leverage our position and network to champion industry-wide progress in waste management. We seek to inspire partners and stakeholders to adopt more sustainable practices, fostering an environmentally responsible business ecosystem.

OUR APPROACH

PSA generates various types of waste through its operations, including industrial materials such as wire ropes, tyres, scrap metal, waste oil and used batteries, as well as general waste such as paper, plastics and food. Waste from construction activities further contributes to this waste stream.

MANAGING OUR WASTE RESPONSIBLY AND EFFECTIVELY

To manage our waste effectively, we have established robust protocols aligned with PSA's Group Health, Safety, Security, and Sustainability (HSSS) policy and local regulatory requirements. All business units are required to use government-approved disposal facilities and engage professionally qualified waste management providers.

We enforce strict adherence to local laws governing waste transport, disposal and recycling across all operations, including those of our third-party providers. In addition, we maintain comprehensive records of all waste-related activities to ensure transparency and full regulatory compliance across PSA.

EMBEDDING THE 3Rs IN WASTE MANAGEMENT

PSA adopts a comprehensive strategy to manage waste, extending beyond disposal to embed sustainability throughout our operations. The 3Rs – Reduce, Reuse, and Recycle – are central to this approach, guiding both our organisational culture and operational practices.

We implement innovative solutions and closed-loop systems across our business units to reduce waste. Materials such as chemical drums, tyres, batteries, cables and air-conditioning units are repurposed, reducing environmental impact and generating cost savings. In addition, the biannual reporting of waste data and treatment methods by business units allows us to identify and explore further opportunities for reduction and recycling.

We also embed circularity principles in our waste management contracts wherever possible. Vendors are required to demonstrate their ability to segregate waste streams and provide transparency on recycled materials and their end use.

FOSTERING A WASTE-CONSCIOUS CULTURE

Within PSA, we also promote knowledge sharing and best practices among business units, cultivating a waste-conscious culture and reinforcing responsible resource management across the organisation. Our annual global Go Green campaign brings the 3Rs to life, inspiring employees to play an active role in shaping a sustainable future.

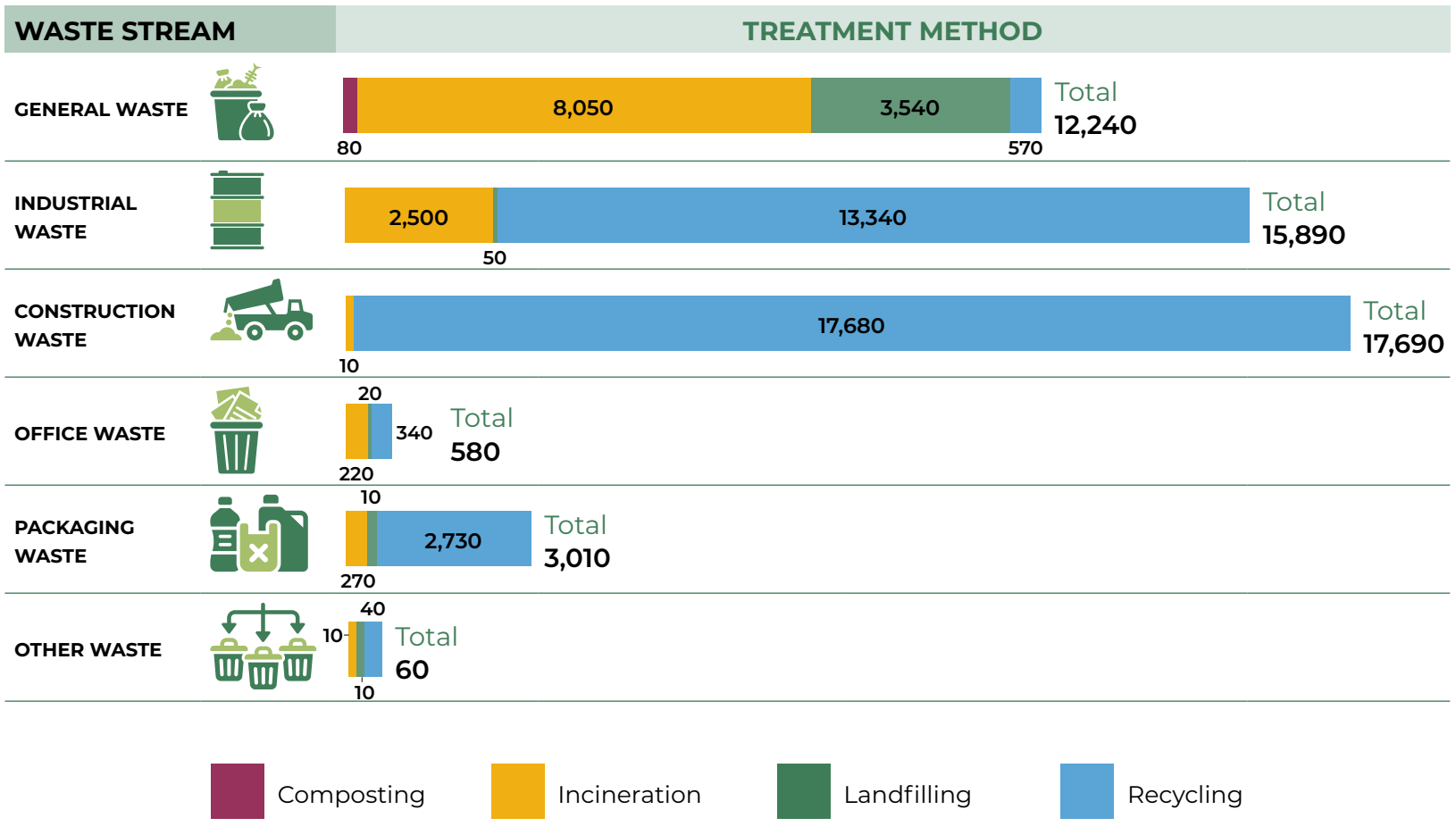
In 2025, our business units worldwide organised Go Green activities such as tree planting, beach cleanups, recycling drives and environmental talks, strengthening a culture of environmental stewardship. PSA Singapore helped to collect and redistribute 4.5 tonnes of "ugly" fresh surplus produce to 900 families, while PSA Marine Singapore collected and transformed 5.7 kg of plastic waste into 3D-printing filaments to create new products. International Trade Logistics (ITL) teamed up with the local port authority and a local sports and cultural club to host a community event, where participants pedalled special bicycles that shredded plastic waste for subsequent moulding into new products. In Belgium, PSA Antwerp and MSC PSA European Terminal donated pre-loved items to a non-profit organisation and participated in a port clean-up with local partners.

By integrating community engagement with sustainability initiatives and collaborating with like-minded partners, we extend our impact beyond our operations, contributing to healthier ecosystems and more resilient communities.

GRI 3-3, 306-1, 306-2, 306-3

Across our business units, we generated a total of 49,470 metric tonnes of waste in 2025, of which 70% was recycled. These figures were primarily obtained from our third-party waste management contractors, based on either direct measurement of the waste tonnage or estimates derived from the number and volume of waste collection trucks.

Waste Generation for the PSA Group in 2025 (metric tonnes)



WATER USE AND POLLUTION

Water stewardship is a critical pillar of environmental responsibility. PSA strives to go beyond compliance, focusing on enhancing water efficiency and ensuring careful water usage in our operations. By strengthening wastewater management and investing in sustainable solutions, we can better protect ecosystems and support communities.

WHY IT IS IMPORTANT

Water is essential to PSA's terminal and supply chain operations, supporting functions ranging from equipment maintenance to operational upkeep and sanitation. Given this dependency, we are attentive to how our water consumption, as well as wastewater treatment and discharge, may impact surrounding communities and environments. Responsible water management is therefore critical – not only to sustain our daily operations but also to minimise our environmental footprint and uphold responsible stewardship in the regions where we operate.

OUR APPROACH

PSA embeds sustainable water management into our Group-wide HSSS Policy and Climate Response Management System. These frameworks ensure all business units comply with local regulatory discharge limits, adopt regional and local best practices, as well as uphold responsible wastewater management. To strengthen oversight and benchmark our performance against best practices globally, PSA Group discloses against the CDP Water Security questionnaire, enabling us to identify water-related risks proactively.

Additionally, our business units continue to implement measures to promote water conservation and cultivate responsible consumption. For example, PSA Antwerp, our second flagship terminal in Belgium, has set a target to reduce water withdrawal volumes by 30% by 2040, compared to a base year of 2016.

DRIVING RESOURCE EFFICIENCY

PSA actively monitors water usage across our terminals and deploys water-efficient technologies to identify inefficiencies and minimise wastage. Where possible, we implement rainwater harvesting systems to supplement operational needs.

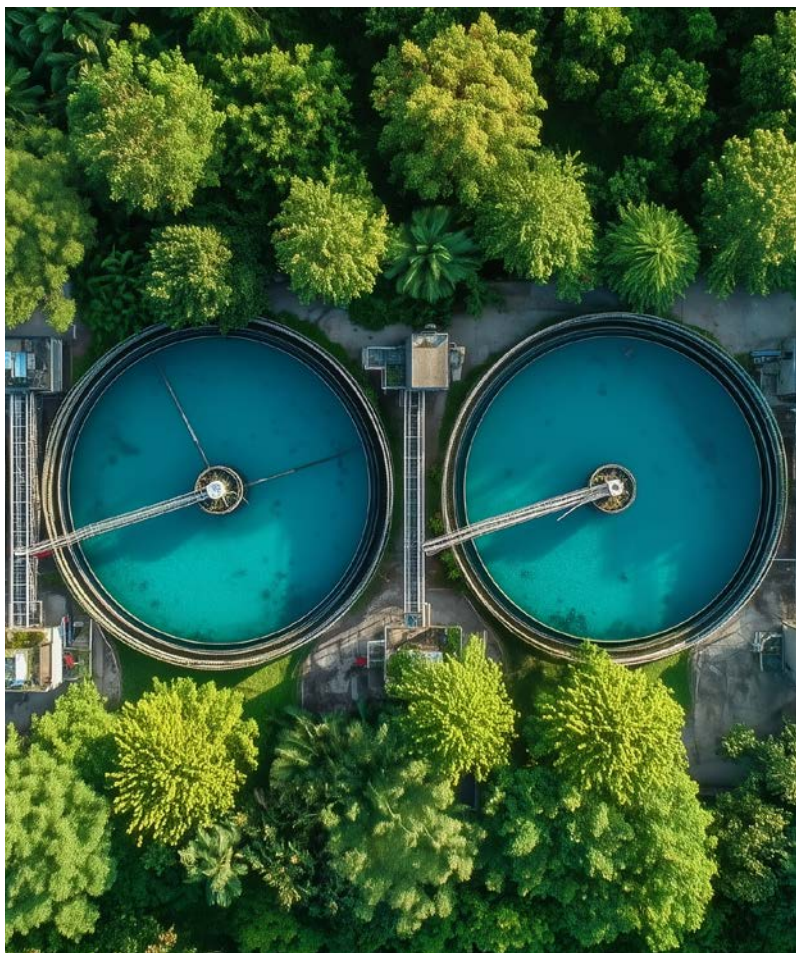
At PSA Singapore, approximately 8,000 cubic metres of rainwater are collected annually from nine rainwater harvesting tanks located at their engineering workshops, corporate headquarters and Tuas Port. Additionally, nearly 3,000 cubic metres of condensate water recovered from the air-conditioning system at the corporate headquarters are re-used for equipment washing and landscape maintenance.

As part of efforts to meet their water reduction targets, PSA Antwerp monitors water consumption for leaks and unusual usage. A rainwater harvesting system of 3,000 cubic metres in capacity also collects rainwater for equipment washing and toilet usage, reducing reliance on freshwater.

In Colombia, Sociedad Puerto Industrial Aguadulce (SPIA) commissioned a rainwater collection and treatment plant in 2024, capturing runoff from 12,100 square metres of surface area and purifying it for both operational and domestic use. This system contributes directly to potable water savings. In Argentina, Esteban Echeverría Logistics Park and Exolgan Container Terminal have also implemented three rainwater harvesting systems. These initiatives exemplify PSA's commitment to responsible water stewardship and the integration of practical, scalable solutions that reduce environmental footprint while supporting resource efficiency.

BUILDING A CULTURE OF WATER STEWARDSHIP

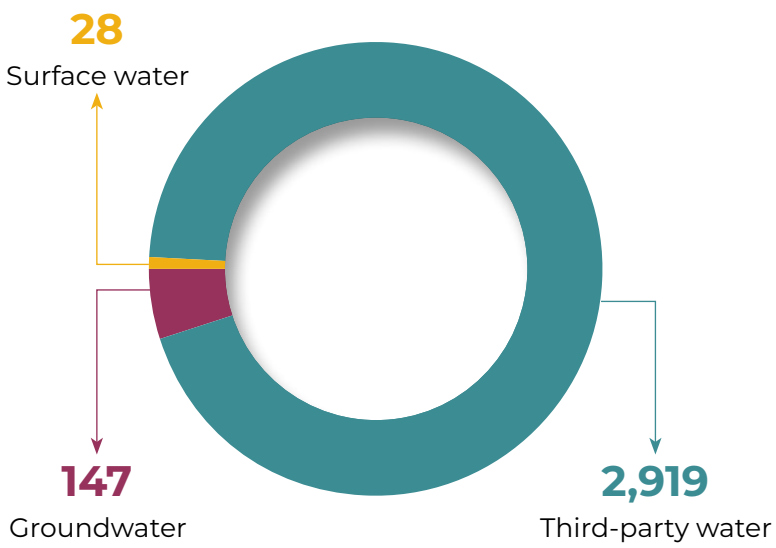
Beyond infrastructure upgrades, PSA is dedicated to fostering a culture of water stewardship throughout our workforce. Through targeted awareness campaigns and training initiatives, we highlight the importance of water conservation, empowering employees to play an active role in safeguarding this critical resource.



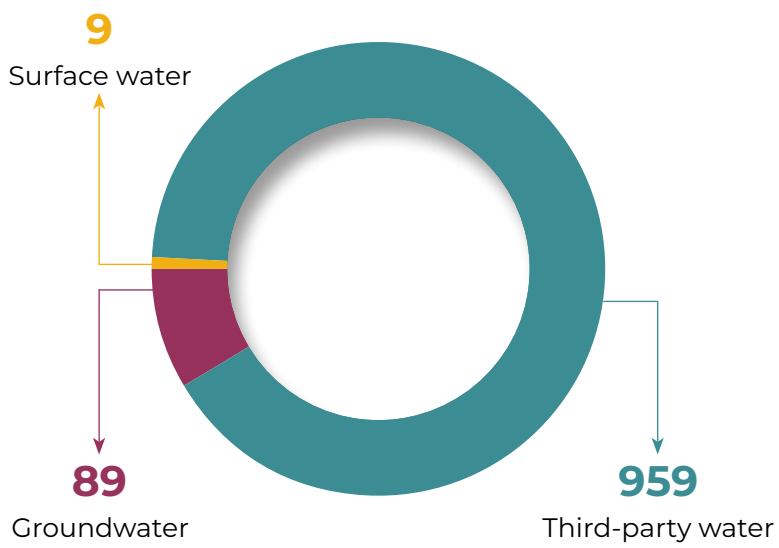
GRI 3-3, 303-1, 303-2, 303-3, 303-4

Water Withdrawal and Discharge by the PSA Group in 2025 (Megalitres)

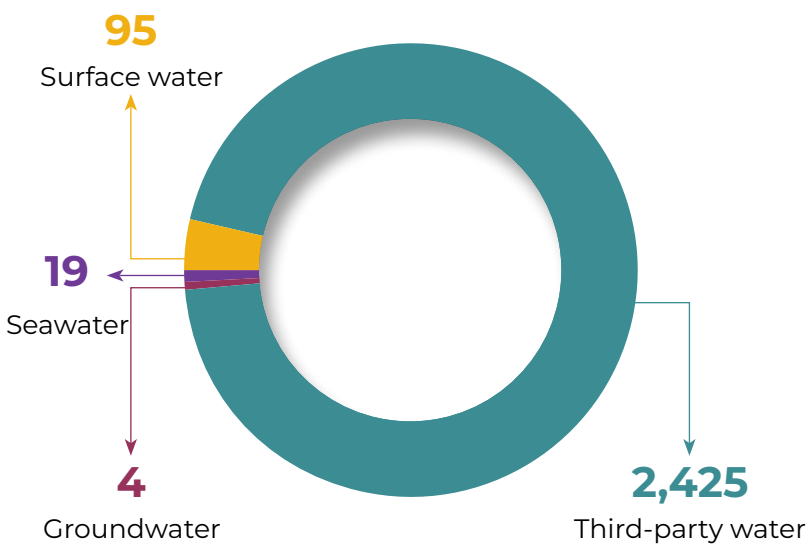
Total Water Withdrawal



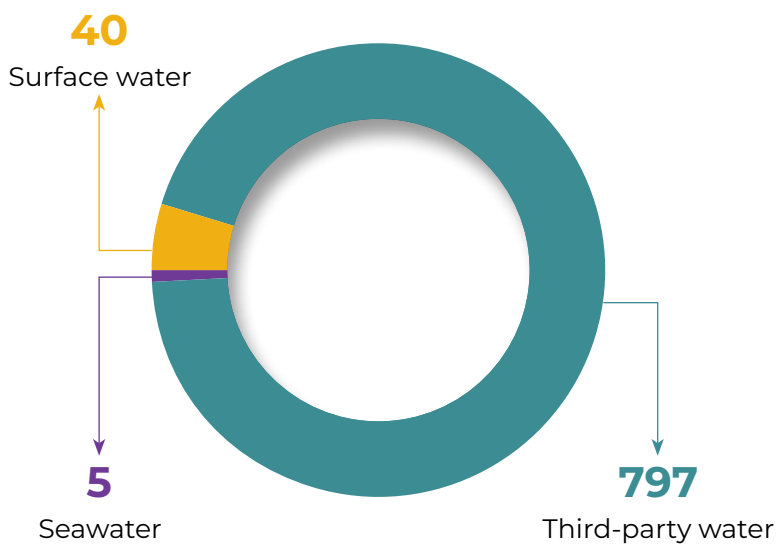
Water Withdrawal from Water-Stressed Areas



Total Water Discharge



Water Discharge to Water-Stressed Areas



Notes: To identify water-related impacts, PSA uses the WRI Aqueduct Water Risk Atlas Tool to determine water-stressed areas annually. The latest assessment was conducted in February 2026. Water-stressed areas are defined as locations where the ratio of total annual water withdrawal to total available annual renewable water supply (i.e. baseline water stress) is high (40-80%) or extremely high (>80%), based on recommendations by GRI Standards 303: Water and Effluents 2018.