

A futuristic meeting room with a large table displaying data visualizations and five business professionals in suits. The room features large windows overlooking a city skyline. The table is covered with various data charts, including bar graphs, line graphs, and pie charts, all rendered in a glowing blue and white digital style. Five men in business suits are seated around the table, looking at the data. The overall atmosphere is professional and high-tech.

GOVERNANCE & ECONOMIC

IN THIS SECTION

- Optimisation of Global Supply Chains
- Innovation and Technology
- Ethical Business Conduct
- Sustainable Procurement
- Sustainable Port Development
- Port Security
- Cybersecurity and Data Privacy

OPTIMISATION OF GLOBAL SUPPLY CHAINS

PSA's operations extend far beyond our ports and terminals. We envisage a seamlessly connected web of port ecosystems that unlocks greater efficiency, raises resilience and improves connectivity. By driving operational excellence and harnessing digital capabilities, we seek to enhance service levels and performance across nodes, ecosystem and network.

WHY IT IS IMPORTANT

With global trade at the crossroads of transformation, PSA is well positioned to lead the optimisation of supply chains towards greater sustainability, resilience and efficiency. Leveraging our global network of ports and strategic partnerships, we develop solutions that enhance connectivity, reduce inefficiencies and enable low-carbon solutions across the trade ecosystem. For many organisations, including PSA, a significant portion of emissions arises from the value chain. Our solutions not only help reduce emissions across the value chain and support the transition to a more sustainable global economy, they also create wider benefits for businesses and communities that rely on trade.

OUR APPROACH

PSA strives to strengthen global supply chains by synchronising individual terminals into seamless global networks, unlocking operational efficiencies while reducing emissions across the value chain in the process.

Our strategy for achieving this centres on a digitally-enabled approach, applying our broad suite of digital applications and capabilities to improve operational performance and asset utilisation. In addition, by extending connectivity beyond ports into inland networks and co-creating strategic synergies across our port and port-adjacent assets, we offer progressively integrated, intermodal end-to-end solutions enabling route optimisation to provide customers and partners with cost-efficient, flexible and sustainable trade solutions.

Our approach is further shaped by close collaboration with our customers and partners, including shipping lines and beneficial cargo owners, who are themselves accelerating efforts to develop low-carbon pathways and decarbonise the maritime and logistics sector. In response to growing customer demand for logistics solutions that can support their own decarbonisation journey, PSA actively promotes the establishment of low-carbon energy hubs and green corridors.

By advancing renewable energy integration, improving energy management and storage, and creating scalable low-carbon solutions across strategic nodes; terminals, ports and port ecosystems are connected for end-to-end abatement.

For instance, in early 2025, PSA worked with DNV Singapore (DNV) and Pacific International Lines (PIL) under a Memorandum of Understanding (MoU) to jointly advance carbon emissions measurement, reporting and verification, and to co-develop green service offerings underpinned by robust data tracking and credible digital assurance processes.

Together, these initiatives position PSA to shape the future of global supply chains – ones that are not only efficient and connected, but also greener and more resilient.

As at end 2024, PSA has successfully achieved our target of implementing 10 projects delivering sustainable logistics and transport solutions, collectively impacting over 470,000 TEUs of cargo.

Looking ahead to 2030, PSA aims to transport at least 10 million TEUs through sustainable transport solutions and digitally-enabled terminal operations. This commitment seeks to lower the carbon footprint across our global network while generating operational efficiencies and emissions savings for our customers. In 2025, we have made progress towards this target by transporting 3.07 million TEUs.



ADVANCING SUSTAINABLE AND CONNECTED NETWORKS

Shaped by strategic partnerships and focused engagements, PSA consistently drives transformative initiatives across our global portfolio, strengthening connectivity and unlocking new synergies while reinforcing our role as a trusted port ecosystem partner.

REGION



Southeast Asia (SEA)

INITIATIVES

In August 2025, PSA Singapore and the Cargo Community Network (CCN) launched a next-generation one-stop digital platform that enables faster, smarter and more coordinated sea-air intermodal transshipment. The platform streamlines cargo movement by integrating real-time data across PSA terminals, ground handlers, and airlines through multi-party visibility, AI-powered estimated time of arrival (ETA) predictions, proactive delay identification, and smart flight recommendations to reduce costs and complexity for shippers and logistics providers.

South Logistics Joint Stock Company, also known as SOTRANS Group (STG), enhanced port operations by operating three waterway inland container depots (ICDs) and providing barging services to bring cargo closer to the hinterland. This comprehensive ecosystem approach has reduced overall carbon emissions while handling over half a million TEUs of cargo near the source.

REGION



Northeast Asia (NEA)

INITIATIVES

In collaboration with our partners Beibu Gulf Port Group and China United International Rail Containers (CUIRC), PSA China has pioneered a new intermodal corridor through Qin Zhou to enhance ASEAN-Central Asia connectivity. By combining capabilities of Beibu Gulf International Container Terminal (BICT) for sea terminal operations, CUIRC Qin Zhou's rail terminal expertise and KPMC's integrated sea-rail intermodal management, the Central Asia International Corridor reduces overall transit time by up to 30% compared to traditional corridors.

In 2025, Dalian Container Terminal (DCT) and Guangzhou PSA Logistics (GPL) jointly co-created an Advanced Inventory Management (AIM) solution for a major energy multinational corporation. By leveraging DCT as an advanced inventory point, the company can store imported containers at the terminal yard until needed, streamlining operations and enhancing time-to-market for their customers. The collaboration delivers value on multiple fronts: Lowering supply chain costs by reducing drayage, warehousing and handling, cutting carbon emissions through fewer trucking trips and boosting operational efficiency.

REGION



INITIATIVES

With the recent inauguration of its Phase 2 expansion, PSA Mumbai is now poised to double its annual handling capacity to 4.8 million TEUs. PSA Mumbai is actively connected via rail, featuring six Dedicated Freight Corridor (DFC)-compatible tracks that link the terminal from Jawaharlal Nehru Port (JNP) in Maharashtra to over 63 Inland Container Depots (ICDs) across India.

Saudi Global Ports Group (SGP) continues to grow its presence along the Eastern Coast of Saudi Arabia. In July 2025, SGP was awarded four 20-year concessions issued by the Saudi Ports Authority (Mawani) to operate four multipurpose terminals at King Abdulaziz Port Dammam, Jubail Commercial Port, King Fahad Industrial Port Jubail and Ras Al-Khair Port. In November 2025, SGP Container Terminals in Dammam inaugurated its Phase 2 expansion project, while the Dammam Integrated Logistics Zone (DILZ) held its groundbreaking ceremony. Adjacent to SGP Container and Multipurpose Terminals at King Abdulaziz Port Dammam, DILZ aims to complement SGP's ecosystem of terminals and dry port in Riyadh, and provide solutions connecting sea, land, and industrial logistics for domestic and international customers from 2027.

REGION

Europe & Mediterranean (EUROMED)



INITIATIVES

In June 2025, PSA Belgium and one of Europe's largest private rail freight operators launched a new direct rail connection between PSA Zeebrugge and PSA's Noordzee Terminal in Antwerp. Covering 150 km in distance, the service runs thrice a week in both directions and can transport 26,000 TEUs annually.

Baltic Hub in Poland set new records in rail volumes, achieving a 16% year-on-year increase and handling 76,000 TEUs by rail in October 2025. The terminal also expanded its network with three new rail destinations in the Czech Republic, reinforcing its role as a strategic gateway for Central and Eastern Europe.

REGION



INITIATIVES

PSA BDP acquired a majority stake in Mexico-based ED Forwarding (now named PSA BDP Mexico), strengthening its regional presence and proactively expanding its suite of supply chain solutions, particularly in the realm of cross-border logistics. The acquisition allows PSA BDP and ED Forwarding to integrate expertise, networks and infrastructure to deliver greater efficiency and value for customers, while extending PSA's ecosystem in the region's logistics corridors.

PROPELLING INDUSTRY TRANSFORMATION THROUGH COLLABORATIONS

Driving industry-wide transformation requires collective action. Recognising this, PSA takes a proactive role in shaping the future of global trade through collaboration with leading industry associations and partners.

As a strategic partner of the Global Centre for Maritime Decarbonisation (GCMD), PSA supports real-world trials of alternative fuels, onshore power supply and carbon removal solutions, while harmonising operational and safety protocols for low- and zero-carbon technologies. Our participation in the New Energies Coalition involves embarking on joint feasibility studies and pilots, as well as supporting policy advocacy at various international and regional forums. On a regional scale, PSA has also joined the Zero Emission Port Alliance (ZEPA), with the aim of addressing common challenges in decarbonisation technologies, co-developing industry standards for electric straddle carriers in Europe, as well as exploring demand aggregation and joint procurement strategies. We continue to be actively involved in these initiatives, reviewing progress and effectiveness of actions taken and supporting the industry in its ongoing transformation.



INNOVATION AND TECHNOLOGY

Innovation is pivotal for PSA to stay competitive, relevant, and resilient in a fast-changing business environment. In PSA, we harness our technology and digital capabilities to drive successful outcomes that support our sustainability goals.

WHY IT IS IMPORTANT

To maintain our leadership and competitive edge, PSA constantly explores new and inventive approaches to advance business and sustainability objectives. We leverage innovation and technology to drive operational efficiency, reduce emissions, manage cybersecurity risks and enhance worker safety, contributing positively to economic growth, environmental sustainability and human wellbeing. Cognisant that digitalisation and automation are reshaping industries and may lead to changes in the nature of work, PSA is intentional in our approach to ensure technological advancement supports sustainable development and inclusive growth. We ensure our people progress together, engaging them on innovation topics and building their capabilities to be future-ready. For more information, please refer to the section on [People Development](#).

OUR APPROACH

FOSTERING AN INNOVATIVE CULTURE

PSA is committed to cultivating a dynamic organisational culture where our employees are empowered to explore bold ideas and drive transformative solutions. Since 2022, our INNOVISION@PSA framework has aimed to encourage creativity and embed a culture where employees “Dare to innovate”, “Never stop trying” and “Accept failure as learning”. Our leadership team exemplifies a culture of innovation, encouraging forward-thinking mindsets and pushing the boundaries of excellence. Our approach to innovation is led by PSA Group Innovation, with the support of a global network of over 100 innovation catalysts.



CHAMPIONING INNOVATION

Various innovation programmes have been put in place to catalyse solutions and foster an innovative culture. The number of submitted innovation projects, participation in ideation platforms and funding programmes are tracked to gauge the progress of our initiatives.



KUA HONG PAK INNOVATION AWARDS (KHPIA)

KHPIA, held biennially, recognises and rewards employees for their innovative solutions that address operational and strategic challenges across different tracks – Supply Chain Solutions, Finance, Human Resource, Climate Response, Information Technology, Operations, Engineering, Health, Safety and Security. The award evaluates submissions based on their novelty and positive impact on the business or environment, measured in cost, manpower or carbon savings. In the 13th iteration of the KHPIA since 2013, we received a total of 888 entries worldwide and awarded 358 projects – showcasing the continued commitment of our employees to seek out innovative solutions in their daily work.



iCAN

Since 2016, iCAN, one of PSA's key initiatives, has been instrumental in cultivating innovation and synergy. The collaborative online platform enables ideation and seamless knowledge sharing between business units globally; and in 2025 alone, onboarded over 17,000 members and generated more than 1,000 new ideas. We also recognise and reward the most impactful contributors during the annual awards each year.



GROUP INNOVATION FUND

Every year, the PSA Group Innovation Fund allocates USD 1 million to support innovative solutions and applications across the organisation. This fund has catalysed impactful projects that apply AI to cybersecurity risk assessment, call automation, warehouse safety inspection, and maritime shipping disruption analysis. The diversity of these projects underscores the breadth and creativity of innovation within the PSA Group. In 2025, USD 940,000 was disbursed to nine projects.



Annually, the INNOVISION@PSA survey is conducted to assess our employees' attitudes towards innovation and evaluate leadership's involvement and support. The survey results also enable business units to benchmark their performance against the global average score. Our latest results highlighted a strong organisational belief that innovation plays a key role in making PSA competitive.

INNOVISION@PSA Survey Results



The Group Innovation Webcast 2025 brought together employees globally to discuss and showcase how innovation is shaping the future of PSA. Broadcast live from Singapore, the event featured discussions on PSA's ongoing efforts to foster innovation. Several innovative in-house projects were highlighted, covering areas such as safety and security, AI and intelligent warehouse exchange. PSA leaders were also invited to share the inspirations behind their innovative approach and how they mentor staff to foster innovation. To celebrate innovation excellence, we launched the inaugural iCAN Hall of Fame award, honouring and rewarding individuals who have demonstrated exceptional commitment and contributions on iCAN, our innovation ideation platform.

PSA continues to engage business units to strengthen the innovation culture and promote awareness of our shared innovation language. This is achieved through the Ignite Innovation Workshop, a two-day leadership programme that equips participants with the skills and mindset to drive workplace innovation, reinforcing a collaborative approach to cultural transformation.

MAKING WAVES IN THE PORTS AND SUPPLY CHAIN ECOSYSTEM

PSA Ventures

PSA Ventures is PSA's innovation and corporate venture capital platform, driving sustainable growth and transformation across port operations and the logistics ecosystem. Focused on four core domains – Terminal Technology, Green Energy Transition, Supply Chain & Logistics, and Data & Digital – PSA Ventures partners with leading enterprises, research institutions and technology firms to co-develop and commercialise high-impact solutions that enhance efficiency, resilience and sustainability.

In early 2025, PSA Ventures entered a strategic collaboration with the National Industrial Development and Logistics Programme (NIDLP) of the Kingdom of Saudi Arabia to identify, nurture, and invest in promising start-ups, while jointly developing Minimum Viable Products (MVPs) with a clear pathway to commercial scale. Through this partnership, both parties will focus on driving innovation in key areas, including state-of-the-art port automation, green energy transition, and data-driven digital solutions, with the aim of advancing high-impact technologies that will enhance efficiency and sustainability across global supply chains.

Intelligent Warehouse eXchange (iWX Platform)

iWX – an innovative cloud-based digital platform developed by PSA Singapore – addresses long-standing warehouse coordination challenges, such as container movement, equipment visibility gaps, space congestion and inefficient container reuse. Designed with a user-centric approach, iWX leverages machine learning to predict container reuse, provides real-time trip visibility, enables automated condition verification via photo uploads and features a marketplace model to support reuse. By improving the coordination and efficiency of container logistics operations, the platform not only creates value for ecosystem stakeholders such as beneficial cargo owners, warehouse tenants and hauliers, but also reduces trucking distances, unnecessary depot trips and overall carbon footprint. In 2025, PSA Singapore onboarded three carriers onto the iWX platform, effectively enhancing operational efficiency and sustainability.

PSA BDP's Digital Solutions

PSA BDP partners closely with customers and business partners to drive the creation of digital solutions that transform both internal operations and market offerings. From optimising freight and transport routes to streamlining supply chain processes, these innovations enable more agile, responsive and sustainable network operations. Highlights include the development of Smart Navigator, a global platform for real-time supply chain visibility; Risk Monitor, an advanced tool delivering timely and verified data on supply chain risks; and the Carbon Dashboard, which equips shippers with a tool to measure their freight carbon emissions accurately and make more informed decisions to support sustainable shipping.



ETHICAL BUSINESS CONDUCT

Maintaining trust and integrity is a fundamental responsibility in our role as a good corporate citizen. PSA upholds the highest standards across all business activities and operations, safeguarding our professional integrity while securing sustainable business growth.

WHY IT IS IMPORTANT

Our reputation as a trusted global port operator and supply chain solutions partner is built on uncompromising ethical values and integrity. Across our value chain, we take a firm stance against bribery, corruption and fraud, which is crucial to protecting the interests of all stakeholders and ensuring a resilient supply chain.



OUR COMMITMENT:

We conduct our business with the highest standards of ethics and integrity, and ensure full compliance with anti-bribery and anti-corruption laws.

OUR APPROACH

KEY GROUP GOVERNANCE POLICIES

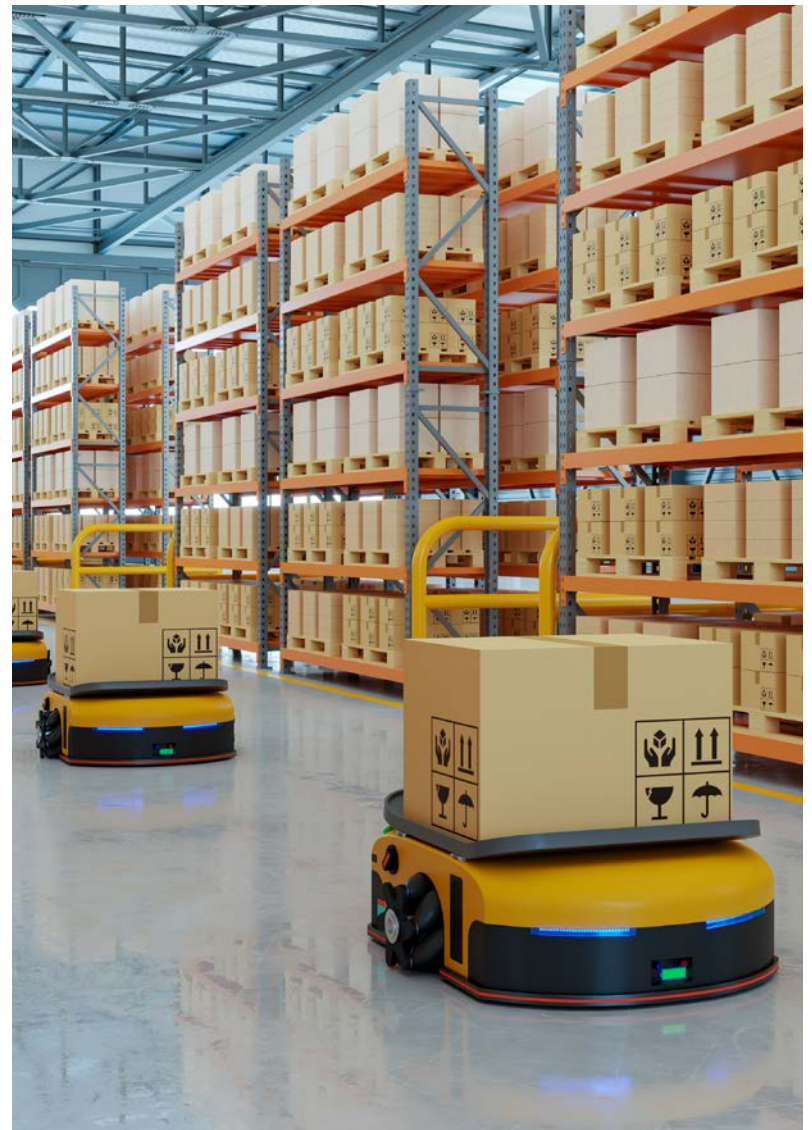
PSA's [Code of Business Ethics and Conduct \(The Code\)](#) reflects PSA's core principles and serves as the foundation of our approach to governance. Applicable across all operations, The Code provides guidance to employees on ethical decision-making and reinforces PSA's zero-tolerance stance on corruption. It also affirms our commitment to providing safe and conducive working conditions that support our employees' health, safety and welfare. Upholding safe working conditions safeguards the fundamental human rights of our workforce. All employees are entitled to equal and respectful treatment, underpinned by a strict policy against discrimination.

Endorsed by PSA's Senior Management Council, The Code is reviewed annually to ensure relevance and consistency with evolving business needs. The most recent review in January 2025 was led by Group HR, Group Legal, and Group Internal Audit / Group Risk Management, resulting in several important updates.

These include:

- A new section on Anti-Money Laundering, reflecting our commitment to engage only with customers and entities conducting legitimate activities and with legitimately sourced funds.
- A new section on AI tools and platforms, providing employees with guidance on the responsible and ethical use of AI.
- Greater clarity on employees' responsibilities to protect PSA's information against cyber threats, strengthening organisational resilience in a digital environment.
- Enhanced articulation of employees' rights to freedom of association and collective bargaining.

PSA BDP is also committed to the United Nations Global Compact (UNGC) and the Sustainable Development Goals (SDGs) to maintain human rights, labour standards, environmental protection, and anti-corruption, regularly reaffirming its pledge to these international standards.



THE CODE ADDRESSES ESSENTIAL AREAS OF OUR OPERATIONS, INCLUDING:



The ethical foundations upon which PSA's business is built, including our Core Values and Business Principles



Respectful workplace culture based on responsibility to one another and teamwork



Ethical behaviour when doing business, including fair and open competition, anti-bribery and corruption, anti-fraud, and anti-money laundering; and employees' obligation to conduct due diligence to safeguard business ethics



Prohibition of conflicts of interest



Prohibition of improper behaviour or any conduct that would otherwise bring PSA into disrepute, such as money-lending and illegal possession of drugs



Assurance of a healthy, safe and secure work environment



Respect for the environment and compliance with all local environmental laws



Prohibition of discrimination against employees based on race, gender, religion, age, disability, family status, sexual orientation, pregnancy or any other similar attribute or conditions



Treatment of information and social media



Responsible use of AI tools and platforms



Relationships with stakeholders



Whistleblowing

ETHICAL STANDARDS REQUIRED OF OUR BUSINESS PARTNERS

PSA applies our expectations on ethical conduct to our partners through the [Supplier Code of Conduct \(SCC\)](#) and the [Customer and Partner Business Principles \(CP Principles\)](#). The SCC, encompassing policies and procedures applicable to all our suppliers, contractors, service providers and business partners, is communicated transparently and easily accessible on our corporate website. It is also incorporated into clauses within our contracts.

The [Customer and Partner Business Principles \(CP Principles\)](#), developed in 2024, provides clear expectations for our partners and outlines standards of behaviour expected of customers and other third parties. These include principles covering but not limited to bribery, corruption, anti-money laundering, health & safety and data privacy. In addition, both the SCC and CP Principles apply the precautionary principle by encouraging employees to seek clarification from Group HR or Group Legal if they are unsure about policy requirements when engaging with business partners. To ensure employees can confidently navigate these expectations in their day-to-day work, we provide regular training on business ethics topics and responsible conduct.

With the introduction of the CP Principles, The Code and SCC were refreshed to include expanded guidelines on customers and third parties, in addition to their existing focus on employees and suppliers.

MECHANISMS FOR RAISING CONCERNS

PSA's Whistle Blowing policy provides a channel for employees, business partners and other relevant stakeholders to raise issues of misconduct or non-compliance. At the business unit level, some teams also maintain local grievance mechanisms that offer additional, context-specific avenues for raising issues that may be more immediate or location-specific. These mechanisms enable PSA to investigate concerns, take corrective and disciplinary action where necessary, as well as implement preventive measures to avoid recurrence.

Employees are encouraged to report concerns without fear of retaliation and every report raised through our dedicated hotline or email is thoroughly investigated. Cases assessed to be significant may be escalated to a Review Panel led by PSA's Group CEO, Group CFO and Group Head of HR. Where wrongdoing is found, appropriate disciplinary actions are taken against the party, with preventive measures being swiftly implemented to prevent future occurrences.

The type and number of grievances are monitored by PSA's Group Risk Management (GRM). These metrics are reported on monthly basis to the Group CEO and quarterly to the Audit, Risk & Finance Committee, with details provided for significant incidents.

For more details, refer to [The Code's section on whistleblowing](#).

COMMUNICATION AND TRAINING

PSA ensures our Board members, employees and business partners globally are consistently kept informed of The Code, the SCC and the CP Principles; as well as any enhancements and updates.

Anti-corruption policies and procedures are shared during Board and Committee meetings and incorporated into “The Code Refresher” e-learning. PSA also expects all employees to comply with The Code. New hires are required to understand and acknowledge The Code during their onboarding process, while current employees are expected to participate in regular policy reinforcement exercises via various internal channels.

Trainings are made easily accessible at all times via e-learning platforms. These include modules such as “The Code Refresher” co-developed by PSA University and Group HR. Such resources guide employees in navigating ethical challenges across a variety of situations, helping them better understand organisational expectations of employee behaviour. In 2025, 56% of employees have received training on anti-corruption*.

* Employees would have been briefed or completed at least one training on anti-corruption during their tenure with PSA. This figure reflects training on anti-corruption completed in the reporting year.

UPHOLDING CORPORATE GOVERNANCE

Effective governance is essential for maintaining transparency and accountability, as well as ensuring compliance with all standards and laws – including ethics-related ones. PSA tracks several governance-related risk metrics, such as the number of investigations by local authorities, resource availability for monitoring regulatory updates and whistleblowing incidents. In addition, PSA regularly conducts risk reviews to identify and address any violations or non-conformance with laws, regulations, internal policies and ethical standards. These reviews are overseen by the Audit, Risk & Finance Committee,

which convenes at least thrice a year to evaluate the effectiveness and adequacy of risk management controls and procedures. For further information, see [Our Approach to Sustainability](#).

PSA adheres strictly to local laws and actively engages with the authorities on numerous fronts. In 2025, there were no significant* instances of non-compliance with laws and regulations.

* PSA defines significant instances of non-compliance as cases amounting to more than USD 1 million.

EMBEDDING INTEGRITY: PSA'S FIRST CORPORATE GOVERNANCE SYMPOSIUM

PSA held our inaugural Corporate Governance Symposium in April 2025, bringing together over 200 leaders from across our global portfolio. Organised by Group Internal Audit (GIA) and Group Risk Management (GRM), the event emphasised how governance goes beyond compliance – it is also about embedding Purpose, Perseverance, and Pride into business decisions. Participants explored an enhanced Control Self-Assessment toolkit; fraud prevention concepts such as the Fraud Triangle; and attended a practical training session on data analytics. A screening of “The Price of Fraud” reinforced the wide-reaching consequences of unethical conduct.

The Symposium concluded with the “I CARE” framework – Integrity, Controls & Culture, Accountability, Risk Awareness and Ethical Courage, which reinforces PSA's zero-tolerance policy on compliance and ethics. Through knowledge sharing and practical tools, participants left with a stronger foundation to act as stewards of integrity and ethical conduct across PSA.



SUSTAINABLE PROCUREMENT

Driving sustainability begins with collaboration. PSA actively partners with ecosystem stakeholders and sets ambitious standards for our supply chain. By motivating our suppliers to enhance their sustainability practices, we generate positive impacts that extend to the environment and communities around us.

WHY IT IS IMPORTANT

PSA recognises that the strength of our impact lies not only within our own operations but also extends to our vast network of partners and suppliers. With over 10,000 partners and suppliers supporting our operations worldwide, we view this as an opportunity to shape the future of global trade by embedding higher standards of environmental and social responsibility. By championing ethical practices and encouraging our partners to integrate ESG principles into their products and services, PSA seeks to catalyse positive change across supply chains, charting a more resilient future for global trade.

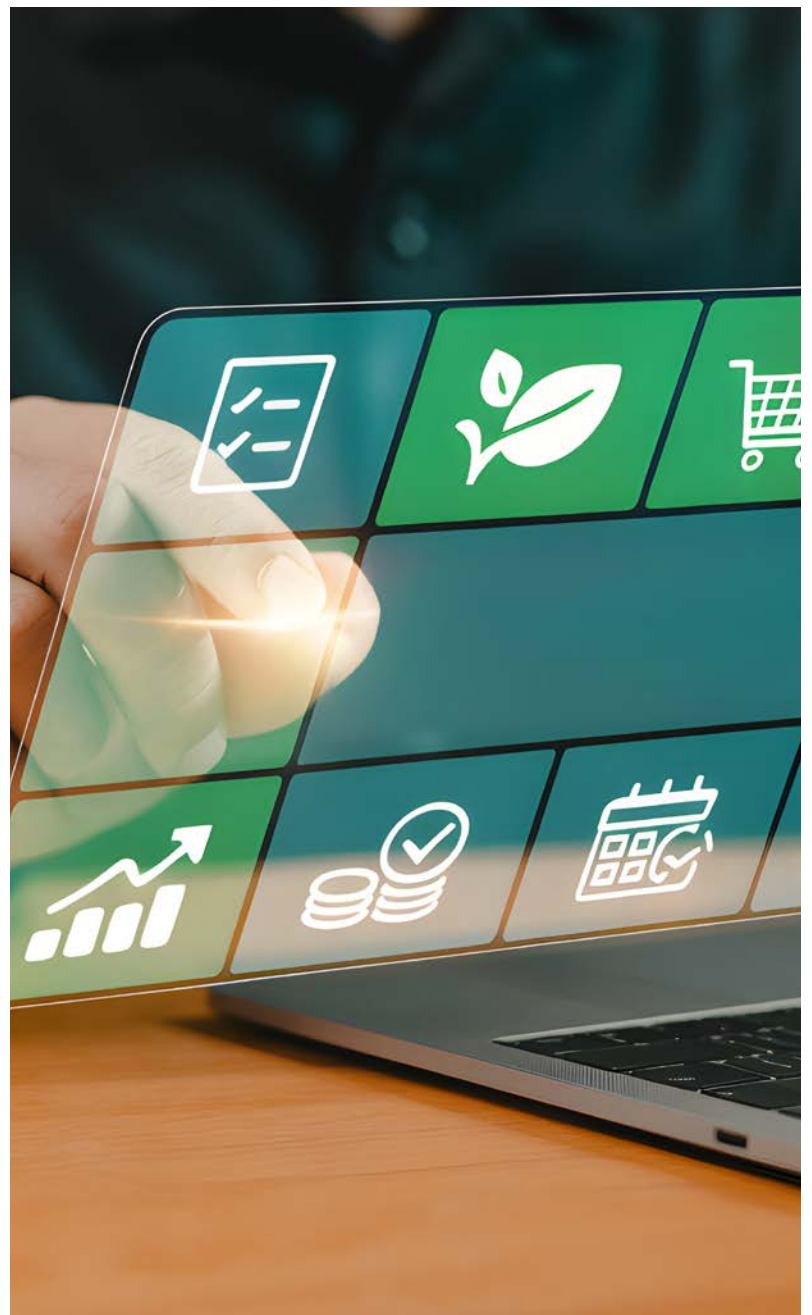
OUR APPROACH

Leveraging regional or group procurement where necessary, PSA primarily sources goods and services within the regions where our business units operate.

Most expenditures arise from indirect procurement that supports daily operations, including energy (fuel and electricity), manpower (labour, logistics and services), maintenance (spare parts and related services), as well as consumables such as wire ropes, lubricants, tyres and personal protective equipment. For capital expenditures, the main categories are port construction (design, dredging and civil works), port equipment (cranes) and IT infrastructure, networks and software development.

PSA SUSTAINABLE PROCUREMENT FRAMEWORK

Launched in 2022 and developed by Group Procurement, PSA's Sustainable Procurement Framework reflects our commitment to driving higher standards across our global supply chain. The framework takes a risk-based approach that embeds ESG considerations into every procurement decision, complementing our broader Sustainability Strategy Framework. It sets mandatory requirements for all suppliers across ethics, health and safety, environmental protection and cybersecurity, elevating the benchmark for responsible practices. In parallel, the framework empowers our business units to tailor ESG priorities to local conditions, making this framework adaptable, practical and effective for use in diverse markets.





* Focus area.

^ Compliance requirement.

Business units have discretion to prioritise other elements, taking into consideration local stakeholder needs.

SUPPLIER MANAGEMENT AND SCREENING

PSA's Supplier Code of Conduct (SCC) sets out our business principles and key expectations for suppliers and tenderers. Addressing critical areas such as anti-corruption, health and safety, cybersecurity and data security, the SCC provides clear guidelines to ensure consistently high standards of ethical and sustainable practices across our value chain.

To further advance our sustainable procurement efforts, PSA leverages a dedicated supply chain sustainability platform to gather ESG data and assess the maturity of our suppliers and tenderers. In 2025, we transitioned to a new supplier engagement platform, designed to provide a smoother and more intuitive user experience for suppliers as they disclose and provide updates on their ESG performance and carbon emissions. This shift strengthens our ability to effectively engage suppliers and drives consistent, measurable progress toward higher standards across our value chain.

For major tenders, PSA Singapore has screened and scored newly awarded suppliers against environmental and social criteria since mid-2023. This requirement was progressively rolled out to 14 overseas PSA business units from 2nd half of 2025, engaging local and international suppliers across our global operations. The major tenders* span material procurement categories – including construction, port equipment, IT and port labour – which contribute significantly to PSA's Scope 3 Category 1 and 2 emissions. Since inception, 123 awarded suppliers have been screened by PSA Singapore. For 2025, 80% of awarded suppliers for PSA Singapore were screened, with the remaining awarded suppliers currently undergoing screening. In addition, for the 14 overseas business units, 39% of awarded suppliers were screened in 2nd half of 2025. We will continue putting our key suppliers globally through a comprehensive ESG screening process. We believe this will incentivise suppliers to review and upgrade their sustainability practices, while enhancing transparency and promoting sustainability across our supply chain.

* The threshold for major tenders ranges from USD 1 million to USD 7.5 million and is determined based on the size of the business unit's operations.



ESG DATA COLLECTION

As part of the process for major tenders, tenderers are required to complete an ESG survey through PSA's supply chain sustainability platform. The survey covers compliance, health, safety & environment, labour rights and cybersecurity. Suppliers are also required to report their carbon footprint, including Scope 1, 2 and 3 emissions where available. This encourages suppliers to engage with their own value chains, enabling PSA to gather comprehensive ESG data before evaluation.



ESG SCORING AND EVALUATION

Through this survey, suppliers' responses are scored and benchmarked by Group Procurement. Aspects such as completeness of ESG policies and practices are assessed, providing a quantitative measure of suppliers' ESG maturity. The scores are incorporated into major tenders' evaluation alongside technical and commercial criteria, ensuring ESG performance is considered during supplier selection.

A recent review of supplier ESG maturity scores highlighted that a significant number of our key suppliers demonstrate a high level of ESG maturity. Where gaps exist, PSA collaborates closely with these suppliers to support continuous improvement. As ESG standards continue to mature across the market, our long-term goal is to partner with suppliers whose ESG objectives and practices are fully aligned with PSA's.



TENDER INTEGRATION

PSA embeds sustainability requirements across major tenders, including building, civil, construction and IT projects. For instance, tenderers are encouraged to propose greener alternatives for PSA's consideration; such as energy-efficient designs or the use of sustainable materials.

Additionally, for new suppliers that may require IT connectivity or data exchange with PSA, we conduct a thorough screening process that enforces strict cybersecurity requirements across all our operational and IT platforms.

COMPETENCY BUILDING FOR OUR PROCUREMENT TEAMS

PSA continues to enhance our sustainable procurement capabilities through strategic investment in the proficiency and future readiness of our teams. To effectively communicate and uphold sustainability-related expectations and requirements to stakeholders across our value chain, our procurement teams continually pursue recognised educational courses and certifications.

Some business units undertook targeted upskilling in specific areas. At Mersin International Port (MIP), the procurement team completed Energy Management Systems training to support supplier identification, scope definition, and selection criteria. This facilitated the achievement of the ISO 50001 Türk Standardları Enstitüsü (TSE) Energy Management System Certificate following an audit by the Ministry of Industry and Technology, as well as strengthened supplier collaboration on sustainability initiatives such as LED conversions and rooftop solar installations. These efforts establish a strong foundation for deeper supplier engagement, more responsible sourcing practices and continued progress toward our long-term sustainability ambitions.

As of 2025, approximately 30% of our global procurement professionals have been certified under the Chartered Institute of Procurement and Supply (CIPS) Ethical Procurement and Supply programme, while about 15% have completed training on ISO 20400:2017 for Sustainable Procurement.

BUILDING SUPPLIER PARTNERSHIPS

With the aim of supporting our suppliers' sustainability journeys and accelerating ESG action in our supply chain, PSA engages suppliers through ESG-focused events and initiatives. Building on the momentum of the ESG Xchange event in 2024, which brought together over 60 leaders from 24 labour and logistics services providers, PSA Singapore continued to strengthen supplier engagement in 2025. In October, the team hosted a webinar to introduce the new supply chain sustainability platform as well as conduct a comprehensive walk-through on the carbon emissions calculator. This feature helps suppliers that have not yet developed their emissions inventories take practical and concrete steps toward measuring and managing their carbon footprints.

In July 2025, PSA Singapore Procurement team engaged manufacturers of tyres, wire ropes and crane spare parts in China to discuss and share guidance on sustainability best practices. While ESG maturity varies across companies, several suppliers demonstrated strong performance in aspects such as waste recycling, safety protocols and carbon emissions measurement. Such engagements strengthen PSA's understanding of demand specifications and guide future opportunities for sustainable solutions.

These initiatives underscore PSA's commitment as a leading global port operator to advance sustainable procurement. By deepening supplier engagement and partnering with those who share our ESG values, we foster responsible practices and enhance sustainability performance throughout our global supply chain.



SUSTAINABLE PORT DEVELOPMENT

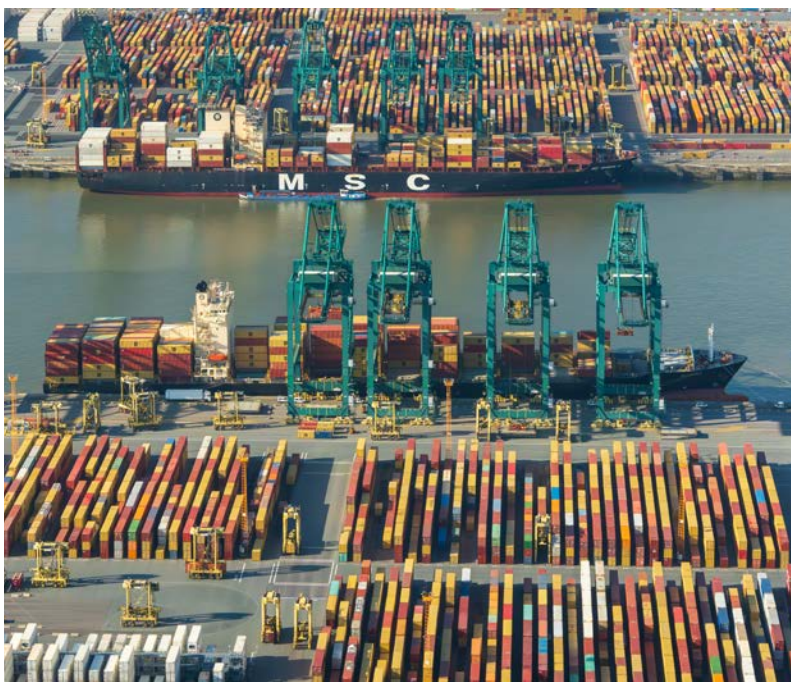
Our port infrastructure is the foundation of our business. Building with the future in mind, we weave sustainability principles into every stage of planning, design and development to ensure our global assets are constructed in alignment with our sustainability goals and fortified against climate risks.

WHY IT IS IMPORTANT

PSA maintains our position as a trusted leader in facilitating global trade, by ensuring our port infrastructure is resilient to risks and capable of maintaining reliable operations. Across PSA terminals, proactive measures are taken to future-proof operations against physical climate risks and safeguard the long-term viability of assets. By embedding sustainability principles into our infrastructure's design and development, we reduce our environmental footprint and play our part in advancing global climate action.

OUR APPROACH

PSA integrates sustainability and environmental considerations from the earliest stages of port infrastructure development. This lays a strong foundation for managing ecological impacts and pollution, mitigating climate risks and reducing emissions. We also consistently track our progress in specific areas; for example, expanding the adoption of sustainable concrete in infrastructure projects. Through close collaboration with governments and port authorities, PSA ensures that sustainable initiatives are effectively implemented across our global network.



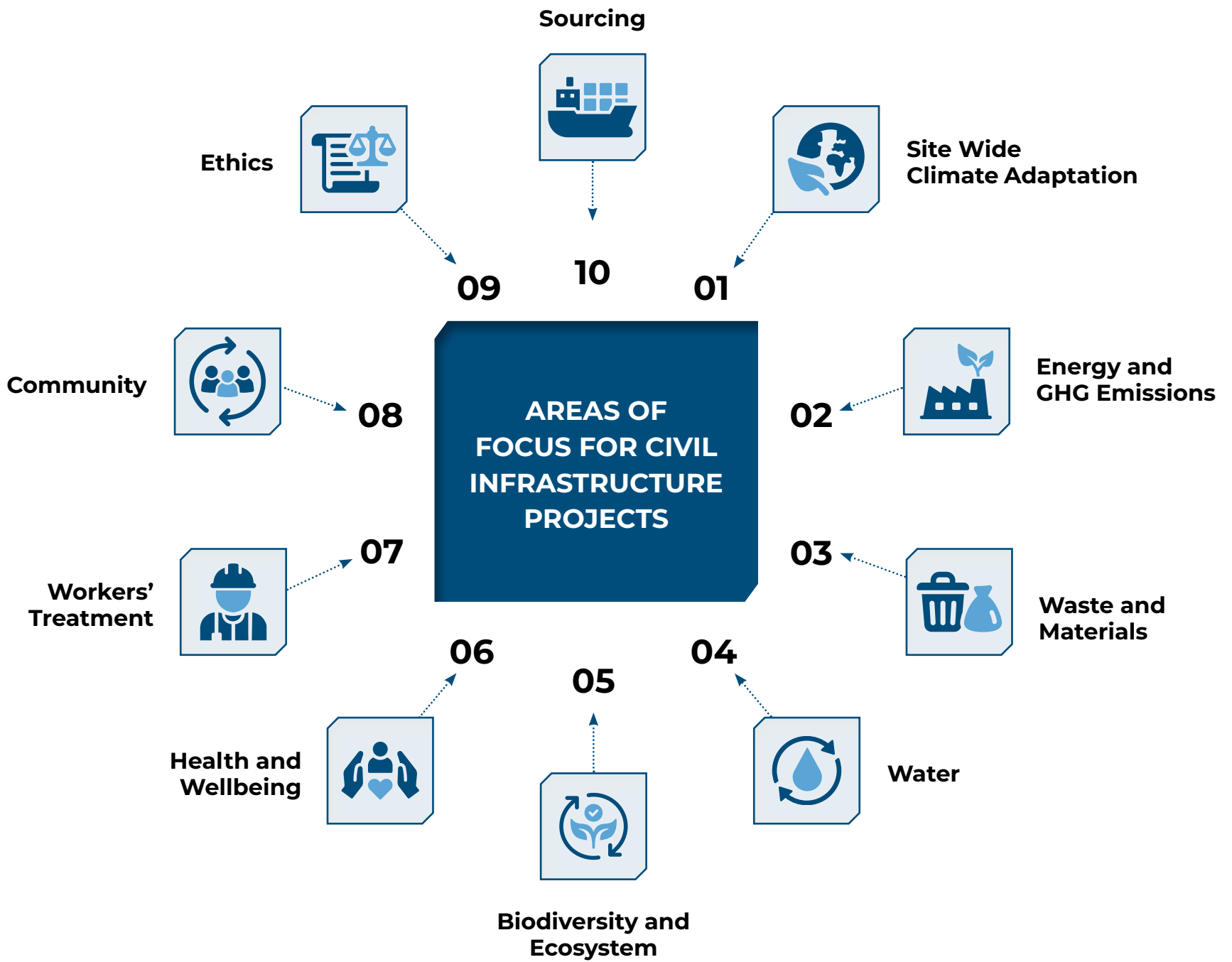
BUILDING RESILIENT AND SUSTAINABLE INFRASTRUCTURE

PSA developed the Civil Infrastructure Sustainability Roadmap to provide business units with a framework of requirements and considerations to adhere to in civil infrastructure projects and sustainability programmes. Spanning across the design, construction and management stages of civil infrastructure projects, the framework covers the incorporation of sustainable features in existing and new buildings, the use of durable and sustainable concrete, as well as climate risk assessment and adaptation measures.

The Managing Sustainable Civil Infrastructure Projects Framework – an element of the Roadmap – applies to major projects over USD 10 million. It guides projects from planning and design to completion, ensuring the integration of sustainability considerations and alignment with PSA's sustainability goals and the Equator Principles. For construction projects, minimum requirements are set out across ten identified focus areas which contractors must adhere to throughout the construction process.

Tuas Port in Singapore exemplifies PSA's commitment to sustainable and resilient infrastructure, aligned with PSA's Climate Risk Assessment and Adaptation Framework and the Equator Principles. In anticipation of rising sea levels and potential storm surge events, Tuas Port has been constructed five metres above mean sea level. Its drainage systems are also designed to accommodate a 50% increase in rainfall intensity compared to Pasir Panjang Terminals, strengthening preparedness against intensifying climate threats.

The world's largest fully automated container terminal, Tuas Port will be the nexus of a well-integrated ecosystem upon its full completion in the 2040s, supporting the synergistic flow of industrial and supply chain activities. Designed with sustainability at its core, Tuas Port deploys Automated Guided Vehicles (AGVs) and electrified automated yard cranes, complemented by smart engineering, power management platforms and other technologies, to drive a new era of digitally-enabled and environmentally-sustainable port operations.



MINIMISING EMBODIED CARBON

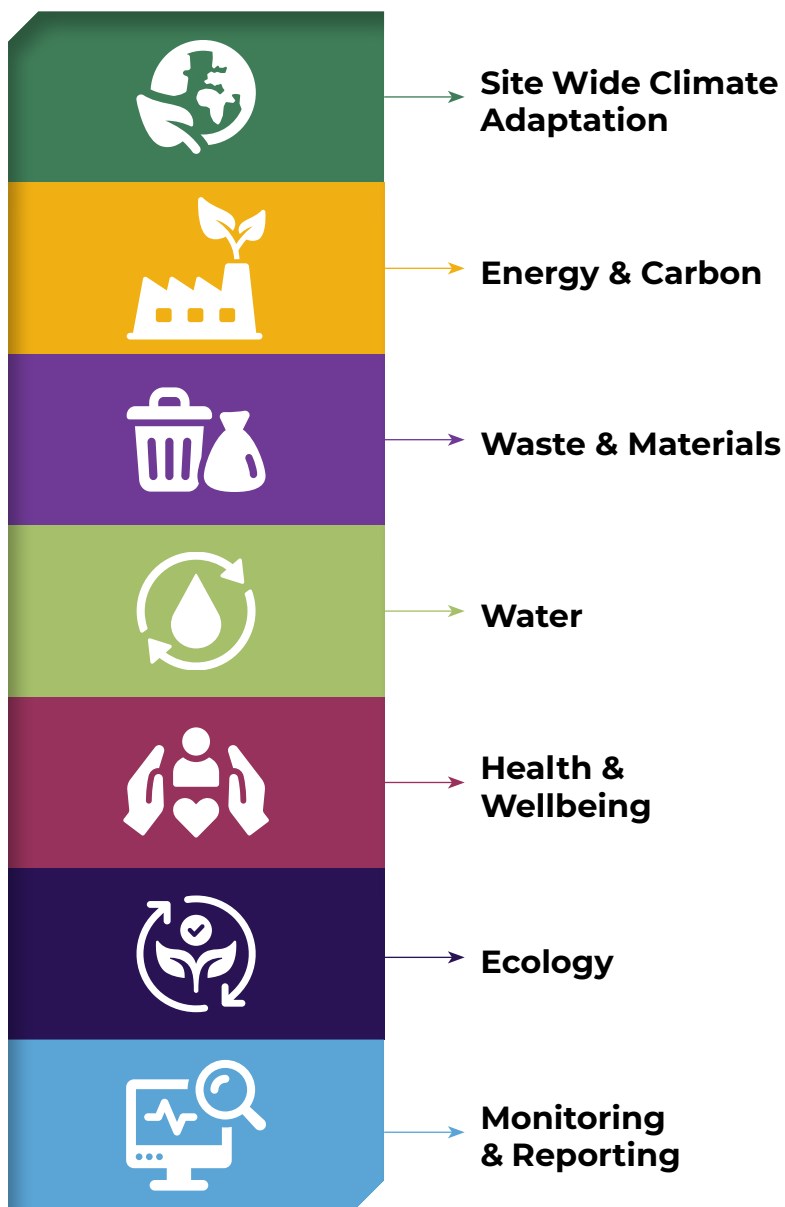
In our pursuit of more sustainable infrastructure and operations, reducing the emissions arising from our construction activities is a key priority. PSA recognises that the production of cement contributes significantly to global emissions due to its energy-intensive manufacturing process and byproduct emissions. To address this, we mandate that all major civil projects develop a “Sustainable Concrete Plan” in line with PSA guidelines, enabling the reduction of embodied carbon.

Currently, sustainable substitutes such as Ground Granulated Blast Furnace Slag (GGBS), a byproduct of manufacturing processes, have been deployed in varying ratios at major development works across Singapore, Mumbai, Türkiye, Saudi Arabia, Antwerp, Poland and Colombia. When maximised in the concrete mix, GGBS can reduce carbon emissions by up to 70% compared to traditional concrete, while improving durability. In 2025, PSA has implemented our requirements for sustainable concrete across all new civil infrastructure projects.

DESIGNING BUILDINGS FOR PEOPLE AND PLANET HEALTH

PSA drives sustainable building development through our dedicated Building Sustainability Framework, which sets governing principles and guidelines for both new buildings and retrofitting of existing developments. The framework focuses on seven key areas, integrating environmental performance with social considerations to create workspaces and operational sites that promote workforce health, wellbeing and productivity.

7 AREAS OF SUSTAINABLE BUILDINGS



PSA designs and constructs buildings in line with international or local green building standards and industry best practices. For example, the Tuas Maintenance Base Administrative Building has been certified as a Building and Construction Authority (BCA) Green Mark Platinum Super Low Energy Building (SLEB). It features passive design features, efficient air-conditioning, AI and Internet of Things (IoT)-integrated building management and Building Applied Photovoltaic systems.

In other regions, our construction and renovation projects also adhere to Group Civil requirements and the Building Research Establishment Environmental Assessment Method (BREEAM) standards. This includes the new medical centre in PSA Sines and the maritime operations building in PSA Belgium; reflecting our focus on energy efficient, sustainable and resilient building design across PSA's global network.



PORT SECURITY

PSA is dedicated to maintaining safe and secure supply chains. As a global terminal operator, we enforce robust physical security measures at PSA-operated port facilities and work closely with local authorities to prevent illegal transnational activities, striving to ensure a safe environment for all stakeholders.

WHY IT IS IMPORTANT

Port security is essential for countering criminal and terrorist activities. As key gateways for global trade, ports are vulnerable to breaches that can trigger widespread disruption. PSA takes a proactive approach to identifying and mitigating threats, including drug trafficking, dangerous goods transport and other illegal activities. We respond swiftly to identified risks, working closely with the relevant authorities to prevent such threats from escalating.



OUR COMMITMENT:

We ensure the highest security standards wherever we operate.

OUR APPROACH

In addition to meeting regulatory requirements, PSA further strengthens the security of our operations by establishing multiple layers of safeguards.

HOLISTIC MANAGEMENT OF PORT SECURITY

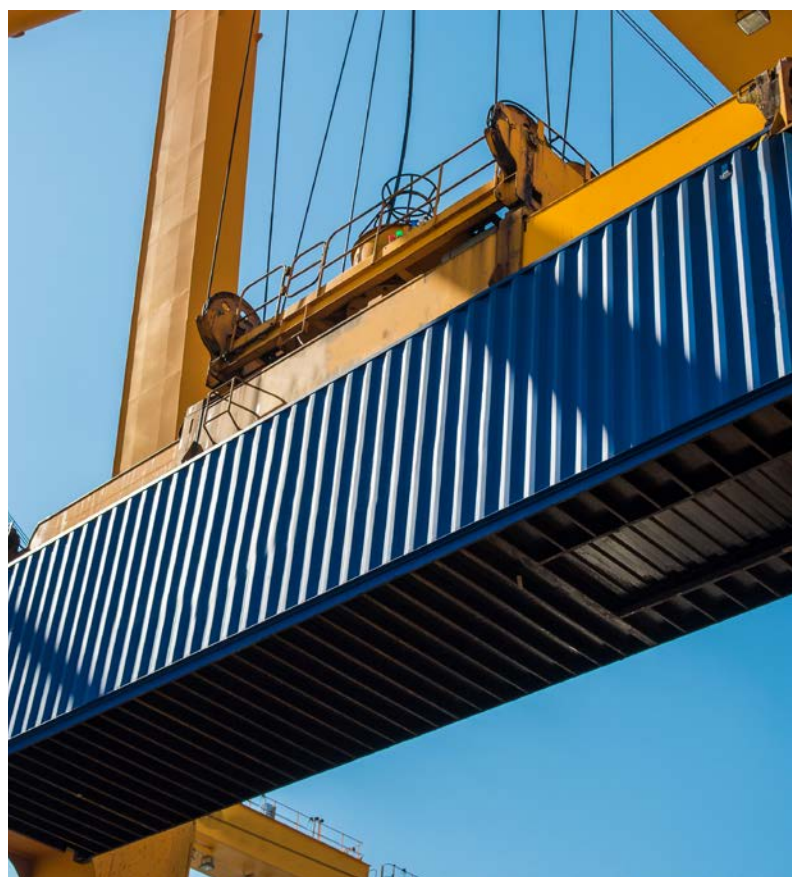
PSA manages port security through the Group Health, Safety and Security Management System (HSS MS), ensuring strict measures and robust governance across all business units. Each business unit is required to have a Port Facility Security Plan, aligned with the International Ship and Port Facility Security (ISPS) Code and tailored to its specific and unique operations. These plans are approved by the relevant authorities or a Recognised Security Organisation and implemented by specialised security teams. Serving as repositories of security controls, these plans equip employees with the necessary guidance to execute critical port security functions.

As part of the HSS MS requirements, PSA business units are required to track and report physical security incidents monthly via a specialised data management platform. More than 10 key security parameters are being tracked, covering major security threats such as terrorism, smuggling, theft, stowaways and

unauthorised access. These indicators are closely reviewed by PSA's Group HSS to inform future strategies and strengthen preventive measures, ensuring appropriate security responses across operations.

Group HSS is currently enhancing the Group Security Framework to strengthen overall security performance, standardise practices and uphold consistency across our operations. Drawing on international standards, the enhanced framework incorporates prescriptive security requirements within the HSS MS. Additionally, business units will be risk-classified for more effective security profiling, while data-driven analysis using security leading and performance indicators will enable continuous monitoring and improvement.

PSA is also leveraging cutting-edge technologies to improve port security measures and safeguard port infrastructure. In Singapore, the Emergency Response and Security Control Centre (ERSCC) significantly improves operational efficiency by integrating Information Technology – Operational Technology (IT / OT) systems with physical response capabilities. Using a unified dashboard, the centre monitors access control, conducts digital surveillance for incident management and forensics. It also deploys video analytics for perimeter and gateway threat alerts.



KNOWLEDGE BUILDING AND TRAINING

We recognise that our employees play a crucial role in maintaining high standards of port security. Their understanding of the importance of port safety, along with their roles and responsibilities, is critical to achieving this.

To equip employees with the necessary knowledge and skills, PSA's security management staff receive regular training and updates on the latest security developments. This includes ISPS compliance, counterterrorism, dangerous cargo management and general security awareness. In 2025, PSA University in Antwerp delivered an interactive maritime security training, in English and Dutch, to more than 480 participants. The session covered the fundamentals of the ISPS Code, ways to recognise suspicious activities and practical steps to enhance on-site security, equipping employees with the awareness and confidence to maintain a safe and secure workplace.

Regular port security exercises further provide hands-on experiences in real-life scenarios. These drills allow employees to familiarise themselves with key procedures, share insights and identify potential improvements in PSA's Port Facility Security Plans.

THREAT IDENTIFICATION AND PREVENTION

All PSA-operated container terminals are ISPS-compliant and maintain approved Port Facility Security Assessments (PFSAs). The PFSA, mandated under the ISPS Code, serves as a tool to identify threats, vulnerabilities and risks, supporting effective threat prevention. Conducted by a Recognised Security Organisation and approved by the local contracting government, the PFSA requires recertification once every five years. By leveraging the PFSA, business units can anticipate emerging risks and implement targeted measures to enhance security.

PARTNERSHIPS WITH LOCAL AUTHORITIES TO STRENGTHEN SECURITY

Maintaining trusted relationships with local authorities is essential given the nature of PSA's operations. All business units are mandated to work with the local customs authority to deter illegal activities and prevent the entry of undeclared dangerous goods. In the event of a security breach, PSA immediately activates our incident investigation procedure and notifies the relevant local authorities.

PSA Singapore, for example, partners with key agencies such as the Maritime and Port Authority of Singapore (MPA), Immigration and Checkpoints Authority (ICA), Singapore Customs, Singapore Police Force (SPF) and Singapore Civil Defence Force (SCDF) to strengthen the port's security and improve emergency response capabilities.

At least once a year, Mersin International Port in Türkiye conducts joint drills with the Port Police, Port Authority, Mersin Customs Directorate, Department of Anti-Smuggling and Organised Crime, Mediterranean Navy Regional Command and the Coast Guard Units. These exercises begin with tabletop discussions to review plans, followed by live scenario-based drills to evaluate the effectiveness of security measures.

In Canada, PSA Halifax holds annual drills, involving multiple stakeholders including the Halifax Port Authority, other terminal operators within the port, Customs, Local Police, Military and intelligence agencies. A key focus of these exercises is testing and improving communication protocols between stakeholders and agencies.



CYBERSECURITY AND DATA PRIVACY

PSA recognises that continually enhancing our cybersecurity and data privacy measures is critical, especially as port and supply chain operations become increasingly digitalised. Preventing data breaches and safeguarding stakeholder information are essential in minimising disruptions to operations.

WHY IT IS IMPORTANT

PSA understands the importance of protecting stakeholders and defending the integrity of our operations against cybersecurity threats. With cyberattacks posing growing risks to global trade and business continuity, as well as with PSA's ongoing advancement of our automation and technological capabilities, safeguarding our infrastructure and operational resilience is more important than ever. To address these challenges, PSA is committed to strengthening cybersecurity through robust governance processes and comprehensive programmes.

OUR APPROACH

Our approach to data collection and management is outlined in the Group Data Policy and Group Data Governance Standards (DGS). They cover the five key governance principles of data accountability, data access, data usage, data integrity and data retention. All PSA entities, including subsidiaries and joint ventures, are expected to adhere to the aforementioned policy and standards. In addition, the Group Personal Data Protection Policy ensures compliance with region-specific data protection laws, such as the General Data Protection Regulation (GDPR) in Europe and the Personal Data Protection Act (PDPA) in Singapore.



OUR COMMITMENT:

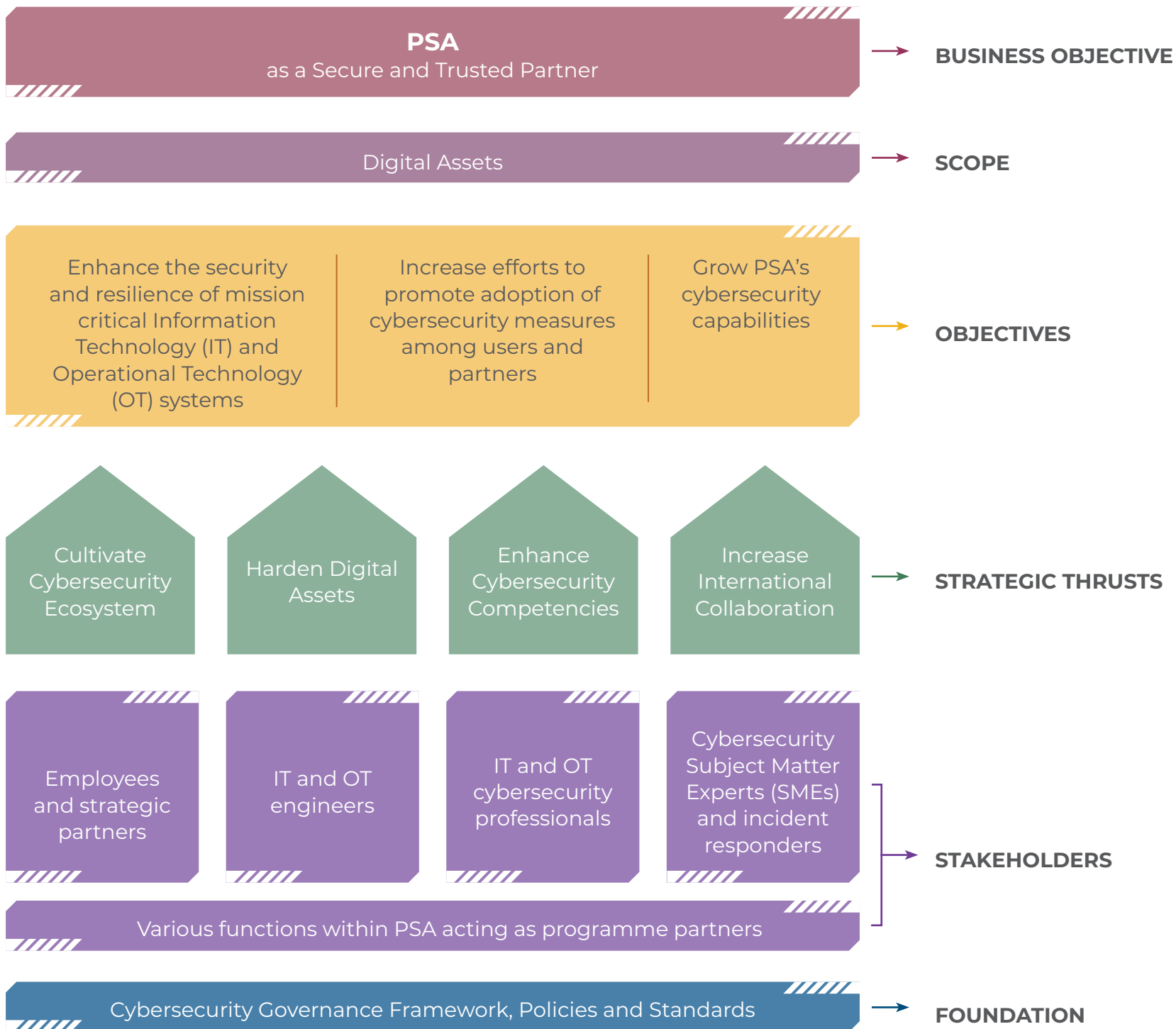
We seek to adopt cybersecurity best practices and ensure full compliance with all applicable laws.

PSA'S CYBERSECURITY MASTER PLAN

Since 2021, PSA has implemented the Cybersecurity Master Plan (CSMP) to safeguard all Group-wide digital assets and services. Built on four strategic thrusts and key Group-wide policies and standards, the CSMP is a systematic framework of programmes and initiatives designed to enhance cybersecurity. All employees, external contractors and service providers are required to comply with these policies and standards, thereby minimising PSA's exposure to potential cybersecurity risks.



PSA'S CYBERSECURITY MASTER PLAN



STRENGTHENING OUR CYBERSECURITY RESILIENCE

Across all operations and business units, PSA implements cybersecurity initiatives aligned with internationally recognised standards and best practices, such as the ISO 27001:2022 standard and the National Institute of Standards and Technology (NIST) Cybersecurity Framework. These initiatives enable the monitoring of digital processes and equip business units with the vital tools and infrastructure necessary to address potential breaches and attacks. Business units also undergo regular assessments to evaluate the effectiveness of their cybersecurity systems and processes, while key indicators – such as the number of cybersecurity breaches – are consolidated monthly and reported to our Group CEO. The reports track our progress and the effectiveness of PSA’s policies and procedures.

In 2025, PSA Group Cybersecurity established a Global Cybersecurity Resilience Programme and a Group Cybersecurity Assurance Programme to strengthen cyber and operational resilience at PSA business units. The Global Cybersecurity Resilience Programme focuses on remediation timelines and accelerating response and recovery efforts throughout PSA’s digital environment. The Group Cybersecurity Assurance Programme was initiated at four key business units in 2025 to assess and reinforce their cybersecurity posture and resilience, and will be extended to other business units in the future.

To maintain a more secure and resilient digital environment, we also actively leverage technology to defend our systems. This includes deploying advanced security software on our computers to prevent attacks by identifying unusual behaviour, intrusion detection systems to monitor our networks and a breach attack simulation tool that continuously and automatically verifies the effectiveness of our security controls.

In 2025, there were no complaints concerning breaches of customer privacy. Additionally, there were no breaches to the organisation’s IT or OT systems that resulted in leaks, theft or loss of customer data.



CYBERSECURITY RESILIENCE
PSA Business Enabler

-  **High and Repeatable Cyber Maturity**
Process, Technology and People
-  Continuous elevation of **PSA Cybersecurity Posture**
-  **Trust but Verify DNA**
Zero Trust and Assumed Breach mindset
-  **Technology Driven**
defence mechanism
-  Available pool of **Skilled Cyber Defenders**
-  Assurance on the **Effectiveness of Cyber Defences**

EMPOWERING A CYBER-RESILIENT WORKFORCE

To protect our digital assets, PSA adopts a multi-faceted cybersecurity strategy. This includes strong leadership setting the tone from the top, comprehensive training programmes, and regular drills – reinforcing the principle that cybersecurity is a shared responsibility across our organisation.

In 2025, PSA hosted a Global Cybersecurity Workshop in Singapore, bringing together 74 cybersecurity leaders from across our business units worldwide. The two-day workshop provided a platform to align our cyber strategy and programmes, exchange best practices, engage in a fireside chat with an external expert, and co-create ideas for PSA's Cybersecurity Master Plan (CSMP) 2.0, collectively strengthening our defences against emerging cyber threats.

All new hires are required to complete the PSA Swordfish e-learning modules during onboarding and employees regularly participate in phishing simulation exercises. These programmes equip all staff with essential cybersecurity knowledge and skills, empowering them to navigate the cyberspace safely and securely, whether in the office or remotely. To strengthen PSA's cybersecurity posture, Group Cybersecurity and PSA University launched a cybersecurity architecture training programme. Conducted by domain experts, the programme offers valuable insights into PSA's IT and OT cybersecurity, focusing on key solutions and best practices.

Drills are also conducted to put employees to the test and sharpen our collective response to the ever-evolving cyber threat landscape. The Corporate Centre Cybersecurity Drill 2025 simulated a cyber incident that disrupted employees' access to the corporate internet and Microsoft's Global Collaboration Platform (GCP+) services, impacting usual workflows. Staff were alerted and instructed to activate an alternative communication platform, practising continuity strategies and communication protocols to maintain business continuity during a cybersecurity incident. Lessons learnt from this drill will be used to enhance Corporate Centre's Business Continuity Plans (BCP), further reinforcing our cyber resilience and operational readiness.

