



# OUR APPROACH TO SUSTAINABILITY

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PSA redefines the role of a global port operator and supply chain partner by setting new standards in sustainable trade. We operate responsibly, with environmental stewardship, social responsibility and ethical governance at the core of our business.

Through these commitments, we aim to create enduring value for our people, partners and the broader communities we support, while driving innovation and building resilience throughout PSA's global network.

# OUR SUSTAINABILITY STRATEGY FRAMEWORK

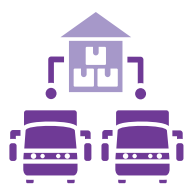
## Strategic Growth Drivers CREATING SUSTAINABLE VALUE



### TAKING CLIMATE ACTION

#### Material Topics:

- Climate Change Adaptation
- Emissions and Energy



### TRANSFORMING SUPPLY CHAINS

#### Material Topics:

- Optimisation of Global Supply Chains
- Innovation and Technology



### NURTURING A FUTURE-READY WORKFORCE

#### Material Topics:

- People Development
- Occupational Health and Safety



## Underpinned by Business Fundamentals STEWARDED RESPONSIBLE BUSINESS



### ENSURING RESPONSIBLE OPERATIONS

#### Material Topics:

- Sustainable Port Development
- Marine Protection and Conservation
- Waste Management and Recycling
- Water Use and Pollution



### PROTECTING OUR PEOPLE

#### Material Topics:

- Employee Diversity and Inclusion
- Labour Relations and Worker Wellbeing



### ACTING WITH INTEGRITY

#### Material Topics:

- Ethical Business Conduct
- Sustainable Procurement



### SUPPORTING OUR COMMUNITIES

#### Material Topics:

- Community Relations



### KEEPING OUR OPERATIONS SAFE AND SECURE

#### Material Topics:

- Port Security
- Cybersecurity and Data Privacy

PSA's sustainability strategy charts a clear roadmap for long-term value creation and responsible growth, positioning us to lead in shaping a more resilient and sustainable global supply chain. Informed by stakeholder engagement and materiality assessments, the strategy defines our key priorities and provides a structured framework for implementation.

At its core, the "Creating Sustainable Value" pillar centres on three strategic growth drivers that reflect PSA's focus on enhancing strategic growth and amplifying positive impact, while harnessing our expertise and influence to shape the future of the industry. These drivers are, in turn, supported by six

material topics, with measurable targets to monitor progress and performance. Complementing this framework are 11 material topics under "Stewarding Responsible Business", which embed responsibility across our culture and operations. Together, they enable effective risk management while mitigating negative impacts as we scale.

These priorities and fundamentals reinforce PSA's commitment to deliver operational excellence while driving sustainable and responsible practices across our global network. For further details on our progress for 2025, please refer to the section [Overview of 2025 Performance](#).

# 2025 HIGHLIGHTS

## TAKING CLIMATE ACTION

- Increased adoption of low-carbon fuels and biofuels across our global business units, resulting in estimated emissions savings of 17,000 tCO<sub>2</sub>e compared with using conventional fossil fuels
- Utilised 400,000 MWh of renewable electricity through a combination of self-generation facilities and procurement mechanisms



## TRANSFORMING SUPPLY CHAINS

- Joined the Global Centre for Maritime Decarbonisation (GCMD) as a strategic partner to help advance low- and zero-carbon technologies and solutions across the maritime value chain
- Launched a next-generation one-stop digital platform to enable faster, smarter and more coordinated sea-air intermodal transshipment, in collaboration with the Cargo Community Network (CCN)



## NURTURING A FUTURE-READY WORKFORCE

- PSA International was recognised by the Financial Times and Statista as one of the Best Employers in Asia-Pacific 2026
- Launched the Automation Technology Adoption Programme (ATAP) to enhance technical and automation capabilities at our terminals globally



## STEWARDSHIP RESPONSIBLE BUSINESS

- Held an inaugural Corporate Governance Symposium for our global leaders to reinforce PSA's zero-tolerance policy on breaches of compliance and ethical standards



# OVERVIEW OF 2025 PERFORMANCE

## TAKING CLIMATE ACTION

### TARGETS / COMMITMENTS

### 2025 PROGRESS

#### Material Topics:



• Climate Change Adaptation



• Emissions and Energy

#### Contributing to:



**7** AFFORDABLE AND CLEAN ENERGY



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION

- Reduce absolute Scope 1 and 2 carbon emissions by 50% by 2030, and by 75% by 2040 (against 2019 baseline year)
- Achieve net zero carbon emissions\* by 2050
- Achieve 90% electrification or hybridisation of all cranes# by 2030
- Implement PSA recommendations of Sustainable Concrete for 80% of new civil infrastructure construction projects^ by 2030

- There was a 2% increase in Scope 1 and 2 emissions in 2025 compared to 2024. Amidst our ongoing efforts in low-carbon fuel and renewable energy projects, this increase was driven by organic business growth
- Reached 80% electrification or hybridisation of all cranes as at end 2025
- Implemented PSA recommendations of Sustainable Concrete for 100% of new civil infrastructure construction projects in 2025

\* Comprising Scope 1 and 2 carbon emissions.

# This includes Quay Cranes, Rail Mounted Gantry Cranes, Rubber Tyre Gantry Cranes, Mobile Harbour Cranes and Automated Stacking Cranes.

^ For projects that are PSA-owned and over SGD 65 million in value.

## TRANSFORMING SUPPLY CHAINS

### TARGETS / COMMITMENTS

### 2025 PROGRESS

#### Material Topics:



• Optimisation of Global Supply Chains



• Innovation and Technology

#### Contributing to:



**7** AFFORDABLE AND CLEAN ENERGY



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Invest at least SGD 100 million by 2025 in research and development and innovation projects, employing the latest available technologies to achieve more efficient and sustainable operations
- By 2030, we aim to move at least 10 million TEUs of cargo through sustainable transportation services and terminal operations enabled by digital tools, with the goal of lowering emissions for our customers\*

- Invested SGD 350 million as of 2025 in research and development and innovation projects, including electric prime movers and automated yard cranes
- Moved 3.07 million TEUs of cargo through sustainable transportation services and terminal operations in 2025

\* The previous target to implement 10 sustainable logistics and transport solutions has been met and is no longer reported.

# NURTURING A FUTURE-READY WORKFORCE

## TARGETS / COMMITMENTS

## 2025 PROGRESS

### Material Topics:



• People Development



• Occupational Health and Safety

### Contributing to:



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Aim for zero significant incidents\*
  - Achieve at least 75% participation rate in the global Employee Opinion Poll (EOP)<sup>#</sup>
  - Achieve an average of 16 training hours per employee<sup>^</sup> annually
  - Aim for 80% of senior officers in PSA and our subsidiaries<sup>^</sup> to be refreshed on The Code by 2027
- Recorded 7 significant incidents in 2025
  - Achieved 95% participation rate in 2023 EOP
  - Achieved an average of 35 training hours per employee
  - 94% of enrolled employees refreshed on The Code in 2025

\* Refers to safety incidents resulting in fatalities or permanent disabilities.

# For business units participating in their second EOP onwards.

^ This covers employees in PSA and our subsidiaries.



# MATERIALITY ASSESSMENT

PSA conducted our inaugural materiality assessment in 2020, in partnership with a sustainability consultancy, to identify and prioritise the key Environmental, Social, Governance (ESG) and economic issues relevant to our business. The assessment followed a three-step process: Desktop research, extensive engagement with internal and external stakeholders, and validation of findings. Internal stakeholders included Board Directors, senior management and employees, while external stakeholders comprised investors, customers, suppliers and regulatory authorities. Data was collected through surveys and one-on-one interviews, forming the basis for PSA's material topics and sustainability strategy framework.

In 2022, PSA reviewed our material topics to reflect changes in the sustainability landscape and industry context. Adopting a "double materiality" approach, the materiality review considered both the potential impact of these topics on PSA's financial performance (financial materiality) and the impacts of PSA's operations on the environment and society (impact materiality). This process streamlined the number of material topics from 19 to 17\*. These topics remain relevant for the current reporting period, as no significant changes impacted PSA's activities and operating context.

\* Emissions and Energy were merged to become one topic as they are closely linked. Public Policy was removed as a standalone topic but continues to be addressed through the other material topics.



## CONTEXT & ISSUE IDENTIFICATION

Conducted research, benchmarking and internal document review to identify relevant industry trends and sustainability issues.

Developed a shortlist of sustainability topics to be prioritised.



## STAKEHOLDER ENGAGEMENT

Launched an online survey to prioritise the shortlist of sustainability topics identified in the previous stage.

Conducted interviews with internal and external stakeholders to gather insights into the sustainability context of the industry.




## ANALYSIS & VALIDATION

Analysed and presented the findings and a final list of prioritised material topics to the senior management team of PSA for validation.








Finalised the list of material sustainability topics.



# OUR MATERIAL SUSTAINABILITY TOPICS

TOPICS	DEFINITIONS
 <p><b>CLIMATE CHANGE ADAPTATION</b></p>	<p>Strengthening our resilience and management of the physical and transition impacts of climate risks on our infrastructure, operations, surrounding communities and ecosystems, as well as our readiness to leverage opportunities in a low-carbon economy.</p>
 <p><b>COMMUNITY RELATIONS</b></p>	<p>Contributing meaningfully to the lives and wellbeing of the communities where we operate, and engaging community stakeholders to address the social and environmental impact of our operations.</p>
 <p><b>CYBERSECURITY AND DATA PRIVACY</b></p>	<p>Protecting our business systems and ensuring data privacy through the adoption of robust cybersecurity measures.</p>
 <p><b>EMPLOYEE DIVERSITY AND INCLUSION</b></p>	<p>Creating a workplace environment that respects and promotes diversity and inclusion.</p>
 <p><b>EMISSIONS AND ENERGY</b></p>	<p>Decarbonising our own operations by reducing carbon emissions through harnessing energy-saving and efficient technologies, increasing the generation and use of renewable energy, as well as supporting the decarbonisation of the shipping and logistics industry.</p>
 <p><b>ETHICAL BUSINESS CONDUCT</b></p>	<p>Upholding high standards of ethics and regulatory compliance, to go beyond minimum legal requirements, reflecting our long-term commitment to building a business that is successful, honest and responsible.</p>
 <p><b>INNOVATION AND TECHNOLOGY</b></p>	<p>Innovating and harnessing technology to drive digitalisation and create more efficient and sustainable operations.</p>
 <p><b>LABOUR RELATIONS AND WORKER WELLBEING</b></p>	<p>Maintaining strong relationships and engagement with labour unions, establishing best practice labour standards, including respecting human rights, having zero tolerance of modern slavery and ensuring worker wellbeing.</p>
 <p><b>MARINE PROTECTION AND CONSERVATION</b></p>	<p>Protecting marine biodiversity and preventing ocean pollution through responsible management of ongoing port and marine operations, as well as conservation activities.</p>
 <p><b>OCCUPATIONAL HEALTH AND SAFETY</b></p>	<p>Ensuring the highest standards of health and safety for workers across our operations.</p>

# OUR MATERIAL SUSTAINABILITY TOPICS

TOPICS	DEFINITIONS
 <p><b>OPTIMISATION OF GLOBAL SUPPLY CHAINS</b></p>	<p>Driving sustainability improvements in global shipping and logistics supply chains by working with suppliers, partners and customers on route optimisation and alternative transport options for better efficiency and safety.</p>
 <p><b>PEOPLE DEVELOPMENT</b></p>	<p>Building a future-ready organisation by attracting and retaining an engaged workforce, providing learning and development opportunities, and cultivating a purpose-driven organisational culture that is aligned with our values.</p>
 <p><b>PORT SECURITY</b></p>	<p>Ensuring safety and security of port operations, including ensuring responsible handling of dangerous goods, as well as working with relevant authorities and partners to put in place adequate controls to safeguard against terrorism and illicit trade.</p>
 <p><b>SUSTAINABLE PORT DEVELOPMENT</b></p>	<p>Ensuring that the planning, design and development of port infrastructure and operations address the environmental impacts from land development and reclamation.</p>
 <p><b>SUSTAINABLE PROCUREMENT</b></p>	<p>Minimising environmental impacts and creating positive social impacts through our procurement of goods and services, by integrating sustainability criteria in the selection, monitoring and evaluation of suppliers, including ethical behaviours, environmental protection and upholding human rights.</p>
 <p><b>WASTE MANAGEMENT AND RECYCLING</b></p>	<p>Adopting more circular approaches to optimise resource use, minimise the waste generated in our operations and increase recycling.</p>
 <p><b>WATER USE AND POLLUTION</b></p>	<p>Ensuring efficient use of water and responsible management of wastewater discharge.</p>



# SUSTAINABILITY GOVERNANCE

## SUSTAINABILITY GOVERNANCE STRUCTURE



## OUR BOARD'S ROLE IN OVERSEEING SUSTAINABILITY MANAGEMENT

PSA International's Board of Directors holds ultimate responsibility for PSA's strategic direction, including our sustainability agenda. The Board oversees the management of sustainability matters and highlights critical concerns for the management team to address. It exercises its oversight through regular Board and Board Committee meetings, where members receive updates on sustainability matters and emerging issues from the Group Head of Operations, Technology and Sustainability, as well as other SMC members or Group Function heads, depending on the topics discussed. The overall progress and effectiveness of PSA's sustainability approach and initiatives are evaluated by the Board through the monitoring of performance and the review of third-party benchmarking results. A monthly emissions report, detailing performance of carbon emissions intensity, is also provided to the Board.

The Board provides oversight on the organisation's sustainability priorities through the SMC, who guides the development and implementation of sustainability initiatives and addresses material risks and opportunities. Critically, the SMC conducts the final review and approval of the sustainability report, including the list of material topics. The SMC also facilitates the Board's management of PSA's sustainability impacts by engaging stakeholders. This process enables PSA to gain deeper insights into stakeholders' needs and concerns, ensuring that sustainability decisions are well-informed and responsive to stakeholder expectations.

To support the Board's ongoing development, PSA invests in the Board's continuous learning through the Greenfish Climate Education e-learning programme and expert briefings on relevant industry and sustainability trends. These initiatives ensure the Board remains well-equipped to deliver forward-looking guidance and maintain robust oversight of PSA's sustainability approach.

Further information on our [Board of Directors](#) can be found in our Annual Report section.

\* Our Board of Directors is supported by the following Board Committees: Audit, Risk & Finance Committee; Leadership Development & Compensation Committee; and Business Development & Investment Committee.

## SENIOR MANAGEMENT COUNCIL

The SMC is chaired by our Group CEO and includes senior executives from the Corporate Centre. Its members provide guidance and oversight of PSA's business portfolio and sustainability strategy, under the direction of the Board of Directors. Within the SMC, the Group Head of Operations, Technology and Sustainability leads these efforts and is supported by the Group Sustainability team.

## GROUP SUSTAINABILITY

Group Sustainability is responsible for shaping and driving PSA's sustainability strategy, as well as overseeing the implementation of organisation-wide initiatives. Guided by PSA's Climate Response Management System (CRMS), the team works closely with internal working groups to ensure effective integration and comprehensive insights across key focus areas, including the Task Force on Climate-related Financial Disclosures (TCFD), Green Finance, IT sustainability and sustainable procurement. For more information, please refer to the sections on [Emissions and Energy](#) and [Climate Change Adaptation](#).

## Communication of critical concerns

Group Sustainability regularly provides progress reports and raises any critical concerns, if necessary, to the PSAI Board through the SMC. In 2025, no critical concerns were raised during the regular SMC meeting.












# STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a cornerstone of PSA's sustainability strategy. We engage in regular consultation with a diverse range of stakeholder groups to understand their perspectives, concerns and expectations pertaining to sustainability initiatives. Recognising that stakeholders have varying areas of focus, we identify and prioritise those most affected by our activities and business relationships, as well as those considered critical to the success of our business.

All engagement activities are conducted in accordance with PSA's commitment to upholding responsible business practices and sustainability. For instance, climate-focused engagements are aligned with the objectives of the Paris Agreement. Relevant internal departments maintain open lines of communication through formal channels and structured interactions, ensuring that stakeholder input informs both decision-making and the development of our strategy.

To foster meaningful and inclusive dialogue, PSA emphasises transparency and accessibility, providing communications and training materials that are available in local languages. This approach ensures that our engagements are both effective and impactful across the diverse contexts in which we operate.

AUDIENCE	KEY INTERESTS AND TOPICS RAISED	ENGAGEMENT METHODS AND FREQUENCY	OUTCOMES
<b>EMPLOYEES</b> 	<ul style="list-style-type: none"> <li>Professional skills development</li> <li>Career advancement and training opportunities</li> <li>Remuneration and benefits</li> <li>Fair workplace practices</li> <li>Occupational safety, health and wellbeing</li> <li>Workplace inclusivity and diversity</li> </ul>	<ul style="list-style-type: none"> <li>Learning and development programmes</li> <li>FISH-culture workshops</li> <li>Performance appraisal (annual)</li> <li>Employee Opinion Poll</li> </ul>	<ul style="list-style-type: none"> <li>Suites of programmes to address employees' learning and development needs</li> <li>Co-development of career paths in PSA</li> <li>Continuous improvements through feedback and reviews</li> </ul>
<b>CUSTOMERS</b> 	<ul style="list-style-type: none"> <li>Operational agility, efficiency and reliability</li> <li>Supply chain visibility</li> <li>Technological and digital solutions</li> <li>Efficient and green product offerings</li> </ul>	<ul style="list-style-type: none"> <li>Operations and business meetings</li> <li>Customer events and seminars</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of PSA's strategic directions and sustainability commitments</li> <li>Strengthening customer relationship</li> </ul>
<b>JOINT VENTURE PARTNERS</b> 	<ul style="list-style-type: none"> <li>Strategic partnership</li> <li>Investment returns</li> <li>Operational efficiency</li> <li>Health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Operations or business meetings</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of high service level</li> </ul>

AUDIENCE	KEY INTERESTS AND TOPICS RAISED	ENGAGEMENT METHODS AND FREQUENCY	OUTCOMES
<b>LABOUR UNIONS</b> 	<ul style="list-style-type: none"> <li>Labour rights</li> <li>Safe working conditions</li> <li>Skills development</li> </ul>	<ul style="list-style-type: none"> <li>Union meetings</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of regular communication channels</li> <li>Strong tripartism relationship</li> <li>Skilled workforce</li> </ul>
<b>INTERNATIONAL BODIES AND INDUSTRY ASSOCIATIONS</b> 	<ul style="list-style-type: none"> <li>Sustainability and decarbonisation</li> <li>Supply chain optimisation</li> <li>Technological and digital solutions</li> <li>Industry best practices</li> </ul>	<ul style="list-style-type: none"> <li>PSA executives' representation on boards of various industry bodies</li> <li>Multi-stakeholder dialogues at the global, regional and local levels</li> <li>External speaking engagements at industry forums</li> <li>Long-standing partnerships with partners, customers and industry bodies</li> </ul>	<ul style="list-style-type: none"> <li>Joint efforts and collaborations to drive industry development and sustainable practices</li> <li>Strong partnerships that co-create and advance solutions to solve global and industry-wide sustainability and decarbonisation challenges</li> </ul>
<b>INVESTORS</b> 	<ul style="list-style-type: none"> <li>Business outlook</li> <li>Financial performance</li> <li>Corporate governance</li> <li>Sustainability policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Investor meetings</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Build trust and confidence in the business and our corporate governance</li> <li>Better understanding of strategic direction and sustainability commitments</li> </ul>
<b>SUPPLIERS</b> 	<ul style="list-style-type: none"> <li>Technology development</li> <li>Health and safety</li> <li>Sustainability dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Operations meetings</li> <li>Safety trainings / inductions</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> <li>ESG survey with top suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Regular two-way communication to address any operational or business issues and build strong relationships at multiple levels within the organisation</li> <li>Awareness of policies and procedures at PSA</li> </ul>
<b>GOVERNMENT / PORT AUTHORITIES</b> 	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Industry development</li> <li>Digitalisation</li> <li>Sustainable operations</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings and forums</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on industry development initiatives such as digitalisation or talent development</li> <li>Better understanding of strategic directions and sustainability commitments</li> </ul>
<b>COMMUNITIES</b> 	<ul style="list-style-type: none"> <li>Environmental and social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Community development or CSR programmes</li> <li>Corporate website*</li> <li>Annual and Sustainability Report</li> <li>Terminal visits</li> </ul>	<ul style="list-style-type: none"> <li>Continued community engagement efforts</li> <li>Creation of positive impact in the communities where we operate</li> </ul>

\* Corporate website: [www.globalpsa.com](http://www.globalpsa.com)

# KEY MEMBERSHIP ASSOCIATIONS AND ADVOCACY GROUPS

PSA actively participates in external industry associations and initiatives, demonstrating our commitment to advancing sustainability through collective action and upholding industry best practices. These engagements also provide opportunities to exchange knowledge, share insights and collaborate with key stakeholders.

ASSOCIATIONS / GROUPS	DETAILS
<b>GLOBAL CENTRE FOR MARITIME DECARBONISATION (GCMD)</b>	PSA is a strategic partner of the GCMD, contributing port-side insights to drive the trials of low- and zero-carbon technologies and solutions across the maritime value chain. As shipping vessels increasingly adopt alternative fuels, ports play a crucial role in accelerating the adoption of such fuels. Through this partnership, GCMD will leverage PSA's global network of ports and terminals to assess operational gaps, harmonise safety protocols and ensure smooth bunkering operations, while maintaining efficiency and safety in port operations.
<b>GLOBAL MARITIME FORUM (GMF)</b>	The GMF enables dialogue and collaboration to advance the future of global seaborne trade, with a focus on sustainable economic growth and human wellbeing. PSA is a signatory to the Call to Action for Shipping Decarbonisation under the GMF's Getting to Zero Coalition, reinforcing our commitment to accelerating the transition to net zero shipping. PSA is also a signatory of the GMF's Short-term Action Taskforce on Operational Efficiency, pledging to improve the shipping industry's operational efficiency.
<b>GLOBAL SHIPPING BUSINESS NETWORK (GSBN)</b>	PSA is a founding member and shareholder of GSBN. In this role, PSA has supported the development of a secure data exchange platform that facilitates collaboration across the global supply chain. We have also played a key role in launching GSBN's first product, Cargo Release, at a number of terminals in Southeast Asia. This digital solution streamlines documentation processes, cutting cargo release times from days to a matter of hours.
<b>GLOBAL SUSTAINABLE TRANSPORT INNOVATION ALLIANCE (GSTIA)</b>	As one of 42 founding members of GSTIA, spanning across land, marine, and air sectors, PSA works closely with industry leaders and policymakers to accelerate logistics efficiency and sustainable transport solutions. Together, these efforts underscore PSA's forward-thinking leadership in driving integration, innovation and sustainability.
<b>GREEN AND DIGITAL SHIPPING CORRIDORS</b>	PSA collaborated with the Maritime and Port Authority of Singapore (MPA) and the Port of Rotterdam Authority (POR) in 2022 to establish the Singapore-Rotterdam Green and Digital Shipping Corridor, advancing the decarbonisation and digitalisation of global shipping. Building on this momentum, PSA Singapore also joined Singapore's Ministry of Transport and Japan's Ministry of Land, Infrastructure, Transport and Tourism in 2023, to launch the Singapore-Japan Green and Digital Shipping Corridor.

