

NEWS RELEASE

9 March 2026, Singapore

**PSA INTERNATIONAL PTE LTD AND ITS SUBSIDIARIES
RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025**

FINANCIAL HIGHLIGHTS For the year ended 31 December 2025			
(\$' million)	2025	2024	Growth %
Revenue	8,264	7,724	7.0
Operating Costs	(6,845)	(6,532)	4.8
Operating Profit	1,419	1,192	19.0
Net Other Income	425	514	-17.4
Finance Costs	(335)	(323)	3.8
Profit Before Taxation	1,508	1,384	9.0
Income Tax Expense	(338)	(206)	63.9
Net Profit for the year (after Tax)	1,170	1,177	-0.6
Non-Controlling Interests	(70)	(83)	-14.9
Net Profit for the year	1,100	1,095	0.5

Review of Results

- PSA International Pte Ltd (PSA) handled 105 million Twenty-foot Equivalent Units (TEUs) for the year ended 31 December 2025, representing a growth of 5% compared to the same period in 2024.
- PSA Singapore contributed 44.5 million TEUs, and PSA terminals outside Singapore delivered a total throughput of 60.4 million TEUs, both increasing 8.7% and 2.0% respectively, from the previous year.
- PSA Group revenue and operating profit increased by 7% and 19% respectively mainly contributed by the higher throughput from ports operations. Net profit for the year however increased 0.5% due to increased tax expense and non-cash impairment charge on intangible assets, which was necessitated by weaker economic and industry outlook against carrying value.
- PSA's balance sheet remains strong with a gross debt equity ratio of 0.53 times at the close of 2025.

“Against a backdrop of global trade complexities shaped by heightened geopolitical sensitivities, emerging technologies and climate change, PSA International achieved a solid throughput record of 105 million TEUs, representing a 5% year-on-year increase, and recorded an overall revenue of SGD 8.3 billion and a net profit of SGD 1.1 billion, for the year ending 31 December 2025.

This breakthrough in throughput performance is a testament to PSA's collective resolve and drive for operational excellence as the Group navigated volatile global markets. On this, I wish to express my deepest gratitude to the Board for their sound counsel and commend our management, staff, and unions for their adaptability in advancing the company's long-term growth ambitions.

Looking ahead to 2026, PSA remains focused on working with our customers and partners to co-create more robust, sustainable, and interconnected supply chains that support the growth of economies and communities worldwide.”

~ Mr Peter Voser, Group Chairman, PSA International

“In 2025, PSA's ports and terminals worldwide set a new benchmark in annual container throughput – delivering 105 million TEUs, surpassing 2024's strong throughput performance by 5%.

This accomplishment reflects the shared commitment and enduring perseverance of our management, unions and staff, underpinned by disciplined stewardship that continues to strengthen PSA's operating foundations. I would also like to extend my sincere appreciation to our customers, partners and stakeholders, for their longstanding confidence and collaboration.

In an increasingly fragmented global landscape, PSA remains steadfast in our role as a neutral terminal operator. By strengthening connectivity and coordination, we will continue integrating individual nodes into a network of port ecosystems driven by operational excellence to enable resilient supply chains and keep global trade flowing.”

~ Mr Ong Kim Pong, Group CEO, PSA International

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ISSUED BY PSA INTERNATIONAL PTE LTD

ABOUT PSA INTERNATIONAL

PSA International (PSA) is a leading global port operator and trusted partner to cargo stakeholders. Currently, PSA's portfolio comprises over 70 deepsea, rail and inland terminals, across more than 180 locations in 45 countries – including two flagship port operations in Singapore and Belgium. Drawing on the deep expertise and experience from a diverse global team, PSA collaborates with its customers and partners to develop world-class port ecosystems and deliver innovative supply chain solutions to accelerate the shift towards sustainable trade. Visit us at www.globalpsa.com, or follow us on LinkedIn and Facebook (@globalpsa).

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**PSA INTERNATIONAL PTE LTD AND ITS SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT**

	2025 S\$'000	2024 S\$'000
Revenue	8,264,081	7,723,611
Transportation costs	(1,909,855)	(1,919,395)
Staff and related costs	(1,891,799)	(1,817,851)
Contract services	(691,252)	(625,844)
Running, repair and maintenance costs	(593,314)	(629,118)
Other operating expenses	(795,713)	(641,884)
Property taxes	(45,245)	(40,536)
Depreciation and amortisation	(918,306)	(856,963)
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Operating profit	1,418,597	1,192,020
Net other income	424,556	514,098
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Profit from operations	1,843,153	1,706,118
Finance costs	(334,861)	(322,520)
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Profit before income tax	1,508,292	1,383,598
Income tax expense	(338,135)	(206,247)
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Profit for the year	1,170,157	1,177,351
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Profit attributable to:		
Owner of the Company	1,099,909	1,094,779
Non-controlling interests	70,248	82,572
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Profit for the year	1,170,157	1,177,351
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**PSA INTERNATIONAL PTE LTD AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

	2025 S\$'000	2024 S\$'000
Assets		
Property, plant and equipment	8,800,291	8,003,134
Intangible assets	3,908,150	4,583,221
Right-of-use assets	962,093	903,904
Associates	3,817,638	3,782,230
Joint ventures	3,319,278	3,414,465
Financial assets	3,629,592	2,762,056
Other non-current assets	250,609	243,657
Deferred tax assets	54,911	62,690
Non-current assets	24,742,562	23,755,357
Inventories	63,539	57,734
Trade and other receivables	2,045,484	1,785,344
Contract assets	120,278	111,267
Cash and bank balances	5,160,756	4,777,704
Current assets	7,390,057	6,732,049
Total assets	32,132,619	30,487,406
Equity attributable to owner of the Company	16,182,433	15,872,279
Non-controlling interests	948,740	967,187
Total equity	17,131,173	16,839,466
Liabilities		
Borrowings	7,079,834	7,004,337
Lease liabilities	963,880	900,857
Provisions	36,190	25,923
Other non-current obligations	476,779	327,075
Deferred tax liabilities	1,484,701	1,267,736
Non-current liabilities	10,041,384	9,525,928
Borrowings	1,927,670	1,577,005
Lease liabilities	81,349	62,197
Trade and other payables	2,694,720	2,272,880
Contract liabilities	18,195	11,970
Current tax payable	238,128	197,960
Current liabilities	4,960,062	4,122,012
Total liabilities	15,001,446	13,647,940
Total equity and liabilities	32,132,619	30,487,406