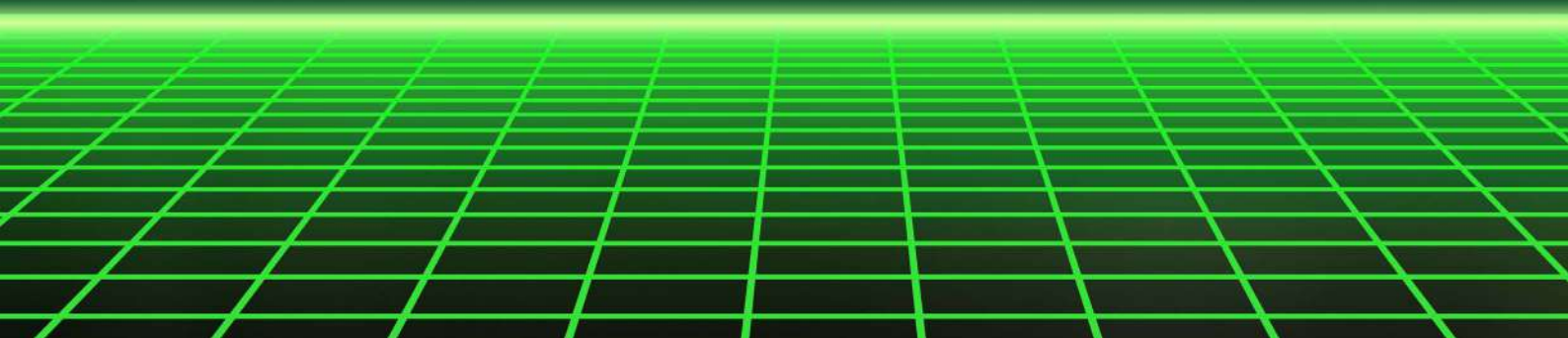




SUSTAINABILITY

2025 | AT PSA SINGAPORE



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ABOUT THIS REPORT

Driving Sustainability Through Purposeful Action

PSA Corporation Limited (PSA Singapore; PSA SG) is proud to present Sustainability 2025 @ PSA SG, our ninth annual sustainability report detailing our ongoing commitment to a sustainable future and our progress toward established goals.

We view sustainability as a collective responsibility, focused on mitigating environmental, social, and economic impacts while fortifying our business against the challenges of climate change. Underpinned by our comprehensive sustainability framework, we utilise this blueprint to guide both present and future initiatives, ensuring our port services and value chain activities remain aligned with global sustainability objectives.

This report has been prepared in accordance with the GRI 2021 Universal Standards, an internationally recognised reporting standard that encompasses sustainability disclosures that are relevant for our business. It also incorporates climate-related financial disclosures recommended by the Task Force on Climate-related Financial Disclosures (TCFD), with the long-term goal of progressively aligning with the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosure Standards.

In our pursuit of transparency and accountability, we provide comprehensive insights into our Environmental, Social, and Governance (ESG) performance across PSA SG's port services and value chain activities for the fiscal year spanning 1 January to 31 December 2025. In addition, ESG performance and key initiatives undertaken by other business units in Southeast Asia are highlighted on page 110.

To ensure accuracy, the data within this report has been subjected to a rigorous internal review process, with any historical restatements, standardised units of measure, and conversion factors used clearly documented to maintain data transparency and comparability.

Furthermore, in line with PSA International's (PSAI) dedication to reporting credibility, our Scope 1, 2 and 3 greenhouse gas (GHG) emissions for fiscal year 2025 have been externally assured against the ISO 14064-1:2018 standard. We remain committed to securing external assurance for future reports to further strengthen our disclosure framework.

PSA SG values stakeholder engagement and encourages feedback or inquiries regarding our sustainability practices and disclosures via email at sg.psa.contact@globalpsa.com.



MESSAGE FROM REGIONAL CEO SOUTHEAST ASIA



Welcome to Sustainability 2025 @ PSA SG, our ninth edition.

As we navigate the uncertainties around the world affecting global trade flows, PSA SG recognises our broader responsibility to look beyond operational excellence and act as a catalyst for sustainable trade. By aligning our mission to be the port operator of choice in the world's gateway hubs with environmental stewardship, we ensure that our business remains future-ready.

This annual report provides a comprehensive account of our sustainability performance, demonstrating our progress across environmental, social, and governance priorities. A central pillar of this journey is our climate transition, where we continue to advance towards our net zero by 2050 target relative to our 2019 baseline. By transparently disclosing our progress, we demonstrate our accountability and commitment to drive the sustainable transformation of the maritime industry.

Scaling Our Impact Through Operational Resilience

Our success is defined by our commitment to our customers and stakeholders: to remain a reliable and resilient partner regardless of the geopolitical challenges and structural supply chain volatilities facing the global economy. In 2025, PSA SG focused on demonstrating operational resilience while consistently scaling our impact as a global gateway. This commitment translated into a milestone performance, where we handled an unprecedented 44.5 million TEUs, an 8.7% increase from our 2024 record of 40.9 million TEUs. By consistently reaching new milestones, we strengthen our standing as an essential super hub that powers connectivity throughout PSA's network and the world's supply chains.

Accelerating Our Climate Transition in 2025

The global climate crisis reached a critical inflection point, with the World Meteorological Organization (WMO) and Copernicus Climate Change Service confirming that the year continued the trend of record-breaking global temperatures. This reality reinforced the urgency of our climate transition at PSA SG. We are advancing well on our decarbonisation roadmap that aligns with the global ambitions of the Paris Agreement and the Singapore Green Plan 2030. Our strategy remains focused on reducing our Scope 1 and 2 emissions by 50% by 2030 and achieving net zero emissions by 2050, relative to our 2019 baseline.

Transforming Our Operations for a Greener Future

We are leveraging the synergy between digital innovation and low-carbon energy solutions to drive operational efficiency.

We achieved steady growth in our transition to a cleaner, electrified fleet throughout 2025. We are on track to increase our fleet of electric prime movers (ePMs). Furthermore, we reached a milestone in our crane electrification and hybridisation programme, with 80% of our total crane fleet now operating as electric or hybrid variants, keeping us firmly on track to hit our 90% target by 2030.

Central to this progress is the ongoing operational testing of the battery-swapping system, a key technological pillar to pave the way for wider deployment of prime mover fleet electrification. While our LNG prime mover fleet remained stable at 240 units, we have been proactively laying the groundwork for a zero-emission future. To this end, we have slated an additional 60 ePMs for 2026, which will allow us to deepen our operational trials and prepare for wider integration across our terminal operations.

Driving Collective Impact Through Innovation and Partnership

PSA SG recognises that impactful decarbonisation solutions must be driven through industry-wide collaboration. Through the integration of OptETruck™, SmartBooking™, iBOX™ and iWX, we established a comprehensive digital network that connects terminals, depots, and hauliers across Singapore. This initiative has transformed industry-wide coordination, using AI to eliminate operational inefficiencies and directly reduce Scope 3 emissions within our logistics network.

We also continued to spearhead the integration of hydrogen into port operations through deep-tech partnerships with academia, government, and industry leaders. By concluding our pilot of Liquid Organic Hydrogen Carrier (LOHC) technology and operating the port's first hydrogen refuelling facility, we demonstrated a safe and innovative pathway for clean fuel in horizontal transport. Beyond the technical trials, our collaboration with government stakeholders was instrumental in establishing the first safety standards and operational practices for hydrogen refuelling, providing a critical blueprint that will enable the wider maritime industry to adopt hydrogen solutions at scale.

Setting New Benchmarks for Sustainable Automation at Tuas Port

2025 was a landmark year for Tuas Port, as we celebrated the handling of our 10 millionth TEU and expanded to 12 operational berths.

This growth is built on a foundation of climate resilience, ensuring our operations remain as robust as they are productive. Central to this vision is our commitment to sustainable automation. The launch of the Tuas Tandem 40 Double Trolley Quay Cranes sets new benchmarks for terminal safety and efficiency.

Sustainability at Tuas Port extends beyond the terminal gates to the way our people commute. The Tuas Port Transport Hub (TPTH) commenced operations in 2025 to streamline staff transit. By implementing a data-driven, AI-powered transport planning solution, we optimised bus routes for our extensive staff network.

As we continued to scale our automation, we remained dedicated to our workforce. Over 1,700 employees had successfully transitioned into new, specialised roles, ensuring that our people remain at the heart of our technological evolution.

Pioneering a Future-Ready Gateway for the Global Supply Chain

Development of the PSA Supply Chain Hub @ Tuas (PSCH) is progressing well and is scheduled to start operations in 2027. PSA SG continues to fortify the global supply chain against ongoing volatility by offering integrated logistics services tailored to customers' needs. Beyond expanding our frontline capacity, we have also focused on driving the green transformation of regional logistics. At the Jurong Island Terminal (JIT), we enhanced performance by successfully transitioning cargo from road to sea for the energy and chemicals sector. This model significantly reduced carbon emissions and road congestion while improving operational resilience through new specialised facilities for Dangerous Goods handling.

PSA SG's commitment to building a resilient and sustainable maritime ecosystem was recognised with multiple accolades at the Supply Chain Asia Awards 2025. For the 17th consecutive year, PSA SG was named "Container Terminal Operator of the Year", alongside receiving the "Overall Supply Chain Partner of the Year" award, highlighting PSA's role in driving the transition toward sustainable trade.

Beyond our regional success, PSA's leadership was reaffirmed on the global stage at the 2025 Asian Freight, Logistics and Supply Chain (AFLAS) Awards in Hong Kong. PSA SG was awarded "Best Green Container Terminal" for the second time, reaffirming our steadfast commitment to sustainable port operations. Furthering our mission to build a future-ready logistics ecosystem, PSA SG was also presented with the "Supply Chain Hub Award" at the inaugural Supply Chain Excellence Awards APAC. These awards and accolades recognise our success in creating well-integrated hubs that enhance supply chain reliability and advance the region's maritime infrastructure.



Empowering Our People and Uplifting Communities

The success of our business lies in the vitality of our people. We recognise that sustainable growth is only possible when our workforce is supported by a holistic ecosystem of wellness, safety and inclusion. By embedding mental health awareness and healthy living into our daily operations, we cultivate a workplace that values the individual as much as the professional. Through our dedicated internal support systems and inclusive platforms, such as mental health and caregiver wellness talks, workshops, and peer support programmes, we have ensured that our workforce is respected, resilient, and empowered to thrive both personally and professionally.

To lead the global shift toward sustainability, we are committed to equipping our people with the expertise and skillsets necessary for success. Specialised programmes like Environmental Sustainability Management (ESM) and Greenfish e-Learning have become cornerstones of this effort, providing thousands of employees with actionable knowledge. This integration of professional development and shared values ensures our workforce remains the driving force behind a responsible and future-ready maritime hub.

Our culture of care extends beyond our gates through the 'Doing Good' movement, which celebrated a decade of impact with the 10th anniversary of our flagship Corporate Social Responsibility (CSR) programme, PSA Health@Home. PSA SG has continued to collaborate with industry partners to scale our social and environmental impact. From biodiversity efforts through PSA SG in Bloom, to supporting social mobility through the Howe Yoon Chong PSA scholarship, we have demonstrated that collective action drives the most meaningful change. Our dedication to uplifting communities was recognised with the "Friends of Community Care" award and "Volunteer Partner" accolades from Agency for Integrated Care (AIC), National Council of Social Service (NCSS) and Community Chest.

Steering Toward a Resilient Horizon

Looking ahead, our focus remains on identifying and scaling the technologies that will effectively accelerate our green transition. Our progress is fundamentally powered by the strong synergies we share with our customers, government agencies, and industry partners. In an ever-evolving landscape, we are committed to remaining agile and innovative, ensuring that PSA SG continues to set the standard for excellence.

As we chart our course forward, we remain anchored on three main pillars. Scale – strengthening our capacity and deepening our core capabilities to meet growing demand and manage volatility. Stretch – weaving our strengths together to build greater synergy across our terminals, our port ecosystem and our global network, while enhancing agility through collaboration, automation and digitalisation. Steer – enriching our role as a superhub, enabled by AI and cyber resilience, in alignment with our strategic Node-to-Network vision to connect individual nodes into a coordinated, future-ready network.

As we work as One PSA to redefine the future of trade, I want to express my deepest gratitude to our employees, unions, customers, partners and stakeholders for their unwavering support. Together, we are building a sustainable legacy that will safeguard the global port and supply chain ecosystem for generations to come.



Nelson Quek
Regional CEO Southeast Asia
PSA International



ABOUT THE COMPANY



ABOUT THE COMPANY

Headquartered in Singapore and a wholly-owned subsidiary of PSAI, PSA SG stands as a cornerstone of a leading global port operator and a trusted partner to stakeholders throughout the cargo value chain.

PSAI facilitates seamless trade connectivity by leveraging an expansive network of terminals and deep expertise in marine and digital solutions, effectively bridging the gap between customers and global markets to ensure smooth international trade flows.

With a diverse global portfolio comprising more than 70 deepsea, rail, and inland terminals across 180 locations in 45 countries, PSAI operates strategically significant assets, most notably its flagship operations in Singapore and Belgium. Its global workforce utilises this collective expertise to forge strong partnerships and deliver innovative supply chain solutions that drive sustainable trade and cultivate world-class port ecosystems.

Locally, PSA SG manages the world's largest transshipment hub, ensuring uninterrupted cargo movements across the globe. In 2025, PSA SG achieved a milestone throughput of 44.5 million Twenty-foot Equivalent Units (TEUs), which reflects an increase of 8.7% relative to 2024's performance.

Transcending conventional port operations, PSA SG differentiates ourselves through bespoke mid-mile logistics services supported by cutting-edge digital solutions that capitalise on our port adjacencies. This unique integration provides our customers with unprecedented end-to-end supply chain visibility, reinforcing PSAI's position as the preferred partner for sophisticated port and supply chain operations.



Strategic Resilience in a Dynamic Global Landscape

We recognise that the modern world is characterised by growing complexity and significant uncertainty, particularly through evolving geopolitical dynamics, resource constraints, and economic volatility. Furthermore, the impacts of climate change and shifting talent demands require a proactive and adaptive approach. PSA SG remains dedicated to a strategy that prioritises close collaboration with our customers, partners, government agencies and key stakeholders. This unified approach allows us to anticipate market uncertainties, leverage emerging opportunities, and actively build a more resilient and sustainable tomorrow for the global trade community.

Enhancing Regional Synergy for Smoother Trade Flows



Across Southeast Asia, we are strategically expanding our port ecosystems by leveraging digitalisation and forging partnerships to optimise shipping reliability and network efficiency. Collaborating with CrimsonLogic, PSA Marine and PSA BDP to establish an integrated network in Singapore, we have extended this growth strategy to Indonesia, Vietnam, and Thailand. In these markets, we are integrating inland container depots, warehouses, rail capabilities, and digital solutions directly into our port operations. This interconnected approach maximises synergies between different nodes to create a more efficient regional network and deliver greater value to our customers.

Driving Sustainability Through Digital Innovation



We are committed to developing value-added products that enable our customers to reach their sustainability targets. By utilising digitalisation and market-driven technological advancements, our solutions optimise resource use and improve efficiency while supporting stakeholders through the green energy transition. Continuous investment in our workforce and technology, including various automation projects, remains a core component of our strategy to advance sustainability through digital innovation.

Empowering Our Workforce for a Sustainable Future



Our employees remain our most valuable asset, and we are committed to nurturing a culture of proactive, lifelong learning. We offer extensive upskilling opportunities to empower our staff, deepen their expertise and navigate evolving challenges across all aspects of their work, both locally and across the broader region. By investing in our people's professional development, we strengthen our organisational capabilities and drive our long-term collective success.

Strengthening Supply Chain Resilience and Sustainability



Resiliency, agility and sustainability are at the core of our operations. We have successfully expanded our services beyond traditional port activities to support shippers and cargo owners with efficient, sustainable solutions across the entire supply chain. By leveraging digital technologies, we are building a connected global network that reinforces our position as a robust international port hub. This commitment supports our vision of co-creating a fully integrated ecosystem where all stakeholders are seamlessly connected.



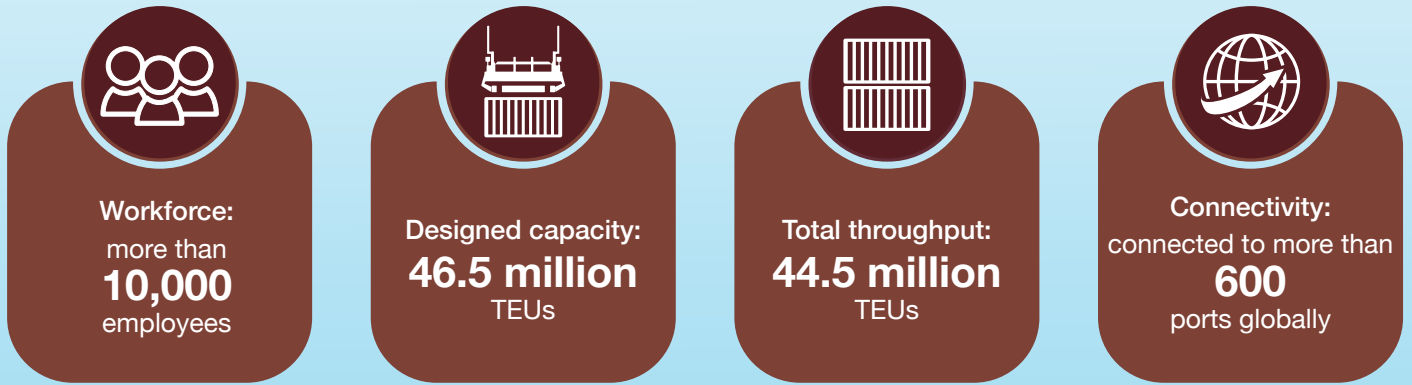
Mission

To be the port operator of choice in the world's gateway hubs, renowned for best-in-class services and successful partnerships.

Our Core Values



Key Figures



Terminals



Key Development & Sustainability Journey

1972

Arrival of first containership in Singapore. Tanjong Pagar Terminal started operations

1991

Keppel Terminal started operations

1992

Brani Terminal opens

1997

PSA corporatises and was renamed PSA Corporation Limited

2015

Official opening of PPT4-6. Adoption of 200 new electric automated yard cranes at these terminals

2014

PSA SG was the first port in the world to have cumulatively handled 500 million TEUs

2003

PSA International Pte Ltd became the main holding company for PSA Group

2000

- Pasir Panjang Terminal (PPT) opens
- Use of electric-based yard cranes for the first time

2017

PSA SG introduces Prime Mover Telematics technology which optimises operational safety by monitoring fleet management and truck locations through data-driven technology

2018

- PSA SG produces our first sustainability report
- PSA SG received the Singapore Environmental Achievement Award (Maritime Category) awarded by the Singapore Environment Council
- PSA SG received the APSN Green Port Award by APEC Port Services Network (APSN)

2019

- The process of replacing diesel RTG cranes with electric RTG cranes began at PPT1-3 and is targeted to complete by 2027
- Official groundbreaking for Tuas Port
- Opening of first food garden at PATIO@PPT Building 3

2021

- First 2 berths at Tuas Port Phase 1 began operations. Tuas Port Maintenance Base – the world's first Super Low Energy Building in a port facility – was opened
- Adoption of new electric automated RMG cranes and battery-powered Automated Guided Vehicles at Tuas Port
- Adoption of LNG fuelled prime movers to replace diesel fuelled PMs at PPT 4-6
- PSA SG was awarded the President's Award for the Environment - the highest environmental accolade to recognise organisations that have made outstanding contributions towards environment and sustainability

2022

- Official opening of Tuas Port, Singapore's next-generation port with automated equipment and integrated operations systems
- Launch of OptETruck™ – a proprietary cloud-based transport management solution for Singapore's haulier sector. Its AI features enable fleet optimisation and a greener footprint
- PSA SG won the SGBC-BCA Business Leadership in Sustainability Transformation Award
- PSA Horizons, our corporate headquarters, achieved carbon neutrality for the second year
- PSA SG was awarded the "Champions of Good" Award by the National Volunteer & Philanthropy Centre

2023

- Tuas Port handled its first million TEUs in February
- PSA SG began trial of battery-powered electric prime movers (ePM) in PPT, with six units onboarded
- Delivery of two units of on-road electric inter-gateway hauliers (eIGH)
- Started ecosystem testing for a fleet of Autonomous Prime Movers (aPM) in mixed traffic conditions
- PSA SG won the "Best Green Container Terminal" for the first time at the Asian Freight, Logistics and Supply Chain Awards
- PSA SG was awarded the Agency for Integrated Care's Friends of Community Care (FOCC) Award, recognising our longstanding contributions to Singapore's community care sector

2025

- PSA SG handled a record annual volume of 44.5 million TEUs
- Tuas Port celebrated the handling of 10 million TEUs in February and has 12 operational berths by year end
- Six terminal battery-powered ePMs and two eIGH were trialled at Pasir Panjang Terminal, supported by Singapore's first Battery Charging and Swapping Station
- Conclusion of Singapore's first hydrogen Proof-of-Concept for horizontal port transportation
- Celebrated the 10th anniversary of our flagship CSR programme, PSA Health@Home (H@H)
- PSA SG was awarded the FOCC Award for the third time and the "Volunteer Partner" Award by the National Council of Social Service
- PSA SG received the "Best Green Container Terminal" for the second consecutive time

2024

- PSA SG handled 40.9 million TEUs
- Tuas Port had 11 operational berths by year end
- Groundbreaking for PSA Supply Chain Hub @ Tuas in October
- PSA SG introduced "Agreed Berthing Time" to complement OptEVoyage solution, enabling vessels to arrive just-in-time in Singapore port
- Announced the expansion of PSA Jurong Island Terminal to meet growing demand for sustainable, resilient supply chain solutions
- PSA SG was awarded the "Champions of Good" award by the National Volunteer & Philanthropy Centre for the second time

OUR APPROACH TO SUSTAINABILITY



In This Section

- Approach to Sustainability
- Sustainability Strategy Framework
- Material Sustainability Topics
- Stakeholder Engagement
- Sustainability Governance

APPROACH TO SUSTAINABILITY

In response to an evolving sustainability landscape marked by heightened regulatory requirements, rising investor expectations, and the profound impacts of climate change, PSA SG is proactively developing strategies to embed sustainability into every facet of our business. This integration is designed to bolster operational resilience and support the global transition toward a sustainable future. Our objectives are strategically aligned with the six United Nations Sustainable Development Goals where we can deliver the most significant impact. Furthermore, we remain committed to supporting Singapore's national efforts to build a sustainable and climate-resilient nation.



7 Affordable and Clean Energy



11 Sustainable Cities and Communities



8 Decent Work and Economic Growth



12 Responsible Consumption and Production



9 Industry, Innovation and Infrastructure



13 Climate Action



SUSTAINABILITY STRATEGY FRAMEWORK

Developed in 2020, PSAI’s Sustainability Strategy Framework serves as the primary blueprint for guiding sustainability initiatives across our global operations. PSA SG is dedicated to aligning with these group-wide goals and aspirations by translating them into decisive actions within our local operations. Through this commitment, we actively contribute to the broader sustainability objectives of the Group and ensure our efforts remain consistent with our global vision.

Strategic Growth Drivers Creating Sustainable Value



Underpinned by Business Fundamentals Stewarding Responsible Business



MATERIAL SUSTAINABILITY TOPICS

PSAI conducts regular materiality reviews, with the most recent assessment completed in 2022, to identify and prioritise the environmental, social, economic, and governance topics that most significantly influence our operations and stakeholders. The materiality reviews aim to account for any changes in the sustainability landscape and industry that may have an impact on material topics identified. The review adopts a “double materiality” approach, whereby the potential impact of these topics on PSAI’s financial performance (“financial materiality”) and the effects of PSAI’s operations on the environment and society (“impact materiality”) were assessed.




The materiality review involved extensive engagement with a broad range of key stakeholders, including board members, senior management, employees, unions, investors, customers, suppliers and regulatory authorities. Following validation and approval by PSAI Board of Directors and Senior Management Council, these material topics were established as the guiding ESG principles for our global operations.


Recognising the importance of a localised perspective, PSA SG has further reviewed and adapted these group-wide material issues to ensure they accurately reflect the specific operational and regulatory context in Singapore.

PSA SG maintains close alignment with the group-wide material topics, with specific adjustments to better suit our local operational landscape.








PSA SG has verified that the following material ESG topics continue to be relevant for the 2025 fiscal year, accurately capturing the shifts in the industry landscape and our current operational priorities. To demonstrate our commitment to sustainable growth, we have embedded our key goals and performance milestones related to these topics directly into our sustainability strategy and reporting. This approach ensures our disclosures remain transparent and aligned with the issues that matter most to our business and stakeholders.

Environmental








Material Topic	Description of Material Topic
 <p>Climate Change Adaptation</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>Emissions and Energy</p>	<p>Reducing GHG emissions across our businesses and supporting the decarbonisation of the shipping and logistics industry. Reducing our energy consumption and intensity by harnessing energy-saving and efficiency technology, as well as increasing the use and generation of renewable energy.</p>
 <p>Waste Management and Recycling</p>	<p>Adopting more circular approaches to optimise resource use, minimise the waste generated in our operations and increase recycling. Examples include refrigerant reclamation, materials upcycling, and reuse.</p>

Material Topic	Description of Material Topic
 <p>Water Use and Pollution</p>	<p>Ensuring efficient use of water, water conservation efforts and responsible management of wastewater discharge.</p>

Social




Material Topic	Description of Material Topic
 <p>People Development</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 and supports our people to do their best work.</p>
 <p>Occupational Health & Safety</p>	<p>Ensuring the highest standards of health and safety for workers across our operations.</p>
 <p>Green Port Culture</p>	<p>Cultivating a generative culture where our people are green-minded, green-skilled, and green-motivated.</p>
 <p>Employee Diversity and Inclusion</p>	<p>Creating a workplace environment that respects and promotes diversity and inclusion.</p>
 <p>Labour Relations and Worker Wellbeing</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>Environmental Protection</p>	<p>Protecting our people through protecting the work environment they are in by ensuring that the air quality and boundary noise level are within healthy limits with good haze response management in place.</p>
 <p>Community Relations</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>




Governance

Material Topic	Description of Material Topic
 <p>Optimisation of Global Supply Chains</p>	<p>Driving sustainability improvements in shipping and logistics supply chains by working with suppliers, partners and customers on route optimisation and alternative transport options for better efficiency and safety. Examples include intermodal solutions (shift from trucking to trains/vessels), technology-enabled control tower, etc.</p>
 <p>Innovation & Technology</p>	<p>Innovating and harnessing technology to drive digitalisation and create more efficient and sustainable operations.</p>
 <p>Ethical Business Conduct</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>Sustainable Procurement</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>Sustainable Port Development</p>	<p>Ensuring that the planning, design and development of port infrastructure and operations consider and addresses the environmental impacts from land development and reclamation.</p>
 <p>Port Security</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>Cybersecurity and Data</p>	<p>Protecting our business systems and ensuring data privacy through adoption of robust cybersecurity measures.</p>



STAKEHOLDER ENGAGEMENT

Stakeholder Group	Basis of Identification & Selection	Frequency & Mode(s) of Engagement	Topics of Concern
<p>Employees</p> 	<p>Employees are the heart of our organisation and are essential in creating value and bringing success.</p>	<ul style="list-style-type: none"> • Employee Opinion Poll. • Volunteering opportunities (e.g. H@H Initiatives, Go Green CSR). • Workshops (e.g. Starfish Safety Workshop). • Staff Engagement Sessions (e.g. Safety Walkabouts, Lunch Time Talk). • Staff Communications (e.g. internal publications such as Portraits and Newsletters). 	<ul style="list-style-type: none"> • Equal opportunities for growth and development. • Health, safety and wellbeing. • Supportive work environment. • Doing good for the community.
<p>Customers</p> 	<p>We strive to provide world-class port services for our customers and establish meaningful collaborations with them to meet their changing needs.</p>	<ul style="list-style-type: none"> • Annual celebratory dinners (e.g. Lunar New Year). • Annual engagement events (e.g. Golf Invitational, Chill Out event). • Go Green CSR activities (e.g. beach cleanups). 	<ul style="list-style-type: none"> • Raising awareness about sustainability in shipping, logistics and supply chains. • Innovative end-to-end supply chain solutions.
<p>Suppliers</p> 	<p>We collaborate with our suppliers to identify and address ESG gaps and opportunities to drive ecosystem wide changes in the shipping and logistic supply chains.</p>	<ul style="list-style-type: none"> • Suppliers' Code of Conduct (SCC). • ESG and GHG Emissions Questionnaires. • Enhance data and information collection platform to streamline ESG data and information collection from selected suppliers. • Online Engagement workshop with Labour Suppliers in 2025. 	<ul style="list-style-type: none"> • Bringing suppliers alongside PSA SG's sustainability journey. • Minimising environmental impacts and creating positive social impacts by identifying and monitoring key ESG gaps. • Sharing resources to spread ESG awareness.

Stakeholder Group	Basis of Identification & Selection	Frequency & Mode(s) of Engagement	Topics of Concern
<p>Community Groups</p> 	<p>We work with various Residents' Committees (RC), and Residents Network (RN) along the Southwest CDC/Central Areas to keep residents staying near the port areas updated on the developments.</p>	<p>Port visits were conducted for residents staying near Pasir Panjang Terminal to engage and keep them informed on the port's developments, as well as for their understanding.</p>	<p>Improving the public's perception and understanding of the port and its operations.</p>
<p>Institutes of Higher Learning (IHL)</p> 	<p>We also collaborate with Institutes of Higher Learning (IHLs), and organisations on mutually beneficial projects and explore possible technological advancements.</p>	<p>Areas and format of collaborations are agreed upon with work group meetings arranged as and when required.</p>	<p>Decarbonisation pathways.</p>
<p>Authorities</p> 	<p>We work with the relevant authorities such as the Ministry of Transport (MOT) and the Maritime and Port Authority of Singapore (MPA) who regulate and license port and marine services, and facilities in Singapore, also managing vessel traffic in Singapore's port while ensuring safety and security.</p> <p>We also liaise with Ministry of Sustainability and the Environment (MSE), National Environmental Agency (NEA), PUB and NParks to collaborate on outreach efforts.</p>	<p>Close collaboration and coordination with ministries and agencies through visits, meetings and events at different levels.</p> <p>As and when there is nation wide initiative such as Go Green SG, SG World Water Day.</p>	<p>Maintaining the safety and security of port and marine services in Singapore and for our people to be more sustainability focused.</p> <p>Supporting alignment of Singaporeans and residents and encourage them to live sustainably.</p>

SUSTAINABILITY GOVERNANCE

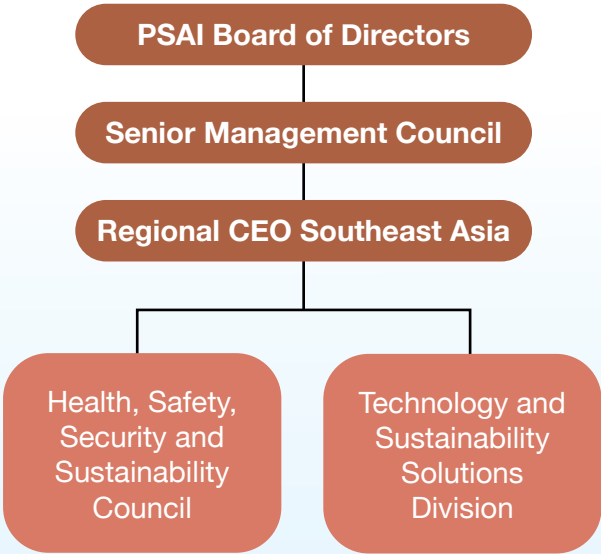
The PSAI Board recognises sustainability as a vital business imperative. To ensure the effective oversight of sustainability and climate-related risks and opportunities, we have established a formal governance structure that clearly defines the roles and responsibilities of all key parties.

PSA SG maintains full alignment with the Group's established policies and procedures. The PSAI Board of Directors hold ultimate oversight of sustainability and climate-related matters, and the integration of sustainability into core business strategies. To manage climate-related risks and opportunities effectively, we follow the Group's Climate Response Management System (CRMS). Managed by Group Sustainability (GSUS), this system ensures coordinated climate mitigation and adaptation efforts across all operations.

Detailed information regarding the Board's composition, competencies, and specific responsibilities is available on page 12 to 14 of the PSAI Annual and Sustainability Report 2025.

Technology and Sustainability Solutions Division (TSUS)

TSUS directs and implements sustainability initiatives across PSA SG operations. TSUS consists of four specialised departments: Engineering and Equipment Development, Smart System Solutions, Sustainable Business Practices and Partnerships, and Sustainability Planning and Development.



TSUS collaborates with internal and external stakeholders to develop comprehensive sustainability policies that reflect the mission and values of PSA SG. A primary focus is setting ambitious GHG emission reduction targets, which is supported by rigorous systems for measurement, reporting, and verification. We maintain a robust governance structure across all material ESG focus areas. Specific divisions are held accountable for managing ESG matters within their respective domains, ensuring that sustainability is integrated into every function. By collaborating across departments, we drive initiatives such as sustainability education, streamlined data collection, and the development of carbon abatement technologies to mitigate climate risks across PSA SG and our broader value chain.

Beyond internal alignment, TSUS actively engages with external stakeholders, including regulatory authorities, Institutes of Higher Learning (IHLs), the maritime community, and industry experts to foster innovation and accelerate sustainability progress. By leveraging these collaborative networks, PSA SG drives the development of new technologies and large-scale sustainability initiatives that benefit the entire maritime ecosystem.

In line with our commitment to managing sustainability risks and empowering employees to lead green initiatives, PSA SG has integrated ESG-linked key performance indicators (KPIs) into our remuneration policy. These KPIs are a core component of employee performance evaluations with outcomes linked to annual performance management and appraisal processes, as well as performance-related remuneration and bonuses.

This ensures our workforce remains motivated and aligned with the continuous progress required for our sustainability journey.

TSUS provides regular sustainability updates directly to the Regional CEO Southeast Asia to ensure these issues remain a strategic priority with proper oversight. At PSAI, the Senior Management Council (SMC) and GSUS review and steer all sustainability and technology activities. The Regional CEO Southeast Asia is a member of the SMC, and TSUS contributes its expertise to GSUS to support broader group objectives.

Health, Safety, Security and Sustainability (HSSS) Council

The HSSS Council is chaired by the Regional CEO Southeast Asia and includes unions' leaders, all heads of divisions and relevant personnel supporting the HSSS functions in PSA SG. The HSSS Council focuses on staff outreach, including efforts to raise awareness, training and education, as well as employee engagement. Members from the HSSS Council meet quarterly to provide updates and guidance on HSSS performance and initiatives at PSA SG.

Through our established governance structure and well laid-out roles and responsibilities, PSA SG is driving sustainability efforts that align with and contribute to the broader sustainability goals of the Group.



ENVIRONMENT



In This Section

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

CLIMATE CHANGE ADAPTATION

Why It Is Important

Global supply chains are increasingly vulnerable to disruption from acute and chronic climate hazards. Physical impacts, including storm damage to ports and warehouses and sea level rise, directly threaten business continuity. Concurrently, environmental changes like floods and droughts impede crucial transit routes, causing widespread delays in the movement of goods. These operational challenges bear a direct negative impact on our stakeholders, encompassing our business partners, consumers, and the local communities reliant on our presence. Furthermore, external forces, specifically regulatory shifts, technological advancements, and evolving stakeholder mandates, present material financial risks that could impact PSA SG's revenue, cost structure, and capital expenditure planning.

PSA SG acknowledges the necessity of robust climate adaptation strategies to build operational resilience and protect the integrity of our assets against these interconnected threats.

Our Approach

Underpinning our commitment to operational resilience is a comprehensive climate strategy aligned to the Taskforce on Climate-related Financial Disclosures (TCFD) framework. Through disciplined identification and assessment of climate-related risks, we have successfully implemented adaptation and mitigation measures that strengthen the sustainability of our business activities. With the TCFD recommendations now being transitioned under the governance of the International Sustainability Standards Board (ISSB), PSA SG is dedicated to gradually improving our climate-related disclosures to meet the rigour and requirements of the new IFRS S2 Standards.



Governance

The robust management and strategic oversight of climate-related opportunities and risks are mandated by PSA SG's established sustainability governance structure (detailed on page 22 to 23). Cross-functional teams are tasked with implementing this strategy collaboratively, ensuring the realisation of our defined climate objectives and targets.

The sustainability strategy's development and execution are steered by the PSAI Board of Directors, which operates as part of the wider PSAI's structure. Their mandate ensures that climate considerations are fully embedded within our overarching business strategy. The Board actively guides PSAI's decarbonisation pathways including that of PSA SG's, receiving dedicated updates on sustainability initiatives and offering strategic direction on a regular basis, supported by the Regional CEO Southeast Asia's role on the SMC.

Coordination across the entire Group is maintained through PSAI's CRMS. This mechanism is crucial for aligning all climate mitigation and adaptation activities, containing our key climate-related targets, and the effective management of associated risks and opportunities. The CRMS is overseen by the GSUS, which provides regular progress updates to the Group's SMC. PSA SG provides the GSUS with consistent feedback, including detailed findings and recommendations regarding our local climate adaptation efforts.

Operational execution and the management of regional sustainability and climate impacts are driven by the TSUS. This team champions the implementation of initiatives throughout PSA SG's operations and supports strategic development through extensive internal and external stakeholder engagement. The planned decarbonisation pathways and strategies to achieve 2030 targets and mitigate potential climate-related risks are outlined in the Annual Energy Transition Plan. Key activities include formulating GHG reduction targets, underpinned by rigorous measurement, reporting, and verification protocols. Sustained cross-divisional collaboration facilitates the advancement of sustainability across PSA SG and our value chain, specifically through educational programmes, essential data gathering, and the advancement of innovative carbon abatement technologies critical for mitigating climate risks.

Strategy

PSA SG employs a proactive approach to identify and assess both the current and prospective impacts of climate-related risks and opportunities across our strategy and business model. The key strategies and transition plans are developed based on projected technology adoption rates (i.e., market availability), cost trajectories for low-carbon technologies, adoption costs, impacts on business operations, and targets for reducing greenhouse gas emissions.

In 2022, we executed a rigorous climate scenario analysis designed to stress-test our terminal operations against potential extreme weather events. Referencing international best practices and aligning with PSA's long-term net zero carbon emissions target, we utilised the two contrasting scenarios defined in the IPCC Sixth Assessment Report (2021): SSP 1-2.6 (Sustainability) and SSP 5-8.5 (Fossil-fuelled Development). The SSP 1-2.6 scenario represents a low-carbon trajectory emphasising stringent decarbonisation, sustainable development policies, and global cooperation, aiming to stabilise warming below 2°C by 2100. Conversely, the SSP 5-8.5 scenario represents a high-emissions, resource-intensive growth path leading to global warming potentially exceeding 4°C by 2100. In our assessment, we assume PSA SG remains committed to achieving net zero carbon emissions and adapts our business model and operations, regardless of climate scenarios.



Under the framework of these two scenarios, PSA SG has analysed the exposure of potential climate impacts on operations. The assessment utilised short, medium, and long-term time horizons, specifically chosen to align with PSA SG's business planning cycles, Singapore's national mid-term commitments, and global Net Zero objectives. These timeframes were chosen based on the characteristics of PSA SG's assets, carbon emissions reduction targets, and the accessibility of climate science data. For physical risks, the medium-term is defined as the end of the port concession, while the long-term corresponds to the end of the design life of physical infrastructure, reflecting the nature of our assets. In contrast, for transition risks, the medium-term is set for 2030 and the long-term for 2050.

This comprehensive analysis enabled the classification of risks into two main categories: physical risks (e.g., chronic issues like rising temperatures and acute events like extreme storms) and transition risks (e.g., changes stemming from societal shifts, new regulations, and economic movement toward a greener economy).

We have reviewed and localised the identified risks, contextualising them specifically for our Singapore operations. PSA SG recognises that effective risk management demands continuous tracking and mitigation of climate hazards with the highest potential direct and cumulative impact. Our risk management process is holistic and encompasses risk identification, protection, detection, response, and recovery.

As part of the annual review of the Energy Transition Plan, relevant project teams and business units will identify and allocate the necessary capital and operational expenditures (including manpower needs) during the budget exercise and seek external funding when applicable.

This involves endorsement at the relevant forums with the appropriate teams and is subject to approval by the SMC as well as the PSAI Board of Directors.

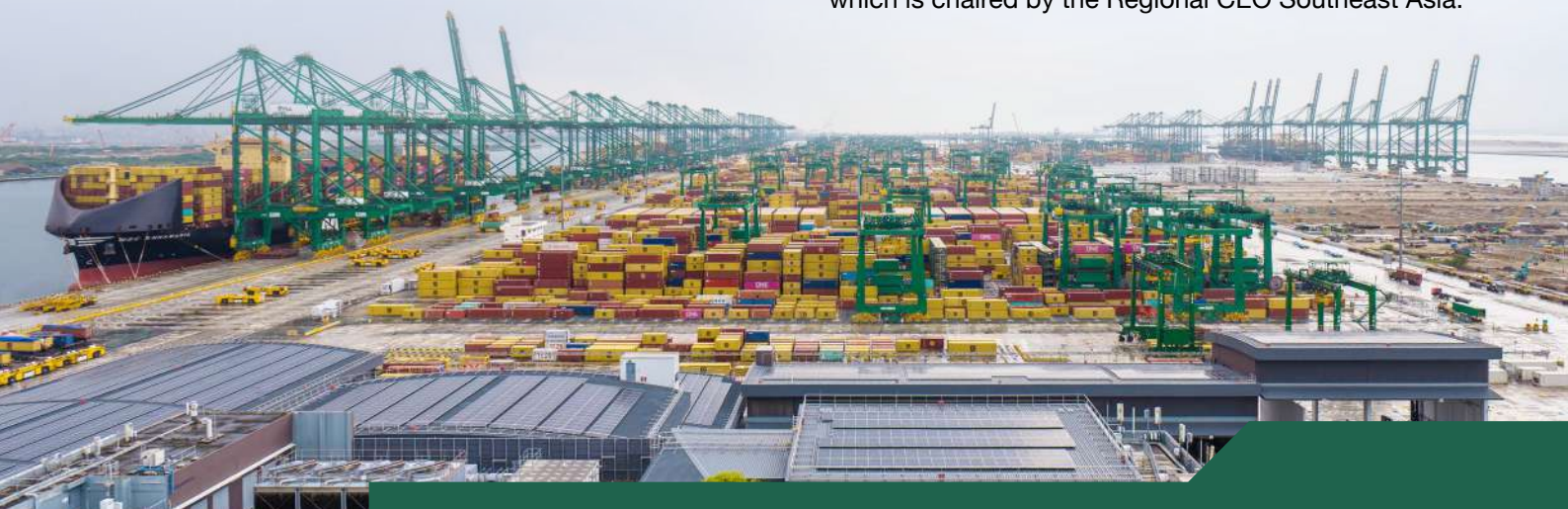
This plan depends on several critical factors, including technological, financial, regulatory, and supply chain considerations, as well as their impact on business operations. Reasonable assumptions were made on the projected technology adoption rates (i.e., market availability), cost trajectories for low-carbon technologies, adoption costs, impacts on business operations, and targets for reducing greenhouse gas emissions.

Our strategic vision allows us to mitigate climate-related risks by transitioning from individual terminal "nodes" to a coordinated and intelligent "network." This integrated ecosystem allows for the dynamic redirection of trade flows and the scaling of sustainable technologies across the entire supply chain.

In 2023, PSA SG conducted Climate Change Risk Assessment and Adaptation exercises at Pasir Panjang Terminal and Tuas Port to enhance terminal resilience to climate change. The assessments informed near-term adaptation actions, longer-term resilience planning, and climate considerations integrated into the design of future port facilities.

Crucially, we have collaborated with Singapore's national bodies, including the Maritime and Port Authority of Singapore (MPA) and PUB, Singapore's National Water Agency. This partnership is vital for strengthening the resilience of our terminals, particularly by building the capacity of our engineering and risk teams to assess and respond effectively to the impacts of sea-level rise and changing precipitation patterns.

Enterprise-wide risks including sustainability-related risks, are formally assessed and reported to Group Risk Management quarterly. The information is subsequently used to inform the Audit, Risk & Finance Committee at PSAI board level. Furthermore, PSA SG's overall risk profile is presented twice a year to the Risk Council, which is chaired by the Regional CEO Southeast Asia.



Physical risks

Category	Description	Potential Long-term Impact(s)
Acute physical risks	Extreme weather risks (wind, storms).	Operational difficulties, damage to infrastructure/container handling equipment, disruption to supply chain and shipping schedules.
Chronic physical risks	Rising mean sea levels.	Increased risks of coastal inundation of quay infrastructure and flooding risks.
	Rising mean temperatures.	Loss of workforce productivity, higher occurrence & intensity of transboundary haze events.

Transition risks and opportunities

Category	Description	Potential Short- and Mid-term Impact(s)
Policy/legal risks	Rapidly evolving regulatory and legal landscape over climate and ESG issues.	Risks emerging from current and future carbon taxes with increased compliance reporting requirements impacting supply chains and terminal operations, escalating compliance requirements relating to climate and ESG issues.
Market risks	Changing market preferences and demographics.	<p>Customers, including shipping lines and cargo owners, are increasingly considering environmental factors in their supply chain decisions.</p> <p>Opportunity: The growing focus on sustainability provides emerging market opportunities via green supply chain initiatives such as participation in end-to-end green shipping lanes.</p>
Technology risks	Rapidly evolving innovation and technological developments.	<p>The transition to a low-carbon economy is driving technological advancements, such as the development of electric and autonomous vehicles, digitisation, and smart port technologies. However, adopting these technologies can be costly and entail significant adaptation efforts, including retraining of workforce.</p> <p>Opportunity: Enhancement of productivity, competitiveness, and sustainability of operations through right application of technologies.</p>
Reputational risks	Failure to meet compliance, societal and stakeholder expectations on material ESG matters such as climate response.	PSAI's brand name and reputation are critical to maintaining stakeholder relationships, including talents, solution partners and customers. A weakened brand name and reputation may also decrease our ability to recruit and retain talents.

PSA SG's forward-looking climate strategy addresses the dual challenges posed by physical climate risks and transition market impacts. Our long-term commitment involves substantial absolute emission reductions from our 2019 baseline, targeting a 50% decrease by 2030 and a 75% decrease by 2040, culminating in net zero emissions by 2050, even as we anticipate continued growth in operations.

Achieving these stringent targets is underpinned by three defined strategies:

- 1 Implementing fleet optimisation by substituting conventional diesel with lower-carbon fuels and integrating hybrid yard cranes into our equipment profile.
- 2 Systematically replacing our diesel-operated fleet (including prime movers and yard cranes) with electric and hybrid equipment to maximise port electrification.
- 3 Enhancing our procurement of green electricity to decrease our Scope 2 emissions as our electrification efforts are expected to elevate Scope 2 emissions to nearly 60% of our combined Scope 1 and 2 emissions.

Further information detailing the execution of these strategies can be found in the Emissions and Energy performance data, commencing on page 31 to 36.



Risk Management

Maintaining high operational resiliency is fundamental to PSA SG's climate response strategy, which is anchored by a sophisticated and secure risk management protocol. Through systematic hazard evaluation, we can develop and deploy a comprehensive suite of mitigating measures to fortify our assets.

Our entire organisation operates under the discipline of the Group's risk management processes, with the Enterprise Risk Management (ERM) Framework defining the methodology for assessing and governing all organisational exposure. Both Corporate Centre functions and operational business units bear the mandated responsibility of tracking and documenting material risks in individual registers, which are then amalgamated into the centralised organisational risk profile. The Audit, Risk & Finance Committee is kept continuously abreast of all primary risks identified across the Group. Key sustainability and climate-related hazards including those associated with governance, cybersecurity, and HSSS (Health, Safety, Security and Sustainability) are explicitly captured within this comprehensive ERM structure. To maintain relevance and foresight, these identified exposures undergo a thorough biannual review process, ensuring consistent quantification, control assessment, and integration into our strategic planning cycles. Led by the Group, PSA SG is part of an ongoing review to integrate climate-related risks into the Group-wide ERM framework, to enhance governance and coordinate risk management.

The quantification of overall risk materiality is determined using a Risk Assessment Matrix (RAM), which applies both qualitative and quantitative thresholds to determine risk materiality. This tool assigns a score based on the likelihood and severity of consequences measured across people, reputation, environmental impact, and financial value relative to the event's likelihood. Emerging risks and critical trends are channelled to the Audit, Risk & Finance Committee via Group Risk Management. We prioritise the maintenance of a safe and secure operating environment, enforcing a minimal tolerance for HSSS risks while adopting a structured approach to analysing significant inherent sustainability and HSSS risks to safeguard our operational resiliency and minimise impact to the environment and people. Further details on PSA's RAM can be found on page 54 of the PSAI Annual and Sustainability Report 2025.

For managing physical hazards related to climate change specifically, we leverage PSAI's dedicated Climate Risk Assessment and Adaptation (CRAA) Framework. This specialised framework provides the necessary guidance to embed identified risks into the engineering specifications for Tuas Port and concurrently dictates the essential adaptation measures for our existing Pasir Panjang Terminal. The framework was formulated through collaboration with external subject matter experts, augmented by input from internal specialists in Group Civil Engineering and Group Risk Management.

During the CRAA assessment of physical climate risks (i.e. weather risks) to PSA SG's assets, we adopted a data-driven analysis which considers factors such as climate change hazards, lifespan of asset, cumulative likelihood of life of asset and justification and specific vulnerabilities. The resulting RAM score serves as the determinant for subsequent risk treatment actions. Due to the significance of climate effects to port development and operations, these risks are closely monitored at the Group level through the relevant risk indicators. Detailed information regarding the CRAA process is available on page 55 of the PSAI Annual and Sustainability Report 2025.

Operationally, we sustain the deployment of key adaptation tactics (categorised by the risk philosophies of avoid, mitigate, transfer, and accept) for e.g., storm tie-downs to control our climate exposure. This forward-looking commitment ensures the continuity of our operations by proactively enhancing infrastructure resilience beyond baseline and existing business controls.



Metrics & Targets

PSA SG continuously evaluates and monitors our climate-related risks by tracking several critical environmental metrics. These include energy consumption, Scope 1, 2, and pertinent Scope 3 GHG emissions, renewable energy generation, water consumption, and total waste generated. To guarantee consistency and accuracy in our reporting, the methodology used to scope, measure, and calculate PSA SG's GHG emissions strictly adheres to the GHG Protocol Corporate Accounting and Reporting Standard, an internationally recognised framework. These fundamental metrics are disclosed annually within PSA SG's sustainability report to ensure complete transparency.

Accountability and strategic progress are maintained through rigorous internal reporting. GSUS provides a dedicated monthly emissions report, which incorporates PSA SG's carbon figures, directly to the PSAI Board and SMC. This process enables PSA SG to comprehensively assess performance against our long-term targets and evaluate the efficacy of current policies and decarbonisation initiatives. Furthermore, all business units are required to develop and submit detailed Energy Transition Plans, outlining specific actions and strategies designed to reduce emissions and mitigate potential climate-related risks.

PSA SG maintains unwavering commitment to supporting PSAI's overarching goal to fully electrify operations and achieve absolute net zero emissions by 2050.

For a detailed review of PSA SG's climate-related metrics, targets, and performance results, please consult the Emissions and Energy, Waste Management and Recycling, and Water Use and Pollution sections on page 31 to 40.

EMISSIONS AND ENERGY

Why It Is Important

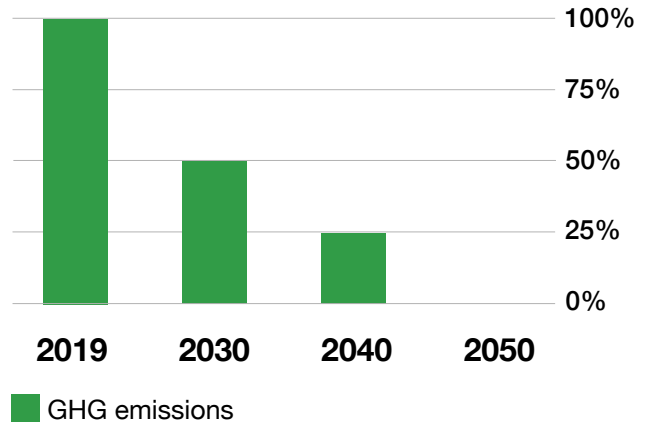
The global ports and logistics industry is under imperative pressure to adopt immediate and effective climate action, ensuring alignment with international targets to curb global warming and mitigate its severe impacts. This accelerated push for decarbonisation stems from a convergence of factors: increasingly stringent regulatory mandates, heightened expectations from stakeholders, and a rising public consciousness regarding environmental challenges. Given the sustained expansion of global trade, the environmental footprint associated with logistics operations is subject to intense scrutiny, compelling PSA SG to proactively integrate and implement more sustainable operational practices.

Our Approach

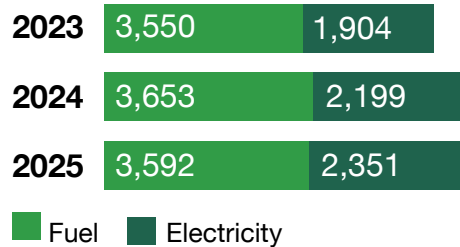
Decarbonisation is recognised as an essential element for both fulfilling compliance obligations and significantly enhancing the operational resilience of our business against escalating climate-related risks. PSA SG is committed to contributing effectively to the global climate crisis solution. In direct alignment with the objectives of the Paris Agreement and the Singapore Green Plan 2030, we are rigorously measuring and managing our emissions and energy consumption. We are actively deploying tangible decarbonisation initiatives designed to achieve net zero emissions by 2050.

Targets

Reduce absolute Scope 1 and 2 GHG emissions from 2019 baseline.



Energy Consumption (TJ)¹



In 2025, PSA SG consumed 5,943 TJ of energy.

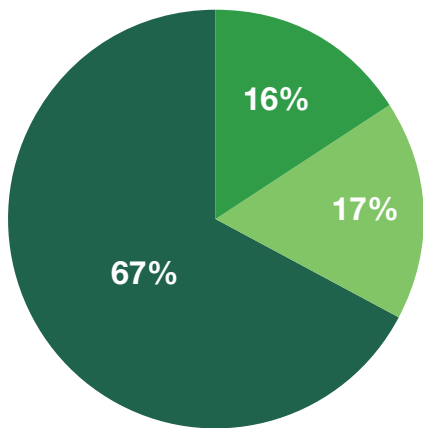
¹ Energy consumption is reported on a 100% operational control basis, without equity adjustments. Fuel includes diesel and LNG and electricity includes purchased and self-generated electricity.



Total Carbon Emissions Footprint in 2025

PSA SG demonstrates a strong commitment to transparent and accountable GHG reporting. Since 2020, we have consistently disclosed our Scope 1 and Scope 2 emissions. Our reporting completeness significantly advanced in 2022 with the completion of our Scope 3 GHG emissions screening exercise, enabling us to fully report our entire GHG footprint in 2023, aligned with the GHG Protocol standard.

Composition of Total GHG Emissions (%)



■ Scope 1 ■ Scope 2 ■ Scope 3

To underpin this commitment, we have established a robust methodology that ensures the accurate quantification and reporting of all GHG-related information. This internal process aligns with the stringent principles mandated by the International Organisation for Standardisation (ISO) 14064-1:2018, covering transparency, relevance, completeness, consistency, and accuracy. PSA SG was formally awarded the ISO 14064-1:2018 verification statement.

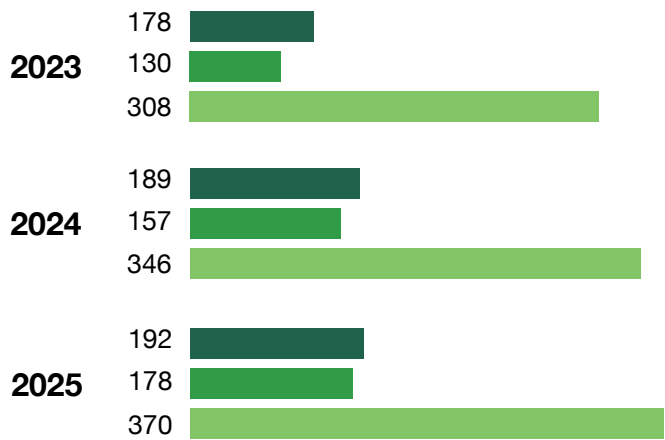
Driven by our goal of achieving net zero emissions by 2050, PSA SG is continually exploring and implementing measures to decarbonise our port operations. We remain dedicated to achieving our crucial near-term target of reducing our combined Scope 1 and 2 GHG emissions by 50% by 2030, measured against our 2019 baseline.

² Scope 1 and 2 GHG emissions are computed based on an equity share consolidation approach. Gases included in the calculation are CO₂, CH₄ and N₂O, HFCs, PFCs, SF₆ and NF₃. Emission factors for fuel were sourced from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and the UK Department for Environment, Food and Rural Affairs - DEFRA (2025).

Scope 1 and 2

The total Scope 1 and 2 GHG emissions for PSA SG in 2025 was 370 ktCO₂e, based on equity share approach, which represented a 7% increase from 2024. The increase was mainly contributed by the increase in Scope 2 with electrification and more throughput volume handled at fully electric Tuas Port and a corresponding decrease in throughput handled at City Terminals with mostly diesel-powered container handling equipment.

Scope 1 and 2 GHG Emissions² (ktCO₂e)



■ Scope 1 ■ Scope 2³ ■ Scope 1 and 2³

Currently, PSA SG's Scope 1 GHG emissions account for 52% of our total Scope 1 and 2 footprints. The predominant source for these direct emissions is the combustion of diesel fuel in our container handling fleet, including yard cranes and prime movers.

The remaining 48% of our total Scope 1 and 2 footprints is derived from Scope 2 emissions (indirect emissions from purchased electricity). The main drivers for this category are electricity consumption for reefer points and the operation of our existing electric container handling equipment, such as quay cranes, yard cranes, and Automated Guided Vehicles (AGVs).

³ PSA SG adopts a market-based emission approach for the accounting of Scope 2 GHG emissions.

As a core element of our decarbonisation strategy, PSA SG is actively working to reduce our Scope 1 emissions. This is achieved through the increased deployment of electric-powered yard cranes, including electric-automated rubber-tyred gantry cranes, rail-mounted gantry cranes, and bridge cranes. Our transition plans prioritise the progressive conversion to electric and hybrid yard cranes and the strategic shift of container volume handling to Tuas Port, which operates entirely on electric power.

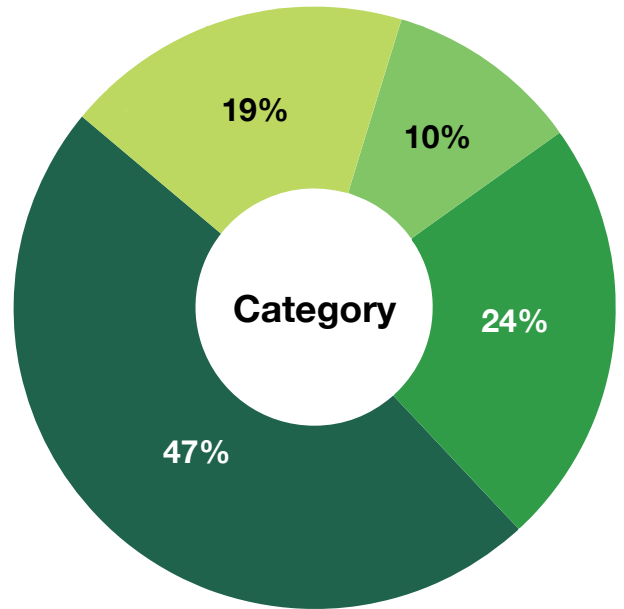
In 2025, more than 20% of PSA SG’s volumes are handled at Tuas Port. This transition is accelerating rapidly; for terminal operations alone, the electric Prime Mover (ePM) fleet is projected to expand significantly from the current 6 units to 60 units in 2026. Consequently, we project that Scope 2 emissions will likely constitute 60% of the total Scope 1 and 2 emissions in the near future, reflecting the successful electrification of our fleet.



Scope 3

Our commitment to reporting transparently is fully extended to our GHG emissions inventory, which now incorporates all material Scope 3⁴ categories that directly reflect our operational influence. Our primary focus is on Category 9 (Downstream Transportation and Distribution), covering GHG emissions generated by vessels at berth and by haulage vehicles operating within our terminal boundaries. The remaining Scope 3 inventory categories have been excluded: Category 8 (Upstream Leased Assets), 10 (Processing of Sold Goods), 12 (End-of-Life Treatment of Sold Goods), 13 (Downstream Leased Assets), 14 (Franchises), and 15 (Investments).

This exclusion is justified as PSA SG does not engage in leasing assets (in or out), manufacturing products, selling retail goods, or owning franchises. Overall, our comprehensive Scope 3 emissions totalled 745 ktCO₂e and the top 3 categories are presented in the following chart.



- CAT 9: Downstream Transportation & Distribution
- CAT 2: Capital Goods
- CAT 1: Purchased Goods & Services
- Others

⁴ PSA SG’s Scope 3 GHG emissions are computed based on an equity share consolidation approach. Emission factors for Scope 3 emissions were sourced from the GHG Protocol and DEFRA Global warming potential of gases were obtained from IPCC’s Fifth Assessment Report (AR5).

Key Pathways to Achieve Our Decarbonisation Goals

Our decarbonisation pathway can be summarised by our three key strategies.

Greening Horizontal Transport

We are actively advancing several green projects, scheduled for completion between 2029 and 2030, specifically designed to substantially curtail GHG emissions at the Pasir Panjang Terminal with room to implement in Tuas Port. The central strategy involves transitioning terminal equipment and vehicles to cleaner energy sources. By systematically replacing diesel-powered Container Handling Equipment (CHE) with electric variants and sourcing green electricity, we will achieve a significant reduction in our Scope 1 GHG emissions.

Formalising this strategy, PSA SG has set a target to achieve 90% electrification or hybridisation of all cranes by 2030. PSA SG achieved 80% electrification or hybridisation for all cranes by 2025. As of 2025, our fleet of Liquefied Natural Gas (LNG) prime movers remained stable at 240 units. We are simultaneously intensifying trials for electrification: the operational testing of the ePM ecosystem continued through 2025, utilising 6 ePM units and 2 electric inter-gate hauliers within a dedicated battery charging and swapping system. To pave the way for wider deployment, this ePM fleet is slated to increase by 60 units in 2026 to intensify operational testing and prepare possible large-scale proliferation across the port.

The operational trial for the Battery Charging & Swapping Station (BCSS) and ePMs under Singapore's Land Transport Authority (LTA) sandbox scheme continued in 2025. As part of the trial, PSA SG deployed six ePMs in Pasir Panjang Terminal and two on-road electric inter-gate hauliers (eIGH).

We are also contributing to the development of Technical Reference 25 – Part 4, towards establishing interoperability standards for electric heavy truck battery charging and swapping, for potential future scaling and cost optimisation. Looking ahead, we aim to be part of the broader adoption of electric trucks and the decarbonisation of the heavy goods vehicle sector, and will continue to work closely with government agencies and stakeholders across the logistics community.



ePM swapping battery at BCSS



eIGH PM

Furthermore, in anticipation of possible future large-scale deployment of hydrogen vehicles within PSA SG, we have successfully onboarded and operationalised the first Proof-of-Concept hydrogen use project in Singapore. For further details regarding these technological advancements and innovations, please refer to the Innovation and Technology section on page 88 to 91.

Target

Deploy electric prime movers and achieve **90% electrification or hybridisation** for all cranes⁵ by 2030.

Progress against target

We have successfully deployed **8 electric prime movers** and achieved **80% electrification or hybridisation** for all cranes as of 2025.

⁵ Includes Quay Cranes, Rail Mounted Gantry Cranes, Rubber Tyre Gantry Cranes and Bridge Cranes

PSA SG Solar Photovoltaic (PV) Installation Capacity

To significantly enhance our decarbonisation efforts, PSA SG is proactively investigating various methods for sourcing and utilising green electricity to power our terminal equipment. Our projections indicate that electricity derived from renewable sources, such as solar and wind power, will strategically constitute between 60% and 80% of our total electricity mix by 2030.

PSA SG is committed to maximising the installation of Solar PV technology as a cost-effective, sustainable pathway to meet future energy demands and reduce carbon emissions.

In 2025, our installed solar PV capacity grew to 10.4 megawatt-peak (MWp) with the addition of close to 1 MWp in capacity which can produce 1.2 gigawatt-hour (GWh) annually at Tuas Transport Hub, resulting in an annual solar energy generation of 13.4 GWh.

Moving forward, our key solarisation efforts will be concentrated at Tuas Port, specifically through an ongoing trial on integrating solar PV installations onto the port's massive quay cranes. This evaluation critically assesses the feasibility, operational efficiency, and scalability of integrating solar panels within the demanding environment of quay crane operations. Key parameters under review include panel durability, energy output consistency under real-world conditions, and the necessary maintenance protocols to ensure sustained performance.

Scope 2

PSA SG Launched Short-term Mobile Solar Project at Keppel Terminal

In partnership with strategic partners, PSA SG has launched an 18 MWp solar farm at Keppel Terminal (KT) in 2025. By repurposing 15 hectares of existing yard space at KT, which features over 30,000 solar modules, the project is expected to operate for approximately three years until the terminal's lease expires in 2027.

Designed for maximum flexibility, the farm utilises modular components like mobile transformers and hybrid substations, allowing the entire setup to be easily redeployed to other locations. With an annual output of 22,500 MWh, the farm generates enough clean energy to power more than 5,000 four-room HDB flats for a year.



Photo credits to Sembcorp



Electric vehicles charging infrastructure at Tuas Port

Enhancing Electric Vehicles Charging Infrastructure

PSA SG has been replacing diesel vehicles with electric ones and has implemented electric vehicle (EV) charging infrastructure at Pasir Panjang Terminal and Tuas Port. By 2025, there were over 40 charging points with plans to increase to 60 by 2030. To facilitate EV adoption among service providers and partners, LTA-licensed chargers have been installed at strategic locations, and high-demand vehicles have been able to utilise Direct Current fast chargers for quick charging.

Strategic Connections with Stakeholders for Bigger Decarbonisation Impact

Addressing the complex challenges presented by decarbonisation requires collaborative efforts, specifically through effective public-private partnerships. At PSA SG, we place a high priority on fostering robust connections with both internal stakeholders and external partners, including government agencies and key industry players, to accelerate the achievement of our climate goals.

To contribute to, and learn from, a network of like-minded organisations, PSA SG maintains corporate membership in the following influential bodies.

- Hydrogen Fuel Cell Association of Singapore (HFCAS)
- Singapore Green Building Council (SGBC)
- Sustainable Energy Association of Singapore (SEAS)
- Singapore Battery Consortium

With more aligned parties, the collective efforts towards decarbonisation will be more significant. For more information on PSA SG's decarbonisation initiatives and collaborations, please refer to Innovation and Technology section on page 88 to 91.

Scope 3

Transitioning to a Leased IT Model

In a strategic move to integrate sustainability into our procurement chain, PSA SG has successfully transitioned our corporate device fleet from an owned to a leased model for all laptops. This shift has already delivered significant environmental benefits, with the conversion of over 3,000 laptops resulting in an immediate avoidance of 635 tCO₂e. The full environmental impact of this initiative is projected to reach 866 tCO₂e avoided, which will be completely realised in 2026 once the entire laptop fleet is operating under the leasing arrangement.

Tuas Port's Smart Staff Transport Network

Tuas Port has an extensive staff transport network that connects employees from over 35 locations in Singapore, facilitating more than 150,000 passenger trips annually.

Previously, transport routes were planned manually to meet varying work schedules and demand. To enhance efficiency and reduce environmental impact, PSA SG has implemented a data-driven transport planning solution that uses advanced analytics and AI to optimise bus routes and schedules dynamically. This system has improved occupancy rates and reduced unnecessary mileage.

By 2025, these efforts have consolidated bus routes and eliminated over 36,000 kilometers of travel from more than 1,000 bus trips, leading to reduced fuel consumption and lower carbon emissions.

OptETruck™

To address Scope 3 emissions within our logistics network, we are leveraging cutting-edge digital solutions that enhance the efficiency of external transport. A primary example is OptETruck™, an AI-powered, cloud-based transport management solution launched by PSA SG. By utilising resource-matching algorithms and predictive modelling, OptETruck™ optimises haulier trip planning to maximise vehicle utilisation. This intelligent approach significantly reduces empty trips and operational inefficiencies, directly lowering the carbon footprint of our supply chain transport.

Following the success of OptETruck™, PSA SG has also integrated the cloud-based transport management solution with SmartBooking™ and iBOX™ to create a comprehensive, end-to-end digital ecosystem. This unified suite digitally connects container terminals, depots, hauliers, and logistics facilities across Singapore, enabling stronger coordination, asset optimisation and lower emission cargo flows. This integrated approach reinforces PSA SG's commitment to operational resilience and sustainability, while directly supporting Singapore's broader decarbonisation and smart logistics goals.

Our dedication to these advancements was validated on the global stage, as we were honoured with the "Best Supply Chain Software Company" title at the LogiSYM Awards 2025 and the "Recognition of Excellence" at the 9th Annual Singapore OpenGov Leadership Forum.

WASTE MANAGEMENT AND RECYCLING

Why It Is Important

As a responsible port operator, PSA SG fundamentally recognises the critical importance of minimising our ecological footprint. Although our direct waste generation remains comparatively low relative to many other industrial sectors, we maintain our commitment to implementing robust waste management and recycling programmes. These programmes are designed not only to reduce overall waste volumes but also to actively promote and integrate the principles of the circular economy into our daily operations.

Our Approach

Our strategic approach to waste management is fully aligned with Singapore's national vision, the Zero Waste Masterplan, which aims to foster a resource-efficient, climate-resilient, and sustainable nation. As part of PSA SG's pledge to minimise our environmental footprint, we employ a diversified strategy to optimise resource utilisation, governed by the established principles of Reduce, Reuse, and Recycle Right.

In 2025, our total waste generation measured close to 24,000 metric tonnes. This represents a significant increase from the 2024 total, driven largely by higher renovation and construction-related waste arising from the ongoing development activities at Tuas Port.

International E-Waste Day 2025 Collection Competition

Regional IT SEA (RITSEA) kickstarted Go Green Month by joining ALBA's International E-Waste Day 2025 Collection Competition in support of International E-Waste Day 2025, which took place on 12 October. From 25 Aug – 5 Sep, RITSEA held an e-waste collection drive at Tanjong Pagar Complex and collected more than 150 kg of e-waste.

⁶ Industrial waste includes steel wire rope, metal scrap, steel cables, hydraulic and lubricating oil, tyres, vehicle batteries, crane rails.

⁷ Office waste includes paper, plastic, and aluminium cans.

⁸ Packaging waste includes wood, plastic, paper, cardboard.

95% of total waste generated are recycled

Waste Generated (Non-hazardous)



Construction
17,439,000 kg



Electronic
14,046 kg



General
1,194,739 kg



Industrial⁶
5,330,967 kg



Office⁷
12,648 kg



Packaging⁸
8,401 kg

Total (in kg) Total (in metric tonnes)
23,999,801 **~24,000**

Waste Generated (Hazardous)



Industrial⁶
162,803 kg

Total (in metric tonnes)
~163

Minimising Materials and Waste

The waste generated across our operations is classified into two primary streams: general waste and industrial waste. General waste originates from activities within our corporate headquarters and terminal buildings, whereas industrial waste results from construction, renovation projects, and the repair and essential maintenance of our extensive fleet of Container Handling Equipment. 95% of total waste generated are recycled.

Within our value chain, downstream waste primarily consists of waste generated by our customers onboard vessels.

General waste collection and management are handled entirely by licensed waste collectors authorised by the National Environment Agency (NEA). This collected material is then routed either directly to an incineration plant or to a Material Recovery Facility for subsequent sorting and disposal. Licensed waste collectors rigorously record the weight for both the general waste stream and the recyclable waste stream.

Use of Reclaimed Refrigerant

In July 2022, following a successful trial, PSA SG officially launched a programme to recover refrigerant released during laden reefer repairs. The recovered refrigerant is put through a rigorous process of filtration, processing, and certification before being pumped back into the laden reefers for reuse. Initially, this programme achieved a recovery rate of up to 94% of the released refrigerant.

In 2025, PSA SG was able to enhance our capability to recover all major types of refrigerants. This progress was strongly supported by our clientele, with over 80% of our major customers embracing the use of reclaimed refrigerants in their operations. As a direct result of these efforts, more than 3,600 kg of refrigerants were recovered and reused, preventing the release of more than 5,100 tCO₂e in GHG emissions. Building on this momentum and our commitment to environmental stewardship, PSA SG is actively engaging the remaining customers to adopt reclaimed refrigerants, further reducing our collective environmental footprint.

Year	2023	2024	2025
Reclaimed/ Recovered refrigerant (kg) ⁹	3,801	3,332	3,669
Emissions avoided (tCO ₂ e)	5,465	5,000	5,119

Adopting Circular Economy

To significantly enhance our recycling efforts and transition towards a resilient circular economy, we actively collaborate with industry partners to explore and deploy innovative waste valorisation solutions. These initiatives support Singapore's national goal of extending the operational lifespan of the Semakau Landfill beyond 2035, while contributing to the reduction of our Scope 3 emissions.

As part of our waste valorisation efforts, PSA SG commenced a pilot trial in September 2025 to repurpose hard-to-recycle items generated by port operations. These include grease-contaminated plastics, contaminated cotton apparels and personal protective equipment used by the port workforce. In collaboration with an industry partner, the collected items are converted into alternative materials and feedstock. For example, contaminated plastics are repurposed into a greener alternative to bitumen for use in road construction, while cotton-based items would be transformed into biochar for various downstream applications. In parallel, our e-waste management initiative has been expanded through the introduction of additional recycling points across our facilities.

Against an increase in business volume, PSA SG's ongoing waste mitigation and valorisation initiatives have successfully reduced the volume of general waste produced in 2025. We will continue to build on this progress by scaling up waste reduction and circularity initiatives, in support of sustainability goals and the advancement of a more resource-efficient port ecosystem.

Finally, as part of our sustainability and community outreach to raise awareness, PSA SG distributed lifestyle products, such as bags and pouches, upcycled from old versions of our uniforms as incentives for participation in our Climate Action Week (CAW) initiatives.

⁹ Restatement for FY2023 data to include both reclaimed and recovered refrigerant. Previously, only recovered refrigerant was included.

Upcycling Heritage Wood from PATIO@PPTB3

Upon the decision to schedule the original site of PSA SG's first and award-winning food garden, PATIO@PPTB3, for addition and alteration works, a proactive wood rescue initiative was immediately executed. Materials from the on-site pergolas and the basketball court spectator stands were salvaged. A total of 1.4 tonnes of this rescued wood was subsequently reclaimed and creatively upcycled into various practical assets for PATIO@PPTB3's relocated site. These bespoke pieces included two sets of rectangle tables with benches, close to 20 planters of diverse sizes and heights, and a dedicated shed for storing gardening supplies.

Furthermore, a portion of the reclaimed wood was featured in two separate, engaging, and hands-on upcycling workshops. Participants were guided to transform the material into functional laptop stands, which they were able to take away. During these sessions, attendees were also informed about the significant wood rescue and reclamation efforts underpinning the project. The remaining salvaged material was utilised to commission bespoke keychains that serve a dual function as handphone holders, intended as thoughtful gifts for staff on opportune occasions.

Such efforts showcase PSA SG's commitment to circularity and leave an indelible, tangible imprint on PATIO@PPTB3's visitors and volunteers, workshop participants, and the users of the dual-function keychains.



Upcycled planters and outdoor furniture at PATIO@PPTB3



Upcycling workshops transforming reclaimed wood into functional laptop stands

WATER USE AND POLLUTION

Why It Is Important

Water constitutes a vital component of PSA SG's operational needs, supporting essential functions such as equipment maintenance, repair activities, and facility sanitation. We are firmly committed to ensuring responsible water utilisation and implementing rigorous wastewater management protocols. These measures are fundamental to protecting the environmental integrity and the wellbeing of the surrounding communities.

Our Approach

Our approach to water management is structured around a three-pronged strategy that prioritises the efficient use of water, dedicated conservation efforts, and the responsible management of wastewater discharge. This strategy is fully aligned with Singapore's comprehensive national water strategy, which seeks to create a "closed loop" water cycle by maximising the collection and purification of rainwater, reclaiming treated wastewater as NEWater, and desalinating seawater.

At PSA SG's corporate headquarters and terminal buildings, we utilise a blend of both potable water and NEWater for essential operational needs, including sanitation facilities (toilets, pantries, canteens), engineering workshops, cooling towers, fire hydrant testing, emergency washing, and water quality testing. Potable water is primarily reserved for sanitation at our construction sites. All water is discharged into the municipal water system.

Year ¹⁰	2023	2024	2025
Water withdrawal (cubic metres)	799,640	876,635	964,129



Overall, total water withdrawal increased by almost 10% in 2025. This is primarily due to a larger number of staff working on-site across PSA SG offices, increased operational activity driven by higher throughput, and ongoing development works at Tuas Port.

Guided by PSA SG's rigorous water management systems framework, all wastewater, sewage, and oil receptacles are treated and disposed of in strict accordance with industry best practices and regulatory standards. All wastewater originating from sanitary and washing facilities is channelled directly to PUB's water reclamation plants for advanced treatment. Concurrently, surface runoff is directed into open drains and subsequently processed at PUB's Water Treatment Plant.

Our commitment to water stewardship is demonstrated through existing conservation and improvement initiatives. We successfully collected approximately 8,000 cubic metres of rainwater in 2025 from nine rainwater harvesting tanks located across our engineering workshops in the City Terminals and Pasir Panjang Terminal, our corporate headquarters PSA Horizons, PSA Alongside, and Tuas Port. Additionally, we harvested 3,000 cubic metres of condensate water from the air-conditioning system at PSA Horizons. This collected non-potable water was strategically utilised for equipment washing and horticultural maintenance.

In compliance with all regulatory standards, PSA SG submits an annual review and comprehensive statistics on water usage to PUB, reflecting our dedication to transparency and accountability in managing consumption and advocating responsible water usage practices.

¹⁰ Water withdrawal refers to water consumption from third-party water sources including NEWater.

SOCIAL



In This Section

- People Development
- Occupational Health and Safety
- Green Port Culture
- Employee Diversity and Inclusion
- Labour Relations and Worker Wellbeing
- Environmental Protection
- Community Relations

PEOPLE DEVELOPMENT

Why It Is Important

At PSA SG, transformation is a journey we take alongside our people. Recognising the world is constantly changing, we build agility and resilience through continuous personal growth and lifelong learning. We are dedicated to sustaining a nurturing culture that puts reskilling and innovation at the forefront of our future-ready team.

Our Approach

Building Future-ready Capabilities

PSA SG champions lifelong learning by investing in our people and providing the resources necessary for our people to grow and excel. To facilitate professional and personal advancement, we leverage a diverse ecosystem of platforms, from structured courses and coaching to mobile-based learning. This ensures our employees stay abreast of latest industry advancements and emerging domains like AI, robotics, digitalisation, IT, cybersecurity, and sustainability, empowering them to drive innovation and maintain our competitive edge. Additionally, employees are encouraged to take ownership over their professional development through the Lifelong Learning Fund and the Self-Development Scheme. These resources, tailored to different staff groups, allow employees to use their allocated funds for self-directed learning through approved courses or materials. Employees also have access to Udemy Business, where they can learn at their own pace through a wide range of online courses.

Sustainability remains a cornerstone of our future-ready training strategy. Our long-standing "Greenfish" e-learning series continues to be a primary vehicle for building environmental literacy across PSA SG. For more information, please refer to the section under Green Port Culture, pg 57.

Average Number of Training Hours by Employee category

Executive
51 hrs

Non-executive
41 hrs

Target

Achieve at least
16 training hours
per employee per year.

Progress against target

We achieved an average of
43 training hours
per employee per year in 2025.

Empowering Our Workforce for Innovation, Transformation & Agility

Workforce Transformation in a Tech-Enabled Port

Technological innovation is a key strategy of PSA SG, driving us to redefine port operations, particularly at our automated Tuas Port. Since its commencement in September 2022, over 1,700 employees have successfully transitioned into new, emerging roles.

We continue to sustain this momentum through targeted programmes such as the Work-Study Diploma in Port Automation Technology (jointly developed with PSA University and the Institute of Technical Education), Automation Simulator Training, and the Thriving in a Digital Workplace series. We also continued to offer the Work-Study Diploma programmes in Cloud Management and Operations (Infrastructure Support) for Information and Communications Technology staff, and Logistics and Supply Chain for Operations staff.

Through these initiatives, we equip our team with the necessary competencies to lead and manage the automated operations within the new work environment.

Building AI Awareness

As a global leader in port operations, PSAI leverages AI to enhance complex processes and drive service excellence. To further strengthen AI awareness and readiness across our workforce, PSA SG introduced new learning initiatives in 2025, equipping our employees with a practical understanding of AI and its applications at work.

We launched a new e-learning module, 'Navigating AI: Preparing for the Future of Work', which provided our employees with insights on using AI to enhance performance and productivity, introduced basic prompt-engineering techniques, and highlighted the ethical considerations, limitations, and risks of AI use. The session centred on two key topics: 'AI and the Industries – How AI Is Revolutionising Industries' and 'AI and You – How to Make AI Work for Us'. More than 1,400 executives completed the e-learning.

In addition, we refreshed the contents of the 'Thriving in a Digital Workplace' workshop with updated insights on big data, the Internet of Things, cloud computing, and AI to keep our non-executive employees informed about ongoing digital developments and be better prepared for future technological advancements.

Growing Digital Competencies and Credentials

Digitalised ports require scalable, high-performance cloud infrastructure to streamline operations and enhance efficiency. As cloud technologies become increasingly essential to our digitalisation efforts, we are investing in developing cloud-ready talent to meet these needs. PSA SG has partnered with the Singapore Computer Society (SCS), SkillsFuture Singapore (SSG), and the Infocomm Media Development Authority (IMDA) to curate targeted training programmes and recognised certifications that equip individuals with the skills needed to excel in the cloud industry. This initiative aims to prepare talent for in-demand roles and support the development of a strong pipeline of cloud professionals.

Strengthening Organisational Resilience and Innovation Capabilities

As part of our efforts to build long-term organisational resilience, PSA SG continued to foster a culture of innovation across the workforce. The SEA Innovation Committee organised targeted training on innovation tools and facilitated learning journeys to deepen employees' exposure to innovative practices.

These efforts culminated in the Innovation Festival on 7 October 2025, which brought together leadership and employees through an opening address by Regional CEO Southeast Asia Nelson Quek, keynote sessions by invited speakers, and an Innovation Solutions Roadshow to encourage the adoption of innovative solutions.

Job Redesign Masterclass Workshop

To equip leaders with the skills to drive job redesign initiatives that support PSA SG's business growth and workforce transformation, more than 40 departmental managers from frontline business units attended the Job Redesign Masterclass organised by the Human Resource Division. Through a blend of mini-lectures, discussions, and presentations, our business unit leaders gained a strong foundation in job redesign, including how to identify redesign needs, develop actionable plans, apply practical tools and resources, and support employees through the transition process.

Growing Leaders and the People Developer Culture

PSA SG strategically reshapes our workforce in anticipation of emerging technologies, refined processes, and evolving business portfolios. To manage this transition effectively, we utilise the 4E Programme (Engage, Encourage, Expand, Enhance), a dedicated framework that prepares employees for supervisory roles within our modernised port operations. By combining targeted outreach and structured training, we ensure our workforce stays ahead of technical shifts while cultivating the leadership mindsets necessary for our future infrastructure.

Performance appraisals and career development discussions are necessary for aligning individual aspirations with our strategic goals, ensuring that every employee has a clear roadmap for professional advancement within the PSA network. To ensure these dialogues are effective, we equip our leaders with the essential skills to manage performance and coach their team's development through leadership transition training. Employees also receive additional support for their professional and career advancement through structured mentoring programmes at the divisional level, creating safe spaces for open communication, allowing us to regularly recalibrate our development roadmaps to ensure our leadership pipeline meets future industry and business requirements. Additionally, our revamped one-stop, self-directed Career Development Portal offers comprehensive resources to support employees in their career growth and development.

Best practices on people management and leadership are shared through the People Developer Series lunch talks and bite-size learning sessions, enabling PSA SG to develop strong people leaders while keeping them informed on global business trends, industry developments, and emerging technologies.

Growing Corporate Organisational and Global Perspectives

We continue to strengthen our leadership community by encouraging cross Business Unit exchanges and deepening of organisational knowledge through programmes such as the PSA SG Corporate Mentoring Programme, which has been expanded with enhanced resources and training to ensure mentors effectively guide the growth of our talents. Other efforts to grow business perspectives and global acumen include divisional networking sessions that promote open dialogue and drive employee engagement, as well as job rotation initiatives across the PSA Group. By encouraging cross-domain mobility, we enrich professional expertise and broaden horizons, cultivating versatile leaders who can navigate across functions and drive our global success.

Percentage of Employees who received performance and career development review

Executive
100%

Non-executive
100%

Note: All staff are required to complete an annual performance appraisal, except for employees who are away on long leave due to unforeseen reasons, employees who have resigned, or new hires that are under probation. New hires will undergo performance reviews upon completion of their probation.

Growing Global Mobility

Given PSA's global influence, we are able to leverage network-wide synergies and international mobility to expand our service offerings and talent development initiatives. By utilising developmental roles within our customer-facing departments across the SEA business units, we provide opportunities for short-term assignments, business projects, and attachments that allow employees to sharpen their business competencies and enhance their cross-cultural acumen.

In 2025, PSA SG partnered with the PSA Middle East South Asia (MESA) region to pilot a Talent Exchange Programme, offering employees from both business units the opportunity to participate in short-term attachment stints in Saudi Arabia and Singapore. These exchanges enabled our employees to gain overseas work experience, exposure to different business portfolios and operating environments, and broaden their professional networks to facilitate the sharing of ideas and best practices.

PSA SG is also a key participant in the group-wide Short-Term International Development Experience (STRIDE) initiative, which supports talent development by providing opportunities to gain global insights, broaden perspectives, and contribute to impactful projects across the organisation. In support of our One PSA vision and global talent development, we hosted several STRIDE participants from diverse business units and regions in 2025.

Growing our Talent Pipeline

As a prominent ports and terminals industry operator, PSA SG is dedicated to cultivating a resilient talent pipeline and nurturing the future generations of maritime leaders. Below is a summary of our key initiatives to connect with and recruit new talent through collaborative efforts.

Through PSA's Global Management Associate Programme (GMAP), we aim to provide greater insights into the maritime industry and attract young talents by collaborating with relevant local institutes of higher learning, clubs and societies at universities to facilitate exclusive learning journeys and fireside chats featuring PSA leaders. We also organised networking events for early career professionals to raise awareness of PSA and GMAP, such as the 'Harbour Hour Trivia Night'.

Additionally, PSA SG partnered with institutions such as the Singapore Maritime Foundation and Ministry of Education to offer the MaritimeONE Scholarship and Singapore-Industry Scholarship (SgIS) respectively as a sponsoring organisation, and collaborated to feature career stories and conduct career and scholarships sharing sessions. PSA SG also worked with selected junior colleges to offer short work attachment programmes and career talks to build early mindshare of the organisation.



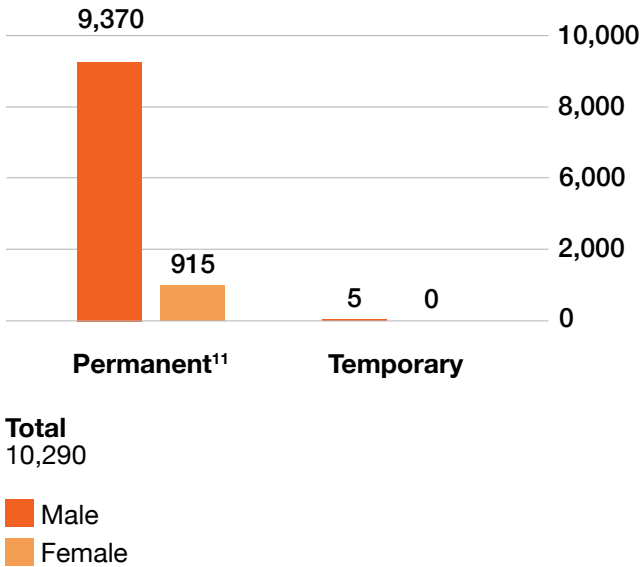
Harbour Hour Trivia Night

In October 2025, PSA SG successfully organised the PSA Code Sprint 2025 Hackathon, one of our signature events, with a renewed focus on harnessing the potential of artificial intelligence to strengthen innovation across our operations. The event offered students the opportunity to network and develop innovative solutions to real business challenges. A total of 432 teams, comprising more than 1,200 students, participated in the event.

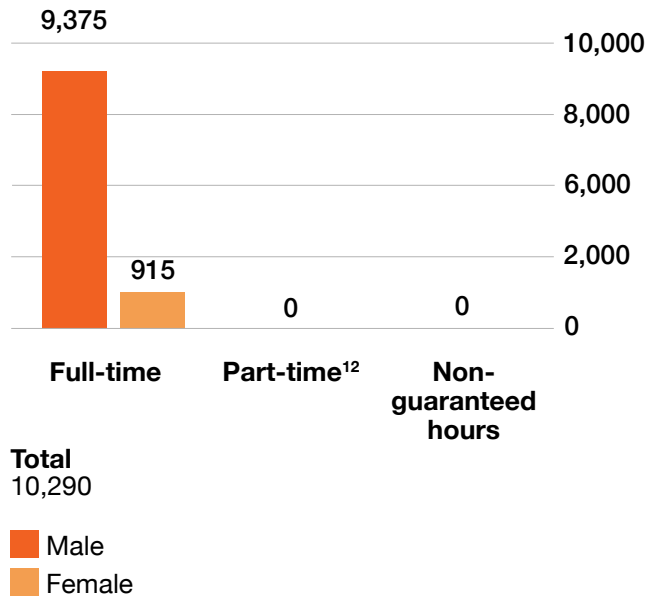
We continue to participate in the MPA’s Global Internship Award (MPA GIA), a programme that provides high-achieving students with hands-on experience and mentorship with leading maritime companies worldwide. As a participating company, PSA SG offered hybrid internships that allowed students to gain exposure to stowage planning practices in both Singapore and Jakarta.

Overview of Employee Profile

Number of employees by employment contract (permanent and temporary), by gender



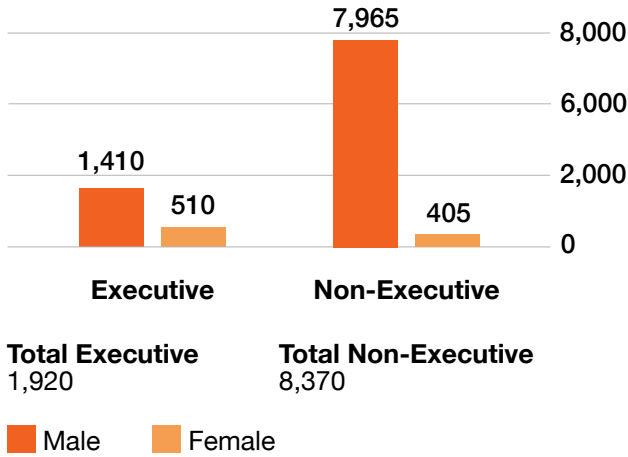
Number of employees by employment type (full time and part time), by gender



Note: The figures in the chart represent headcount at the end of the reporting period, 31 December 2025, for both direct and indirect hires. There have been no significant fluctuations in the total workforce number between our last reporting period and this reporting period.

¹¹ Permanent employees include contract and re-employed staff.
¹² Employees may request for part-time arrangements due to personal reasons and approval is on a case-by-case basis.

Diversity of governance bodies & employees, by gender



Diversity of governance bodies & employees, by age group

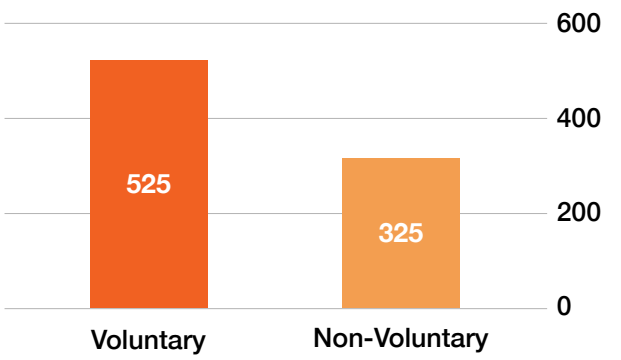


In 2025, PSA SG's new hire rate dropped to 9.9%, from 13.1% in 2024, due to lower turnover, which fell from 8.7% to 8.3% in 2025, and hiring needs aligned with the pace of Tuas Port development. We continue to refine our employee value proposition to support our talent retention and recruitment strategy.

Rate of new hires



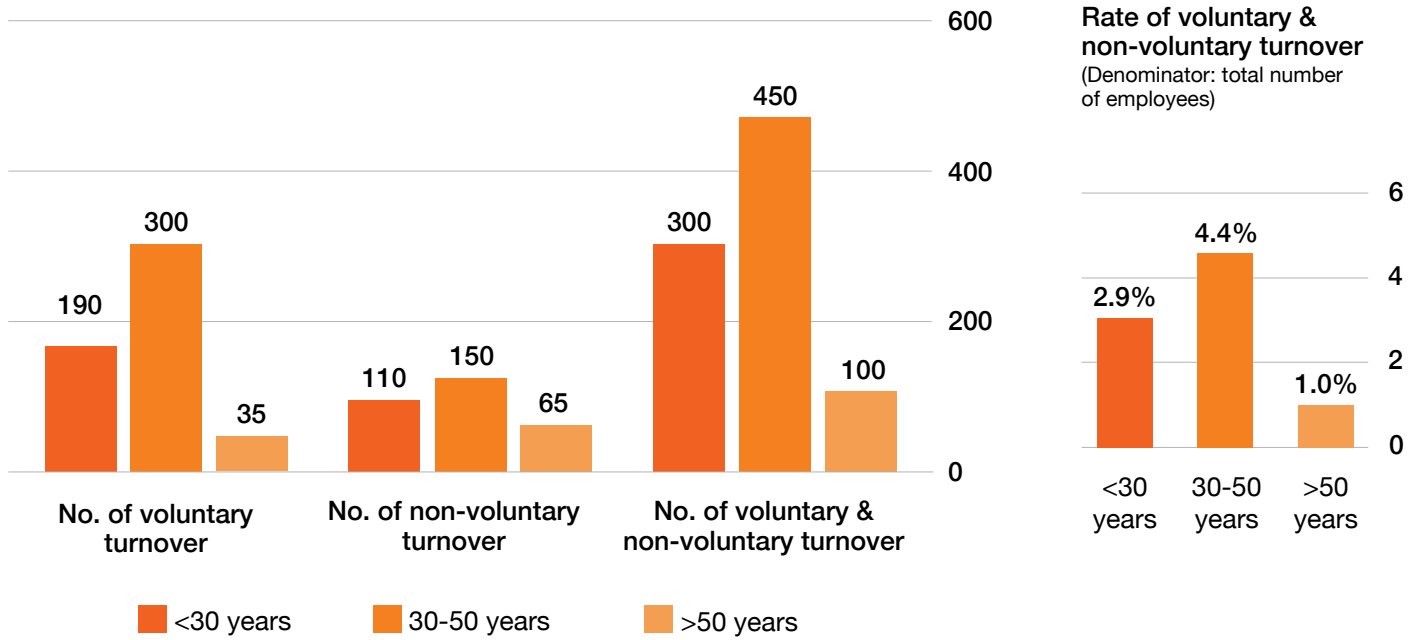
Rate of turnover



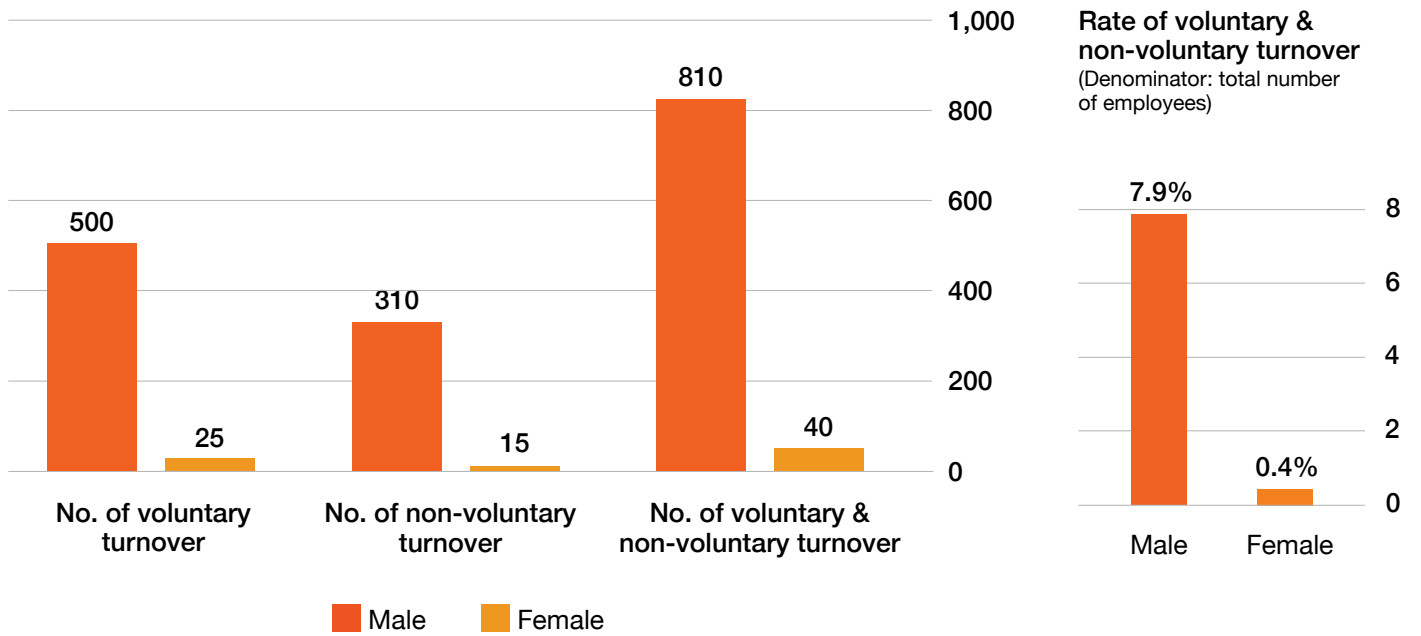
No. of total turnover (Denominator: total number of employees) **850**

Rate of total turnover (Denominator: total number of employees) **8.3%**

Rate of turnover, by age group



Rate of turnover, by gender



OCCUPATIONAL HEALTH AND SAFETY

Why It Is Important

At PSA SG, we put people first by fostering a culture of wellness that supports both physical and mental health. This commitment extends to our employees and solution partners alike. Through comprehensive tools and initiatives, we empower our stakeholders to prioritise their wellbeing, creating a safer environment that enhances productivity and strengthens overall morale.

Our Approach

To maintain the high standards of safety and environmental responsibility, PSA SG follows a rigorous approach to risk control and regulatory compliance. Our Health, Safety and Security (HSS) Management System, built on the PSA Group HSSS policy framework, is compliant with ISO 45001:2018, ensuring we meet our legal and ethical obligations across all operations. All employees and contractors who perform work at sites which are within PSA SG's operational control are covered by the system.

The effectiveness and compliance of the HSS Management System are independently verified through external audits conducted every three years. The most recent audit, conducted in September 2025, affirmed that the established system is mature and effective, supported by strong leadership commitment, well-embedded practices, active employee engagement, and ongoing continual improvement.

PSA SG delivered an extensive suite of wellness programmes in 2025, attracting more than 5,300 participants, marking the highest turnout in recent years. The lineup included talks on physical and mental health, monthly fitness sessions, workshops focused on mental wellbeing, health challenges, as well as health coaching and screening events.



Reinforcing our Commitment to Safety

Operating a port involves complex machinery and transportation, making effective risk management essential. We believe that a strong safety culture is the best defence against accidents, safeguarding both our people and our assets. By upholding these standards, we ensure operational continuity and fulfil the expectations of stakeholders who depend on our reliability and regulatory excellence.

We continuously refine our training, procedures, and protocols to enhance our daily safety practices. Through comprehensive programmes, we educate our employees on vital health and safety topics, including hazard recognition, risk assessment, and safe work practices. These efforts are supported by regular review meetings with department representatives to evaluate and strengthen our control measures. Specialised training is also mandated for new engineering staff to address specific risks such as ergonomics and noise.

By combining these educational efforts with clear on-site signage to provide timely reminders, we ensure that safety awareness is integrated into the daily environment of every employee.

We leverage data, technology and open communication to encourage everyone on-site to report potential safety risks which strengthen the behavioural safety practices of our staff and solution partners, helping us build an even safer environment for all.

LTI and LTIF Performance	2023	2024	2025
LTIF	0.9	0.9	0.6
LTI	43	31	30

Note: Lost Time Injury Frequency (LTIF) refers to number of injuries per 1,000,000 man-hours.

Lost Time Injury (LTI) refer to the number of injury cases.

	PSA SG employees	PSA SG contractors
No. of fatalities due to work-related injuries	0	1
Rate of fatalities as a result of work-related injury ¹³	0	0.035
No. of high-consequence work-related injuries ¹⁴	0	0
Rate of high-consequence work-related injuries ¹⁵	0	0
No. of recordable work-related injuries ¹⁶	17	13
Rate of recordable work-related injuries ¹⁷	0.7	0.5
No. of occupational disease incidents	0	0
No. of fatalities due to work-related ill-health	0	0
No. of recordable work-related ill-health	0	0

¹³ Rate of Fatalities = No. of Fatalities per 1,000,000 hours worked.

¹⁴ High-consequence work-related injuries, work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

¹⁵ Rate of High-consequence work-related injuries = No. of High-consequence injuries per 1,000,000 hours worked.

¹⁶ Recordable work-related injury or ill-health, that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

¹⁷ Rate of Recordable work-related injury = No. of work-related injury per 1,000,000 hours worked.



In 2025, PSA SG recorded a Lost Time Injury Frequency (LTIF) of 0.6 and experienced a decrease in safety-related incidents compared to 2024.

During the year, an incident involving a prime mover occurred, resulting in the fatality of a PSA SG contractor. PSA SG expresses our deepest regret over this tragic incident and remain committed to supporting those affected and to doing everything possible to prevent a recurrence. Each incident is thoroughly investigated to identify contributing factors, eliminate underlying causes, and implement the necessary control measures across the organisation. We continue to strengthen our safety systems and practices, guided by our goal of achieving zero significant incidents.

Addressing Health and Safety Impacts in our Supply Chain

PSA SG manages HSS impacts across our supply chain through a rigorous framework of assessment, prevention, and continuous improvement:

- **Strategic Assessment:** We conduct thorough mapping of all suppliers and service providers, evaluating them against stringent safety standards and Workplace Safety and Health (WSH) regulations, such as bizSAFE. This includes identifying relationship-specific hazards and analysing past performance to prioritise our mitigation efforts.
- **Prevention and Mitigation:** Our commitment is formalised through contractual HSS clauses that require partners to implement robust risk control measures. We verify compliance through regular audits and inspections, while providing training and developing joint emergency response plans to ensure a unified reaction to potential incidents.

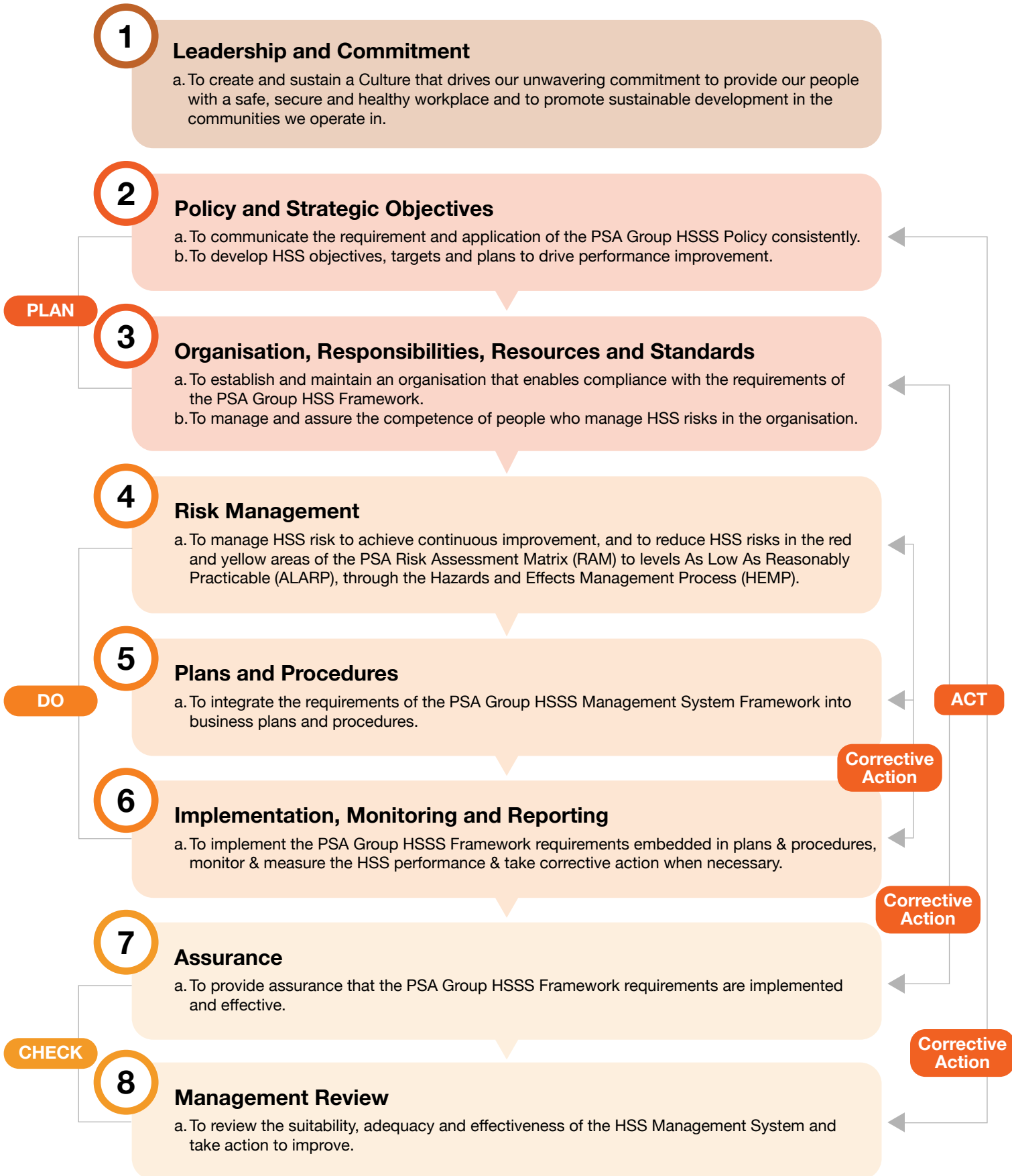
- **Collaboration and Communication:** We maintain open channels to facilitate information sharing and address concerns promptly. This includes forming joint safety committees with key service providers and engaging with industry associations to promote best practices and drive collective improvement across the sector.
- **Monitoring and Innovation:** We track performance through Key Performance Indicators (KPIs), such as incident rates and audit findings, to identify areas for adjustment. By leveraging data analytics and digital platforms, we investigate root causes and implement targeted corrective actions to constantly elevate our HSS standards.

We conduct regular reviews of our HSS management systems to identify opportunities for enhancement and ensure our practices lead to continuous improvement. Workers are engaged through management–union platforms, departmental and cluster-level HSS meetings, and dedicated HSS committees to provide their feedback on the development, implementation and evaluation of the system and contribute to the process of risk identification, assessment, and control measures. Workers receive regular updates through briefings, toolbox sessions, training, circulars, digital platforms, and workplace signages, and are encouraged to provide feedback during walkabouts, meetings, audits, and inspections.



PSA SG's Plan-Do-Check-Act (PDCA) Cycle

A cyclical four-step method to continuously improve our processes.



PSA SG's commitment to excellence is driven by a PDCA cycle that begins with a clear tone from the top, fostering an organisational culture dedicated to the safety, security, and health of our people and the sustainability of our communities. This leadership vision is translated into action by consistently communicating the PSA Group HSS Policy and Framework to our employees, using it as a foundation to develop risk assessments, objectives, and procedures.

To ensure these standards are met, we utilise the Hazards and Effects Management Process to mitigate risks to levels as low as reasonably practicable while driving continuous improvement. Finally, we stay proactive by continually monitoring and measuring our performance, ensuring our HSS Management System remains suitable, effective, and fully aligned with our evolving operational needs.

Noise Control and Monitoring Measures

To safeguard our people against excessive noise, PSA SG maintains a comprehensive Hearing Conservation Programme (HCP) in full compliance with the Workplace Safety and Health (Noise) Regulations 2011. Central to this programme is the integration of noise exposure into the risk assessments of all port activities, which allows us to implement targeted control measures that eliminate or reduce hazards at the source. To verify the effectiveness of these controls, we conduct formal noise monitoring every three years and review these measures during regular HSS meetings and engagement sessions with workers and department representatives.

For employees operating in high-noise environments, we provide regular health screenings that includes pre-employment, periodic, and post-exposure check-ups, as well as annual audiometry tests.

We maintain all HCP related records for 10 years and conduct regular evaluations to identify areas for continuous improvement. Furthermore, we perform frequent site inspections to verify that control measures are active, supported by firm enforcement of personal protective equipment (PPE) requirements to ensure a safe working environment for everyone.

To raise awareness of noise-related hazards and proactively mitigate associated risks, we deliver a range of training and educational initiatives that build employees' understanding and reinforce safe practices. Employees working in noise-exposed areas also attend annual briefings on noise-induced hearing loss (NIHL), which emphasise proper use and care of hearing protection and the importance of complying with noise control measures. Newly hired engineering staff are required to attend the Engineering Safety Course, which covers the hazards of excessive noise, the associated risks, and the preventive measures needed to safeguard hearing. Noise hazard signages are prominently displayed in designated areas to remind employees of mandatory hearing protection requirements.

Internal Audits and Table-Top Exercises

In 2025, the Audit and Compliance team within the Safety and Health Department (SHD) conducted six internal audits led by ISO 45001-trained personnel. These evaluations targeted critical components of the safety management systems in both the operations and engineering departments.

Following the audits, respective departments promptly resolved all findings, with results and progress reported to the Operations/Engineering and HSS Steering Committee. Subsequently, two Lashing Exception Handling Tabletop Exercises were conducted, involving nearly 100 participants, to strengthen PSA SG's readiness and response capabilities for abnormal or high-risk lashing scenarios.





PSA SG is one of the signatories at the inaugural WSH Advocate Programme

Workplace Safety and Health (WSH) Advocate Programme

In January 2025, PSA SG joined the inaugural WSH Advocate Programme and signed a Partnership Agreement with the WSH Council, alongside 17 other organisations. The programme brings together major service buyers with extensive supply chains to champion excellence across industries. As WSH Advocates, participating organisations play a crucial role in influencing their contractors, particularly small and medium-sized enterprises, to adopt and sustain strong WSH practices.

Acting as “queen bees” within their supply chains, WSH Advocates help raise industry standards by requiring contractors performing manual work to attain WSH accreditation—such as at least bizSAFE Level 3—prioritising contractors with good WSH performance during procurement, rewarding strong performers through preferential treatment or incentives, and supporting capability development through best-practice sharing, training and engagement sessions. Through this partnership with the WSH Council, WSH Advocates reinforce the principle that good WSH performance contributes to better business outcomes, strengthening both their own operations and the wider contractor ecosystem.



Update to PSA SG Terminals Traffic Guide

Building on the review conducted in 2023, PSA SG further updated the SG Terminals Traffic Guide in 2025. This joint review, involving all relevant internal stakeholders, ensures that our safety protocols evolve alongside our operations. The latest updates include enhanced safety rules for prime mover drivers and refreshed terminal maps that accurately reflect current yard blocks, traffic flows, and signages. Additionally, we have integrated QR codes to provide drivers and personnel with instant, digital access to the latest circulars, such as pedestrian safety requirements.



HSS Launch 2025

Health, Safety, and Security Week 2025

From 13 to 17 January 2025, PSA SG held our annual HSS Week, a cornerstone initiative designed to deepen safety awareness and inspire both our workforce and solution partners to champion HSS values in their professional and personal lives.

A major highlight was the HSS Launch on 16 January, hosted by Regional CEO Southeast Asia Nelson Quek. This event brought together a diverse group of stakeholders, including PSA SG leadership, employees, union representatives, and partners from various government agencies and associations, to collectively reaffirm their commitment to our core safety principles.

During the week, we celebrated exceptional dedication through the HSS Awards, which honoured companies and individuals who have gone above and beyond in upholding health and safety standards. The week's collaborative spirit was further exemplified by the Management-Unions Safety Walkabout, an initiative that demonstrated the unified resolve of both leadership and unions in maintaining a safe and secure work environment.

By engaging directly with our teams on the ground and recognising excellence across the board, PSA SG continues to strengthen our safety culture and ensure that HSS remains an inseparable part of our operational excellence.



Management-Unions Safety Walkabout

Starfish Safety Workshop

The Starfish Safety Workshop is a dedicated training initiative for PSA SG's Operational and Engineering staff, as well as our Solution Partners, aimed at driving continuous enhancements in our safety culture. The curriculum uniquely integrates the four FISH! Principles (Choose your Attitude, Make Their Day, Be There, and Play) with core safety protocols to create a more engaging and impactful learning experience.

Choose Your Attitude

Focuses on personal responsibility as the foundation of a secure workplace. Participants apply the Take5+ principles for real-time hazard identification while exchanging cross-functional strategies for accident prevention.



PSA SG's hazard identification tool, adopted by all employees and solution partners

Make Their Day

Uses reflective exercises to explore how positive interactions and a supportive team culture enhance workplace vigilance and overall safety morale.

Be There

Centers on group discussions regarding lessons learned from past incidents, fostering a shared understanding of safety protocols and the importance of situational awareness.

Play

Employs interactive role-playing and case-study reenactments to contrast safe versus unsafe behaviours, reinforcing practical safety measures through active engagement.

In 2025, PSA SG refreshed the Starfish 1.0 programme to ensure continued relevance and impact, building on the strong participation of frontline staff since its launch. The updated content features a 1.5-hour module under the FISH! principle "Choose Your Attitude" that emphasises the role of core-muscle strengthening in achieving proper load balance. These enhancements aim to strengthen employees' understanding of musculoskeletal health and support safer, healthier habits at work and in daily life. Since the programme resumed in August 2025, 120 PSA staff and Solution Partners' staff have participated, bringing the total number of Starfish 1.0 attendees to more than 8,700.

Building on the success of the foundational Starfish series, PSA SG launched Starfish 2.0 in October 2024. Co-created with Group HR, this one-day signature programme is designed to deepen personal ownership and foster a proactive mindset by integrating the FISH! principles into daily operations. A new segment on mental wellbeing, led by the Health Promotion Board (HPB), was introduced this year, providing participants with practical techniques to manage and reduce stress.

The initiative moves beyond standard compliance by encouraging a robust "speak-up" culture where employees feel empowered to voice concerns the moment they identify a hazard. Furthermore, it invites staff to take an active role in optimising work conditions by contributing their own ideas for operational efficiency. By leveraging the firsthand expertise of our on-the-ground staff, the programme ensures that our safety measures remain practical and effective. Since its launch, 1,200 staff members have participated in the sessions, reinforcing PSA SG's ongoing drive for continuous safety improvement.



Safety Booster Week

The inaugural Safety Booster Week, held from 25 to 29 August 2025, brought together a series of targeted initiatives aimed at strengthening PSA SG's safety culture by inspiring personal ownership, reinforcing leadership accountability and equipping our people with the right knowledge and skills.



During the week, we rolled out several initiatives to keep safety at the forefront of our operations. The new 'Safety Starts Here' decals served as constant visual reminders across our workplaces, while the launch of the Play, Stretch, Activate! and Voices of Safety videos amplified frontline perspectives to reinforce everyday safe practices.

To drive shared accountability, Management-Unions Walkabouts were conducted, fostering open dialogue among staff, service providers, and port users. The week concluded with a dedicated safety workshop for new section and departmental managers, underscoring the essential role that leadership plays in championing a safety-first culture.



Safety walkabout with the issuance and pasting of "Safety Starts Here" decals

Safety Campaigns and Workshops

To strengthen WSH capabilities across our stakeholders, PSA SG conducted five workshops and exercises throughout the year, several of which were delivered in collaboration with key partners. Around 300 participants took part in sessions covering Last Minute Risk Assessment and the Hierarchy of Control, Slips, Trips and Falls Prevention, Safe Manual Handling, a Safety Workshop for section and departmental managers, and Hand Injury Prevention.



Joint safety briefings with Traffic Police for haulier, Inter-Gateway Haulier (IGH) and bus drivers

Awards and Recognition

Singapore Road Safety Awards 2025

PSA SG was recognised at the Singapore Road Safety Awards (SRSA) 2025 with the Company Excellence Award, reflecting our sustained efforts in upholding high road safety standards. Complementing this achievement, PSA SG staff, Muhammad Fadhil Bin Mahmood received the Safe Driver Merit Award for demonstrating outstanding professionalism and safe driving behaviour.

The SRSA is a joint initiative involving the Singapore Road Safety Council, Traffic Police, the Land Transport Authority and the Workplace Safety and Health Institute, aimed at recognising outstanding companies and drivers for their dedicated efforts in promoting road safety.

GREEN PORT CULTURE

Why It Is Important

At PSA SG, we believe a generative culture is the foundation of our business success and is necessary for aligning our ethical responsibilities with our strategic goals.

Our Green Port Culture brings this belief to life, reflecting our core values of being 'Focused on People' and practising 'Responsible Corporate Citizenship.' By providing diverse pathways for growth, we enable, empower, and equip our employees to adopt a sustainability mindset that extends from their professional operations into their personal lives. Ultimately, this approach builds the practical resilience needed to meet evolving industry demands while ensuring that every individual has the tools to drive meaningful, long-term impact.

Our Approach

Empower and Equip

We cultivate widespread sustainability awareness through a blend of interactive and informational channels. From hands-on training and workshops to digital publications and briefings, these various touchpoints ensure our objectives are actionable at every level of the organisation.

Greenfish E-learning Programme and Mobile App

PSA SG continues to evolve our sustainability culture through the Greenfish e-Learning series, a phased educational roadmap that ensures our people are technically equipped to lead the industry's transition.



Greenfish Climate Action (Lite)

This interactive 4-hour course introduces frontline staff to the history and science of climate change, the global action agenda, and PSA's specific sustainability strategy. It focuses on reframing perspectives, transforming environmental challenges into opportunities for daily action and habit-shifting.

Over 5,000 trained

Greenfish II

Developed for executives in collaboration with PSAU and GSUS, this module deepens understanding of critical decarbonisation levers. It focuses on deepening understanding of renewable energy and global implementation efforts, alongside the technical complexities of managing Scope 3 emissions within the value chain.

Over 1,500 trained

Greenfish III

Launched in 2025, this three-module programme for executives navigates the evolving landscape of global climate governance. It covers international sustainability standards and stresses the critical importance of data integrity for transparent reporting and strategic performance improvement.

Over 1,300 trained

Climate Action Wallet

In 2025, we transitioned to the PSA Climate Action Wallet (CAW), which has superseded the Greenfish Sustainability Mobile app as our global mobile platform for environmental engagement.

The mobile application allows employees to calculate their carbon footprints, enhance their sustainability knowledge, and participate in collaborative team challenges.

By gamifying climate action through points and badges, CAW fosters a shared culture of sustainability, encouraging staff across continents and cultures to make informed, eco-friendly choices in their daily lives.

Go Green Engagements

Additionally, we continued to deepen employee knowledge on sustainability related matters through specialised workshops and hands-on learning, including:



Curated Training for Environmental Activists

On 2 September, over 20 PSA SG staff participated in a one-day Training for Environmental Activists. The course covered climate change causes and impacts, the importance of climate action, and sustainable lifestyle practices. Participants took part in hands-on upcycling workshops, where they learned to transform existing resources into functional new products. By the end of the session, attendees had successfully crafted and brought home their own upcycled coasters, card and coin holders, and energy-saving LED lamps.



Webinar on Sustainable Supply Chain Practices

On 29 September, PSA SG hosted a webinar as part of our Green Port Conversation Series, titled “Sustainable Supply Chain Management – Understanding the Macros.” The webinar, attended by over 80 colleagues, provided a comprehensive overview of how to optimise supply chain operations for environmental stewardship and long-term sustainability. The 1.5-hour session covered a range of topics, including sustainable sourcing and procurement strategies, the key drivers for adopting sustainable procurement practices, the mitigation of upstream and downstream ESG risks, and practical mechanisms, tools, best practices, and international standards relevant to the port and maritime sectors.

Go Green Corporate Social Responsibility (CSR) and Green Partnerships

Beyond building internal awareness, we provide our stakeholders with meaningful opportunities to drive change through the PSA SG Go Green CSR initiative. Launched in 2021, this programme extends our sustainability mission beyond our terminals, encouraging our partners, their beneficiaries, and the wider community to embrace more sustainable lifestyles. We also actively support the Ministry of Sustainability and the Environment’s (MSE) Go Green SG initiative. As a whole-of-nation movement, Go Green SG rallies citizens and organisations to take collective action toward a climate-resilient Singapore.

We execute our commitment through curated events and training sessions tailored to the specific needs of our stakeholders. By aligning our local efforts with this national movement, we strengthen community resilience and contribute directly to Singapore’s sustainability goals. In 2025, our workforce demonstrated this dedication by logging 750 volunteer hours across 20 organised Go Green CSR activities, reflecting our active role in building a greener future. Collectively, we have planted 185 trees, collected 540 kg of trash, donated 40 kg of fresh produce harvested from PSA’s food gardens and rescued and distributed 10 tonnes of ‘ugly’ fresh produce.

Additionally, we utilise PSA Go Green Month, held annually in September, as a platform to demonstrate our commitment to sustainability by promoting environmental initiatives across all business units. Our activities in 2025 yielded remarkable results, with PSA SG clocking over 600 man-hours dedicated to environmental efforts. Key achievements included environmental training for 170 staff, beach clean-ups removing over 100 kg of litter, e-waste collection totalling over 150 kg, the donation of over 30 kg of food garden harvests, and the rescue and distribution of 4.5 tonnes of surplus food to 900 families.

PSA SG volunteers also hosted 50 beneficiaries and staff from Gracehaven for a guided tour of the Singapore Maritime Gallery, in conjunction with Singapore World Water Day. Held during the March school holidays, this learning journey explored Singapore’s maritime heritage and its vital role in global trade. Participants gained insights into how the industry leverages technology to maintain its status as a world-class, future-ready maritime hub.





East Coast Park clean-up in observance of International Coastal Cleanup Day

Park and Beach Clean-ups

In 2025, PSA SG conducted eight clean-up sessions that removed a total of 540 kg of litter from Singapore's shorelines and waterways, spanning multiple locations and community partnerships. These efforts included beach clean-ups at Sembawang Beach and Pasir Ris Beach in March and September, as well as three waterway sessions, two of which supported Singapore World Water Day in March. During the June school holidays, staff volunteers also partnered with 20 youths and staff from Gladiolus Place¹⁸ for a dedicated waterway clean-up.

Additionally, in observance of International Coastal Cleanup Day on 11 September, 30 PSA SG volunteers joined maritime industry partners at East Coast Park for a meaningful beach cleanup session. Our combined efforts collected 270 kg of debris. The collected plastic waste got a second life at MPA's "Turning the Tide on Trash" event at the Singapore Maritime Gallery on 13 Sep through upcycling workshops. In support of this initiative, PSA SG also contributed exclusive pouches upcycled from our old unused PSA uniforms as giveaways.

¹⁸ Gladiolus Place is a residential home dedicated to the care and protection for adolescent girls at risk.



Food Rescue and Distribution

Since 2023, PSA SG has partnered with the ground-up initiative, Fridge Restock Community SG (FRC) to rescue ‘ugly’ produce from the Pasir Panjang Wholesale Centre. Through this collaboration, our volunteers salvage fresh supplies that would otherwise go to waste and redistribute them to those in need. In 2025, our team successfully rescued and distributed 10 tonnes of fresh supplies.



Tree-planting at Mandai Wildlife Bridge

On March 2025, PSA SG planted 60 native trees across 16 different species in a restoration plot situated within a critical 13-hectare natural forest habitat. This plot, together with the Mandai Wildlife Bridge, forms an essential ecological corridor that allows for the safe passage of local fauna, including the elusive Sunda pangolin and lesser mousedeer. While the bridge remains closed to the public, it has been a remarkable success, with nearly 70 species recorded using it since its inception.

Since 2016, our 'Go Green' CSR initiatives have contributed over 360 trees nationwide, reinforcing our dedication to safeguarding Singapore's natural ecosystems.



Green Thumbs in Training: PSA SG Food Garden Workshop

On 10 June, as part of the Children's Holiday Programme, PSA SG food garden volunteers hosted over 70 participants, including primary and secondary students and children of staff, for a hands-on experience at the newly relocated PATIO@PPTB3.

Volunteers held three interactive stations focused on the lifecycle of urban farming: seed germination, seedling transplantation, and the harvesting and packing of fresh produce. These sessions provided the children with practical knowledge of sustainable food sources and the effort required to grow daily vegetables. By engaging directly with the cultivation process, participants gained a deeper appreciation for healthy eating and the journey from farm to table.



EMPLOYEE DIVERSITY AND INCLUSION

Why It Is Important

PSA's stand on employee diversity and inclusion is stated in PSA's Code of Business Ethics and Conduct (The Code). PSA respects employees as unique individuals and believes in creating an inclusive workplace that embraces diversity. We are committed to providing equal opportunities within the organisation, based on competencies, abilities and performance. PSA does not discriminate against employees based on race, gender, religion, age, disability, family status, sexual orientation, pregnancy or any similar attribute or condition.

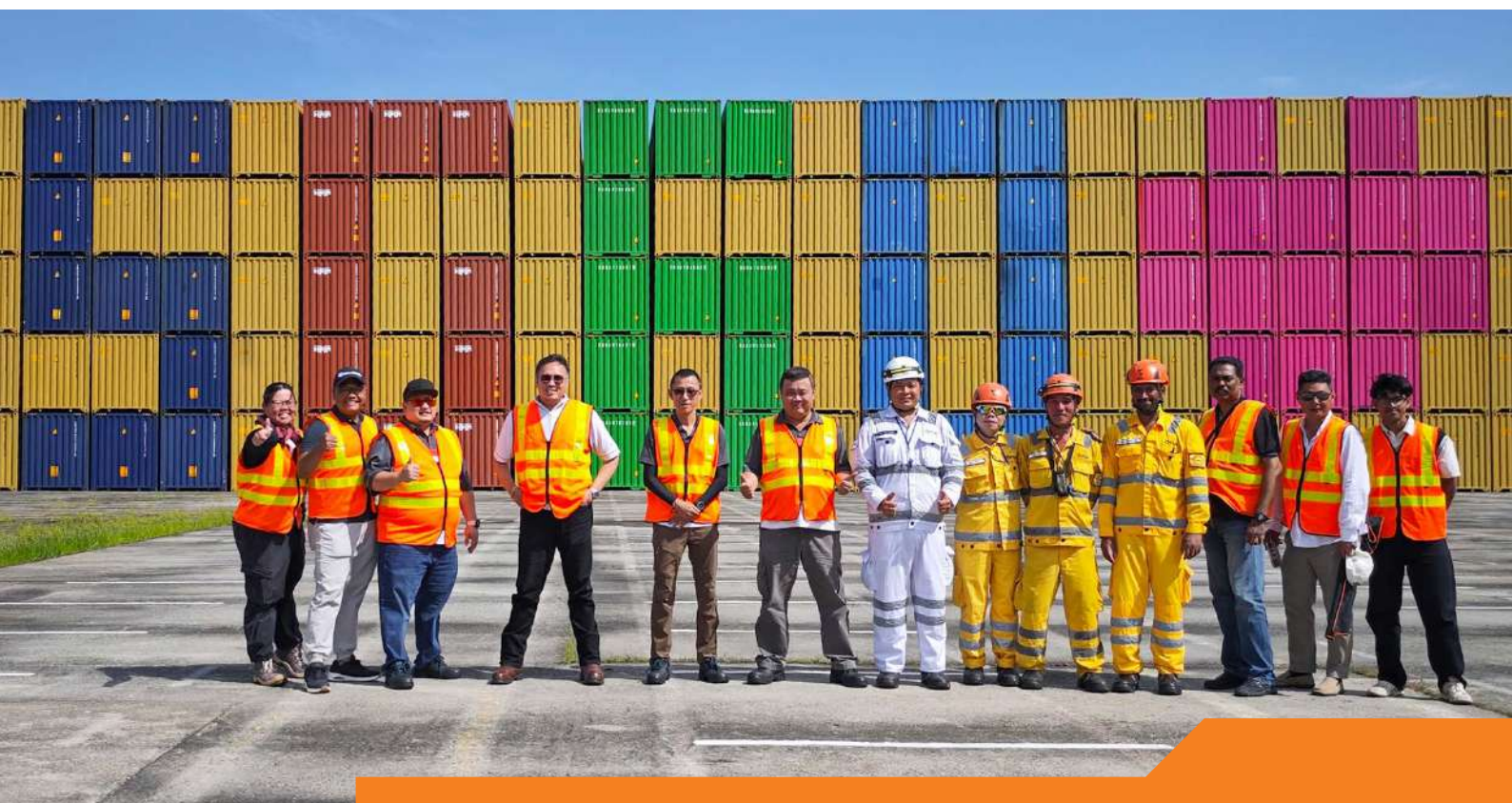
PSA SG adheres to 'The Code'. We prioritise creating an inclusive workplace where diversity is valued and equal opportunities are guaranteed, adopting a merit-based approach to recruitment and career progression where opportunities are offered based on individual competency and performance.

This commitment ensures a professional environment where every employee is respected regardless of their background or identity.

Our Approach

PSA SG is dedicated to fostering a work environment that prioritises productivity, personal growth, and holistic wellbeing through integrated physical and digital enhancements.

We continuously rejuvenate our facilities to support diverse work styles, elevate the workplace experience and enhance the overall wellbeing of our people. Significant renovation works were completed at Pasir Panjang Terminal Building 1, modernising the Lobby, Cyber Kiosk, and Resource Office. These upgrades also extended to essential staff facilities, including locker rooms, meeting rooms, and the nursing room, creating a more inclusive and refreshed work environment.



Empowering Women in Container Division

In a traditionally male-dominated industry, PSA SG is committed to transforming port culture by supporting the recruitment, retention, and advancement of women. Central to this effort is the Container Division (CND) Women's Committee.

With CND overseeing PSA SG's core operations, including port management, container handling, vessel coordination, and infrastructure development, the committee serves as a critical beacon of empowerment within our most vital functions. Comprising representatives from across the division, the committee fosters an inclusive environment by providing a safe space for female colleagues to voice concerns and prioritise their wellbeing. By addressing feedback and offering guidance on career development and personal growth, the committee actively drives a culture of diversity and support across our terminals.

Inclusive Workplace Infrastructure



To create a functional and inclusive environment, the Committee has played a proactive role in enhancing terminal facilities by prioritising the practical needs of the female workforce. The Committee has spearheaded the upgrading of female restrooms and the establishment of dedicated nursing rooms across PSA SG's terminals.

Outreach and Building Wellness Programmes



Boosting its outreach efforts, the Committee has developed wellness programmes in partnership with our unions. Activities such as spin, yoga, and pilates classes are meant to foster a sense of community across the various CND departments, while emphasising mental resilience and personal health. By providing accessible resources for work-life harmony, these initiatives empower our female workforce to thrive both personally and professionally.

Community Engagement and Communication Channels



To provide female staff with a confidential platform for support and feedback, the Committee manages a dedicated 24/7 Women's Helpline, launched in 2024. This anonymous channel creates a safe environment for employees to voice their opinions, share concerns, and offer suggestions. The system is supported by a formal escalation framework to ensure critical concerns are addressed promptly. These insights directly inform the Committee's quarterly meetings, where members review feedback from both employees and service providers. This cycle of communication ensures that the initiatives remain relevant, responsive, and impactful, and meets the evolving needs of the workforce.

Celebrating Women's Achievements and Contributions



The Committee makes a conscientious effort to spotlight the diverse contributions of women across the division, ensuring their achievements are visible and celebrated. By highlighting these success stories, the Committee provides inspiring role models and fosters a workplace where accomplishments are consistently acknowledged. This culture of recognition reinforces PSA SG's commitment to equity, creating a supportive environment that attracts and empowers talent at every level.

The Committee's advocacy for the recruitment and retention of women is central to this transformation, driving a more inclusive and supportive culture across all roles. PSA SG actively monitors gender diversity within our workforce through our annual talent review process. As of 2025, PSA SG's total headcount stands at 10,290. We continue to see progress in gender diversity, with female representation in our talent pool rising from 17% in 2019 to 25% in 2025.



Celebrating International Women's Day 2025

On 27 February, PSA SG in partnership with SPWU and POU, celebrated International Women's Day with an event themed 'When You Believe', honouring the resilience and multifaceted contributions of women within the division who balance multiple roles in both their personal and professional spheres. The event was joined by senior management and the Presidents of SPWU and POU.

The event was aimed at inspiring meaningful relationships and fostering a supportive community where female staff could embrace new possibilities together. A central highlight of the evening was the unveiling of the Committee's new logo, a milestone symbolising an exciting new chapter rooted in inclusivity and excellence. As we reflect on the growing number of women at PSA SG and continue this momentum of workplace inclusivity, we also honour the advisors and advocates who have been instrumental in the Committee's journey. Their guidance remains vital as we continue to expand our outreach avenues and engagement opportunities to build a truly robust support network.

LABOUR RELATIONS AND WORKER WELLBEING

Why It Is Important

PSA SG maintains a fair and ethical workplace by upholding high labour standards and fostering strong partnerships with our unions. These relationships are critical to sustaining a healthy working culture that promotes employee empowerment, growth, and long-term dedication.

Highlighting our commitment to workforce excellence, PSAI was once again named one of Singapore's Best Employers 2025 by The Straits Times. This recognition is based on an extensive independent survey of tens of thousands of employees across hundreds of companies. As a key business unit, PSA SG's dedication to employee wellbeing and engagement remains central to this achievement.

Our Approach

We maintain regular and structured communication channels with our unions and stakeholders to ensure transparency and mutual understanding. We treat all employees with dignity and respect, prioritising their wellbeing and investing in professional development to support long-term employability. To remain aligned with evolving legislation, we regularly update our policies, in consultation with our unions, to ensure they remain relevant, clear, and compliant with current standards.

Partnering with Our Unions

Strong partnerships with our unions are essential to driving workforce resilience and agility.

PSA SG collaborates closely with our unions to ensure compensation and benefits remain competitive and benchmarked to industry standards. We signed a Collective Agreement with the Singapore Port Workers Union (SPWU), valid for three years from 1 Oct 2024. This strategic package addresses workforce needs amidst geopolitical uncertainty and emphasises reskilling and multi-skilling initiatives to support our staff in their continuous development and transformation. In 2025, 67% of our workforce was covered by collective bargaining agreements¹⁹.

Additionally, PSA SG maintains a structured dialogue with SPWU and the Port Officers' Union (POU) through monthly collaborative meetings. These forums allow representatives from various departments within PSA SG and the unions to proactively address workforce concerns and ensure feedback is integrated in the development of new initiatives. To maintain transparency, all changes are communicated clearly prior to implementation. Senior management maintains a consistent dialogue with union leaders to ensure strategic alignment on the business outlook and future growth.

We continue to leverage our close ties with the unions to launch new initiatives under the 'Towards Endearing Partnership' (TEP) framework. These initiatives aim to create a positive work environment and foster a culture of lifelong learning.

The Gracious Communications Campaign was held in November 2025 to foster gracious interactions in the workplace and engaged approximately 1,500 employees across terminals and office locations. This year's campaign introduced new features, including prominently displayed 'Tip of the Week' posters based on the FISH principles at control centres, canteens, in high-footfall areas, as well as the launch of a Gracious Communication video showcasing nominated Gracious Champions. The video was widely circulated through broadcasts in common areas and made available on the intranet. In addition, the Gracious Communications Walkabout 2025, led by management leaders together with representatives from SPWU and POU, further engaged staff and reinforced the importance of positive and respectful communication.

As part of our continued efforts to strengthen security readiness and resiliency, and in alignment with the TEP initiative, Executive Committee members from SPWU and POU played a key role in the Total Security Roadshow held from 2 to 4 July 2025. Working closely with Management, they actively engaged staff, explained the security themes, and encouraged participation in the interactive games. Their involvement fostered a warm and approachable atmosphere, making it easier for our employees to deepen their understanding of key security measures.

¹⁹ The shift in our workforce composition, characterised by a growing number of contract staff, has resulted in a decreased proportion of employees covered by the Collective Agreement (CA), which includes permanent and reemployed Junior Officers.

Towards Healthy Longevity

PSA SG actively promotes healthy lifestyles for our workforce and the local community through a comprehensive suite of wellness programmes. Our 3Cs framework serves as the foundation for these efforts:

- **Care for SELF** - Empower employees to make healthier lifestyle choices and take ownership of their physical and mental health through the Annual Health Roadshow, health screenings, and promoting preventive care.
- **Care for Employees** – Support the holistic wellbeing of employees by promoting active lifestyles and providing mental health resources such as Confidant, counselling and in-house training programmes.

- **Care for the SG Community** – Strengthen community ties by supporting mature employees and retirees through programmes encouraging lifelong learning, physical activity, social interaction and participation in CSR activities, including the Health@Home.

Furthermore, as part of PSA SG's efforts to prioritise employees' health, the video "Ah Hock's Secret Sauce to Staying Well" was broadcasted on the company's intranet in 2025 to encourage staff to adopt better eating habits, stay active, and participate in regular health screenings—many of which are subsidised—recognising that early detection of hidden health conditions is essential.



PSA Family Day 2025

PSA Family Day 2025 was held at Mandai Bird Paradise on 4 and 5 January to celebrate our nation's SG60 milestone and appreciate staff and their families. Welcoming over 10,000 staff, families, union representatives, and key customers, the weekend was a heartfelt tribute to our shared achievements. It provided a meaningful opportunity to reflect on our journey as One PSA and to celebrate the families whose unwavering support remains integral to our success.





SG60 Family Port Tour and Carnival 2025

As part of PSA SG's celebratory lineup, we also hosted over 700 staff and their families for a Family Port Tour and Carnival on 6 June. The event featured open-top double-decker bus tours through Pasir Panjang Terminal, where operations colleagues provided insights into the port's scale and advanced machinery. At the experiential site, families explored a showcase of port equipment and participated in hands-on emergency response demonstrations. The celebration continued at our clubhouse, PSA Alongside, which was transformed into a vibrant carnival featuring interactive activities, bouncy castles, and food stations serving local culinary favorites. This milestone event offered families a unique look at PSA SG's operations while fostering deeper connections within the community in a relaxed, festive setting.

Enhancing Workforce Climate-Resilience Through Cooling Wearables

To strengthen workforce climate-resilience and protect employees working in heat-exposed environments, PSA SG piloted the use of cooling wearables in 2025. The initiative complements existing heat-mitigation measures and reflects our proactive approach to climate adaptation and ongoing commitment to protecting the wellbeing of frontline employees.

The pilot introduced patented passive-cooling technology that operates without power, refrigeration, or batteries. Stevedores tested different wearable designs, including headbands, arm sleeves and body wraps, assessing their effectiveness, comfort and usability under real working conditions. The insights from the trial will guide consideration for wider deployment across our port operations.



Inter-Department Terrarium Workshop

From 5 to 9 May, the Ship and Yard Planning Departments held their first cross-departmental terrarium workshop. The initiative enabled planning teams from different terminals to build professional relationships outside of their daily operational tasks. These two-hour sessions focused on employee wellbeing and creative engagement, providing a structured break from routine while fostering inter-departmental collaboration.

PSA SG Health Roadshow

On 21 August, nearly 900 staff, retirees, and service partners gathered at PSA Alongside for the 2025 Health Roadshow. Under the theme “Let’s Add Life To Lives,” the event featured a variety of fitness activities, including pickleball and cognitive games, alongside essential health screenings and educational booths on CPR and fire safety. A key highlight was the Step For Charity challenge, which raised S\$5,000 for Care Corner Singapore.

By combining physical activity, health education, and community giving, the roadshow served to promote holistic wellness and social responsibility across the PSA SG’s community.



A healthy turnout at PSA SG Health Roadshow 2025

Improving Staff Accessibility and Amenities at Tuas Port

As Tuas Port continues to scale up operations and expand its workforce, the distance, size, and layout of the space have made convenient and reliable internal transport increasingly important for staff mobility and wellbeing.

To improve connectivity, the Tuas Port Transport Hub (TPTH) was opened in November 2025. The new hub features a total of 25 shuttle bus bays located both inside and outside the Free Trade Zone.

With more frequent and direct shuttle connections to key pick-up and drop-off points across Tuas Port, employees benefit from smoother travel within the port.

We have also introduced upgraded staff amenities, including a new staff canteen and improved locker facilities at TPTH. These additions offer greater comfort and convenience for employees before, during, and after their shifts, contributing to overall workplace wellbeing.

For more information on TPTH, please refer to section on Sustainable Port Development on page 101.



Union Management Games 2025

The Union Management Games (UMG) was first introduced in 1988 to promote friendly competition and strengthen partnerships between the SPWU, POU, and PSA Management. As part of the SG60 celebrations, the organising committee introduced four new games to have more variety and encourage more participation among our employees. This year saw the highest participation rate, signifying the strong engagement and outreach from both our unions.



Overall champion - POU



Tug-of-War



PSA Day 2025

In 2025, PSA SG celebrated our inaugural PSA Day on 1 December, uniting colleagues across our global network in honour of our shared Purpose, Perseverance and Pride. The week-long celebration was launched by Group CEO Ong Kim Pong at PSA Horizons with a Heritage and Milestones video that reflected on PSAI's transformation to a global network enabler.

In Singapore, more than 400 staff joined the PSA Day Carnival, while senior leaders conducted a walkabout across terminals and facilities to distribute PSA Day goodie bags.

Awards and Recognition

2025 Silver Ribbon Mental Health Awards

The Silver Ribbon Mental Health Awards for Employers recognises and celebrates organisations in Singapore that demonstrate exceptional dedication to fostering a mental health-friendly work environment. PSA SG is proud to receive the Silver Ribbon Mental Health Award for the fifth year in a row. PSA SG supports the Silver Ribbon (Singapore)'s vision in promoting a positive attitude towards mental health in our community.



ENVIRONMENTAL AND WORKFORCE PROTECTION

Why It Is Important

PSA SG recognises the potential environmental and health impacts associated with air and noise pollution from our port activities, including construction, cargo handling, and truck movements. To protect our workforce and the surrounding community, we proactively implement mitigation measures and maintain rigorous monitoring systems to ensure all levels remain within safe and compliant limits.

Our Approach

Ambient Air Quality Monitoring (AAQM)

PSA SG fully complies with the Singapore Ambient Air Quality Standards, set forth by the National Environment Agency (NEA) under the Environmental Protection and Management Regulations.

We are committed to maintaining air quality at all terminals within the Singapore Ambient Air Quality Standards.

Our annual Ambient Air Quality Monitoring (AAQM) provides oversight across all operations. From 17 to 29 November 2025, we engaged a licensed NEA operator to perform air quality testing at 20 locations within our premises, including Brani Terminal, Keppel Terminal, Keppel DistriPark, Pasir Panjang Terminal and Tuas Port. Utilising specialised sensors over a 24-hour sampling period, we monitored key pollutants such as Particulate Matter PM_{2.5} (<2.5 µm) and PM₁₀ (<10 µm), Nitrogen Dioxide (NO₂) and Carbon Monoxide (CO). All samples successfully met Singapore's Ambient Air Quality Targets, with the average concentrations recorded as follows:

Type of Air Pollutant	Value Recorded	Within Healthy Limit
Nitrogen Dioxide (NO ₂)	58.2 – 147.4 µg/m ³	200 µg/m ³ (1 hr)
Carbon Monoxide (CO)	0.4 – 111.2 mg/m ³	10 mg/m ³ (8 hr)
PM 10	21.1 – 46.0 µg/m ³	50 µg/m ³ (24 hr)
PM 2.5	8.4 – 27.8 µg/m ³	37.5 µg/m ³ (24 hr)



Boundary Noise Assessment

In accordance with the Environmental Protection and Management Act, PSA SG ensures that noise levels at all terminals do not exceed the limits specified in the Environmental Protection and Management (Boundary Noise Limits for Factory Premises) Regulations 2008.

Between 24 November to 3 December 2025, we engaged a certified vendor to execute our annual boundary noise exercise, which involved deploying 24-hour monitoring stations at strategic points within and along the perimeters of all our container terminals (Keppel Terminal, Tanjong Pagar Terminal, Pasir Panjang Terminal and Tuas Port). This rigorous, data-driven approach ensures we accurately evaluate operational acoustics and proactively safeguard the wellbeing of our employees and local communities.

The assessment confirms that noise levels across all sampling locations remained in full compliance with the corrected maximum permissible boundary limits.

Haze Response Management

Transboundary haze remains a periodic challenge for Singapore, often triggered by regional land-clearing activities. During the Southwest Monsoon, dry weather and prevailing winds can exacerbate the situation, leading to increased smoke concentrations over the city-state.

Haze Response Plan and Guidelines

- | | | | | | |
|--|----------|--|--|----------|--|
|  | 1 | Understand transboundary haze and haze risks management. |  | 4 | Set clear response guidelines for different haze severity levels. |
|  | 2 | Define roles and responsibilities of the haze committee, taskforce, and coordinators in the event of response plan activation. |  | 5 | Ensure sufficient provision of PPE (N95 masks) for our employees and stakeholders. |
|  | 3 | Identify different levels of haze alerts and escalation of haze response according to well-defined severity situations. |  | 6 | Raise awareness on haze-related environmental health issues and mitigation measures. |

COMMUNITY RELATIONS

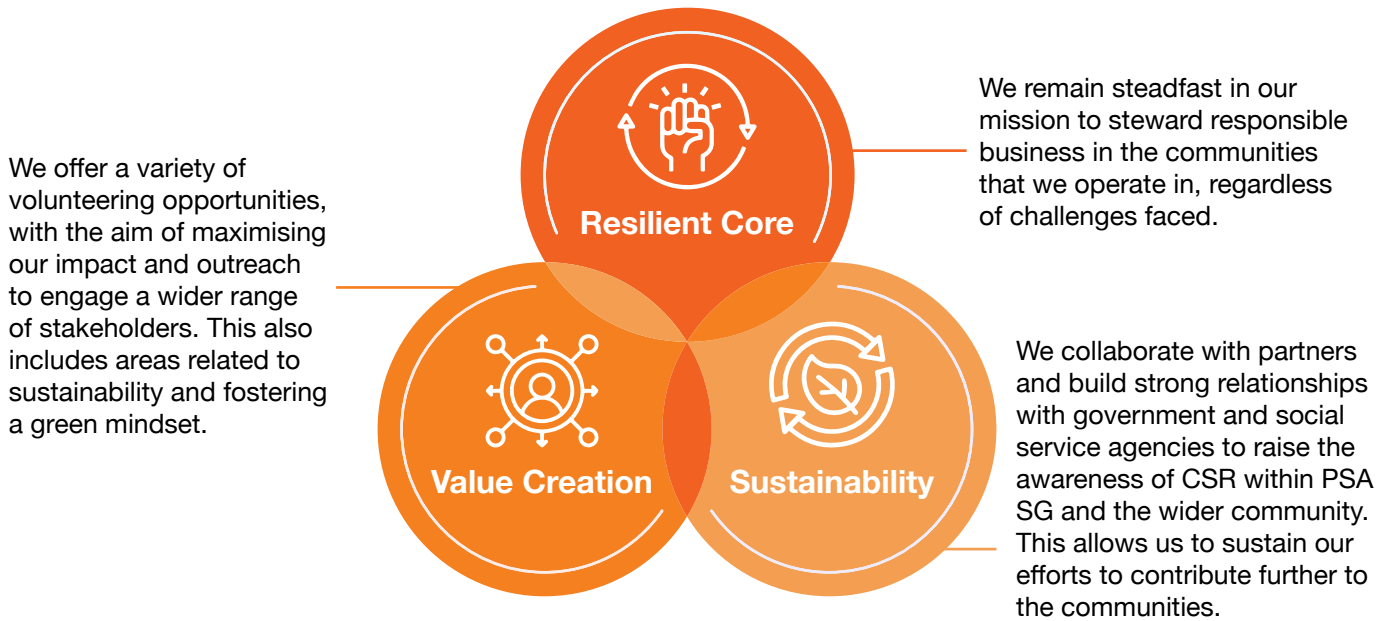
Why It Is Important

At PSA SG, we believe that strong community relationships are the foundation of a resilient and sustainable business. We prioritise consistent engagement to ensure our growth aligns with the needs and wellbeing of the community we serve. A well-defined corporate purpose guides these efforts, allowing us to contribute meaningfully to the industry and foster a more supportive environment for everyone.

Our Approach

To ensure our community efforts are purposeful and effective, we take a holistic approach to engagement, translating our 'Doing Good' philosophy into actionable initiatives that enhance the wellbeing of the communities and environments we serve.

To accomplish this, we utilise our three-point framework as a set of guiding principles to direct our impact:



Our 2025 initiatives can be categorised into 3 main areas:

- 1**

'Together, We Can Make a Difference', where we seek to uphold our strong tradition of uplifting communities and giving back to vulnerable groups through our flagship programmes such as PSA Health@Home (H@H) and the Howe Yoon Chong (HYC) PSA scholarships.
- 2**

'Developing Doing Good Mindset', where we aim to engage in impactful and meaningful CSR programmes that drive positive change while also fostering greater employee engagement.
- 3**

'Multiplying our Doing Good Movement', where we collaborate with diverse stakeholders in philanthropic efforts, creating opportunities for our partners to directly support our beneficiaries.

H@H Initiatives

Launched in 2015, PSA SG's flagship community programme, Health@Home (H@H), was established to support home-based healthcare and eldercare through corporate volunteerism involving Singapore-based staff. To fulfil both societal and community needs, the H@H initiative is built on two fundamentals - equipping staff with caregiving skills and enabling them to age well and age in place.

In 2025, our pool of more than 800 H@H volunteers clocked over 2,750 volunteering hours at our partner beneficiaries. There was also a healthy sign up of more than 120 volunteers in 2025.

In addition to this, 2025 was also a special year as Singapore celebrated SG60. On 25 July, Tanjong Pagar and Keppel Terminals were filled with festivities, paying tribute to Singapore's containerisation and maritime journey. Marking the occasion was a visual display assembled over 32 hours by our Operations team, made possible by the support of 14 shipping line customers who contributed more than 270 containers.





The SG60 celebration kicked off with a 10-kilometre competitive charity run and a 5-kilometre mass walk through the City Terminals. It offered staff a rare chance to explore Tanjong Pagar and Keppel Terminals on foot before the area undergoes redevelopment as part of Singapore's future urban plans. A total of S\$20,000 was raised from the charity run, with proceeds donated to Care Corner Singapore.

There were other SG60 related events organised, such as the annual PSA Golf Invitational and planting of 60 trees at Tuas Port Transport Hub. Overall, close to S\$170,000 was raised for various beneficiaries under the PSA H@H umbrella.



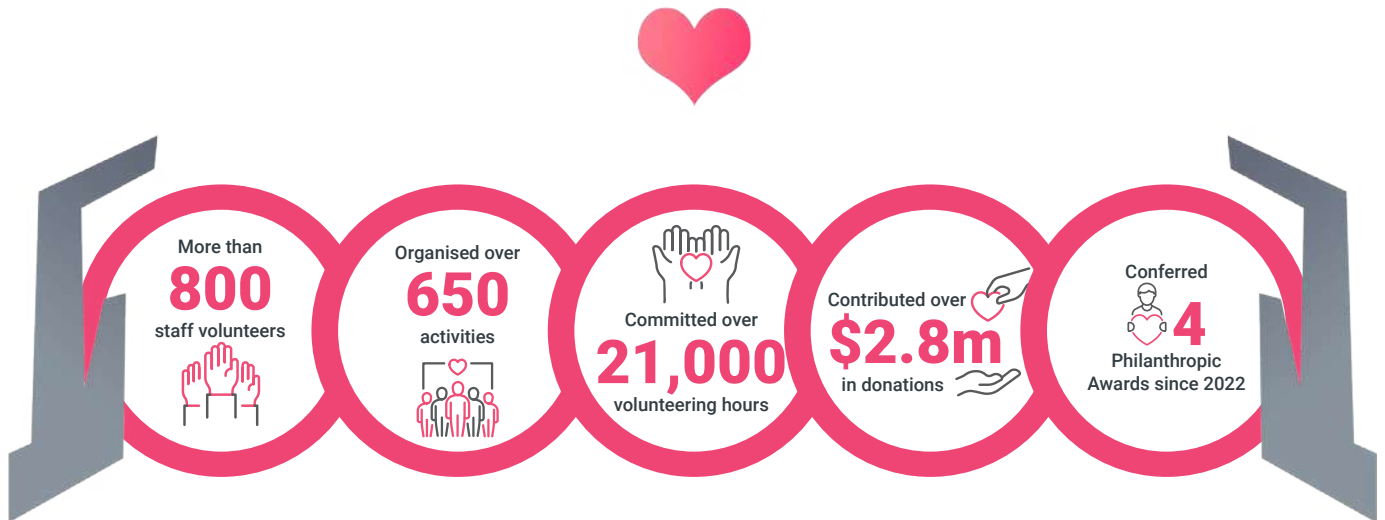


PSA Dragon Boat 2025

As part of our SG60 Celebrations, PSA SG hosted our inaugural dragon boat event on 26 April, bringing together 16 shipping lines – CMA CGM, COSCO Shipping, Emirates Shipping Line, Evergreen, Hapag-Lloyd, HMM, Maersk, MSC, Orient Overseas Container Line, Ocean Network Express (ONE), Pacific International Lines (PIL), Regional Container Lines, Samudera Shipping, Swire Shipping, X-Press Feeders, Yang Ming – for a memorable morning of teamwork, competition and camaraderie on the water.

In a very intense and highly competitive morning, the PSA SG team edged out the competition by a razor-thin margin of 0.2 seconds to claim first place and won the prize money of S\$10,000. As PSA SG marks SG60, moments like these remind us why collaboration (be it business or social) remains the cornerstone of our continued success, and in this spirit, the PSA SG team donated 50% of their winnings to Stroke Support Station, and hope that this amount will help to meet the needs of post-stroke survivors and their caregivers across Singapore.





Celebrating 10th Anniversary of PSA SG's H@H Programme

The H@H Programme marks a significant milestone in 2025, celebrating 10 years of mobilising the 'Doing Good' movement to build a more compassionate, inclusive and sustainable community.

Its role as an industry orchestrator is more relevant than ever, as it continues to bring together maritime partners to amplify our collective impact and serve an increasingly diverse group of beneficiaries. Since the programme's inception, PSA SG has partnered with valued stakeholders, including Gracehaven, HCA Hospice, Lions Befrienders, St Luke's Eldercare and Stroke Support Station, to multiply and deliver positive social impact through a variety of initiatives. These range from engaging with seniors, supporting stroke survivors and disadvantaged youth, to monetary donations and promoting sustainable living.

This decade of dedication has earned growing national recognition, validating the maturity and effectiveness of our collaborative approach. PSA SG was honoured to be named a Champion of Good by the National Volunteer & Philanthropy Centre (NVPC) in 2022 and 2024, and to receive the Friends of Community Care (FOCC) Award from the Agency for Integrated Care (AIC) for two consecutive years in 2023 and 2024.

Moving forward, PSA SG remains steadfast in our commitment to expanding H@H's transformative impact whilst strengthening corporate purpose through purposeful volunteerism and community engagement. By collaborating with both internal and external partners and keeping updated with current trends in the mental and physical health space, the programme will also endeavour to reach out to social service agencies in the mental wellness arena as well.

Howe Yoon Chong (HYC) PSA Scholarships

The HYC PSA Scholarship was established to provide bond-free scholarships for students from low-income families who have challenging circumstances and demonstrated active community involvement. In 2025, we continue to provide financial assistance and awarded scholarships to 38 deserving students, bringing the total number of beneficiaries to over 450 across local Institutes of Technical Education, polytechnics and universities, since the programme's inception in 2009.





Retiree Volunteer Programme (RVP)

Our commitment to community service and doing good extends beyond retirement. The RVP initiative allows PSA SG employees to continue their volunteering activities even after they leave the workforce. This aligns with our aim of promoting active aging among our employees; retired volunteers not only sustain social connections but also acquire valuable eldercare skills that enhance their mental and physical wellbeing. This initiative enables them to age gracefully while still making significant contributions to the community. The retiree volunteer programme currently has 40 volunteers, including 7 new signups.

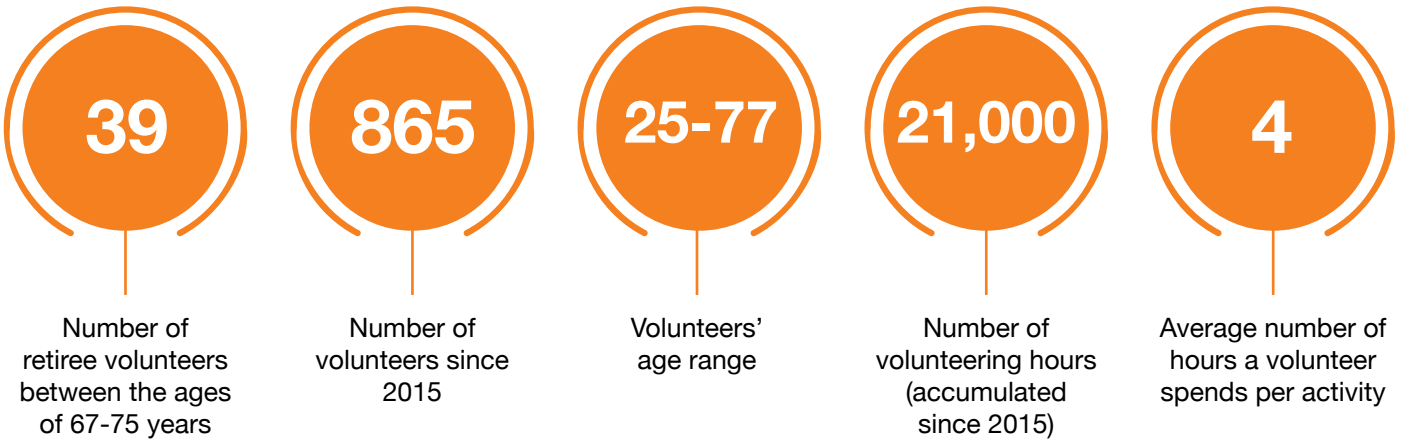
Multiplying our 'Doing Good' Movement

With the strong support of over 800 volunteers, PSA SG has clocked over 21,000 hours of volunteering through more than 650 activities over the course of the programme's 10 years. These numbers speak volumes of our strength and mindset of "doing good". The spirit of volunteering and the collective action has enabled PSA SG to be seen as a strong proponent of corporate citizenship and a force of good. The activities listed clearly showcases our multiplier effect – where we extend our CSR efforts beyond the organisation, reaching out to more volunteers and more beneficiaries.

- On 7 October, PSA SG partnered with Ocean Network Express, Pacific International Lines, Regional Container Lines, Samudera, and X-press Feeders to host a memorable outing to the Singapore Oceanarium for nearly 70 seniors from St Luke's ElderCare (SLEC). The beneficiaries were paired with 70 dedicated volunteers from PSA SG and our shipping partners, who accompanied them through the marine galleries. The event celebrated community spirit and PSA SG's heritage, featuring an 88-year-old former quay crane operator who was present at the opening of PSA SG's first container terminal in 1972.
- On 12 September 2025, PSA SG collaborated with MSC to host an outing for beneficiaries from Daughters of Tomorrow (DOT) at the Singapore Turf Club Riding Centre, extending our efforts beyond our usual CSR network. Beneficiaries were given a tour around the stables, and they were shown how horses were cared for and fed. DOT supports women from disadvantaged backgrounds in Singapore in securing stable employment and building a better future.



- The success of PSA SG’s CSR initiatives has led to repeat requests for additional collaborations with various social service agencies, expanding the impact of our ‘Doing Good’ efforts. More importantly, these initiatives have inspired greater interest among our shipping line partners to undertake community projects in Singapore. PSA SG now works closely with partners such as CMA CGM, MSC and ONE to organise annual CSR activities.



PSA Charity Fair 2025

The fair, held in November, was a huge success, uniting over 800 colleagues from across PSA SG divisions, Corporate Centre, PSA Marine, PSA BDP, CrimsonLogic, and the unions. This event was also the last of a series of events celebrating SG60. Featuring 30 stalls and activity stations, including a booth from Community Chest, the philanthropy and engagement arm of the National Council of Social Service (NCSS), a record-breaking S\$75,000 was raised, the highest amount since the Charity Fairs began in 2011. The proceeds went to supporting Gracehaven, a residential home and programme for vulnerable children, in their efforts to provide academic mentoring, foster placements, and recreational programmes for the children.



Advancing beyond H@H

At PSA SG, we want to go beyond volunteering. We have offered our office space to HCA Hospice for them to hold their activities. Other than allowing the not-for-profit organisation a venue space, we also allow the beneficiaries to have an up-close view of Singapore's port. In 2025, we hosted staff of Mindfull Community (formerly Caregivers Alliance Ltd) for the use of our event space for their Quarterly Meeting and thereafter taking the team on a port tour.

Additionally, PSA SG together with PSA University have also launched a caregiver training course with eldercare knowledge and caregiving skills for staff. These skills are increasingly important as Singapore transitions into a super-aged society and equipping our colleagues helps ensure they are better prepared for the future.

PSA SG also rolled out a series of health-related lunchtime talks to staff. In collaboration with our CSR partners, topics covered include understanding dementia, heart care, managing stroke, end-of-life care and caregiver wellness. These talks seek to equip staff with basic caregiving skills which will be useful at different stages of their lives. The talks were well received by our staff.

Beyond this, PSA SG has also engaged with the Residents' Committees (RC) and Residents' Networks (RNs) in our community, bringing the residents to visit PSA Horizons and the port in an effort to share with them the developments of Singapore's port and maritime industry.



PSA SG in Bloom

PSA SG is dedicated to fostering a sense of unity through our collective pursuit of sustainability. Through our ‘PSA SG in Bloom’ initiative, we bridge the gap between industrial operations and natural biodiversity, engaging both the port and local community in activities such as tree planting and the cultivation of food gardens.

Our long-standing support for NParks’ One Million Trees movement remains a highlight of these efforts, with 185 trees planted by PSA volunteers in 2025 and more than 360 since 2016. This includes the 60 trees that were planted in Tuas Port Transport Hub in October 2025 in celebration of SG60.





60 trees planted at Tuas Port Transport Hub to celebrate SG60

Beyond tree planting, PSA SG has established various onsite food gardens, managed by dedicated staff volunteers to promote sustainable, locally sourced food. These gardens have yielded a combined harvest more than 1 tonne of fresh produce to date, ranging from fruits and herbs to flowering plants, with over 200 kg donated to charitable causes. On 19 April, volunteers from PSA SG food gardens partnered with PSA Marine to harvest produce at the Gerické hydro farm. The harvest was donated to St Luke's ElderCare (Ayer Rajah Centre), providing fresh produce to their residents and demonstrating a coordinated 'One PSA' approach to community support.

Awards and Recognition

Friends of Community Care Award

In 2025, PSA SG received the Friends of the Community Care Award from the Agency for Integrated Care (AIC) for the second consecutive year, recognising our continued contributions to the community care sector.



Friends of the Community Care Award from the Agency for Integrated Care (AIC)

Volunteer Partner Award by NCSS

PSA SG was honoured with the Volunteer Partner Award, which acknowledges organisations that demonstrate regular and sustained volunteer efforts, whether service-based, skills-based or event-based, in support of social service agencies and the wider community.

Volunteer Partner Award by Community Chest 2025

PSA SG was also presented with the Volunteer Partner Award by Community Chest in 2025, which acknowledges organisations and individuals that make significant contributions to the social service sector through sustained volunteerism. This recognition reflects the strength of PSA SG's collective CSR efforts, where each division appoints a Division CSR Coordinator (DCC) responsible for shaping and implementing volunteer activities together with the CSR team.



Community Chest Award

GOVERNANCE AND 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
- Regional Development

OPTIMISATION OF GLOBAL SUPPLY CHAINS

Optimisation of our supply chains is central to PSA SG's operational strategy and a key factor in maintaining global market competitiveness. By prioritising the improvement of logistics networks, we are able to position ourselves as one of the leaders in industry performance and strive for long-term excellence in the ever-evolving international trade landscape.

Why It is Important

As a crucial player in port logistics, we recognise that global supply chains significantly influence the efficiency and effectiveness of our operations, as they have a direct effect on cargo volumes, shipping routes, and demand for our services. The optimisation of logistics networks is vital for the smooth flow of goods from production to end users, thereby reducing costs, eliminating bottlenecks, and greatly enhancing service quality for our customers.

Our Approach

PSA SG strengthens our operational resilience by prioritising the integrity of global supply chains while engaging with stakeholders to facilitate the advancement of sustainable practices within both local and regional logistics. This allows us to drive industry-wide efforts while contributing to a greener future.

Establishing an Integrated Logistics Ecosystem in Singapore

The PSA Supply Chain Hub @ Tuas (PSCH) is currently under construction and slated for completion in 2027. Strategically situated within the Free Trade Zone and adjacent to Tuas Port, this next-generation logistics hub is designed for seamless integration with Singapore's global supply chain network. By optimising land use, minimising cargo touchpoints and reducing emissions, the PSCH will offer unparalleled connectivity and scale as a Regional Distribution Centre and Container Freight Station.

PSCH's comprehensive suite of value-added services and supply chain synergies aims to redefine sustainable logistics and solidify Singapore's position as a sustainable global logistics and supply chain powerhouse. Beyond boosting connectivity and operational efficiency, the PSCH showcases a more sustainable, resilient and integrated logistics model.



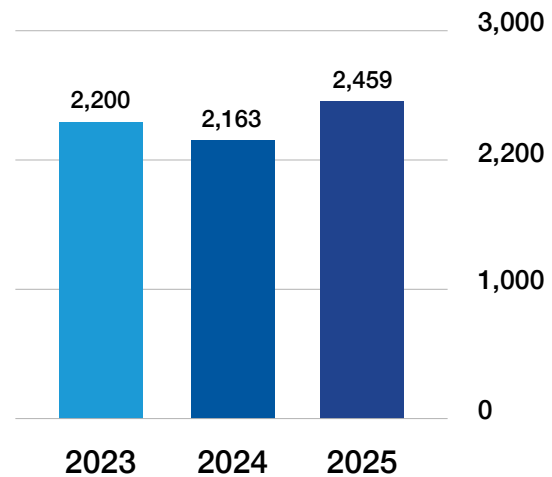
Navigating Toward Sustainability: Barging as the Greener Transport Solution for Energy and Chemical Manufacturers in Jurong Island

PSA SG is driving the green transformation of Jurong Island by transitioning cargo transport from road to sea for energy and chemical manufacturers. In alignment with the Singapore Green Plan 2030, this initiative provides Beneficial Cargo Owners (BCOs) with a more efficient and sustainable alternative to trucking. By opting for barging, companies can reduce carbon emissions by approximately 30% while easing road congestion and labour demands. Operating from the island's northwestern seafront, the Jurong Island Terminal (JIT) facilitates twice-daily barge sailings, ensuring seamless connectivity between island-based businesses and PSA SG's main hubs at Tuas Port, Pasir Panjang Terminal, and Brani Terminal.

In 2025, the throughput volumes at JIT reached a record high of over 200,000 TEUs, resulting in approximately 2,459 tCO₂e of avoided carbon emissions by comparing the emissions from barging with trucking. This represents an estimated 13.7% year-on-year increase in carbon savings. This achievement supports Singapore's long-term vision for Jurong Island as a sustainable, globally competitive hub for the energy, chemicals, and advanced manufacturing sectors, which are foundational pillars of the nation's economy. PSA SG has newly introduced specialised facilities for Dangerous Goods handling and transloading, further strengthening JIT's role as vital logistics infrastructure for these sectors. Enabled by the close proximity of the terminal to these manufacturing plants, BCOs can now store containers on-site and retrieve them only when production requires raw materials, while export containers are gated in only upon completion of loading. This operating model supports JIT's core purpose of eliminating redundant cargo movements, reducing congestion at plant loading bays, and minimising truck idling and turnaround times.

Collectively, these enhancements improve operational resilience and productivity for BCOs while delivering tangible sustainability outcomes, strengthening Singapore's economic competitiveness and its commitment to green growth. PSA SG will continue to collaborate with JTC to support increasing demand.

Carbon Emissions Savings from Barging (tCO₂e)



Enabling Efficient Container Reuse and Return through iWX

PSA SG's Intelligent Warehouse eXchange (iWX) is a cutting-edge, AI-enabled digital platform designed to optimise warehouse and container logistics through data-driven and advanced analytics. By analysing traffic patterns and predicting container reuse opportunities, iWX orchestrates seamless return workflows that boost operational efficiency, foster collaboration across the ecosystem partners and deliver measurable sustainability outcomes for the logistics community.

Following the rollout of the iWX Reuse & Return solution across the Singapore Logistics Community, the platform has seen significant adoption and impact. With six global shipping lines and 40% of Singapore's haulier community onboarded, the platform has facilitated over 8,000 reuse transactions. This has contributed to carbon savings up to 150 tCO₂e.

Both iWX and the OptETruck™ platforms have demonstrated strong outcomes, cutting unnecessary truck trips, reducing transport costs, and streamlining operations for ecosystem partners. iWX won the Supply Chain Excellence Awards APAC 2025 (Transport Category) and was recognised in the inaugural Singapore Business Times Design AI & Tech Award for its user-centric design. Through iWX, PSA SG continues to drive greener, more collaborative supply chain operations that align with Singapore's national decarbonisation goals.

Optimising Traffic Flows and Reducing Emissions at Keppel Distripark

In April 2025, we launched the Lorry Timeslot Booking (LTB) solution at Keppel Distripark, a strategic initiative designed to streamline processes, synchronise traffic flows and advance our commitment to greener operations. LTB is a sophisticated digital platform that allows hauliers to secure designated timeslots for cargo delivery and collection, ensuring faster and more predictable truck turnarounds. Currently, the system ensures hauliers arrive within one hour of their allocated timeslot, with a target to narrow this window to 30 minutes.

By integrating real-time docking bay availability and featuring a colour-coded visual interface for warehouse activity, LTB empowers users with better planning and smoother yard operations. These operational refinements translate directly into sustainability gains: reduced vehicle waiting times lead to lower carbon emissions from idling, while enhanced yard safety improves the daily experience for truck drivers. Since its inception, LTB has achieved a 100% adoption rate among users, underscoring its vital role in fostering a high-efficiency, low-carbon logistics ecosystem.

Streamlining Sea-Air Transshipment for a Greener Supply Chain

PSA SG and the Cargo Community Network (CCN) pioneered a next-generation digital platform designed to enhance sea-air intermodal transshipment by enabling faster, smarter and more coordinated systems. Co-created with stakeholders from the maritime and air cargo sectors, this one-stop solution, launched in August 2025, integrates real-time data across PSA SG terminals, ground handlers, and airlines partners to facilitate seamless cargo movement within 24 hours of arrival. It features capabilities like multi-party visibility, AI-powered estimated time of arrival, and proactive delay identification. Built on PSA SG's digital solutions and CCN's expertise in flight tracking, the digital platform serves high-value industries such as electronics, healthcare, and e-commerce, significantly reducing operational complexity and costs for shippers and logistics providers, fostering a more coordinated and resource-efficient global supply chain. Multiple forwarders have onboarded the platform and benefited from the one-stop visibility and decision making.



INNOVATION AND TECHNOLOGY

Why It Is Important

PSA SG is shaping the future of global logistics landscape by prioritising technological advancement and creative innovation. By establishing new benchmarks for sustainable operations and functional efficiency, PSA SG reinforces our internal strengths while championing a modernised, greener supply chain ecosystem for the shipping sector.

Our Approach

We leverage data analytics and automation through advanced technologies, including Smart Grid Management, Automated Quay Cranes (aQC) and digital platforms such as OptEVoyage and OptETruck™ to enhance the efficiency of our energy and logistics operations. These solutions enable us to streamline processes, optimise energy consumption and improve overall operational performance, while reducing the environmental footprint of our operations.

Our approach is structured across key domains to articulate the breadth of our innovation efforts. Under Automation, initiatives such as Automated Quay Cranes (aQC) and AI-driven energy optimisation via Smart Grid Management enhance productivity and operational efficiency. Under Customer-Facing Platforms, solutions like OptEVoyage and OptETruck™ provide customers with real-time visibility, voyage optimisation and provide stakeholders with improved truck scheduling, reducing turnaround times and associated emissions. Under Building an Innovation-Driven Culture, we advance continuous improvement through pilot programmes, cross-functional innovation initiatives, and strategic partnerships with technology providers to scale impactful solutions across our network.

This structured framework not only highlights the diversity of our technology initiatives but also strengthens the coherence of our overall strategy, reinforcing our commitment to continuous improvement and sustainable, data-driven transformation.

Automated Quay Crane (aQC)

To achieve rapid and precise container management, we rely on aQCs as a cornerstone of our port operations. In 2024, we enhanced our quay side efficiency by implementing ‘vessel-side parabolic’ and ‘dynamic clear height’ strategies. These path-planning tools streamline trolley movements, effectively shortened handling cycles. We also upgraded our Terminal Operating System, allowing us to manage variable traffic and stowage more autonomously, reducing manual intervention and better support our remote operations team. Moving forward, we will continue to conduct ecosystem testing of the aQCs with automated Prime Movers (aPMs) to further strengthen the transition toward a fully integrated, high-performance terminal.

Additionally, we have partnered with Nanyang Technological University on a proof-of-concept for an advanced sensor suite and algorithm for cell-guide detection and spreader localisation. This ongoing collaboration has yielded promising results, demonstrating the technology’s ability to precisely identify cell guides for improved onboard positioning. We are working to productise and implement the solution in 2026 to enable aQCs to achieve seamless entry and more efficient hatch operations.



OptEVoyage

OptEVoyage stands as a cornerstone of PSA SG's strategy to champion "just-in-time" vessel arrivals. Central to this initiative is the "Agreed Berthing Time" concept launched in 2024, which provides shipping lines with the predictability needed to adjust transit speeds for direct berthing. This synchronised approach ensures berth certainty and optimises the use of marine resources and anchorage space across the port.

Throughout 2025, we saw a marked increase in the adoption of OptEVoyage, with the number of services and vessel calls rising by 15% and 25% respectively compared to the previous year. This growth led to substantial environmental benefits, including inferred savings of over 160,000 metric tonnes of bunker fuel and correspondingly avoided CO₂e emissions of more than 500,000 metric tonnes.

Autonomous Prime Mover (aPM)

The adoption of autonomous vehicle technology for horizontal transport at the port allows the aPM to be integrated with negligible disruptions to existing layouts, crane setups, or environmental configurations. By leveraging self-driving capabilities, these units are designed primarily to strengthen labour resilience and modernise ground logistics. Development remains an ongoing priority, as active collaboration with various solution providers continues to refine and validate these autonomous systems through rigorous testing.

Throughout 2025, we continued operational trials with a fleet of aPMs at Pasir Panjang Terminal (PPT). These units supported 24/7 yard-shifting operations within our aRMG yards across all weather conditions, backed by remote exception-handling capabilities. The deployment of aPMs with safety drivers for wharf testing and fleet management system integration will continue into 2026. These advancements are essential to enabling end-to-end ship operations, as they allow for the coordination of multi-aPM movements at scale alongside enhanced wharf navigation.



Automated Guided Vehicles (AGVs)

At the fully automated Tuas Port, traditional Prime Movers have been replaced by a fleet of driverless Automated Guided Vehicles (AGVs). These units facilitate the horizontal transport of containers between the yard and the wharf, guided by a sophisticated central management network supported by specialised backend systems and dedicated IT teams.

The synergy between the teams is essential for ensuring the terminal's overall efficiency. To bridge the gap between technical data and real-world port activity, new IT employees undergo a specialised two-week immersion within the control center. This programme allows staff to correlate backend system logs with live terminal manoeuvres, providing the practical insights necessary to maintain a high-performance, automated ecosystem.



Hydrogen Prime Mover Proof-Of-Concept

PSA SG is spearheading the integration of hydrogen into port operations as part of our broader decarbonisation strategy. In 2024, we collaborated with an Institute of Higher Learning (IHL) and industry partners to pilot Methylcyclohexane (MCH) as a Liquid Organic Hydrogen Carrier (LOHC). This innovative technology allows hydrogen to be stored and transported safely at ambient conditions before being extracted for use as a clean fuel in horizontal transport.

PSA SG commissioned the port's first hydrogen refuelling facility and deployed a fuel cell electric prime mover for trials at PPT. While trials were running until mid-2025, PSA SG had concurrently worked alongside government and industry stakeholders to establish safety standards and operational practices for hydrogen refuelling stations. Building on these results, further studies are now underway to evaluate the economic viability and scalability of hydrogen solutions for broader terminal applications.



Predictive Maintenance & Equipment Data Analytics

Our collaboration with the National University of Singapore Centre of Excellence in Modelling and Simulation for Next Generation Ports has resulted in the successful conclusion of a predictive maintenance proof-of-concept for quay crane hoist systems. Through this initiative, we deployed long-term sensor suites on two cranes at PPT, developed a portable sensor variant, and established a new diagnostic feature to monitor real-time crane health. We are refining this solution to integrate it into the standard maintenance workflows for specific crane make and models. These findings will be scaled to Tuas Port while we explore broader applications, including cycle-time analytics and vessel loading precision.

Strengthening the reliability of our critical container-handling assets is a cornerstone of our strategy, ensuring our operations remain resilient, sustainable, and capable of meeting future global trade demands.

Battery Charging & Swap for Electric Prime Movers

To support our growing fleet of heavy-duty electric prime movers (ePMs), PSA SG has implemented a Battery Charging & Swap Station (BCSS) at PPT. The BCSS utilises a robotic arm to exchange depleted batteries for fully charged units in just a few minutes. This innovative approach eliminates the hours of vehicle downtime required by traditional charging, significantly enhancing operational efficiency while driving our decarbonisation goals.

As we transition to greener technologies, safeguarding our people and assets remains a top priority. On 13 November 2025, an inter-departmental team comprising representatives from relevant departments conducted a comprehensive fire drill at the BCSS. This exercise was specifically designed to address the unique challenges posed by lithium-ion batteries, such as thermal runaway, which can lead to intense fires and toxic smoke. By testing firefighting tactics and refining coordination between departments, PSA SG ensures a robust emergency response framework that keeps pace with our technological evolution.

Engineering Golden Gear 2025

On 22 September, more than 200 engineers from the CND Engineering departments gathered at PSA Horizons for the Engineering Golden Gear event, themed “Journey of Time, Sparks of Tomorrow.” The celebration showcased innovative engineering projects, with outstanding teams receiving Golden Gear trophies, and included a hands-on DIY challenge where participants built and raced remote-control boats.

The event followed two meaningful pre-activities, National Engineers’ Day 2025 and a CSR session with children from Gracehaven building solar-powered remote-control trucks, which helped build excitement and highlight PSA SG’s commitment to both innovation and community engagement.



ETHICAL BUSINESS CONDUCT

At PSA SG, our business choices are rooted in a firm commitment to ethics and integrity. We are committed to establish a professional environment that embodies these principles.

Why It is Important

We believe that ethical behaviour is not just an add-on to our business activities, but a crucial part of achieving financial success and ensuring long-term sustainability.

When we lead with ethical business conduct, we build confidence with our primary stakeholders, strengthen our brand reputation, and safeguard our organisational resilience. Our commitment to creating a professional culture founded on transparency, accountability, and a shared sense of purpose demonstrates this principle in action.

Our Approach

PSA's Code of Business Ethics and Conduct (The Code) embodies our commitment to ethical business practices, and provides guidance for PSA employees to align on shared standards of ethical behaviour and sound decision-making in the course of our work. Adherence to The Code is mandatory for all PSA SG employees, both existing staff and new hires.

It details our Whistle Blowing policy and reporting channel, which provides employees with a confidential and secure platform to raise concerns about potential misconduct, including policy violations, legal or regulatory issues, or unethical conduct, without fear of reprisal. Every concern submitted via the designated Whistle Blowing email or hotline undergoes thorough investigation, with appropriate measures implemented to address any infractions and ensure compliance. Additionally, we maintain a culture of accountability supported by a formal grievance process. This allows employees to report issues and seek redress without fear of retaliation, ensuring that rights violations or disputes are addressed fairly. By providing reporting lines via supervisors and unions, we guarantee a thorough investigation of all good-faith claims, as outlined in the PSA Corporation Employees' Agreement 2024.

The Code handbook is easily accessible on our corporate website and employees go through periodic refresher training. The Code is reviewed annually to keep pace with evolving business environment, to ensure its continued relevance in our dynamic business landscape, enabling our employees to maintain the highest standards of ethics and integrity. Notable enhancements include a new Anti-Money Laundering section, demonstrating our commitment to partnering with customers and entities engaged in legitimate operations using lawfully sourced funds.



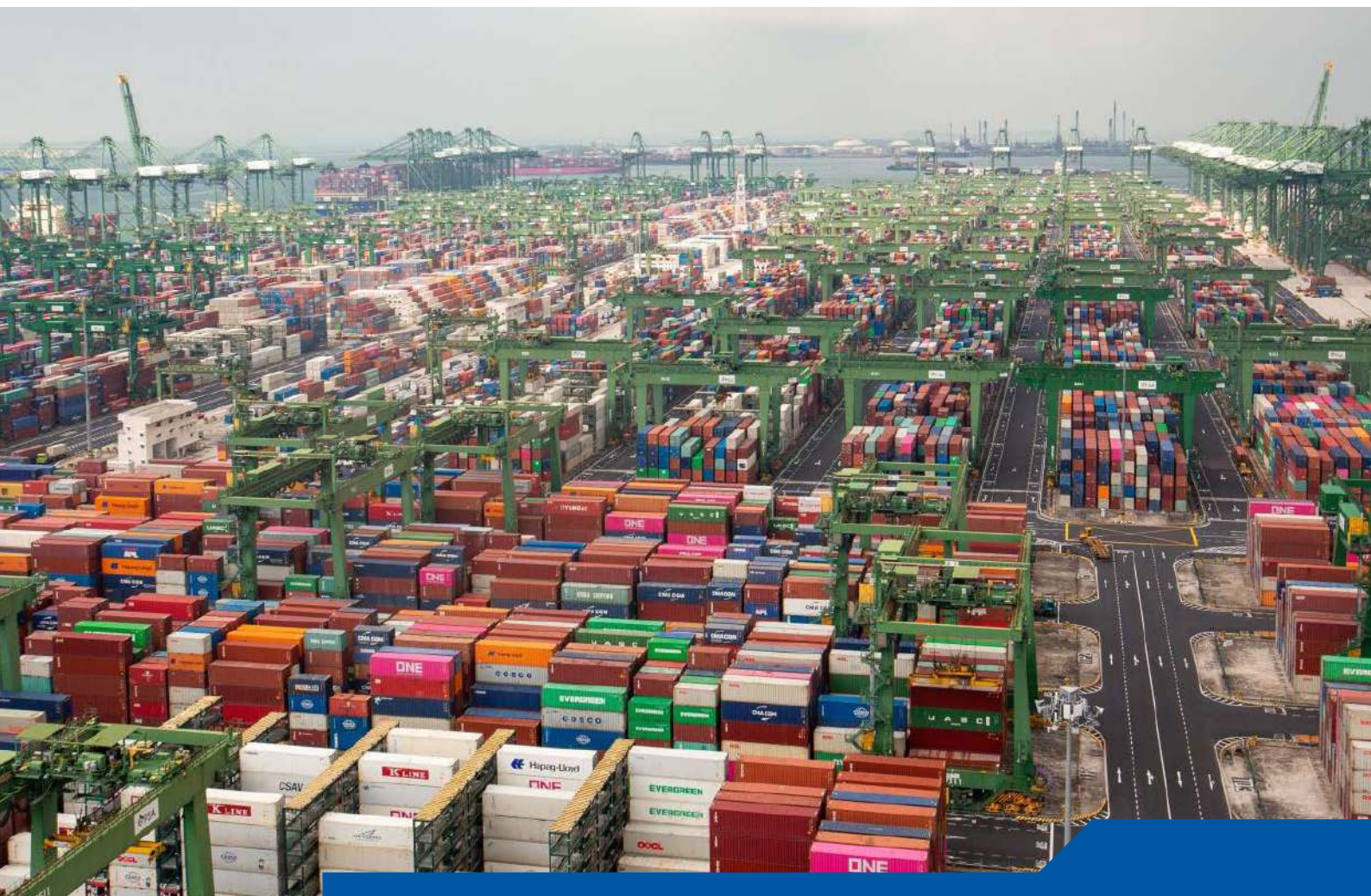
Additionally, guidelines for the ethical application of AI have been established through a newly introduced section on Artificial Intelligence Tools/Platforms. The updated Code also features clearer language regarding employees' responsibilities in protecting PSA's information from cyber threats, along with strengthened provisions on employees' rights to freedom of association and collective bargaining. In conjunction with these revisions, Group HR has partnered with PSA University to update 'The Code Refresher' e-learning programme, which has gone live as of April 2025. The e-learning was cascaded to all PSA SG employees in 2025, comprising an e-learning module and an assessment that requires a 100% passing grade. More than 9,000 office-based and frontline employees, representing the majority of our workforce, have successfully completed the Code Refresher e-learning.

We remain committed to adhering to all relevant local laws and regulations. We work closely with relevant authorities while respecting the local cultures and businesses we engage with. In our commercial decisions, we also consider social and environmental impacts. As a result, we have maintained full compliance, with no monetary or non-monetary penalties, nor confirmed incidents of corruption in 2025.

PSA Group's Framework for Customer and Partner Engagement

PSAI has established the Customer and Partner Business Principles (CP Principles) in 2024, expanding upon The Code's foundational framework to address stakeholder conduct. The CP Principles define behavioral expectations for all parties doing business with PSA across critical domains including social media, cyber and data security, health and safety, sanction laws, anti-money laundering, and supplier gifts and entertainment. Regulatory compliance and transparent communication of PSA's standards are ensured through these principles for customers and business partners alike. PSA SG requires that all our suppliers, customers and business partners meet the standards set out within our Supplier Code of Conduct and CP Principles.

For more information on The Code, Supplier Code of Conduct, and CP Principles, please visit <https://www.globalpsa.com/psa-international/#thecode>



SUSTAINABLE PROCUREMENT

Why It is Important

As a leading global port operator, PSA SG recognises our capacity to influence the supply chain toward minimising environmental impact and achieving beneficial social outcomes. Our dedication to environmental and social responsibility extends beyond our direct operations to encompass the broader ecosystem in which we operate.

Our Approach

We drive responsible procurement by embedding sustainability criteria into how we select, monitor, and evaluate our suppliers. This includes a focus on ethics, the environment, and human rights. Building on the Group’s Sustainable Procurement Framework, we continue to align strategic goals with key partners while providing active support to suppliers with less mature sustainability programmes.

The 7 Key Elements of the PSA Sustainable Procurement Framework



Embedment of Suppliers' Code of Conduct (SCC)

PSA SG requires all SG suppliers to adhere to the standards set forth in our SCC. Jointly developed by PSA Group's Legal and Procurement teams, the SCC establishes clear behavioural benchmarks across ethics, environmental responsibility, health and safety, and transparency—all of which underpin our commitment to ESG excellence. Since its introduction in 2022, the SCC has been integrated into all tender specifications and supplier agreements, reinforcing our dedication to a responsible and sustainable supply chain.

For more information on PSA SG's SCC, please refer to [PSA's webpage](#).

Collaborating with our suppliers

Since 2022, we have been consistently tracking the GHG footprints of our key suppliers and assessing their ESG maturity through comprehensive surveys via our data and information collection platform. This comprehensive assessment covers crucial ESG considerations, including labour practices, health, safety and environment, supply chain management, personal data protection, anti-bribery and corruption, and cybersecurity.

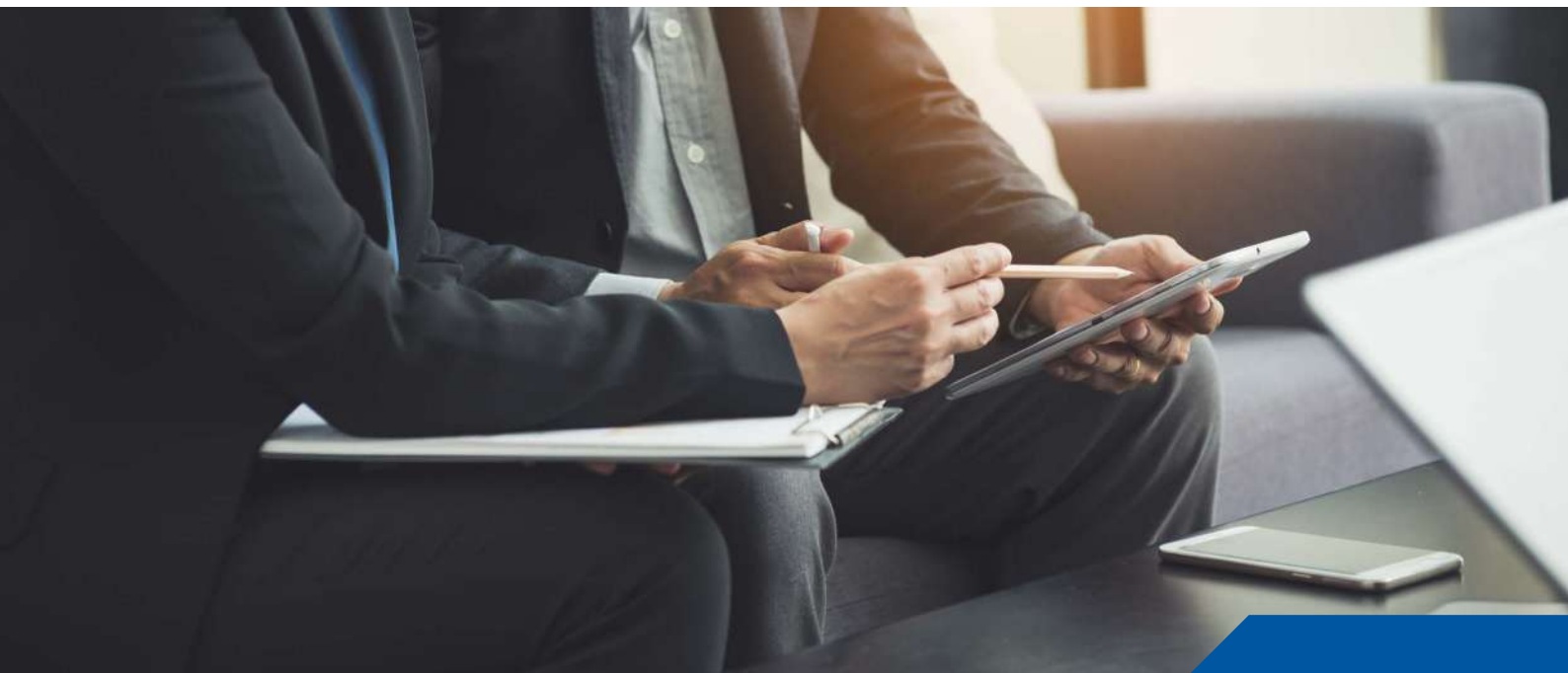
On 1 July 2025, PSA SG's Procurement team launched an enhanced digital platform designed to streamline ESG data and information collection from selected suppliers. This user-friendly interface is a testament of PSA SG's commitment to fostering deeper supplier engagement and transparency.

By the end of 2025, 45 suppliers had successfully transitioned to the platform, of which 21 suppliers were first time users.

ESG considerations have been embedded into our tender evaluations, and we continue to support our suppliers in uplifting their capabilities, ensuring they remain aligned with our sustainability goals. Throughout 2025, we continued with the practice to engage key suppliers and screen all newly awarded major tenders* using ESG criteria. Beyond data collection, our team maintained active engagement with suppliers to ensure the accuracy and clarity of their ESG submissions. For select partners, we identified long-term action plans to drive continuous improvement, demonstrating PSA SG's dedication to building a resilient, sustainable, and collaborative supply chain ecosystem. In 2025, we continued with our screening efforts for newly awarded suppliers in major tenders using environmental and social criteria, with 80% already completed and the remaining suppliers expected to finish screening by mid-2026. This provides valuable insights into their ESG performance and enables us to make more informed and sustainable procurement decisions.

PSA SG actively partners with local small and medium enterprises (SMEs) to advance their ESG capabilities. By awarding contracts to suppliers willing to collaborate on ESG improvements, the company supports these businesses in developing policies, estimating greenhouse gas emissions, and implementing targeted action plans that address specific gaps whilst fulfilling all contractual obligations and progressing in their sustainability journey.

*Major tenders defined as at least S\$10 million in value.



The ESG survey responses provide valuable insights that inform our approach to supplier sustainability enhancement. Analysis through the responses has revealed best practices amongst high-performing suppliers whilst acknowledging the distinct challenges encountered by SMEs and transport sector participants. These findings will shape future engagement strategies, enabling PSA SG to address identified gaps and drive critical improvements in environmental and social practices. Planned initiatives include offering tailored support to SMEs, improving data collection and analysis capabilities, promoting knowledge exchange amongst suppliers, and deepening collaboration with industry partners to advance collective sustainability action.

Uplifting Capabilities

PSA SG continues to invest in upskilling our workforce to drive operational excellence and sustainable supply chain stewardship. The Procurement Division (PCD) has institutionalised a culture of continuous learning, enabling officers to build professional competencies from foundational to strategic levels through globally recognised certifications.

Central to our strategy is the alignment of procurement practices with PSAI's ESG goals. In 2024 and 2025, 100% of our Procurement officers successfully attained the CIPS Ethical Procurement and Supply certification, with close to 60 members completing the full CIPS Ethical Procurement and Supply Operations course.

This achievement reinforces our commitment to integrity, transparency, and accountability in all tenders and sourcing activities. To further integrate sustainability into our decision-making, 26 selected officers underwent specialised training in ISO 20400:2017 standards through the TÜV SÜD Sustainable Procurement Masterclass, equipping them with the specialised skills necessary to integrate environmental and social considerations into our sourcing decisions.

Beyond technical knowledge, PCD focuses on sharpening negotiation techniques to move beyond transactional bargaining toward long-term strategic value. In 2025, the team engaged world-class experts to coach officers on creating value-driven partnerships and influencing suppliers to align with PSAI's long-term sustainability vision.

To foster global perspectives, PCD encourages officers to participate in short-term overseas stints at PSA terminals in Thailand, Panama, Saudi Arabia, and India (Chennai and Mumbai). These cross-border exchanges allow our team to share best practices and support the global adoption of automation initiatives first piloted in Singapore, ensuring that our innovation and process excellence benefit the wider PSA network.



Translating our internal expertise into external action, we are actively extending these sustainability principles to our partners. In October 2025, the Procurement team organised a specialised webinar for labour suppliers to introduce our newly launched digital ESG survey platform and GHG emissions calculator. By providing these technical tools and facilitating a culture of two-way feedback, we empower our suppliers to accurately track their environmental impact and refine their own ESG strategies. Collectively, these internal and external initiatives ensure that PSA SG's entire supply chain remains resilient, collaborative, and aligned with global sustainability standards.

Strategy for Transformation in Procurement

PSA SG's Procurement Division launched a two-year transformation initiative to improve back-office efficiency and integrate strategic considerations into sourcing processes, ultimately delivering greater value to customers.

The transformation focuses on three key enablers:

- Category Management, which organises related products and services for better market analysis and supplier relationships.
- Digital Transformation, which leverages automation and data analytics to streamline processes and reduce costs.

- Oracle Fusion Optimisation, which addresses gaps in the system's utilisation after four years of implementation by bringing in a procurement systems advocate to incorporate external best practices and maximise the platform's potential across all business units.

Advancing Supply Chain Sustainability through On-Site Engagement

In July 2025, PSA SG's Procurement team conducted a series of on-site visits to key suppliers of tyres, wire ropes, and equipment spares. By including ESG on the agenda, we facilitated transparent discussions where suppliers shared their sustainability progress and challenges, regardless of their current stage of maturity. A key finding was the universal focus on circularity, waste reduction, and recycling, to optimise costs and reduce environmental impact.

The visits revealed variations in sustainability programmes, tangible targets, and implementation of actions across suppliers. Notably, fewer than half of the suppliers held accreditations from major international ESG screening agencies or had adopted formal targets and standards. These findings enable the PSA SG's Procurement team to move beyond a generalised approach and instead develop bespoke strategies to support each supplier in advancing their unique ESG journey.



SUSTAINABLE PORT DEVELOPMENT

To bridge our environmental and social commitments with real-world action, PSA SG has woven sustainability into the fabric of our operations, placing future-ready port development at the heart of our strategic planning.

Why It is Important

For PSA SG, sustainable port development is a strategic imperative that enhances our operational efficiency while fulfilling our environmental and social commitments. As a leading port operator, we are dedicated to pioneering responsible growth and driving the transition toward sustainable practices across the sector.

Our Approach

From planning and design to execution and maintenance, PSA SG actively embeds environmental considerations into all port development and operational phases. This ensures our infrastructure is not only resilient but also specifically designed to mitigate environmental impacts arising from land development and reclamation. We maintain a forward-looking perspective, adopting emerging sustainability benchmarks to consistently elevate our environmental standards.

Sustainable Tuas Port Development

Tuas Port stands as a landmark of PSA SG's commitment to sustainable, resilient infrastructure, developed in alignment with PSA's Climate Risk Assessment and Adaptation Framework and Equator Principles. To safeguard against the threats of climate change, the port is engineered for resilience, situated five meters above mean sea level to mitigate impacts from rising sea levels and storm surges. Furthermore, its advanced drainage systems are designed to handle a 50% increase in rainfall intensity compared to earlier terminals, ensuring operational continuity in extreme weather.

As the world's largest fully automated terminal, Tuas Port is set to become the nexus of a well-integrated ecosystem upon its full completion in the 2040s. Sustainability is integrated into every facet of its design, as the port deploys a fleet of Automated Guided Vehicles (AGVs) and electrified automated yard cranes. Complemented by smart engineer, power management platforms and other technologies, Tuas Port is driving a new era of digitally enabled and environmentally sustainable maritime operations.

In April 2025, PSA SG achieved a milestone with the launch of the Tuas Tandem 40 Double Trolley Quay Crane (T40 DTQC). Capable of handling two 40-foot containers simultaneously, the T40 DTQC significantly boosts productivity by reducing crane cycles.



Furthermore, it enhances safety by automating direct container transfers to lashing platforms, eliminating the need for manual coordination between quay cranes and horizontal transport.

While Tuas Port is globally recognised for its automation and scale, the Tuas Port Transport Hub (TPTH) serves as a vital testament to PSA SG's commitment to green planning and low-carbon operations. Designed as a high-efficiency consolidation point, the TPTH is engineered to dramatically reduce carbon emissions by streamlining commuter traffic and discouraging the use of private vehicles. By centralising parking for over 1,000 motorcycles and hundreds of cars, the hub eliminates haphazard parking sprawl and optimises land use. Furthermore, its dedicated mass transit infrastructure, featuring specialised bus bays and rapid-flow pedestrian turnstiles, actively promotes the use of public and chartered transport.

The TPTH is a foundational element of the broader Tuas Mega Port vision. As the facility moves toward becoming the world's largest fully automated terminal, the hub serves as a vital interface between advanced machine-led operations and the skilled workforce driving this global trade engine. It represents a meticulously planned ecosystem where physical connectivity and human welfare are elevated alongside technological innovation and international commerce.

The advancements made at Tuas Port and TPTH demonstrate PSA SG's dedication to building a world-class, sustainable port that sets new benchmarks in port operations and contributes to Singapore's maritime ambitions.

Green Concrete and Recycled Concrete Aggregate

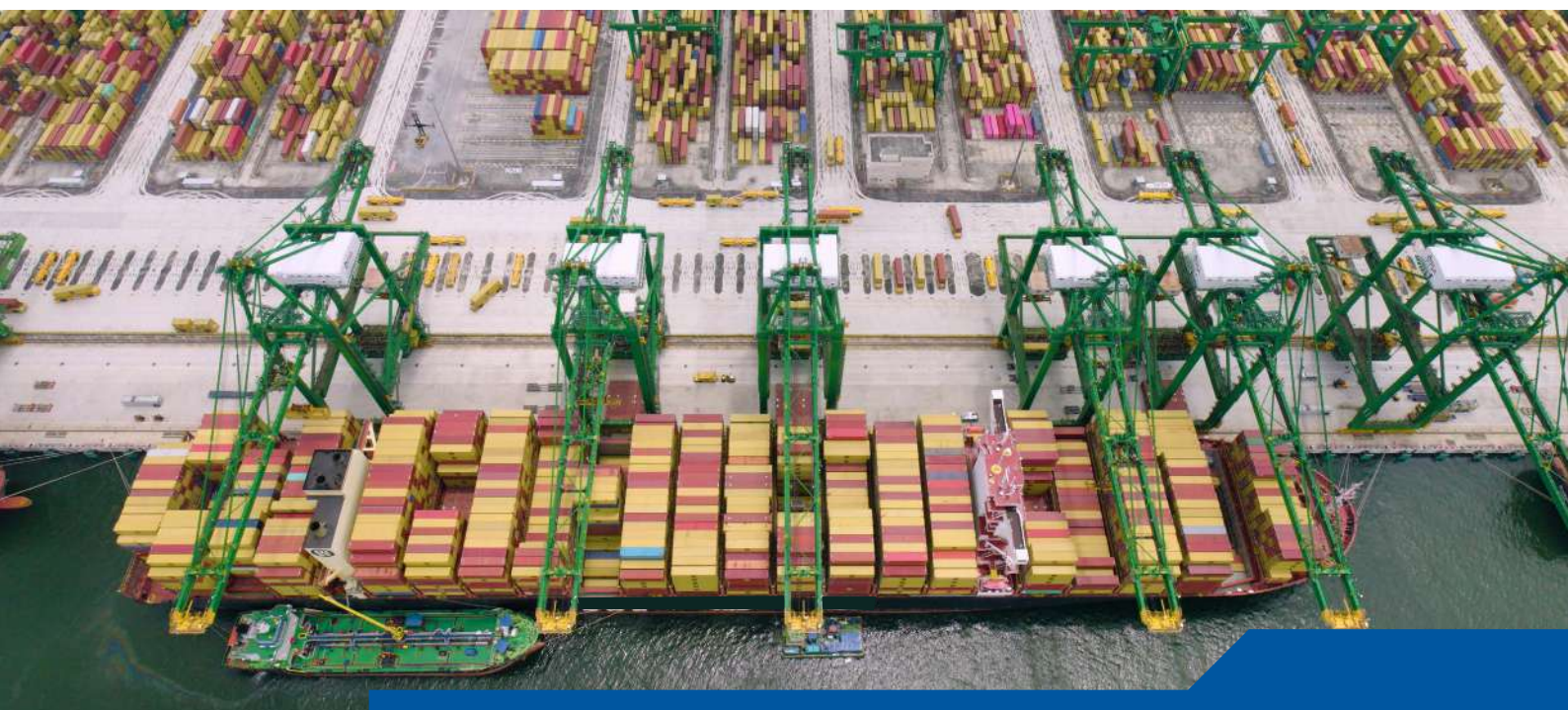
PSA SG is committed to advancing sustainable construction practices through the adoption of green concrete in new civil infrastructure projects. At Tuas Port, we have replaced traditional cement with ground-granulated blast-furnace slag (GGBS), a recycled by-product of steel production to abate embodied carbon.

Parallel to these low-carbon material efforts, we established an on-site concrete recycling facility to process salvaged materials, such as cut-off sections from reinforced concrete piles used in foundations or caissons for berth construction. In 2025, we recycled and processed over 17,000 tonnes of concrete. This brings our total recycled volume to more than 110,000 tonnes since 2019, reflecting our dedication to a circular approach in port development.

Flexible Green Concrete - ConFlexPave

PSA SG continues to push the boundaries of low-carbon infrastructure with ConFlexPave, an innovative concrete mix that uses polymer microfibres to achieve enhanced flexibility and strength. Unlike standard concrete, this material reduces environmental impact as it is thinner and does not require steel reinforcement.

Following the proof-of-concept study in collaboration with an IHL, PSA SG had successfully transitioned to real-world application with a trial at Pasir Panjang Terminal in October 2025. The success of this trial will pave the way for the expansion of ConFlexPave to Tuas Port. We are also exploring the addition of GGBS to the mix to maximise carbon abatement and cost-efficiency for future port infrastructure.



Achieving Excellence in Super Low Energy Building Design

PSA SG continues to lead the way in sustainable infrastructure, significantly expanding its portfolio of high-performance assets. A major milestone in this journey is the attainment of the Building and Construction Authority (BCA) Green Mark Platinum Super Low Energy Building (SLEB) certification for PSA Horizons which is PSAI's headquarters. This certificate recognises buildings that demonstrate best-in-class energy efficiency through the use of renewable energy and intelligent energy management strategies. Building on its earlier attainment of the BCA Green Mark Platinum Award in 2020, this latest certification underscores PSA SG's continued commitment to sustainable value creation.

Further exemplifying this standard, the Tuas Maintenance Base Administrative Building has also secured the Platinum SLEB certification. This success was realised through a multi-faceted design approach that combines passive architectural features with cutting-edge active systems. The building minimises its environmental footprint through high-efficiency air-conditioning and on-site renewable energy generated by Building Applied Photovoltaic (BAPV) systems. At the heart of these operations are intelligent management systems that integrate AI and the Internet of Things (IoT) to monitor and optimise energy consumption in real-time. Together, these buildings represent a new era of smart, low-carbon workspaces that align with Singapore's national sustainability ambitions.

Sustainable Development of PSA Supply Chain Hub @ Tuas

Developed to meet PSA's Sustainable Civil Infrastructure for Construction and Building Requirements, the PSA Supply Chain Hub @ Tuas (PSCH) incorporates key environmental considerations into its design. Slated for completion in 2027, the PSCH is on track to become PSA SG's third Super Low Energy Building (SLEB), following the Tuas Maintenance Base Administrative Building and PSA Horizons.

The project adopts a holistic green-building approach, prioritising land optimisation and the use of low-carbon materials. By incorporating GGBS as a partial cement replacement in structural works, the project is estimated to reduce embodied carbon by 35% while maintaining peak structural durability. Furthermore, the PSCH will utilise ammonia as the primary refrigerant for its cold chain system. As a natural refrigerant, ammonia offers superior energy efficiency and a significantly lower environmental footprint compared to synthetic alternatives, making it ideal for large-scale, sustainable industrial applications.



PORT SECURITY

Why It is Important

Maintaining strong security protocols at ports is crucial for preserving supply chain integrity, defending critical infrastructure, and protecting the interests of various stakeholders such as governmental agencies, maritime operators, and surrounding populations. Beyond their role in enabling worldwide commerce, ports serve as key components in upholding both national and international security.

Our Approach

In partnership with government ministries and agencies, PSA SG has developed a comprehensive security infrastructure designed to safeguard essential entrepot trade and transshipment functions. This framework is supported by a dedicated workforce of Port Facility Security Officers, Emergency Response teams, and Auxiliary Police who ensure strict compliance with international and domestic security standards.

As a trusted maritime destination, PSA SG is committed to upholding our reputation through the highest levels of safety and security practices. As a Protected Place and Free Trade Zone, we strive for zero security breach incidents. In 2025, there was no significant port security breach incidents.

PSA SG assures Safe and Secure Port Operations

Security Regime

Compliance with applicable regulatory frameworks is fundamental to PSA SG's operations, ensuring that we uphold the highest standards of safety and security in our activities.

This encompasses the Infrastructure Protection Act, Free Trade Zone Act, Immigration Act, and the Maritime and Port Authority of Singapore Act. We also ensure alignment with global standards, notably the International Ship and Port Facility Security Code established by the International Maritime Organisation.

Regular drills and exercises form a critical component of our preparedness strategy. Beyond internal training sessions, our Company Emergency Response Team (CERT) participates in routine emergency response exercises and evaluations administered by the Singapore Civil Defence Force (SCDF), incorporating scenarios addressing evolving risks like fires from electric vehicles, hydrogen-powered vehicles, and battery systems. Additionally, the Pass Centre has undergone digital modernisation, improving access procedures, strengthening security measures, and promoting environmental sustainability through e-payment systems, online registration processes, and safety and security knowledge evaluations.

A multi-tiered security strategy reflects our dedication to protection, featuring controlled port entry governed by extensive safety, security, and environmental protocols. Our Secure Trade Partnership accreditation, which aligns with the World Customs Organisation's SAFE Framework of Standards, reinforces our pledge to maintain stringent security measures across the entire supply chain.



PSA SG's commitment to bolstering security measures is exemplified by the establishment of the Emergency Response and Security Control Centre (ERSCC) in 2023, which showcases our deployment of advanced technology to protect port ecosystems and infrastructure. As a centralised command hub, the ERSCC substantially improves operational effectiveness by consolidating Information and Operational Technology systems with physical response functions. Through an integrated dashboard, the centre oversees entry management, performs digital monitoring for forensic analysis and incident response, and employs video analytics to generate perimeter and gateway security alerts.

Collaboration and Compliance

PSA SG's security strategy is built on a foundation of inter-agency coordination and technological innovation. By working closely with relevant ministries and government agencies, such as the SCDF, SPF, Singapore Armed Forces (SAF), Singapore Customs, Immigration and Checkpoints Authority (ICA), and MPA, PSA SG continuously strengthens our defences against diverse security challenges.

Among our key defensive advancements is the implementation of a sophisticated Perimeter Intrusion Detection System, designed to safeguard the Free Trade Zone and other designated protected areas. Furthermore, PSA SG maintains close operational synergy with SPF and SAF to coordinate Counter-Unmanned Aerial Vehicle (UAV) responses, ensuring a robust defence against emerging aerial risks during periods of heightened security.

PSA SG remains committed to the highest standards of safety and security, continuously refining our response capabilities through large-scale joint exercises. In 2025, PSA SG conducted Exercise Hawkeye, a comprehensive security validation exercise involving the SPF, SAF, AETOS, and the Installations Auxiliary Police Force. A key highlight was the participation of the Force Protection Working Group (FPWG), comprising uniformed representatives from the United States, United Kingdom, Australia, and New Zealand. This collaborative effort validated critical inter-agency communication and coordinated responses to simulated dash through and authorised boat incidents.



Simulated dash through at Sembawang Wharves

Parallel to security readiness, PSA SG is proactively addressing emerging operational risks. In collaboration with MPA and SCDF, we conducted a specialised Electric Vehicle (EV) fire simulation onboard a Roll-on/Roll-off (RORO) vessel. This exercise was vital in testing and harmonising emergency response protocols for lithium-ion battery fires in a maritime environment.



Deployment of fire blanket on "affected EV" in joint Exercise with MPA and SCDF

By fostering these deep partnerships with the Home Team and international stakeholders, PSA SG ensures we remain a secure, resilient, and future-ready global hub. In recognition of our robust security architecture, PSA SG attained the Secure Trade Partnership Plus (STP-Plus) with premium branding certification in 2024. This certification, valid for five years, is awarded to organisations that demonstrate exemplary security standards and robust integrity throughout their supply chains. PSA SG has also successfully renewed Statements of Compliance across our diverse port facilities, with our Port Facility Security Plan receiving official endorsement from MPA in accordance with the International Ship and Port Facility Security Code.

Digital Innovation and Advanced Risk Mitigation

In 2025, PSA SG reinforced our status as a secure maritime hub through a series of high-impact digital and operational initiatives. A key milestone was the digitalisation of access control through self-service kiosks for pass and permit collection, alongside the deployment of advanced video analytics for automated intrusion detection. Through the Security Fusion Centre, PSA SG had also validated our joint response plans across Information Technology, Operational Technology and Physical Security.

This approach ensures that threats are managed under a single, synchronised command structure.

Furthermore, PSA SG demonstrated our proactive risk mitigation capabilities through a series of CERT exercises audited by SCDF. These exercises covered high risk scenarios, such as Quay Crane Fire & Rescue, Simulated Chemical Threat and RORO vessel exercise involving EVs. Complementing these safety efforts, PSA SG also deployed Unmanned Aerial Vehicles for real-time sea pollution tracking, underscoring a commitment to both operational security and environmental protection.



TOPSIS Awareness Sharing session with ship supplier community

Training and Awareness

PSA SG adopts a multi-layered approach that hinges on the active engagement of both our employees and port users, to further strengthen our defensive layers. PSA SG has enhanced security vigilance through the Threat-Oriented Person Screening Integrated System (TOPSIS). This framework empowers personnel across the organisation to proactively identify and report suspicious behaviour, turning the workforce into an active component of port security. This commitment is underpinned by a close partnership with the Ministry of Home Affairs' Centre for Protective Security (CPS), involving regular Community of Practice sessions and the successful completion of a CPS TOPSIS Quality Assurance Audit.

PSA SG fosters a robust security culture through comprehensive engagement, including Total Security Awareness e-learning, regular briefings, joint security exhibitions, and events such as Total Security Day and webinars featuring TOPSIS.

For 2025, in conjunction with Total Security Day, Total Security Roadshows were conducted over three days at PPTB1, PPTB3, and the Tuas Admin Building. The roadshows featured several informative activities, including a TOPSIS booth, where participants engaged in a memory challenge focused on identifying unique facial features from a game board. A Swordfish Cybersecurity booth provided quizzes on phishing emails, prompting attendees to recognise potential red flags. The Cyber Safe booth disseminated key concepts for maintaining good cyber hygiene, while the Personal Data Protection Act (PDPA) booth aimed to raise awareness about the definition of personal data. Additionally, the SPF booth promoted the ScamShield app and highlighted the importance of being vigilant against mobile malware threats.



TOPSIS Awareness booth during Total Security Day

Awards and Recognition

PSA SG continues to be recognised for our leadership in safety and security. On 21 November 2025, PSA SG was honoured with the Outstanding Company Emergency Response Team (CERT) Award at the SCDF Parade. Presented by Minister of State Goh Pei Ming, the award serves as high-level recognition of PSA SG's commitment to safety and our professional handling of complex emergency scenarios. This accolade specifically acknowledges the exemplary incident management demonstrated during two major container fires in 2024: an e-commerce cargo fire at City Terminal in August, and a self-combustion incident involving fish meal at Tuas Port in November. Both situations required rapid coordination and decisive collaboration with SCDF to mitigate risks to personnel and infrastructure. This achievement underscores the dedication of our Security and Emergency Response team and reinforces PSA SG's position as a benchmark for emergency preparedness and operational resilience.

Additionally, the Central Narcotics Bureau (CNB) presented PSA SG with a Certificate of Appreciation, acknowledging our strong partnership and successful collaboration in anti-drug operations. Together, these awards reflect the high level of operational integrity and community responsibility at the heart of PSA SG's operations.



CERT Award 2025 Presentation

CYBER SECURITY AND DATA PRIVACY

PSA SG places high priority on both physical and digital security. By adhering to rigorous internal cybersecurity policies and standards, we implement robust controls across our operations to foster a secure and sustainable global trade ecosystem. Our commitment is defined by proactive vulnerability management and the continuous fortification of our cyber defences.

Why It is Important

Operating the world's busiest and most technologically advanced port requires a strong emphasis on cybersecurity and data protection to safeguard critical infrastructure such as Information Technology (IT) systems and networks. By prioritising these measures, PSA SG ensures the resilience of our digital architecture against evolving threats, thereby ensuring operational continuity and protecting stakeholder data.

Our Approach

Defending against cyber threats is a top priority to prevent operational disruptions, data compromises, or financial losses. To address these risks, a proactive cybersecurity strategy focuses on robust measures to deter, detect, and respond to potential attacks.

Guided by a Group-wide governance framework, this approach ensures business continuity by safeguarding digital assets and maintaining customer trust. Key initiatives include enhancing staff cyber competency and minimising the risk of security incidents. To remain resilient against an evolving threat landscape, multi-year cybersecurity roadmaps have been established to continuously strengthen the port's defences.

In 2025, there were no substantiated complaints regarding breaches of customer privacy, and no incidents of identified leaks, thefts, or loss of customer data.

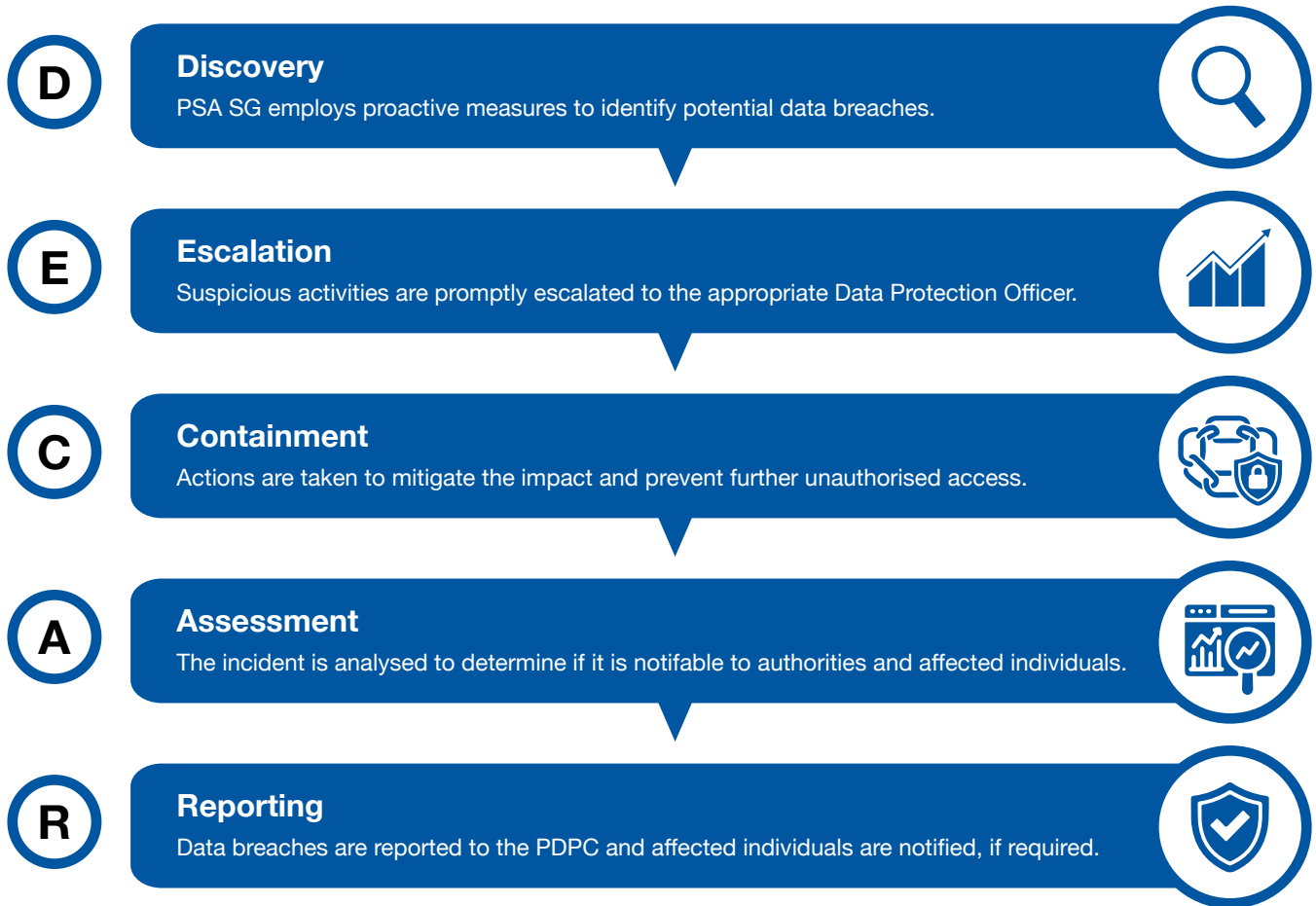
Robust Governance for Cybersecurity Management

Corporate governance and risk stewardship are led by the Risk Council, which includes the Regional CEO Southeast Asia and senior leadership from across the organisation. This body provides high-level oversight to ensure enterprise risks are identified and managed effectively. For targeted digital protection, the Cyber Security Steering Committee, comprising the Managing Director of the Container Division, the Head of Cyber Security (SEA), the Regional Head of IT (SEA), and leaders from Cybersecurity, IT, and Operational Technology (OT), oversees security strategy and monitors critical metrics, incidents, and exceptions. This structure ensures that cybersecurity remains a core component of operational resilience.

Establishing a robust governance framework is vital for safeguarding operations and maintaining stakeholder trust through the identification and mitigation of operational and external risks. A primary focus within the Enterprise Risk Management (ERM) framework is Personal Data Privacy and Security, which ensures strict adherence to the Personal Data Protection Act (PDPA) and internal corporate policies. To manage these requirements, the Personal Data Protection Office (PDPO) was established in 2021 to oversee PSA SG's regulatory compliance. By translating legal mandates into actionable internal procedures, the PDPO effectively reduces the risk of reputational, regulatory, or legal exposure.



Our data breach response is centered on the D.E.C.A.R Framework, which facilitates the timely detection, escalation, containment, and resolution of incidents. This structured approach is designed to safeguard our stakeholders and minimise any potential impact on individuals.



The D.E.C.A.R Framework integrates advanced surveillance systems and real-time intrusion detection tools to identify abnormal patterns or suspicious activities that may affect corporate websites, databases or internal systems at an early stage. Once a potential threat is detected, employees and data intermediaries are trained to escalate matters to designated Division or Department Data Protection Officers (DPOs). PSA SG's external stakeholders may report their concerns directly to the Corporate DPOs via contact details stated in PSA SG's privacy notice and website. These structured procedures and clear communication channels ensure swift coordination and response.

Upon confirmation of an incident, the incident response protocol is triggered, and immediate technical and operational measures are taken to contain the breach and secure operations. To ensure full regulatory compliance, the Corporate DPO manages all PDPA reporting obligations to the PDPC (Personal Data Protection Commission Singapore) and affected individuals. PSA SG also provides additional support, such as credit monitoring, to mitigate the impacts of identity theft and misuse of data on affected individuals. Finally, every incident is followed by a comprehensive post-review and root-cause analysis, allowing PSA SG to refine our technical safeguards and continuously strengthen our resilience against future breaches.

Internal Awareness, Education and Training

To further strengthen technical competencies across engineering, IT/OT, and cybersecurity teams, PSA SG has introduced specialised security training. This curriculum covers critical areas such as cyber risk management, compliance requirements, cyber hygiene practices, and cyber incident response, with a particular focus on neutralising threats like ransomware and phishing. These educational initiatives are supported by a top-down communication strategy, ensuring that training is tailored to specific job functions. Additionally, members of the PDPO engage in cross-learning exchanges with Data Protection Trustmark-certified partners to share best practices and enhance their data protection expertise.

In order to cultivate a shared security culture and ensure adherence to mandatory Group policies, including the PSA Group Data, IT Security, and Personal Data Protection Policies, PSA SG conducts regular training sessions, phishing simulations, and targeted security advisories. We also carry out routine security drills to evaluate the efficacy of these measures and drive continuous improvement, significantly enhancing overall cyber readiness.

Cultivating Cyber Preparedness with the Total Security Convergence Day and Roadshow

Strategic risk management and robust mitigation are essential for ensuring business continuity against increasingly sophisticated cyber-physical threats. To address this evolving landscape, RCEO, Southeast Asia Nelson Quek introduced the “Three Rs” – Remediation, Response, and Recovery as the cornerstone of PSA SG’s defence strategy. This framework emphasises that collective vigilance is vital to safeguarding both technical systems and personnel, ensuring PSA SG remains resilient in the face of modern security challenges.

Building on this strategy, PSA SG organised the Total Security Convergence 2025 initiative from 2 to 4 July 2025. Held in collaboration with the Cyber Security Agency of Singapore (CSA), the Singapore Police Force (SPF), and IT vendor Softscheck, the event provided a platform for expert knowledge sharing. Guest speaker from CSA highlighted the global surge in identity-based attacks, advocating for rigorous technical safeguards such as multi-factor authentication, risk-based patching, and regular access reviews. The session further explored the role of emerging AI technologies in strengthening PSA SG’s cybersecurity hygiene and infrastructure integrity.



Total Security Convergence 2025

To translate these strategies into practice for staff and port users, the initiative featured interactive roadshows and engagement booths. These focused on real-world applications, including phishing detection challenges, PDPA compliance exercises, and cyber hygiene workshops. Additionally, stakeholders were equipped with ScamShield awareness tools to identify and mitigate fraudulent activities in both professional and personal contexts, fostering a unified culture of security across the port community.

CIDeX 2025

In November 2025, PSA SG took part in CIDeX 2025, Singapore's OT Critical Infrastructure defence exercise designed to reinforce the Whole-of-Government response and capability to detect and manage cyber threats. The exercise involved more than 200 personnel across seven national sectors, including Aviation, Cloud, Power, Land Transport, Telco, Water and Maritime. Represented by a multidisciplinary team, PSA SG participated in simulations to test and strengthen the resilience of critical IT and OT systems, contributing to national efforts to enhance cyber readiness.

Exercise Cyber Maritime 2025 (XCM25)

In March 2025, PSA SG participated in Exercise Cyber Maritime 2025, a sector-wide cybersecurity exercise organised by MPA. The exercise served as a rigorous test of sectoral coordination, evaluating our incident management, emergency response protocols, and crisis communication strategies.

By simulating complex cyber and data-related attacks, XCM25 allowed us to validate our recovery capabilities and integrate key findings into our ongoing efforts.

Data Loss Prevention (DLP) with Auto-labelling on Emails

From 1 November 2024 to 1 April 2025, PSA SG implemented a DLP solution with automated labelling for emails to strengthen the organisation's approach to information security. This initiative applies to all employees, including senior management.

The solution automatically identifies and classifies sensitive information contained in email messages. When an email includes confidential or regulated data, the system applies a predefined sensitivity label such as Confidential, Internal or Restricted. This automatic classification reduces the likelihood of sensitive information being accidentally leaked out.

The introduction of auto-labelling also ensures that data protection policies are enforced consistently across all users. Since the labelling process no longer relies on manual action by staff, organisational rules are applied more reliably and uniformly.

This initiative supports PSA SG's compliance efforts. By reducing the risk of accidental disclosure, automated labelling helps the organisation meet relevant data protection requirements, including the PDPA and the General Data Protection Regulation.



SG Cyber Security Workshop 2025



SG Cyber Security Workshop 2025

The SG Cyber Security Workshop 2025, organised by the Cyber Security SEA Division, was held from 5 to 7 November 2025 at Pasir Panjang Terminal Building 3. This inaugural workshop, which saw an impressive turnout of nearly 120 participants, brought together Information Asset Custodians, Delegated Information Asset Custodians, Risk Champions and nominated staff from various departments to strengthen PSA SG's overall cyber readiness.

Throughout the three-day event, participants were introduced to the latest developments in the cyber threat landscape and the fundamentals of the Cyber Security Project Lifecycle.

The programme also included refresher sessions on essential topics such as IT and OT classification, updates to key processes and the use of Governance, Risk Management and Compliance tools.

One of the highlights of the workshop was a session led by an internal speaker titled "Demystifying Personally Identifiable Information and Personal Data." The session provided clear guidance on data protection concepts and reinforced the importance of maintaining strong and consistent data handling practices across PSA SG.



REGIONAL DEVELOPMENT

Environmental sustainability is a core pillar of PSA’s global terminal operations. Below, we spotlight our environmental achievements within Southeast Asia (excluding Singapore), showcasing the creative solutions and hard work our regional teams are using to bring PSA’s sustainability vision to life.

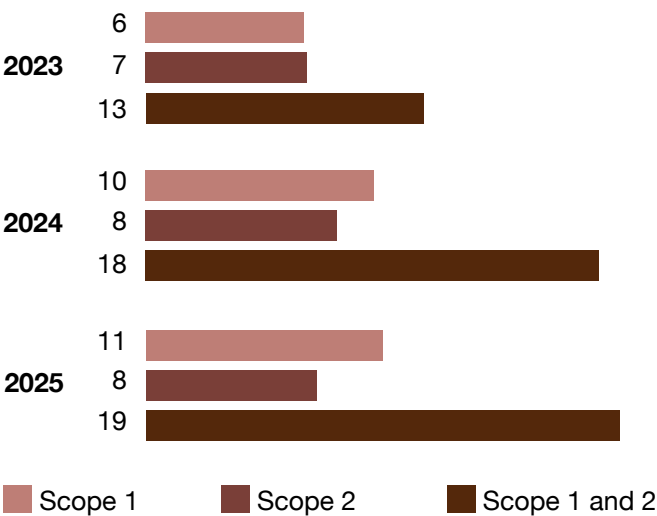
ESG performance

The SEA Terminals (excluding PSA SG) are:

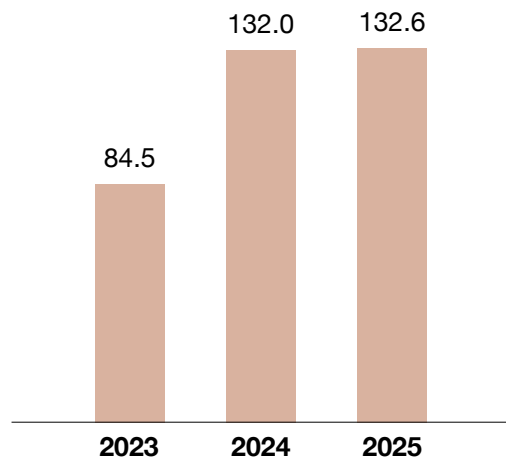
Country	Name	Short Name
Indonesia	PT New Priok Container Terminal One	NPCT1
Thailand	Eastern Sea Laem Chabang Terminal Co., Ltd.	ESCO
Thailand	LCB Container Terminal 1 Ltd.	LCB1
Thailand	Thai Connectivity Terminal Co., Ltd.	TCT
Vietnam	SP-PSA International Port Co., Ltd.	SP-PSA
Vietnam	South Logistics Joint Stock Company	SOTRANS

The emissions and water withdrawal data presented on this page includes all listed SEA terminals and excludes PSA SG. The SEA Terminals (excluding PSA SG) Scope 1 emissions is 11 ktCO₂e and Scope 2 emissions is 8 ktCO₂e, bringing the total Scope 1 and 2 emissions to 19 ktCO₂e.

Carbon Emissions (ktCO₂e)²⁰



Water Withdrawal ('mil litres)



²⁰ Scope 1 and 2 GHG emissions are computed based on an equity share consolidation approach. Greenhouse gases included in the calculation are CO₂, CH₄, HFCs, PFCs, SF₆ and NF₃. Emission factors for Scope 1 emissions were sourced from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and the UK Department for Environment, Food and Rural Affairs - DEFRA (2025). Emission factors for Scope 2 emissions were sourced from the International Energy Association (IEA) and Association of Issuing Bodies (AIB). Global warming potential of gases were obtained from IPCC’s Fifth Assessment Report (AR5) for Scope 1 and IPCC’s Sixth Assessment Report (AR6) for Scope 2.

ESG DATA SUMMARY



ESG DATA SUMMARY

Environmental		GRI Indicator	Units	2023	2024	2025
Direct (Scope 1) Greenhouse Gas Emissions	Scope 1 GHG emissions	305-1	ktCO ₂ e	178	189	192
Energy Indirect (Scope 2) Greenhouse Gas Emissions	Scope 2 GHG emissions - Market-based	305-2	ktCO ₂ e	130	157	178
	Scope 2 GHG emissions - Location-based	305-2	ktCO ₂ e	148	176	175
Total Scope 1 and Scope 2 Emissions	Total Scope 1 + Scope 2 (Market-based) GHG emissions		ktCO ₂ e	308	346	370
Other Indirect (Scope 3) Greenhouse Gas Emissions⁽¹⁾	Total Scope 3 GHG emissions	305-3	ktCO ₂ e	565	680	745
	Cat 1 - Purchased Goods & Services	305-3	ktCO ₂ e	31.5	54.1	76.7
	Cat 2 - Capital goods	305-3	ktCO ₂ e	105.2	157.7	176.5
	Cat 9 - Downstream transportation and distribution	305-3	ktCO ₂ e	297.9	335.9	347.2
	Others	305-3	ktCO ₂ e	130	132	145
Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Nitrogen Dioxide (NO ₂)	305-7	µg/m ³	< 20	47 – 113	58-145
	Carbon Monoxide (CO)	305-7	mg/m ³	1.0 - 2.0	0.4 – 0.8	0.4 – 0.8
	PM 10	305-7	µg/m ³	5.0 - 15.0	20.7– 43.7	21.1-55.7
	PM 2.5	305-7	µg/m ³	4.0 - 14.0	8.3– 22.0	8.4-27.8
Energy Consumption⁽²⁾	Fuel consumption from non-renewable sources	302-1	TJ	3,550	3,653	3,592
	Purchased grid electricity	302-1	TJ	1,904	2,199	2,351
Water Withdrawal	Total water withdrawal ⁽³⁾	303-3	m ³	799,640	876,635	964,129

⁽¹⁾ All Scope 3 categories were calculated using equity-based approach. Emissions for Category 8 is excluded for 2025.

⁽²⁾ Energy consumption data is on 100% equity basis.

⁽³⁾ Our operations primarily rely on water sourced from third-party providers.

Environmental		GRI Indicator	Units	2023	2024	2025
Water Collected or Harvested	Total rainwater collected/harvested	303-3	m ³	8,000	8,000	8,000
	Total harvested condensate water from air-conditioning system	303-3	m ³	2,800	2,800	2,800
Waste Generated	Total generated waste (hazardous and non-hazardous)	306-3	kg	24,072,200	12,445,714	24,162,604
	Industrial waste (hazardous and non-hazardous)	306-3	kg	4,514,917	5,031,471	5,493,770
	Construction waste (non-hazardous only)	306-3	kg	17,414,000	5,457,000	17,439,000
	General waste (non-hazardous only)	306-3	kg	2,109,390	1,913,871	1,194,739
	Packaging waste (non-hazardous only)	306-3	kg	8,642	8,437	8,401
	Office waste (non-hazardous only)	306-3	kg	24,118	34,316	12,648
	Electronic waste (non-hazardous only)	306-3	kg	1,133	619	14,046
	Effluents (discharged into the environment from our operations)	306-3	megalitres	0	0	0

Social		GRI Indicator	Units	2023	2024	2025
Total Workforce ⁽⁴⁾	Total workforce	2-7	No. of employees	9,695	10,130	10,290
By Employment Contract	Permanent	2-7		9,680	10,120	10,285
	Male	2-7		8,890	9,290	9,370
	Female	2-7		790	830	915
	Temporary	2-7		15	10	5
	Male	2-7		10	5	5
	Female	2-7		5	5	0

⁽⁴⁾ The numbers represented headcount at the end of each reporting period, 31 December of each year.

Social		GRI Indicator	Units	2023	2024	2025
By Employment Type⁽⁵⁾	Full-time	2-7		9,675	10,128	10,290
	Male	2-7		8,890	9,294	9,375
	Female	2-7		785	834	915
	Part-time	2-7		5	2	0
	Male	2-7		0	1	0
	Female	2-7		5	1	0
	Non-guaranteed Hours	2-7		0	0	0
	Male	2-7		0	0	0
	Female	2-7		0	0	0
Collective Bargaining Agreement Coverage	Percentage of total employees covered by collective bargaining agreements	2-30	%	74.3	68.3	67
New Employees Hires and Employees Turnover⁽⁶⁾	Total number of new employee hires	401-1	No. of employees	960	1,330	1,020
	Total number of employee turnover (voluntary & non-voluntary)	401-1		800	880	850
Average Hours of Training Per Year Per Employee	Average training hours per employee	404-1	Hours	34	45	43
	Average training hours per non-executive employee			30	43	41
	Average training hours per executive employee			52	50	51
Performance and career development review	Percentage of employees who received performance and career development review	404-3	%	100	100	100
Work-Related Injuries	Fatalities	403-9	No. of Incidents	2	0	1
	Employees			0	0	0
	Contractors (includes third-party workers)			2	0	1
	Safety incidents resulting in permanent disability	403-9	No. of Incidents	0	0	0
	Employees			0	0	0
	Contractors (includes third-party workers)			0	0	0

⁽⁵⁾ 2023 Full-time and Part-time only includes permanent employees.

⁽⁶⁾ This only includes direct hires.

Social		GRI Indicator	Units	2023	2024	2025
Work-Related Injuries	Recordable work-related injuries	403-9	No. of Incidents	43	31	30
	Employees			22	19	17
	Contractors (includes third-party workers)			21	12	13
	Lost Time Injuries Frequency Rate (LTIFR)	403-9		0.9	0.6	0.6
	Lost Time Injury (LTI)	403-9		43	31	30
Work-related Ill-health	Fatalities	403-10	No. of Incidents	0	0	1
	Employees			0	0	0
	Contractors (includes third-party workers)			0	0	1
	Recordable work-related ill-health	403-10	No. of Incidents	0	0	0
	Employees			0	0	0
	Contractors (includes third-party workers)			0	0	0
Diversity of Employees - By Gender	Number of executive employees	405-1	No. of employees	1,660	1,785	1,920
	Male			1,250	1,335	1,410
	Female			410	450	510
	Number of non-executive employees	405-1	No. of employees	8,020	8,345	8,370
	Male			7,640	7,960	7,965
	Female			380	385	405
Diversity of Employees - By Age Group	Number of executive employees	405-1	No. of employees	1,660	1,785	1,920
	Under 30 years old			315	370	400
	30 - 50 years old			1,095	1,140	1,210
	Over 50 years old			250	275	310

Social		GRI Indicator	Units	2023	2024	2025
Diversity of Employees - By Age Group	Number of non-executive employees	405-1	No. of employees	8,020	8,345	8,370
	Under 30 years old			2,165	2,345	2,210
	30 - 50 years old			4,450	4,575	4,730
	Over 50 years old			1,405	1,425	1,430
Incidents of Discrimination Recorded	Total number of incidents of discrimination	406-1	No. of Incidents	0	0	0

Governance		GRI Indicator	Units	2023	2024	2025
Communication and Training about Anti-Corruption Policies and Procedures⁽⁷⁾	Percentage of employees who received anti-corruption training	205-2	%	99.8	No anti-corruption training was conducted in 2024 due to the rollout of an updated version in 2025.	97.6
Incidents of Corruption Recorded	Total number of confirmed incidents of corruption	205-3	No. of Incidents	0	0	0
	(a) which employees were dismissed or disciplined for corruption.			0	0	0
	(b) when contracts with business partners were terminated or not renewed due to violations related to corruption.			0	0	0
Compliance with Laws and Regulations	No. of significant instances of non-compliance	2-27	No. of Incidents	0	0	0
	(a) which resulted in a fine			0	0	0
	(b) which resulted in non-monetary sanctions			0	0	0
	Total monetary value of significant fines for non-compliance	2-27	SGD	0	0	0

⁽⁷⁾ Employees who have gone through anti-corruption training in the reporting year.

Governance		GRI Indicator	Units	2023	2024	2025
Substantiated Complaints Concerning Breaches of Customer Privacy	Substantiated complaints received from outside parties	418-1	No. of complaints	0	0	0
	Substantiated complaints received from regulatory bodies		No. of Incidents	0	0	0
IT Systems Breaches Leading to Leaks, Theft or Loss of Customer Data	Breach of IT or OT Systems		No. of Incidents	0	0	0
New suppliers that were screened using environmental criteria	Percentage of new suppliers onboarded during the reporting period and screened using environmental criteria	308-1	%	100	100	80
New suppliers that were screened using social criteria	Percentage of new suppliers onboarded during the reporting period and screened using social criteria	414-1	%	100	100	80

Regional Development (PSA's SEA Terminals - excluding PSA SG)		GRI Indicator	Units	2023	2024	2025
Direct (Scope 1) Greenhouse Gas Emissions	Scope 1 GHG emissions	305-1	ktCO ₂ e	6	10	11
Energy Indirect (Scope 2) Greenhouse Gas Emissions	Scope 2 GHG emissions	305-2	ktCO ₂ e	7	8	8
Total Scope 1 and Scope 2	Scope 1 + Scope 2 GHG emissions		ktCO ₂ e	13	18	19

GRI CONTENT INDEX



GRI CONTENT INDEX

Statement of use PSA SG has reported the information cited in this GRI content index for the period, 1 January 2025 to 31 December 2025, in accordance with the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) N.A.

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
General Disclosures			
GRI 2: General Disclosures 2021	2-1	Organizational details	About The Company, Pg 8
	2-2	Entities included in the organization's sustainability reporting	About The Company, Pg 8
	2-3	Reporting period, frequency and contact point	About this Report, Pg 3
	2-4	Restatements of information	About this Report, Pg 3
	2-5	External assurance	About this Report, Pg 3
	2-6	Activities, value-chain and other business relationships	About The Company, Pg 8
	2-7	Employees	Nurturing Future-Ready Workforce > People Development, Pg 45-47
			ESG Data Summary, Pg 114-115
	2-8	Workers who are not employees	PSA SG engages 3,320 port workers through external contractors and collaborate closely with these agencies to ensure that the wellbeing of contracted workers is upheld in accordance with our principles and labour standards.
	2-9	Governance structure and composition	Our Approach to Sustainability > Our Sustainability Governance, Pg 22 Refer to PSAI Sustainability Report 2025, Pg 12-16, 44-45
2-10	Nomination and selection of the highest governance body	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.	

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
General Disclosures			
GRI 2: General Disclosures 2021	2-11	Chair of the highest governance body	Our Approach to Sustainability > Our Sustainability Governance, Pg 22 Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-12	Role of the highest governance body in overseeing the management of impacts	Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-13	Delegation of responsibility for managing impacts	Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-14	Role of the highest governance body in sustainability reporting	Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-15	Conflicts of interest	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.
	2-16	Communication of critical concerns	Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-17	Collective knowledge of the highest governance body	Refer to PSAI Sustainability Report 2025, Pg 44-45
	2-18	Evaluation of the performance of the highest governance body	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.
	2-19	Remuneration policies	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.
	2-20	Process to determine remuneration	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.
	2-21	Annual total compensation ratio	Confidentiality constraints: PSA is a private entity and does not currently disclose the following information.
	2-22	Statement on sustainable development strategy	Regional CEO Southeast Asia Message, Pg 4-6
	2-23	Policy commitments	Acting with Integrity > Ethical Business Conduct, Pg 92-93
	2-24	Embedding policy commitments	Acting with Integrity > Ethical Business Conduct, Pg 92-93 Acting with Integrity > Sustainable Procurement, Pg 94-97 Refer to PSAI Sustainability Report, Pg 104 - 105

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
General Disclosures			
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	Acting with Integrity > Ethical Business Conduct, Pg 92-93
	2-26	Mechanisms for seeking advice and raising concerns	Acting with Integrity > Ethical Business Conduct, Pg 92-93
	2-27	Compliance with laws and regulations	Acting with Integrity > Ethical Business Conduct, Pg 92-93 Keeping our Operations Safe and Secure > Port Security, Pg 106-109 ESG Data Summary, Pg 117
	2-28	Membership associations	Taking Climate Action > Emissions and Energy, Pg 36
	2-29	Approach to stakeholder engagement	Our Approach to Sustainability > Stakeholder Engagement, Pg 20-21
	2-30	Collective bargaining agreements	Acting with Integrity > Ethical Business Conduct, Pg 92-93 ESG Data Summary, Pg 115
Topic Specific Disclosures			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our Approach to Sustainability > Material Sustainability Topics, Pg 17-19 Our Approach to Sustainability > Stakeholder Engagement, Pg 20-21
	3-2	List of material topics	Our Approach to Sustainability > Material Sustainability Topics, Pg 17-19

Environmental

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Climate Change Adaptation			
GRI 3: Material Topics 2021		Management of material topics	Taking Climate Action > Climate Change Adaptation, Pg 25-30
Emissions and Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Taking Climate Action > Emissions and Energy, Pg 31-36
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Taking Climate Action > Emissions and Energy, Pg 31 ESG Data Summary, Pg 113
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Taking Climate Action > Emissions and Energy, Pg 32 ESG Data Summary, Pg 113
	305-2	Energy indirect (Scope 2) GHG emissions	Taking Climate Action > Emissions and Energy, Pg 32 ESG Data Summary, Pg 113
	305-3	Other indirect (Scope 3) GHG emissions	Taking Climate Action > Emissions and Energy, Pg 33 ESG Data Summary, Pg 113
Waste Management and Recycling			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ensuring Responsible Operations > Waste Management and Recycling, Pg 37-39
GRI 306: Waste 2020	306-3	Waste generated	Ensuring Responsible Operations > Waste Management and Recycling, Pg 37-39 ESG Data Summary, Pg 114
	306-4	Waste diverted from disposal	Ensuring Responsible Operations > Waste Management and Recycling, Pg 37-39
	306-5	Waste directed to disposal	Ensuring Responsible Operations > Waste Management and Recycling, Pg 37-39
Water Use and Pollution			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ensuring Responsible Operations > Water Use and Pollution, Pg 40
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Ensuring Responsible Operations > Water Use and Pollution, Pg 40

Environmental

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Water Use and Pollution			
GRI 303: Water and Effluents 2018	303-2	Management of water discharge-related impacts	Ensuring Responsible Operations > Water Use and Pollution, Pg 40
	303-3	Water Withdrawal	Ensuring Responsible Operations > Water Use and Pollution, Pg 40 ESG Data Summary, Pg 113-114

Social

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
People Development			
GRI 3: Material Topics 2021	3-3	Management of material topics	Nurturing Future-ready Workforce > People Development, Pg 42-47
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Nurturing Future-ready Workforce > People Development, Pg 46-47 ESG Data Summary, Pg 115
	404-1	Average hours of trainings per year per employee	Nurturing Future-ready Workforce > People Development, Pg 42-47 ESG Data Summary, Pg 115
Programmes for upgrading employee skills and transition assistance programmes		Nurturing Future-ready Workforce > People Development, Pg 42-47	
Percentage of employees receiving regular performance and career development reviews		Nurturing Future-ready Workforce > People Development, Pg 46 ESG Data Summary, Pg 115	

Occupational Health and Safety

GRI 3: Material Topics 2021	3-3	Management of material topics	Nurturing Future-ready Workforce > Occupational Health, Pg 48 Nurturing Future-ready Workforce > Safety, Pg 49-53
	403-2	Hazard identification, risk assessment, and incident investigation	Nurturing Future-ready Workforce > Safety, Pg 49-53
403-5		Worker training on occupational health and safety	Nurturing Future-ready Workforce > Occupational Health, Pg 48 Nurturing Future-ready Workforce > Safety, Pg 49-53

Social

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
GRI 403: Occupational Health and Safety 2018	403-6	Promotion of worker health	Nurturing Future-ready Workforce > Occupational Health, Pg 48
	403-9	Work-related injuries	Nurturing Future-ready Workforce > Safety, Pg 49-53 ESG Data Summary, Pg 115-116
	403-10	Work-related ill health	Nurturing Future-ready Workforce > Safety, Pg 49-53 ESG Data Summary, Pg 116
Green Port Culture			
GRI 3: Material Topics 2021	3-3	Management of material topics	Nurturing Future-ready Workforce > Green Port Culture, Pg 57-62
Employee Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting Our People > Employee Diversity and Inclusion, Pg 63-65
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Nurturing Future-Ready Workforce > People Development, Pg 46 ESG Data Summary, Pg 116-117
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination	Nurturing Future-Ready Workforce > People Development, Pg 63-65 ESG Data Summary, Pg 117
Labour Relations and Worker Wellbeing			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting Our People > Labour Relations and Worker Wellbeing, Pg 66-71
Environmental Protection			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting Our People > Environmental Protection, Pg 72-83
GRI 305: Emissions 2016	305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Protecting Our People > Environmental Protection, Pg 72-83 ESG Data Summary, Pg 113
Community Relations			
GRI 3: Material Topics 2021	3-3	Management of material topics	Supporting Our Communities > Community Relations, Pg 74-83

Governance			
GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Optimisation of Global Supply Chain			
GRI 3: Material Topics 2021	3-3	Management of material topics	Transforming Supply Chains > Optimisation of Global Supply Chains, Pg 85-87
Innovation and Technology			
GRI 3: Material Topics 2021	3-3	Management of material topics	Transforming Supply Chains > Innovation and Technology, Pg 88-91
Ethical Business Conduct			
GRI 3: Material Topics 2021	3-3	Management of material topics	Acting with Integrity > Ethical Business Conduct, Pg 92-93
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Acting with Integrity > Ethical Business Conduct, Pg 92-93 ESG Data Summary, Pg 117
	205-3	Incidents of corruption and actions taken	Acting with Integrity > Ethical Business Conduct, Pg 92-93 ESG Data Summary, Pg 117
Sustainable Procurement			
GRI 3: Material Topics 2021	3-3	Management of material topics	Acting with Integrity > Sustainable Procurement, Pg 94-97
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Acting with Integrity > Sustainable Procurement, Pg 94-97 ESG Data Summary, Pg 118
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Acting with Integrity > Sustainable Procurement, Pg 94-97 ESG Data Summary, Pg 118
Sustainable Port Development			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ensuring Responsible Operations > Sustainable Port Development, Pg 98-100
Port Security			
GRI 3: Material Topics 2021	3-3	Management of material topics	Keeping our Operations Safe and Secure > Port Security, Pg 101-104

Governance

GRI Standard	Disclosure Number	Disclosure Title	Page Number and Reasons for Omissions, if applicable
Cyber Security and Data Protection			
GRI 3: Material Topics 2021	3-3	Management of material topics	Keeping Our Operations Safe and Secure > Cybersecurity and Data Privacy, Pg 105-109
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Keeping Our Operations Safe and Secure > Cybersecurity and Data Privacy, Pg 105-109 ESG Data Summary, Pg 118



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