PSA

A NAUTICAL ODYSSEY

PSA ANNUAL & SUSTAINABILITY REPORT 2024

INTRODUCTION

A NAUTICAL ODYSSEY

AT PSA, WE DIVE DEEP INTO THE VAST, EVER-CHANGING CURRENTS OF OUR DYNAMIC INDUSTRY, NAVIGATING ITS COMPLEXITIES TO SMOOTH THE FLOWS OF WORLD TRADE. MUCH LIKE UNDERWATER EXPLORERS UNCOVERING THE MYSTERIES OF THE DEEP, OUR EXPERTISE AND INNOVATION ALLOW US TO REVEAL OPPORTUNITIES THAT PROPEL GROWTH.

JOIN US ON THIS AQUATIC ADVENTURE, AS WE RECOUNT THE ACHIEVEMENTS AND MILESTONES OF THE YEAR PAST AND WHAT CHALLENGES LIE AHEAD.

CHAPTER 1: THE SURFACE

STAYING ANCHORED TO OUR VALUES

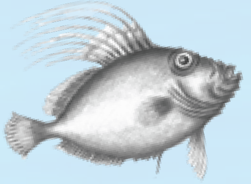
GROUP CHAIRMAN'S MESSAGE

PETER VOSER

It was a year of measured recovery in 2024 as the global economy continued to experience headwinds. Geopolitical and trade tensions, ongoing conflicts, fiscal and inflationary pressures, and volatile interest rates — further complicated by shifting cross-border trade policies in the wake of post-election outcomes — dampened growth. Furthermore, extreme weather events triggered devastating natural disasters, and ongoing global supply chain disruptions continued to challenge key markets and businesses.

At PSA, we focused on working closely with our stakeholders across the Group's diverse portfolio of ports, supply chain solutions, marine, and digital businesses to drive sustainable value and growth.

The year also marked a significant leadership transition from Tan Chong Meng to Ong Kim Pong. On behalf of the Board, I extend my heartfelt gratitude to Chong Meng for his exceptional leadership and stewardship of PSA over more than a decade. I am pleased to note that the transition has been smooth, ensuring continuity and momentum in our Group's growth and transformation. Under Kim Pong's leadership, PSA made a strong start in 2024, delivering robust strategic and operational results that reinforce our commitment to service excellence and long-term value creation.



Amongst our achievements was the record handling of 100.2 million Twenty-foot Equivalent Units (TEUs) across our global port terminals. This historic milestone marks the first time PSA has surpassed 100 million TEUs in a single year.

For the year closing on 31 December 2024, the Group also recorded overall revenue of SGD 7.7 billion and net profit of SGD 1.1 billion.

In an increasingly dynamic business environment, advancing our strategy of investing in infrastructure, innovation and partnerships has served to ramp up our resilience and capabilities as a leading global port operator and supply chain solutions provider.

One such investment is the ongoing development of Tuas Port in Singapore, which saw the groundbreaking of the PSA Supply Chain Hub @ Tuas (PSCH) on 18 October 2024. Scheduled for completion by 2027, PSCH will seamlessly integrate eco-friendly, state-of-the-art technologies — including a regional distribution centre, container freight station, Automated Storage and Retrieval Systems (ASRS), and the Intelligent Warehouse eXchange (iWX). This milestone, achieved through the collaborative efforts of many, marks a significant step in PSA's journey toward building a more connected and sustainable supply chain ecosystem in Singapore. I am truly delighted to see our Group's vision taking shape.

STRENGTHENING OUR COMMITMENT TO SUSTAINABILITY

Global complexities such as economic fluctuations, evolving trade regulations, and increasingly dire social and environmental issues have made it more challenging for companies to operate. However, they also present opportunities for us to step up as responsible corporate citizens.

PSA remains committed to the sustainable growth of our business, while fostering environmental stewardship and supporting the communities we interact with. In 2024, we spearheaded various environmental, social and governance (ESG) initiatives to drive progress towards our goal of net zero emissions by 2050. Sustainability remains deeply embedded in our operations, with a strong emphasis on governance, transparency, cybersecurity, and safety — key pillars in future-proofing our supply chains and businesses.

GRI 2-22

We strengthened our ability to assess and manage climate-related risks by incorporating six more of our business units' Climate Risk Assessment and Adaptation (CRAA) results into our Group-level physical climate risk analysis. In addition, we integrated climate risk as a standalone risk within PSA's Enterprise Risk Management (ERM) framework, enhancing our ability to evaluate risk exposure and implement mitigation strategies. These advancements bolster the resilience of our infrastructure, ensure operational continuity, build trust with customers, and position us for the future.

Throughout 2024, our Group actively reduced dependence on fossil fuels and minimised our environmental footprint by pursuing decarbonisation. We achieved 80% electrification and hybridisation of our cranes, expanded the adoption of electric prime movers and tractors, and leveraged self-generation facilities and procurement mechanisms to utilise 374,000 MWh of renewable energy for our operations.

In collaboration with the Maritime and Port Authority of Singapore (MPA) and various government and research agencies, we successfully launched simultaneous methanol bunkering and cargo operations at Tuas Port, supporting the transition to cleaner alternative fuels for curbing carbon emissions.

Through our logistics arm, PSA BDP, we introduced the Carbon Dashboard — a tool that enables PSA and our customers to measure carbon emissions more accurately. By providing actionable insights, the dashboard empowers stakeholders to make informed decisions on greener transport options, advancing our collective sustainability goals.

COLLABORATING FOR GREATER RESILIENCE

To accelerate the shift towards a more sustainable future, PSA continued to be actively involved in international alliances and cross-industry associations. These include the Global Logistics Emissions Council; Global Shipping Business Network; World Economic Forum's (WEF) Supply Chain & Transport Industry Action Group; Energies Coalition for Transport and Logistics; and SGTraDex.

PSA is also a member of the Silk Alliance, which promotes maritime decarbonisation through strategic corridors. In alignment with this objective, PSA has partnered with MPA, the Port of Rotterdam Authority, and Japan's Ministry of Land, Infrastructure, Transport and Tourism to develop green and digital shipping corridors.

In partnership with Nanyang Technological University and Chiyoda Corporation, PSA is conducting trials to assess hydrogen as a viable green energy source for horizontal transportation. As part of this initiative, we established Singapore's first hydrogen refuelling station and deployed a hydrogen fuel cell electric prime mover at Pasir Panjang Terminal in Singapore.

Additionally, our external innovation arm, PSA unboXed — rebranded as PSA Ventures in January 2025 — is conducting a pilot trial with Amperesand on their solid-state transformer (SST) technology for next-generation electric prime mover charging facilities.

Reinforcing our commitment to innovation, PSA Singapore has pledged up to SGD 10 million to support the PSA-NUS Supply Chain Living Lab, a joint initiative with the National University of Singapore (NUS). This sandbox environment is designed to drive the development of community-centric solutions for supply chain optimisation, tackling critical supply chain challenges through innovative collaborations between industry and academia.

Over in Belgium, PSA completed the acquisition of Loconi Intermodal S.A., a leading intermodal operator in Poland that provides integrated logistics solutions, including rail transport, last-mile road transport and depot services for containerised cargo. The strategic acquisition will enhance connectivity for our container hubs in Europe and offer customers more options to execute the modal shift from road to rail.

In February 2025, PSA Ventures and the National Industrial Development and Logistics Program of the Kingdom of Saudi Arabia entered a strategic collaboration to identify, nurture, and invest in promising start-ups, while jointly developing Minimum Viable Products (MVPs) with a clear pathway to commercial scale.

COMMEMORATING MILESTONES AND INDUSTRY RECOGNITION

In 2024, several PSA terminals achieved significant container handling milestones. PSA Singapore set a new throughput record of 40.9 million TEUs. Mersin International Port (MIP) reached a cumulative total of 25 million TEUs since its privatisation in 2007, while Saudi Global Ports (SGP) celebrated its 10 millionth TEU milestone since commencing commercial operations in 2015.

We were honoured to receive multiple industry awards which recognised our commitment to service excellence and sustainability.

At the Asian Freight, Logistics & Supply Chain Awards, PSA International and PSA Antwerp were awarded "Best Global Container Terminal Operator" and "Best Container Terminal — Europe" titles for the sixth time, respectively, while PSA Singapore clinched "Best Container Terminal — Asia" for the 33rd time. At the Supply Chain Asia Awards, PSA Singapore won "Container Terminal Operator of the Year" for the 16th consecutive time.

New Priok Container Terminal One was chosen as the "Best Terminal Operator — EcoPort Support" at the KSOP Utama Tanjung Priok Awards 2024 and "Green and Smart Port" by Indonesia's Coordinating Ministry for Maritime and Investment Affairs.

In India, PSA Mumbai was recognised as "Container Terminal of the Year (Growth)" at both the India Maritime Awards and the India Maritime and Logistics Awards. The terminal also received a Special Recognition Award from Jawaharlal Nehru Port Authority for being the "Terminal with Best Green Initiatives".

Across Europe and the Mediterranean, PSA Italy was named "Best Terminal Operator" at the Ship2Shore Awards 2024. Mersin International Port garnered three accolades: "Port Operator of the Year" at the Türkiye Atlas Logistics Awards for the 14th consecutive year, "Port with Most Cargo Handled" at the 3rd Maritime Summit organised by Türkiye's Ministry of Transport and Infrastructure, and "Best Port of the Year" at the 37th International Consumer Quality Summit.

Reaffirming our commitment to fostering a positive workplace culture, PSA was listed as one of TIME's "World's Best Companies" in 2024. Additionally, PSA Singapore was conferred the "Champion of Good" title by Singapore's National Volunteer and Philanthropy Centre, recognising our efforts to drive meaningful community impact.

In recognition of his steadfast contributions to the nation, our Group CEO, Ong Kim Pong, was honoured with the Public Service Medal by the Singapore government at the National Day Awards 2024.

NAVIGATING OUR PATH TOWARDS A MORE RESPONSIBLE FUTURE

In 2024, PSA companies and employees remained dedicated to giving back to their local communities through meaningful corporate social responsibility initiatives. These efforts encompassed hands-on volunteer work at welfare organisations, financial assistance for the underprivileged, participation in fundraising events, sponsorship of arts and cultural programs, and support for sustainability efforts such as community clean-ups.

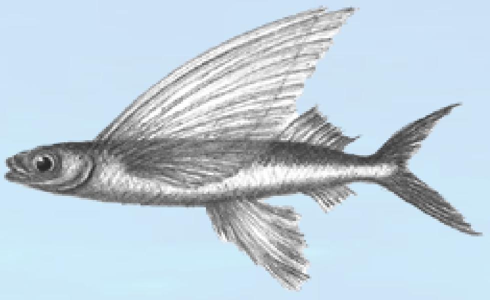
Sustainable development remains central to our business strategy, with a strong emphasis on governance — enhancing transparency, cybersecurity, and safety — to build trust and resilience in a complex global landscape. We are committed to fostering a 'spirit of stretch', continuously challenging ourselves to achieve more, and striving for higher performance with sustainable outcomes.

This is the first time we are producing a combined Annual and Sustainability Report on our Group's operational milestones, climate action initiatives, sustainability achievements and financial performance for 2024. I hope that you will find the Report both engaging and informative.

I extend my sincere gratitude to our Board of Directors for their invaluable insights in shaping our strategies and growth, and to our management, staff and unions, for their focus and dedication in propelling PSA to new heights. A special thanks to our customers, partners and stakeholders, for their trust and collaboration in our journey of transformation.

In an era of geopolitical shifts, rapid technological advances, and the urgency of climate action, PSA embraces a transformative mindset — one that looks beyond today's challenges to drive innovation and collaboration in pursuit of a net-zero future by 2050. Now, more than ever, we must come together to push past limits and rethink the way global logistics works. Through smarter, more sustainable supply chains, we are committed towards moving the world's goods, for the greater good — not merely preparing for the future, but shaping it. The steps we take today will create lasting impact, ensuring a resilient, greener world for generations to come.

Peter Voser



GROUP CEO'S MESSAGE

ONG KIM PONG

2024 was a year of volatility, marked by events that had profound implications for global trade and the supply chain industry. Heightened geopolitical turmoil, shifting trade policies driven by changing governments, and rapid advancements in technology – artificial intelligence and automation – posed significant challenges to the global economy and reshaped businesses and industries.

These global disruptions accelerated demands for the container and supply chain business. PSA adapted with perseverance and took pride in the trust placed in us by stakeholders as we navigated these changes together. In Singapore, for example, we responded to the surge in port hub demand – driven by the Red Sea disruptions – by reactivating berths at Keppel and Tanjong Pagar Terminals, ramping up manpower and commissioning three new berths at Tuas Port to expand our handling capacity.

This agility and resilience resonated across our global network, enabling PSA to reach a world's first for the year ended 31 December 2024 – handling volumes of 100.2 million Twenty-foot Equivalent Units (TEUs). This marked a 5.6% growth compared to the previous year, with PSA Singapore achieving a record throughput of 40.9 million TEUs (+5.5%), and PSA terminals outside Singapore contributing 59.2 million TEUs (+5.7%). On the supply chain side, PSA BDP handled over 1.6 million shipments for the year.

Guided by our purpose of enabling seamless and sustainable trade, we initiated and centered our efforts towards the Node to Network (N2N) vision – leveraging our combined port facilities, supply chain capabilities and expertise to elevate the performance of terminals, transforming isolated nodes into coordinated networks. This approach drives efficiency in global trade flows essential in today's dynamic landscape, while fostering greener, more sustainable outcomes.

This inaugural PSA Group Annual and Sustainability Report reflects how sustainability is deeply embedded in every facet of our business – across portfolio, processes and people (culture), as we pursue N2N to shape the future of global trade.

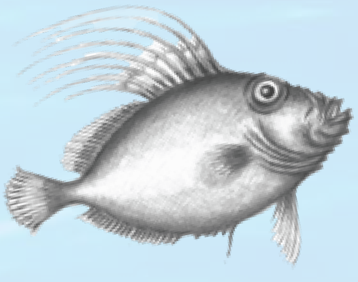
ANCHORING OUR PORTFOLIO WITH EXPANDED CAPACITY

Across the year, we continued to expand and future-proof our infrastructure, in addition to enhancing our operational capabilities to better serve our customers.

Tuas Port, the world's largest automated container terminal, reached new milestones. We broke ground on the PSA Supply Chain Hub @ Tuas, set to commence operations in 2027, and in February 2025, celebrated the handling of 10 million TEUs since operations began in October 2022.

Furthering our strategic partnerships, PSA Singapore and Evergreen Marine Corporation (EMC) established a joint venture in Singapore, which will offer long-term terminal capacity assurance to EMC's fast-expanding global vessel fleet.

Over in India, PSA Mumbai became the country's first 100% renewable-powered container terminal, with a 10 MW solar farm supplying over 75% of its electricity. This reduces its CO_2 emissions by 16,000 tonnes annually. Phase 2 of the terminal's expansion commenced operations in February 2025.



GRI 2-22

In the Middle East, Saudi Global Ports (SGP) increased the handling capacity and efficiency of the King Abdulaziz Port Dammam (KAPD) by commissioning three quay cranes, 18 hybrid Rubber Tyre Gantry cranes and 80 electric prime movers. This reinforces our commitment to greener port operations and strengthens the role of KAPD in serving as Saudi Arabia's Eastern gateway and as a resilient alternative to affected ports along the Red Sea.

In Türkiye, the first phase of Mersin International Port's (MIP) East Med Hub 2 expansion project is set for completion in the first half of 2025. This expansion will increase MIP's annual capacity to 3.6 million TEUs, meeting growing demand as well as creating an expected 500 direct and 5,000 indirect jobs.

In Poland, Baltic Hub laid the cornerstone for its T3 terminal expansion project, which will add a 717-metre long deepwater quay and expanded storage yards. Set to be completed by end 2025, T3 will further solidify Baltic Hub's position as the leading container hub in the Baltic Sea.

Works have started at Sociedad Puerto Industrial Aguadulce (SPIA) to extend its quay wall and expand its yard. With expected completion in early 2026, the terminal will be the only facility on Colombia's Pacific Coast capable of accommodating Ultra Large Container Vessels of over 400 metres.

PSA Venice's 25-year concession extension took effect on 1 October 2024. Separately, Exolgan Container Terminal in Argentina has also been granted a 10-year concession extension. The extension, to start in August 2025, will include berth upgrading plans to accommodate Neo-Panamax vessels.

CHARTING NEW GROWTH IN CONNECTIVITY

In parallel, PSA has actively strengthened our marine services and intermodal solutions — aimed at providing customers with enhanced connectivity via optionality and resilience, while advancing our green objectives.

Development works at Jurong Island Terminal (JIT) are ongoing to meet growing demand from industries on Singapore's Jurong Island. Expected to be completed in 2025, the upgrading will increase JIT's annual capacity to 300,000 TEUs, enabling operational efficiencies and an expanded switch from trucking to barging.

Through its joint venture with NFC Co Ltd, PSA Marine received the first four of six new Z-Tech tugboats in 2024. The tugboats will be deployed at Map Ta Phut Industrial Port and Laem Chabang Port in Thailand, fortifying PSA Marine's position as one of the leading marine service providers in the region.

To bolster our inland logistics offerings and connectivity to Mumbai's hinterland, PSA India entered a partnership to operate a rail-linked Inland Container Depot (ICD) at the upcoming Multimodal Logistics Park in Indore. PSA BDP also launched a first-of-its kind green transportation solution in Nhava Sheva, with electric trucks linking PSA Mumbai to Dow India's facilities. The initiative supports the zero-emissions green transport corridor that industry leaders like Dow India can rely on for sustainable and enhanced logistics flows.

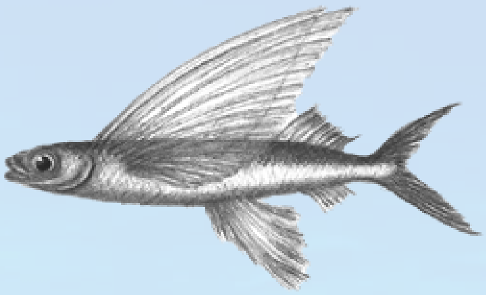
Over in Saudi Arabia, SGP is driving the push for intermodal cargo movement to the country's capital Riyadh, through its Riyadh Dry Port (RDP) Ecosystem nodes — namely, Riyadh Dry Port, Riyadh Empty Yard and Dammam Empty Container Yard. Notably, SGP Riyadh achieved a significant milestone by handling 3 million TEUs since operations commenced in March 2022.

PSA also expanded into Kazakhstan to support trade along the Middle Corridor. Via joint ventures with the national railway company Kazakhstan Temir Zholy (KTZ) and Pegasus Logistics, our digital platforms, Tez Customs and Digital Trade Corridor (DTC), have streamlined cross-border trade, improving speed and efficiency for the logistics community. Additionally, PSA, Global DTC, and the Trans-Caspian International Transport Route (TITR) association inked an agreement to develop the Middle Corridor into a Green Corridor.

In Germany, Duisburg Gateway Terminal (DGT) commenced operations in September 2024. Located in the Port of Duisburg, DGT is set to become both the largest inland container terminal and the largest climate neutral terminal in Europe.

POWERING NEW COMPETENCIES

Digitalisation is a key driver in strengthening our investments in terminals and port adjacencies, enabling synergistic port ecosystems and enhancing supply chain connectivity. Through continued development and scaling of our suite of digital solutions, PSA is unlocking new value, driving efficiency and advancing sustainability within individual nodes and across networks.



For instance, PSA Singapore's OptETruck solution, a proprietary cloud-based transport management solution, garnered a "Recognition of Excellence" at the 9th Annual Singapore OpenGov Leadership Forum. PSA also launched its OptETracker tool to provide transparent tracking and reporting of greenhouse gas (GHG) emissions, which will be deployed in the Middle Corridor.

In September 2024, CrimsonLogic became a wholly-owned PSA subsidiary, reinforcing its role as a digital enabler for the Group – across areas such as port, technology and infrastructure-related projects, as well as cybersecurity. During the year, CrimsonLogic strengthened its digital trade facilitation portfolio through strategic contract wins in Singapore and the Middle East, while its Integrated Risk Management solution topped the "Analytics-Logistics" category at the Singapore Business Review Technology Excellence Awards 2024.

Complementing the launch of its new Carbon Dashboard, PSA BDP announced its commitment to the Science Based Targets initiative (SBTi) in November 2024 – a recognised framework that provides defined pathways for companies to reduce GHG emissions. With over 98% of PSA BDP's emissions derived from the transportation of freight, this focus will help PSA BDP's customers achieve their own reduction targets.

PROPELLING OUR PEOPLE AND CULTURE

Building on our long-standing FISH initiative, we continue to foster a positive and supportive workplace culture. People are our greatest asset and we strive to develop our employees by strengthening their Capability (scope), Competency (depth), and Capacity (stretch).

Our commitment to lifelong learning is embodied in our training arm, PSA University, which offers diverse courses to support professional and personal growth. This included our new environmental sustainability module in 2024, 'Greenfish III', which keeps employees informed about global sustainability regulations and the role of data in achieving carbon emission targets.

Through Employee Opinion Polls and talent management programs such as Short-Term International Development Experience (STRIDE) and the Global Management Associate Program (GMAP), we empower employees to reach their full potential.

We also reaffirmed our commitment to strong organisational governance by refreshing PSA's Code of Business Ethics and Conduct (The Code) for employees and the Suppliers' Code of Conduct with expanded guidelines. This dovetailed with the launch of PSA's Customer and Partner (CP) Business Principles, outlining standards of ethical conduct expected from customers, business partners, and other third parties.

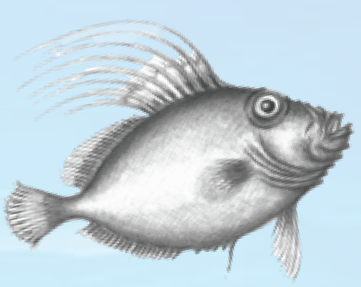
SETTING SAIL FOR A GREENER AND BETTER FUTURE

Trade flows are the lifeblood of the global economy – fuelling markets, driving growth, and connecting communities worldwide. Today, ports are more vital than ever, not only as key facilitators of the global economy but also as stewards of long-term sustainability.

I want to pay tribute to our pioneer generations, whose foresight and foundational efforts have paved the way for PSA's growth. I am also deeply grateful to our management, staff and unions for their dedication and drive; to our Board of Directors for their invaluable guidance and leadership; and to our shipping line partners, global customers, and the local communities we serve for their unwavering trust and collaboration.

As Team PSA, we recognise the profound impact of our work – influencing economies and shaping the future of trade. Guided by our N2N vision, we will remain steadfast in our purpose and alongside like-minded partners, build a seamless and sustainable global trade – not just for today, but for generations to come.

Ong Kim Pong



CHAPTER 2: SUNLIGHT ZONE

THRIVING IN THE LIGHT

CORPORATE GOVERNANCE

In conducting the organisation's business affairs, PSA International's Board of Directors adheres to a prudent and strategic approach, considering shifts in the industry landscape, sustainable growth and financial performance.

The Board convenes quarterly to evaluate investment opportunities and chart the company's future direction. Budgets and audited accounts are approved annually. Decisions are made by a majority vote, with the Chairman casting the deciding vote in the event of a tie.

The Board is supported by the following Committees, each focused on specific areas of governance and operational oversight:

AUDIT, RISK & FINANCE COMMITTEE (AR&F COMMITTEE)

The AR&F Committee is responsible for guiding and overseeing policies related to financial reporting, external and internal audits, internal controls and risk management. The Committee regularly reviews the effectiveness of control procedures to identify and mitigate significant risks. It also assesses the reliability of management reporting, ensures compliance with applicable laws and regulations, and reviews the statutory accounts. Additionally, the Committee advises on funding strategy for major capital expenditures and investments.

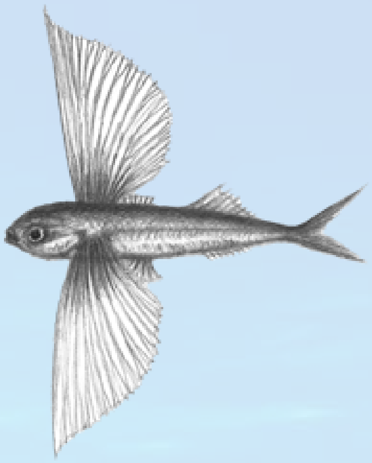
LEADERSHIP DEVELOPMENT & COMPENSATION COMMITTEE (LDCC)

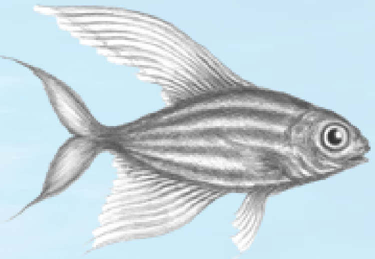
The LDCC oversees leadership development and talent management. It designs competitive compensation packages with a focus on long-term sustainability of the business and maximising shareholder value. Additionally, it is responsible for implementing leadership programs, grooming talent, and ensuring that potential successors are prepared for key leadership roles. It also conducts performance reviews and approves remuneration of the senior management.

BUSINESS DEVELOPMENT & INVESTMENT COMMITTEE (BD&I COMMITTEE)

The BD&I Committee plays a key role in reviewing and strategising PSA's long-term position, performance, and growth trajectory. It oversees major investments, divestments and capital expenditures, ensuring alignment with PSA's overall strategy and objectives.

PSA and its board committees hold themselves to the highest standards of governance in every decision and action they undertake. We are committed to conducting our business with integrity, transparency and accountability, in line with the PSA Code of Business Ethics & Conduct. Every step we take is guided by our commitment to ethical business practices and long-term value creation for all stakeholders.





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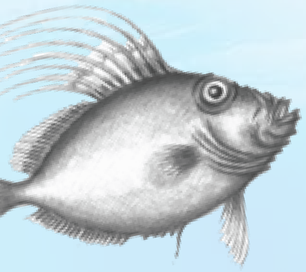
BOARD OF DIRECTORS



PETER VOSER
GROUP CHAIRMAN
COMMITTEE
CHAIRMAN: LDCC

ONG KIM PONG
COMMITTEE
MEMBER: BD&I

KAIKHUSHRU SHIAVAX NARGOLWALA
COMMITTEES
CHAIRMAN: BD&I
MEMBER: LDCC

TOMMY THOMSEN
COMMITTEE
MEMBER: LDCC

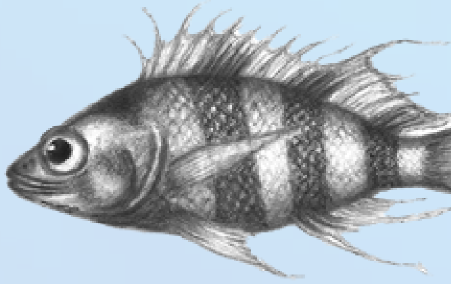
JEANETTE WONG
COMMITTEE
CHAIRWOMAN: AR&F

LDCC: Leadership Development & Compensation Committee
AR&F: Audit, Risk & Finance Committee
BD&I: Business Development & Investment Committee

BOARD OF DIRECTORS

PANG KIN KEONG
COMMITTEE
MEMBER: AR&F

FOO JIXUN
COMMITTEE
MEMBER: BD&I



WONG AI AI
COMMITTEE
MEMBER: AR&F

JILL LEE
COMMITTEES
MEMBER: AR&F; BD&I

DETLEF TREFZGER
COMMITTEE
MEMBER: BD&I

Notes

- Tan Chong Meng stepped down as Group CEO and Board member of PSA International on 29 February 2024, after having served PSA for more than 12 years.
- Irving Tan stepped down as Board member of PSA International on 14 May 2024, after having served PSA for more than three years.

LDCC: Leadership Development & Compensation Committee
AR&F: Audit, Risk & Finance Committee
BD&I: Business Development & Investment Committee

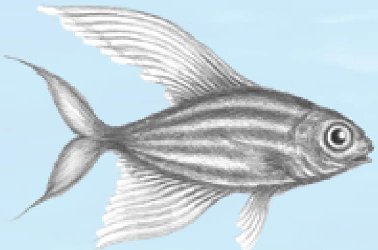
SENIOR MANAGEMENT COUNCIL

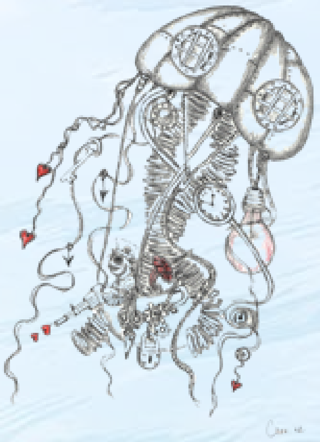
CORPORATE CENTRE

ONG KIM PONG
GROUP CEO

LIM PEK SUAT
GROUP CFO

GOH MIA HOCK
GROUP HEAD OF TECHNOLOGY

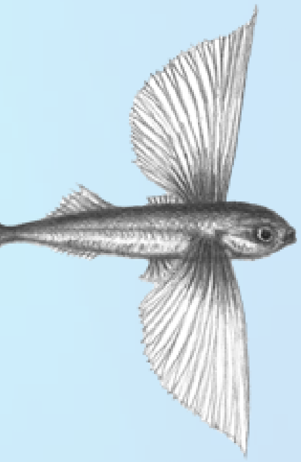




CORPORATE CENTRE

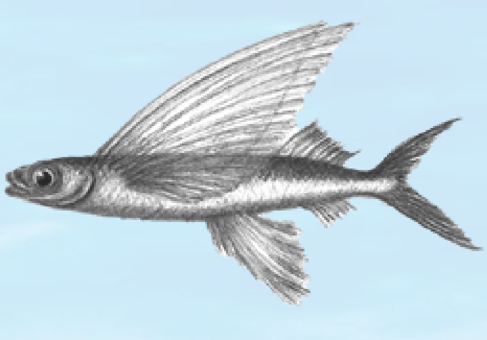
TERENCE TAN
GENERAL COUNSEL
AND COMPANY SECRETARY

EDDY NG
GROUP HEAD OF OPERATIONS
AND SUSTAINABILITY



STEVEN LEE
GROUP HEAD OF HUMAN RESOURCE

CHRISTOPHER CHAN
GROUP HEAD OF CORPORATE
AFFAIRS AND LEARNING



PORTS

NELSON QUEK
REGIONAL CEO
SOUTHEAST ASIA

VINCENT NG
REGIONAL CEO
EUROPE & MEDITERRANEAN
MIDDLE EAST SOUTH ASIA

ENNO KOLL
REGIONAL CEO
AMERICAS

LIM CHIN CHUAN
REGIONAL CEO
NORTHEAST ASIA

SUPPLY CHAIN

WAN CHEE FOONG
CEO
PSA BDP

HECTOR GONZALEZ
DEPUTY CEO
PSA BDP

CHAPTER 3: TWILIGHT ZONE

EXTENDING ACROSS FRONTIERS

GLOBAL FOOTPRINT

100.2 MILLION TEUS

45 COUNTRIES

183 LOCATIONS

73 TERMINALS

ASIA

Bangladesh					●
China	●	●	●	●	●
India	●	●	●	●	
Indonesia	●	●		●	
Japan	●				
Kazakhstan			●		
Malaysia		●			●
Oman		●			●
Philippines		●			
Qatar		●			
Saudi Arabia	●	●	●	●	
Singapore	●	●		●	●
South Korea	●	●			●
Thailand	●	●	●	●	●
UAE		●			
Vietnam	●	●		●	

EUROPE

Belgium	●	●		●	
Czech Republic		●			
Denmark		●			
France		●		●	
Germany		●	●		
Ireland		●			
Italy	●	●	●	●	
Netherlands		●			
Poland	●	●	●	●	
Portugal	●	●			
Romania		●			
Spain		●			
Sweden		●			
Türkiye	●	●		●	
United Kingdom		●			●

AMERICAS

Argentina	●	●		●	
Brazil		●		●	
Canada	●	●	●	●	
Chile		●			
Colombia	●	●		●	
Ecuador					●
Panama	●	●			●
Peru		●			●
Uruguay		●		●	
USA	●	●		●	

AFRICA

Egypt		●			
Morocco		●			

OCEANIA

Australia		●			●
New Zealand		●			

CRIMSONLOGIC

Present in **20** Countries

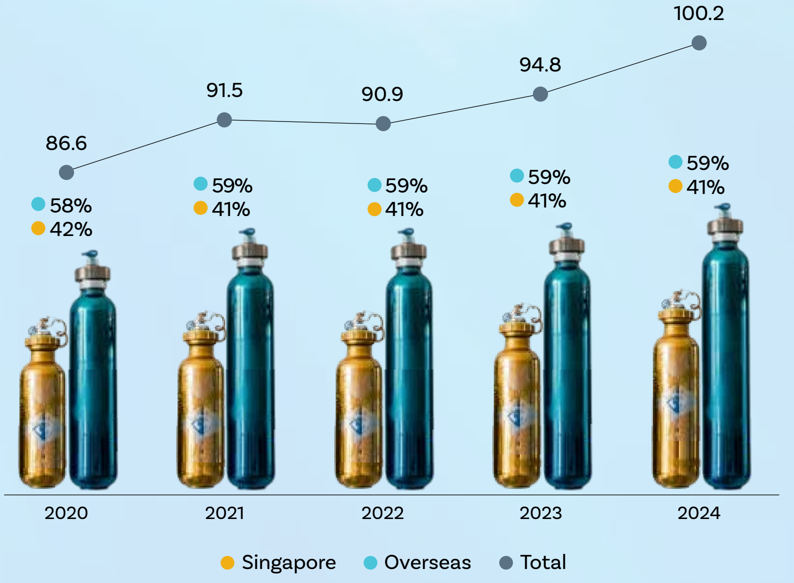
Implemented **> 60** Projects

Digital solutions in **> 40** Countries

Not included in PSA Global Network count

GROUP FINANCIAL HIGLIGHTS

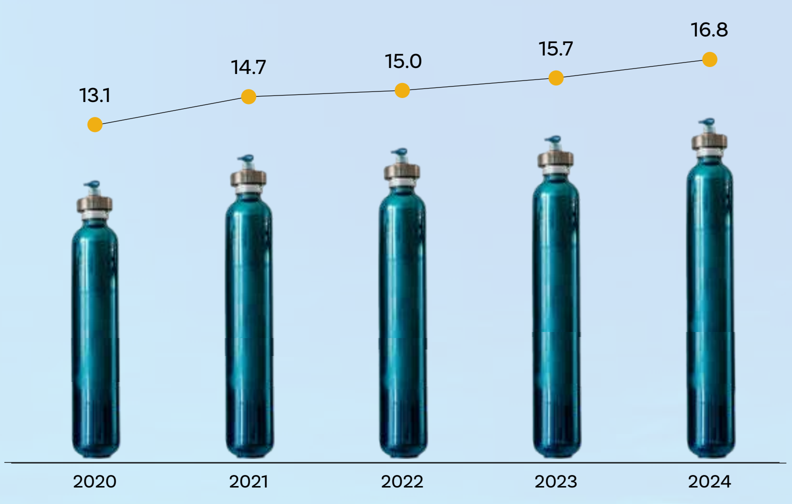
THROUGHPUT
(MILLION TEUs)



NET REVENUE
(S$ BILLION)

TOTAL ASSETS
(S$ BILLION)

TOTAL EQUITY
(S$ BILLION)

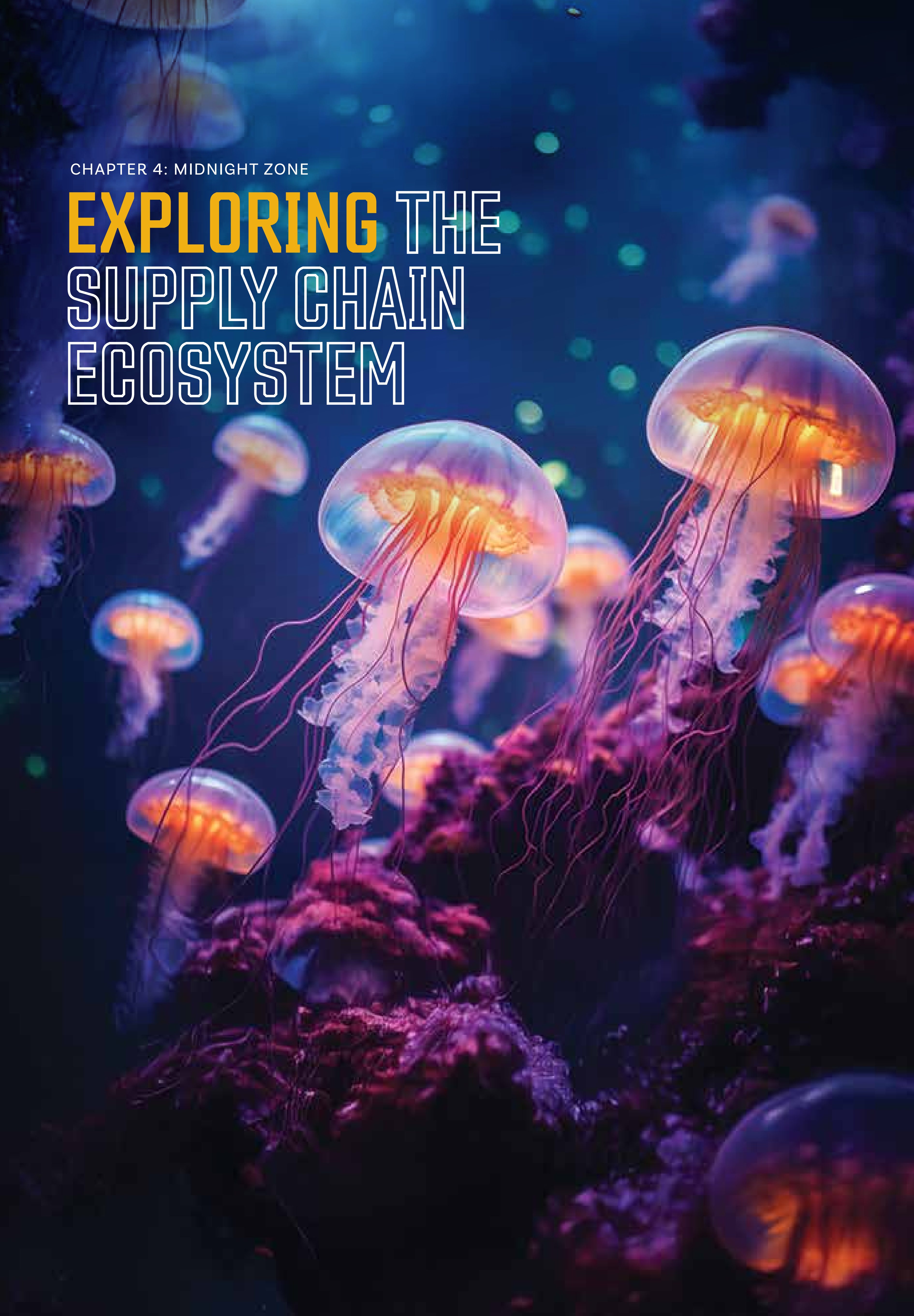


TEUs - Twenty-foot Equivalent Units All amounts in Singapore Dollars	2024	2023	2022	2021	2020
Throughput (million TEUs)					
Singapore	40.9	38.8	37.0	37.2	36.6
Overseas	59.2	56.0	53.9	54.3	50.1
Global	100.2	94.8	90.9	91.5	86.6
Consolidated Income Statement ($ million)					
Revenue	7,724	7,095	7,994	4,670	4,179
Transportation Costs	(1,919)	(1,532)	(2,472)	(40)	–
Net Revenue	5,804	5,564	5,523	4,630	4,179
Operating Expenses	(4,612)	(4,325)	(4,105)	(3,443)	(2,996)
Operating Profit	1,192	1,238	1,418	1,187	1,183
Net Other (Expense)/Income	(7)	365	210	204	108
Profit from Operations	1,185	1,604	1,628	1,391	1,291
Finance Costs	(323)	(319)	(225)	(196)	(239)
Share of Profit of Associates	263	224	284	210	187
Share of Profit of Joint Ventures	258	282	253	277	174
Profit before Income Tax	1,384	1,790	1,940	1,682	1,413
Income Tax Expense	(206)	(262)	(319)	(254)	(222)
Profit for the year	1,177	1,528	1,621	1,428	1,191
Non-controlling Interests	(83)	(65)	(59)	(47)	(23)
Profit attributable to Owner of the Company	1,095	1,463	1,562	1,381	1,168
Consolidated Financial Position ($ million)					
Total Assets[1]	30,487	27,487	27,290	23,660	23,372
Total Liabilities[1]	13,648	11,754	12,281	8,998	10,246
Total Equity	16,839	15,732	15,009	14,662	13,126
Financial Ratios					
Operating Margin[2]	20.5%	22.3%	25.7%	25.6%	28.3%
Return of Average Total Assets[1,3]	5.2%	6.7%	7.2%	6.9%	6.4%
Return of Average Total Equity[4]	7.2%	9.9%	10.9%	10.3%	9.4%
Total Debt/Equity (times)[5]	0.51	0.46	0.49	0.33	0.49
Earnings per Share ($)	1.80	2.41	2.57	2.27	1.92

1 Restated 2022 figures
2 Operating profit expressed as a percentage of net revenue
3 Profit for the year, add back finance costs, expressed as a percentage of average total assets
4 Profit for the year, expressed as a percentage of average total equity
5 Total debt divided by total equity. Debt is defined as borrowings in the financial statements

CHAPTER 4: MIDNIGHT ZONE

EXPLORING THE SUPPLY CHAIN ECOSYSTEM



EXPLORING THE SUPPLY CHAIN ECOSYTEM

Headquartered in Singapore, PSA manages a portfolio of 73 terminals spanning deepsea, rail and inland terminals, across 183 locations in 45 countries. This encompasses key operations in Singapore and Belgium, along with associated ventures in supply chain management, marine services, and digital / IT services supporting trade facilitation.

CREATING VALUE ACROSS PORTS AND SUPPLY CHAINS

PSA seeks to be the port operator and supply chain partner of choice. Guided by our Node to Network strategy, PSA is committed to delivering excellence in port operations and creating resilient and seamless connectivity of nodes to achieve network efficiencies. We collaborate with partners to improve efficiency in the port and logistics ecosystem, translating high productivity into sustainable outcomes.

Expanding beyond port operations, PSA provides end-to-end solutions to optimise and streamline global trade. Our expertise is strengthened by advanced digital platforms such as Global PORTNET® and CrimsonLogic, comprehensive logistics solutions including inland depots and intermodal connections, and essential marine services such as towage and pilotage. Together, these elements create interconnected networks that drive value for customers and partners — supporting a more resilient and sustainable flow of goods across the global supply chain from producer/exporter to importer/consumer.

PSA works closely with an extensive network of over 10,000 partners and suppliers across its supply chain. These include major port equipment manufacturers, civil construction companies, energy providers, Information and Communications Technology (ICT) vendors, and contractors who primarily provide manpower, logistics, and maintenance services critical to PSA's daily operations. By leveraging regional and group procurement strategies, PSA prioritises the sourcing of goods and services locally within the regions where its business units operate.

Its downstream value chain involves close collaboration with supply chain partners and customers — such as shipping lines, exporters and importers — to facilitate sustainable movement and global trade.

Supplier, partner and customer engagements are tailored to operational needs, ranging from long-term contractual partnerships to short-term, project-specific arrangements.

GRI 2-1; 2-6

PORTS

SOUTHEAST ASIA

In 2024, PSA Singapore reinforced its position as a key connectivity hub, achieving a record 40.9 million Twenty-Foot Equivalent Units (TEUs), 5.5% more than the year before.

Offering 23-metre deep berths and 55-metre quay cranes to efficiently handle high stowage requirements and complex loading plans, PSA Singapore achieved Gross Berth Productivity (GBP) of above 200 for 108 vessels, and GBP of over 300 for seven Mega vessels, reflecting its ability to address customers' operational needs.

During the year, PSA Singapore introduced the concept of 'Agreed Berthing Time' (ABT) to complement its OptEVoyage solution. ABT enables shipping lines to optimise vessel speeds to arrive 'just-in-time' in Singapore, delivering bunker savings, reducing anchorage space and carbon emissions, as well as optimising marine resources.

We continued to ramp up Tuas Port's capacity and capabilities. By the end of 2024, 11 mega berths were operational and equipped with superior infrastructure capabilities – such as with On-Dock Depot; state-of-the-art automated equipment; and yard capacity to support the largest vessels.

As part of Tuas Port's strategic expansion, groundbreaking for the PSA Supply Chain Hub @ Tuas (PSCH) took place on 18 October 2024. Scheduled for completion by 2027, this technologically advanced facility will host a comprehensive suite of value-added services to integrate seamlessly with Singapore's supply chain ecosystem; including a regional distribution centre, container freight station, Automated Storage and Retrieval Systems (ASRS), and the Intelligent Warehouse eXchange (iWX).

PSA Singapore also announced a planned expansion in March 2024, to double Jurong Island Terminal's (JIT) annual handling capacity to 300,000 TEUs. During the year, the terminal handled close to 176,000 TEUs.

Working with JTC Corporation (JTC), the new Dangerous Goods handling and cargo transloading facilities at JIT will be completed in 2025 to meet growing demand from industries based on Jurong Island. Twice-daily barge sailings connect beneficial cargo owners (BCOs) on Jurong Island with PSA's main hubs at Tuas, Pasir Panjang and Brani. Besides being less labour intensive than trucking, barging generates about 30% less carbon emissions and does not contribute to road congestion.

After 15 years of close partnership, PSA Singapore in 2024 successfully extended its joint venture with world-leading Roll-on/Roll-off (RORO) carriers, NYK and K line, to operate the Asia Automobile Terminal Singapore (AATS) for 12 more years. The established AATS operations team offers proven capabilities for handling different types of general cargoes, along with diverse models of vehicles from global automobile manufacturers.

iBOX is a data-driven solution that provides real-time insights and enhanced visibility and tracking into container movements between logistics facilities and container depots – critical for the timely supply of required equipment to BCOs and manufacturers. In 2024, PSA Singapore rolled out its next-generation iBOX to PT. Majesty Global Sejahtera and PT. Buana Logistik Mandiri Sukses in Batam, Indonesia, to support the advancement of local depot management capabilities. iBOX was previously rolled out successfully in Thailand, India, and Saudi Arabia.

Driving innovation to create smarter and more efficient solutions to meet the evolving needs of global trade, PSA Singapore has been conducting operational trials for a fleet of Autonomous Prime Movers (aPM) at Pasir Panjang Terminals (PPT), with progressive enhancements to support higher levels of productivity in various weather, traffic and wharf conditions. The capabilities of our Automated Quay Cranes (aQC) at PPT also improved with an average cycle time of 132 seconds.

In 2024, PSA Singapore's dedication to operational excellence was recognised by the industry as it was named "Best Container Terminal – Asia" for the 33rd time at the Asian Freight, Logistics & Supply Chain (AFLAS) Awards; and "Container Terminal Operator of the Year" at the Supply Chain Asia Awards. The company's cloud-based transport management solution OptETruck also received a "Recognition of Excellence" award at the 9th Annual Singapore OpenGov Leadership Forum.

Over in Thailand, Eastern Sea Laem Chabang Terminal Co (ESCO) continued to develop green transportation, specifically by achieving carbon reductions in PSA's trucking business activities. ESCO utilises electric vehicle (EV) trucks for shuttle services between Laem Chabang Port and Lat Krabang Inland Container Depot (ICD), as well as green trucking services for the CMA CGM Inland Services (Thailand) LTD (CCIS) depot.

During the year, ESCO received the Bronze certificate from the Thailand Institute of Occupational Safety and Health for a third consecutive year, for achieving zero accident in 2024. LCB Container Terminal 1 implemented a Fast Lane service to support customers' needs and increase terminal productivity.

In Indonesia, bolstered by the acquisition of six new services, New Priok Container Terminal One (NPCT1) has plans to increase its handling capacity from 1.5 million TEUs to 1.8 million TEUs by adding a quay crane, seven Rubber Tyre Gantry cranes (RTGs) and seven electric prime movers (ePMs). The terminal will also install mooring dolphins to increase operational capability and safety.

NPCT1 announced a strategic collaboration with Envilog, an Indonesian green logistics platform, to launch a Digital Gate Pass and enhance its one-stop digital platform, ECON, which digitalises the gate pass issuance process. The upgrades will include a Dual Cycle feature, which enables customers to optimise truck fleet resources by pairing trucks with import and export cargoes.

In August, NPCT1 collaborated with KAI and PSA BDP to successfully transport four containers between Jakarta and Bandung as part of the Gedebage – Pasoso rail proof-of-concept, showcasing a greener and more sustainable alternative to traditional trucking.

Over in Vietnam, SP-PSA International Port's (SP-PSA) three-pronged focus – supporting key customers, diversifying its customer base and commodities, and providing value-added services – proved successful in securing new business from PWT (Agri-feed), PTG, and Primewood (Wood Chips). The strategy contributed to the terminal achieving record annual volumes of 5.77 million tons in 2024.

A key performance highlight was SP-PSA's provision of a 15,000-square metre (sqm) leasing yard to PTG for wood chip storage, which also allowed the terminal to fulfil its 2024 target of handling 0.5 million tons of wood chips.

Separately, South Logistics Joint Stock Company – also known as SOTRANS Group (STG) in Vietnam – operates several warehouses, two waterway ICDs, and over 20 barges to bring cargo closer to the hinterland. STG's total ecosystem approach has reduced overall carbon emissions and enabled handling of close to half a million TEUs of cargo close to the hinterland.

NORTHEAST ASIA

Amid China's ongoing post-pandemic recovery in 2024, PSA Northeast Asia's container volumes grew by 1.4%, reaching 26.1 million TEUs for the year.

Southwest China showcased its integrated ecosystem capabilities with several initiatives led by Beibu-Gulf International Container Terminal (BICT), focusing on innovative and efficient logistics solutions. These included the deployment of fully electric empty container handlers and a successful pilot project replacing diesel engines with high-capacity battery systems on RTGs.

Beibu-Gulf PSA Renewable Energy (BPRE) installed a sophisticated energy monitoring system and solar panels, while collaborations with China United International Rail Containers Guangxi (CUIRC-GX) supported direct discharge from vessels and rail-port cargo transfers, further boosting intermodal capabilities. Beibu Gulf PSA Portnet (BPPN) played a key role in facilitating seamless data coordination.

To strengthen operational efficiency and capacity, Fuzhou Container Terminal (FCT) added 20 ePMs and optimised direct delivery routes between external depots and the Port. Additionally, in-house digital tools – including patented automobile handling and fumigation systems – provided actionable data insights to streamline specialised cargo handling.

With fully integrated facilities at Fuzhou and Qinzhou, we have significantly enhanced operational synergies, driving greater efficiencies and streamlining logistics across the region through advanced technological solutions and seamless coordination.

In Chongqing, our Sino-Singapore Chongqing Connectivity and Distribution Centre (SSCDC) handled annual cargo volumes totalling 46,000 TEUs and 91,000 tons.

PSA's terminals in Tianjin advanced their operational capabilities through technology upgrades. Tianjin Port Pacific International Container Terminal (TPCT) introduced Artificial Intelligence Robotic Transportation testing to automate and electrify operations, driving efficiency and reducing fuel consumption. Separately, Tianjin Port Alliance International Container Terminal (TACT) completed automation retrofitting of 33 RTGs, as well as transitioned fully from diesel-powered prime movers to ePMs by the end of the year.

Dalian Container Terminal (DCT) achieved robust performance exceeding 4 million TEUs, supported by its intermodal corridor development. Notably, 6.9% of this throughput came from expanded sea-rail networks in partnership with China United International Rail Containers (CUIRC). New intra-Asia services at four PSA terminals and enhanced intermodal services connecting Northeast China with South Asia and Mexico further contributed to growth.

CUIRC sustained its growth trajectory in 2024, achieving a record 7 million TEUs (+8%). The growth was fuelled by government-backed green logistics initiatives, heightened demand for cross-border block train services, and increased terminal capacity and rail connectivity between China and Europe.

During the year, Guangzhou PSA Logistics' (GPL) new Automated Storage and Retrieval System (ASRS) warehouse became operational. Equipped with automated stacker cranes, conveyors and racking systems, the facility has transformed inbound and outbound processes, enabling both GPL and Guangzhou Container Terminal (GCT) to deliver tailored solutions to customers more efficiently. Meanwhile in Lianyungang, LYG-PSA Container Terminal (LPCT) worked with PSA BDP to explore new opportunities in the petrochemical and battery sectors, reinforcing its strategic position in emerging markets.

The application of PSA's Node to Network strategy within China demonstrated effective collaboration, particularly on service IC39 with BICT and FCT. These efforts delivered key improvements, including optimised stowage through twin-lift pairing, shorter port stays, and lower carbon emissions. This successful implementation highlights PSA NEA's capability to elevate performance while showcasing its franchise value to stakeholders across its domestic network.

Over in South Korea, 2024 was a record-breaking year, with HMM PSA New-Port Terminal (HPNT) and Pusan Newport International Terminal (PNIT) handling 2.7 million and 3.1 million TEUs, respectively. PNIT achieved its highest throughput since inception, setting new productivity records with gross crane rate of 43 boxes per hour and vessel rate of 218 boxes per hour. In addition, PNIT and HPNT jointly launched a smart app for paperless e-slip transactions, optimising inter-terminal transfers and improving gate traffic flow.

In a strategic move to extend our Group's digital and railway capabilities, PSA has expanded into Kazakhstan to support trade along the Middle Corridor. KPMC, our joint venture with Kazakhstan Temir Zholy (KTZ), has led the development of this vital trade route to optimise logistics networks and reduce transit times between Asia-Pacific and Europe. Global Digital Trade Corridor (GDTC), a partnership with Pegasus Logistics, streamlined multimodal processes through the digital trade corridor platform by connecting key markets including Kazakhstan, Uzbekistan, Azerbaijan, Georgia, and Türkiye.

Digitalisation initiatives have boosted the country's capabilities in container operations, enhancing customer support and enabling cross-border communications and trade collaborations. The developments exemplify our commitment to innovation, and to delivering agile and responsive systems to meet evolving market demands.

MIDDLE EAST SOUTH ASIA

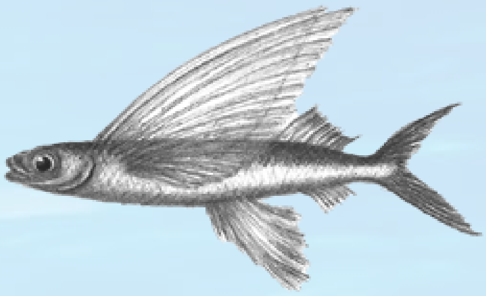
PSA's Middle East South Asia (MESA) region handled 6.9 million TEUs at our deep sea terminals in 2024, achieving a strong 16.9% growth year-on-year.

In the Middle East, Saudi Global Ports (SGP) terminals in Dammam and Riyadh grew significantly, driven by rapid expansion in the non-oil sector of the Kingdom's economy. Providing a resilient alternative to affected ports along the Red Sea and Western Coast of Saudi Arabia, SGP also cemented cargo moves to the capital of Saudi Arabia, Riyadh via the Eastern gateway of Saudi Arabia, Dammam. The company continued its investment strategy by enhancing its operations at King Abdulaziz Port Dammam (KAPD), while optimising and developing terminal-adjacent services and intermodal cargo movement through its three nodes under the Riyadh Dry Port (RDP) Ecosystem — namely, Riyadh Dry Port, Riyadh Empty Yard and Dammam Empty Container Yard.

In May 2024, SGP handled its 10 millionth TEU at KAPD since the start of commercial operations in 2015. Additionally in December, the terminal recorded the highest volumes handled in a single month at 308,000 TEUs, registering 42% growth in volumes over the whole year. SGP collaborated with shipping lines to welcome eight new services at KAPD, strengthening the connectivity of cargo flows through Dammam, serving key industrial cities and Riyadh. In keeping with its commitment to increase the handling capacity and efficiency of KAPD's container terminals with a focus on sustainability, SGP commissioned three new quay cranes, 18 Hybrid RTGs and 80 ePMs in 2024.

At SGP's inland operations, SGP Riyadh facilitated sustainable intermodal container transportation by promoting cargo movements via rail. This included broadening the Empty Express Service by onboarding more shipping lines and facilitating the supply of empty containers to the petrochemical industry in Jubail. Notably, SGP continued efforts to promote the use of rail to transport export cargo from Riyadh to KAPD, handling a historical high of 5,200 TEUs of laden export containers for the year. SGP Riyadh also achieved a significant milestone by handling 3 million TEUs since commencing operations in March 2022.

Over in India, PSA India celebrated 26 years of operational excellence and contributions to India's logistics transformation. PSA Mumbai won the titles of "Container Terminal of the Year (Growth Category)" at the India Maritime and Logistics Awards 2024 and "Best Terminal for Health, Safety & Environment" at the India Maritime Awards. PSA Ameya was recognised as "Container Freight Station Operator of the Year" at the India Maritime Awards and the 11th Gujarat Star Awards.



PSA Mumbai achieved an important landmark in January 2024, becoming the first container terminal in India to operate with 100% renewable electricity. In August, it became the first in Jawaharlal Nehru Port to surpass a monthly throughput of over 200,000 TEUs. These notable achievements highlight the terminal's commitment to achieving efficiency and sustained growth.

PSA Mumbai's Phase 2 expansion also continued apace during the year as it embraced sustainable construction practices, such as using "green concrete" for the wharf with ground granulated blast furnace slag to reduce carbon emissions by approximately 32,000 tCO_2e. The terminal's additional 1,000 metres of berth and 40 hectares of container stacking yard will be phased in for operations from early 2025.

At PSA Chennai, the terminal launched new services, such as the weekly India East Coast Express 2 (IEX2) service which directly connects Singapore and Colombo. These services will strengthen regional trade routes and the export potential of businesses in the region.

In a strategic move to bolster its inland logistics offerings, PSA India partnered with GR Logistics Park (Indore) Private Limited, a subsidiary of G R Infraprojects Ltd., to develop a rail-linked ICD at the Multimodal Logistics Park in Indore. Covering approximately 255 acres, this new facility is expected to drive greater efficiency and cost savings for businesses in India, create significant employment opportunities, and contribute to economic growth in the region.

EUROPE & MEDITERRANEAN

PSA's Europe and Mediterranean region handled over 19 million TEUs (+6.5%) in 2024.

During the year, significant investments were made to upgrade our infrastructure and operational capabilities.

In Belgium, PSA Antwerp's Project Emerald represents a transformative rejuvenation of Europa Terminal. This project includes the construction of a new quay wall with increased draught capacity, and the installation of Automated Stacking Cranes (ASCs). These enhancements will enable Europa Terminal to accommodate megaships, significantly boost its annual handling capacity to 2.5 million TEUs, and support PSA and the Port's vision of becoming climate neutral.

A key milestone in the project was achieved in July 2024 with the installation of six new ASCs, enabling container stacking of up to six units high. In addition, the first phase of the refurbishment, targeted for completion by 2026, includes the installation of a shore power system which is projected to reduce CO_2 emissions by approximately 10,000 tons annually.

In the summer of 2024, PSA Breakbulk's Project Cargo Ecosystem (PCE) successfully facilitated the handling of the first heavy-lift components for INEOS Belgium's Project ONE, a groundbreaking initiative to establish Europe's most sustainable ethane cracker at the Port of Antwerp. The PCE serves as a comprehensive breakbulk terminal facility, offering industrial partners a dedicated location equipped with infrastructure, equipment, and value-added services to efficiently load, unload, store, consolidate and assemble high-end project cargo.

Over in Gdansk, Poland, construction works on Baltic Hub's new T3 terminal expansion project continued and in October, the terminal received the first four of seven new ship-to-shore (STS) cranes. With the new terminal, Baltic Hub's handling capacity will increase from 3 million TEUs to 4.5 million TEUs annually. The expansion is expected to be fully completed by the end of 2025. To meet rising demand for rail capacity, Baltic Hub added a fourth Rail Mounted Gantry crane in its railway siding, raising rail capacity to more than 800,000 TEUs per year.

In Türkiye, development works on Mersin International Port's (MIP) East Med Hub 2 (EMH2) project commenced in early 2024 to address the robust growth in Mersin's hinterland. MIP will be extending its existing quay by 380 metres and creating a 176,000-sqm back area, to enable the handling of two mega container ships simultaneously. The first phase will be launched in May 2025. Upon completion in 2026, the port's container capacity will increase from 2.6 million TEUs to 3.6 million TEUs.

In addition to infrastructure developments to its port facilities, PSA Europe and Mediterranean (EuroMed) is making significant investments to strengthen supply chains, enhance connectivity to the European hinterland, and develop sustainable logistics solutions — including eco-friendly rail and barge services. A major milestone in 2024 was PSA's acquisition of an 85% stake in Loconi Intermodal S.A., one of Poland's leading intermodal operators. The strategic acquisition enhances our existing connections from Baltic Hub and will enable PSA's reach into new markets across Central and Eastern Europe, reinforcing our position as a key player in the region's intermodal logistics network.

In Germany, Duisburg Gateway Terminal (DGT) was officially inaugurated on 16 September 2024. Strategically located in the Port of Duisburg, DGT is set to become both the largest inland container terminal and the largest climate neutral terminal in Europe. It will offer seamless rail, road, and barge connections to the North Sea, as well as Eastern and Central Europe, significantly enhancing regional and international logistics connectivity.

In 2024, several terminals in the EuroMed region were recognised with prestigious awards, underscoring their commitment to service excellence and operational quality. PSA Antwerp was named "Best Container Terminal — Europe" for the sixth time at the Asian Freight, Logistics, and Supply Chain (AFLAS) Awards, reaffirming its industry leadership. MIP won the "Best Port of the Year" award at the 37th annual International Consumer Quality Summit, and the "Port Facility that Handled the Most Cargo" at the third annual Türkiye Maritime Summit. Baltic Hub received the Special Award from the Gdansk Employment Office and Employers of Pomerania for its pivotal role in driving investment and creating employment opportunities in the metropolitan region.

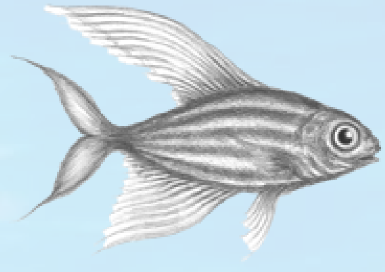
THE AMERICAS

PSA's Americas region achieved creditable growth of 15.8% in 2024, compared to the year before.

In November 2024, Exolgan Container Terminal in Buenos Aires, Argentina, was awarded a 10+10 year extension of its concession. Under the new concession terms, Exolgan has committed to an extensive investment plan to completely rebuild Berth 1. This ambitious project, set to begin in the first half of 2025 and expected to take up to 36 months to complete, will transform the berth to accommodate Neo-Panamax vessels of up to 366 metres in length, 52 metres in width, and a capacity of up to 14,000 TEUs. Additionally, the terminal will invest in four new STS cranes capable of handling these larger vessels, further enhancing the terminal's operational capacity and positioning it to meet future demands in the region.

In late 2024, Sociedad Puerto Industrial Aguadulce (SPIA) in Colombia started its terminal expansion project, a transformative initiative aimed at enhancing capacity and operational efficiency. The project includes extending the quay wall to 900 metres, expanding the yard by 55,000 sqm, and adding two new quay cranes and eight RTGs. Scheduled to be executed in three phases, the expansion is expected to be completed by early 2026. Once finished, SPIA will become the only facility on Colombia's Pacific Coast capable of accommodating Ultra Large Container Vessels (ULCVs) exceeding 400 metres in length, solidifying its position as a key regional hub for global trade.

In the USA, PSA's Penn Terminals (Penn) undertook infrastructural upgrades to enhance its operational capacity and efficiency. In January 2024, quay improvements were completed, enabling the simultaneous berthing of a vessel and a barge within the terminal's 350-metre dock space. In September, Penn further enhanced its capabilities by commissioning a new STS crane, replacing two older units. Additionally, the completion of a new dedicated outbound gate for trucks in March 2024 increased the terminal's gate capacity by 20%, streamlining operations and improving service levels for its customers.



PSA Halifax in Canada implemented significant equipment upgrades at its Atlantic Hub terminal to enhance efficiency and service capabilities for ULCVs. In January 2024, two new STS cranes were commissioned, increasing the terminal's STS crane capacity to seven. The largest cranes, with an outreach spanning 24 container rows and a lift height of 52 metres, are fully equipped to handle vessels exceeding 20,000-TEU capacity. Additionally, Atlantic Hub strengthened its yard operations by deploying eight new electric RTGs, further demonstrating the terminal's commitment to sustainable and efficient operations. At the Fairview Cove terminal, preparations are underway to implement a new terminal operating system to improve operational productivity in 1H2025.

In 2024, Ashcroft Terminal in Canada completed the construction of a new cross-dock facility, enabling the efficient transloading of goods from import containers transported by rail from the Port of Vancouver, into domestic containers for distribution across the country. This facility supports a significant modal shift from road to rail, reducing unproductive container trucking and cutting CO_2 emissions.

The region reached a number of important milestones during the year. In August, PSA Panama set its own movement record by moving 9,839 TEUs on the MSC PALAK. In September, SPIA welcomed APL Fullerton at its terminal. With a capacity of 19,856 TEUs and measuring over 398 metres in length and 51 metres in width, the ULCV is the largest ship to dock on the Colombian Pacific coast.

MARINE

In January 2024, PSA Marine was awarded a long-term contract from Siemens Gamesa Renewable Energy for the charter of a purpose-built 21-metre Crew Transfer Vessel (CTV) to serve the Jeonnam offshore wind farm in Korea. The contract further expands PSA Marine's presence in providing maritime support in the international offshore wind market.

Through its joint venture with NFC Co Ltd, PSA Marine received the first four of six new Z-Tech tugboats in the latter half of 2024. The other two tugboats are scheduled for progressive delivery in 2025. Equipped with 50-tonne bollard pull, the tugboats will be deployed at Map Ta Phut Industrial Port — including PTT LNG's Map Ta Phut LNG Terminals 1 and 2 — and Laem Chabang Port in Thailand. The first tugboat, RS SKYE, commenced operations in October.

During the year, PSA Marine and Bangladesh were presented Letters of Commendation by the Maritime and Port Authority of Singapore (MPA) at the International Safety@Sea Week 2024, for exceptional contributions in search and rescue efforts, and ensuring safer seas. PSA Marine also received the "National Safety & Security Watch Group Outstanding Individual Award" from the Singapore Police Force and Singapore Civil Defence Force for its exemplary efforts in fostering workplace safety through crime prevention, fire safety enhancement, and emergency preparedness.

SUPPLY CHAIN

The year 2024 was filled with significant achievements and milestones for PSA BDP. From product launches and the opening of new offices, to strengthened collaborations with customers and industry partners, our team worked purposefully to support the diverse needs of our stakeholders. These efforts also support the PSA Group's overarching Node to Network (N2N) strategy, aligning with our shared mission to deliver innovative supply chain solutions and accelerate the shift towards sustainable trade.

During the year, PSA BDP handled over 1.6 million shipments* for customers across an expanded range of sectors, including chemical, industrial, electric vehicle (EV), consumer, retail and fashion (CRF), and life sciences and healthcare verticals.

DRIVING SUSTAINABILITY WITH INNOVATIVE TECHNOLOGY

Advanced digital technologies, such as predictive analytics and agile solutions, are empowering customers to overcome critical supply chain challenges. By offering real-time visibility and enabling proactive planning, these tools enable companies to drive more efficient operations and bolster resilience, to remain competitive in today's fast-paced and dynamic global economy.

In 2024, PSA BDP launched its Carbon Dashboard, a platform designed to address key challenges that companies face in gaining visibility over their freight carbon emissions. Powered by the EcoTransIT World emissions calculator — adhering to the ISO 14083 standard and the Global Logistics Emissions Council (GLEC) Framework — this industry-standard tool provides precise greenhouse gas (GHG) calculations and delivers actionable insights, providing a streamlined solution to help our clients make informed decisions and optimise their operations for sustainability.

Risk Monitor is a digital product that provides shippers and consignees with proactive risk monitoring and delivers real-time visibility and insights into major disruptive events; such as geopolitical wars, natural disasters and workplace strikes, among others. Leveraging innovative in-house technologies that aggregate data sources, assess risks, and map to a company's specific circumstances, it gives customers immediate access to relevant, substantiated or predicted supply chain threats. As proactive visibility and planning are essential to an integrated, connected supply chain, continued investment in Risk Monitor underscores PSA BDP's commitment to enhancing its product offerings and planning capabilities for customers.

PURPOSEFUL PARTNERSHIPS

Throughout the year, PSA BDP successfully collaborated with customers across various industries, deploying tailored solutions to address their specific needs. From heavy-lift transportation and warehousing to trade management, cold chain temperature control, and ocean and air transportation, PSA BDP's extensive portfolio of services delivered enhanced connectivity, improved visibility, and compliant supply chains.

A key milestone for PSA BDP in 2024 was the inaugural journey of electric trucks (e-trucks) from PSA Bharat Mumbai Container Terminals (PSA Mumbai) — India's first 100% renewable-powered container terminal — to Dow Chemical International Pvt. Ltd.'s (Dow India) facilities. The e-trucks are powered by PSA Mumbai's 7.8 MW Open Access Solar Plant. A first-of-its-kind green transportation solution in Nhava Sheva, this initiative supports the zero-emissions green transport corridor that industry leaders like Dow India can rely on, for greater connectivity and to reduce their carbon footprint.

Another significant success for PSA BDP involved leveraging PSA Group's connectivity to execute a high-value project for a leading FMCG customer. Originally planning to move cargo from Germany to Canada via airfreight, PSA BDP devised a customised solution for the client that included close collaboration with PSA terminals in Antwerp, Belgium, and Halifax, Canada. The synergised approach delivered substantial cost savings, as well as aligned with the customer's sustainability goals.

PSA BDP announced its formal commitment to the Science Based Targets initiative (SBTi), a pivotal milestone in the company's journey to setting ambitious emissions reduction targets. SBTi is an organisation that provides a clearly defined pathway for companies to reduce GHG emissions. With over 98% of PSA BDP's emissions derived from the transportation of freight, this focus will also help customers achieve their own reduction targets.

DIVERSIFYING THROUGH VERTICAL STRENGTHS

PSA BDP remains a trusted leader in the chemicals industry, consistently delivering specialised logistics solutions tailored to meet the sector's unique demands.

Our Melbourne warehouse, which opened in late 2023 with capabilities for handling multiple Dangerous Goods classes, experienced significant growth in 2024, onboarding an expanding number of new clients.

At the same time, we broadened our expertise to offer bespoke and innovative solutions across a variety of other industry verticals, enabling businesses in diverse sectors to optimise their supply chains.

In the EV space, PSA BDP's reputation was further strengthened when it was named a key logistics service provider for Verkor, a French EV battery producer constructing the largest gigafactory in Europe to accelerate the production of low-carbon batteries.

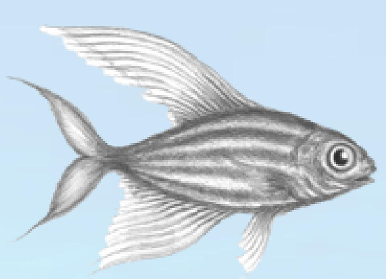
Additionally, the Dunkirk EV warehouse in France, which opened in 2023, is now fully occupied, highlighting the growing demand for sustainable contract logistics solutions.

During the year, PSA BDP won awards and recognition for being a "Responsible Shipper", "Best Freight Forwarder", and "Delivering Exceptional Effort". The company also received a "2024 Excellence Award".

These achievements underscore PSA BDP's dedication in forging strong partnerships and driving growth, while maintaining the high standards of service and compliance that define our operations. It also reinforces our commitment to advancing sustainability initiatives and contributing to a greener future.

FOSTERING A CULTURE OF INCLUSIVITY

In 2024, PSA BDP repositioned its DEI Council as DREAM, based on the core values of: Diversity, Respect, Equity, Authenticity, and Merit. The development of DREAM was a collaborative effort, carefully considered by members and stakeholders, including the Steering Committee. Additionally, 18 new Council members from the Asia Pacific region joined the team, establishing full global representation. PSA BDP's DREAM Council is poised to lead the way in creating a more inclusive, respectful, and equitable workplace for all.



* Shipment: Referring to any item that is loaded on a vessel, aircraft, truck or railroad, and transported from one location to another location (whether domestic or international).

CHAPTER 5: VOYAGING INTO PORTOPOLIS

OUR JOURNEY OF TRANSFORMATION

CULTURE AND INNOVATION

At PSA, we are dedicated to nurturing our people and enabling them to reach their full potential. We are proud of the diversity of our 58,000-strong global workforce which is a source of strength for our company.

Central to PSA's Culture is the tenet that happiness at work creates an environment where everyone and the business thrive. Through our Global Organisation Development Movement, a plethora of top-down and ground-up initiatives ensures that PSA's shared vision and goals drive our sense of purpose, and our FISH language and culture foster the common identity of our worldwide workforce.

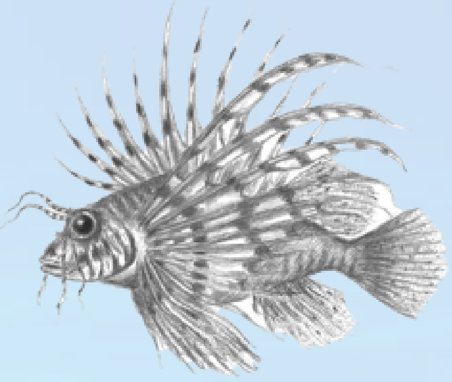
Over two decades ago, PSA embarked on its journey to weave this culture into the very fabric of our organisation. What began as a set of guiding tenets has now evolved into a palpable force that defines who we are and how we work. The FISH culture has permeated every region of the PSA Group, serving as our common language and a unifying force. New team members quickly sense this spirit – a culture where individuals are inspired to be present for one another, to uplift and support their peers, and to approach each day with positivity and purpose. It is this environment that makes PSA not just a place to work, but a place to belong. A culture where everyone feels valued, accepted, and empowered to bring their best selves to work, knowing that together, we are creating a workplace that is as supportive as it is inspiring.

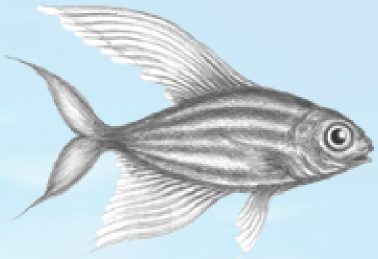
PSA offers extensive development and career opportunities to employees around the world, empowering them to grow both personally and professionally. Our approach combines "stretch" assignments with comprehensive learning and development pathways to hone the capabilities, competencies and capacities of our talents. The organisational synergies created embody our belief that the whole is greater than the sum of its parts.

We also view continual improvement as a journey with no endpoint. Through constant innovation, we evolve from "Nodes" to "Network" to bring greater value to our customers and partners, staff and unions. Expanding beyond traditional terminal and port operations, PSA seeks collaborations to enhance our collective value-add and contribute to the betterment of the global ecosystem.

We are honored by industry recognitions – such as TIME's "World's Best Employer Award" – which affirm our commitment to be a Great Workplace. We also value the feedback from our employees, gathered through channels like the Global Employee Opinion Poll, which sees consistently high participation worldwide and offers vital insights into our organisational health.

PSA's commitment to engaging minds and hearts through a diverse, inclusive, innovative culture remains a vital element in our path toward lasting business sustainability.





CHAPTER 6: WONDERS OF PORTOPOLIS

SUSTAINABILITY REPORT

SUSTAINABILITY REPORT

At PSA, we are committed to navigating the depths of sustainability, breaching new frontiers and spearheading sustainable transformation across our ports and supply chain operations. Our annual report on sustainability underscores PSA's commitment to transparency and accountability. It provides a comprehensive overview of our sustainability initiatives, achievements, and progress toward our goals.

OUR APPROACH TO SUSTAINABILITY

Our sustainability strategy framework, shaped by stakeholder engagement and a thorough materiality assessment, guides our efforts to create sustainable value and manage key risks. We defined three strategic growth drivers: "Taking Climate Action", "Transforming Supply Chains" and "Nurturing A Future-Ready Workforce". These drivers are closely aligned with our business strategy, reinforcing our commitment to sustainable value creation.

Supporting these drivers are five business fundamentals: "Ensuring Responsible Operations", "Protecting Our People", "Acting With Integrity", "Supporting Our Communities", and "Keeping Our Operations Safe and Secure".

Together, they embed responsible practices throughout our organisation, providing a clear framework to drive sustainable growth.

ENVIRONMENT

Environmental sustainability is at the heart of our operations, as PSA strives to create a positive environmental legacy. We are dedicated to addressing the climate crisis through decisive action, aiming for net zero emissions by 2050 in alignment with the Paris Agreement. Guided by our identified decarbonisation levers, we focus on process efficiency and optimisation, electrifying our fleet, adopting low-carbon fuels, and expanding the use of renewable energy to significantly reduce our Scope 1 and 2 emissions.

In our operations, we also work to continually enhance our waste and water management practices, with an emphasis on contributing to the circular economy. Our approach ensures the resilience of our operations and assets, enabling us to adapt to evolving climate-related challenges and risks while minimising our environmental footprint.

SOCIAL

People are the cornerstone of our business. We are committed to fostering a skilled, diverse, and inclusive workforce while prioritising health, safety and mental resilience. Grounded in our FISH! and FISH+ principles, we empower employees to thrive in an evolving global economy through growth opportunities and a supportive work environment.

Beyond our workforce, our dedication extends to the communities we serve, where we strive to build strong relationships and contribute positively to their wellbeing and resilience.

GOVERNANCE AND ECONOMIC

Governance at PSA is built on a foundation of trust, accountability, and integrity, guiding our actions every day. Upholding the highest ethical standards, we contribute towards stability in global trade while extending responsible practices across our procurement chain, benefiting business, communities, and the planet.

Our emphasis on port security, cybersecurity and data privacy, ensures that we safeguard our stakeholders' interests in an increasingly complex digital landscape. At the same time, we strive to optimise global supply chains through partnerships, and leveraging innovation and technology to drive sustainability and operational efficiency.

GRI 2-2, 2-3, 2-5

SUSTAINABILITY REPORT

DATA

The performance data reported is for the period 1 January 2024 to 31 December 2024, encompassing all our business entities as per our public financial statements, unless otherwise stated.

To uphold best practices in sustainability reporting and provide clear, accurate insights into our performance, we have prepared this report in accordance with the GRI Universal Standards 2021 and aligned our disclosures with other key global standards, including the Taskforce on Climate-related Financial Disclosures (TCFD).

In addition, an internal review was conducted on data within this report, with our Scope 1 and 2 emissions data externally verified against the ISO 14064-1:2018 at least once in three years. More information is available at the section Emissions and Energy.

To further enhance internal governance and ensure compliance to upcoming regulatory needs, Group Internal Audit and Group Sustainability are developing an internal audit framework on our material ESG topics, which will strengthen sustainability auditing capability within our organisation. We will review the incorporation of external assurance in subsequent reports.

CONTACT

For any inquiries, feedback on this report, or recommendations to enhance our sustainability performance and communications, please contact Group Sustainability at sustainability@globalpsa.com. We value your insights as we continue to advance our commitment to sustainability.

OUR APPROACH TO SUSTAINABILITY

PSA seeks to be the port operator and supply chain partner of choice. We recognise that by operating responsibly and integrating environmental and social values into the core of our business, we can go the distance for both our people and the planet.

OUR SUSTAINABILITY STRATEGY FRAMEWORK

Strategic Growth Drivers
CREATING SUSTAINABLE VALUE

TAKING CLIMATE ACTION

Material Topics:

- Climate Change Adaptation
- Emissions and Energy

TRANSFORMING SUPPLY CHAINS

Material Topics:

- Optimisation of Global Supply Chains
- Innovation and Technology

NURTURING A FUTURE-READY WORKFORCE

Material Topics:

- People Development
- Occupational Health and Safety

Underpinned by Business Fundamentals
STEWARDING RESPONSIBLE BUSINESS

ENSURING RESPONSIBLE OPERATIONS

Material Topics:

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

PROTECTING OUR PEOPLE

Material Topics:

- Employee Diversity and Inclusion
- Labour Relations and Worker Wellbeing

ACTING WITH INTEGRITY

Material Topics:

- Ethical Business Conduct
- Sustainable Procurement

SUPPORTING OUR COMMUNITIES

Material Topics:

- Community Relations

KEEPING OUR OPERATIONS SAFE AND SECURE

Material Topics:

- Port Security
- Cybersecurity and Data Privacy

PSA International's sustainability strategy outlines our objectives and priorities, guiding us in creating stakeholder value and promoting responsible business practices. Developed through extensive stakeholder engagement and a materiality assessment, our strategy framework identifies PSA's key priorities.

"Creating Sustainable Value" focuses on three strategic growth drivers that emphasise industry leadership, with six material topics aligned to these goals. We have set clear targets to monitor our progress on these topics. See section on Overview of 2024 Performance for more information.

Our strategic growth areas are grounded in strong business fundamentals, with a focus on embedding responsibility into our culture and operations. This is reflected in the 11 material topics under "Stewarding Responsible Business," guiding us to manage risks and reduce negative impacts as we expand.

GRI 2-1, 2-6, 2-9, 2-11, 2-12, 2-13, 2-14, 2-16, 2-17, 2-28, 2-29, 3-1, 3-2

2024 HIGHLIGHTS

TAKING CLIMATE ACTION

- Increased our adoption of renewable energy through self-generation facilities and procurement mechanisms, resulting in 374,000 MWh of renewable energy used by our global business units in 2024

- Expanded our Climate Risk Assessment and Adaptation (CRAA) assessment to include more of our business units, adding to the climate resiliency of PSA

TRANSFORMING SUPPLY CHAINS

- Announced a strategic expansion of PSA Singapore's Jurong Island Terminal (JIT) to meet growing demand for sustainable, efficient, and resilient supply chain solutions for industries based on Jurong Island

- Launched the PSA BDP Carbon Dashboard to provide internal teams and customers with carbon emissions data alongside customer freight information

- Launched PSA's OptETracker tool with Global DTC to facilitate the tracking of overall GHG emissions along the Middle Corridor

NURTURING A FUTURE-READY WORKFORCE

- Recognised as one of TIME's "World's Best Companies 2024"

- Launched a series of AI learning programs to deepen understanding and application of AI technology, enhancing productivity and performance

STEWARDING RESPONSIBLE BUSINESS

- PSA Singapore was recognised as a "Champion of Good" by the National Volunteer and Philanthropy Centre (NVPC), a title awarded to organisations that demonstrate outstanding commitment to making a positive impact

OVERVIEW OF 2024 PERFORMANCE

TAKING CLIMATE ACTION

Material Topics:

- Climate Change Adaptation
- Emissions and Energy

Contributing to:

- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION

TARGETS / COMMITMENTS	2024 PROGRESS
Reduce absolute Scope 1 and 2 carbon emissions by 50% by 2030, and by 75% by 2040, against a 2019 baseline year Achieve net zero carbon emissions# by 2050	There was a 9% increase in Scope 1 and 2 emissions in 2024 compared to 2023. Amidst our ongoing efforts in energy efficiency and renewable energy projects, this increase was driven by organic and inorganic business growth
Achieve 90% electrification or hybridisation for all cranes* by 2030	Reached 80% electrification or hybridisation for all cranes as at end 2024
Implement PSA recommendations for Sustainable Concrete for 80% of new civil infrastructure construction projects^ by 2030	Implemented PSA recommendations for Sustainable Concrete for 100% of new civil infrastructure construction projects in 2024

Comprising Scope 1 and 2 carbon emissions.

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

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

TRANSFORMING SUPPLY CHAINS

Material Topics:

- Optimisation of Global Supply Chains
- Innovation and Technology

Contributing to:

- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

TARGETS / COMMITMENTS	2024 PROGRESS
Invest at least SGD 100 million by 2025 in research and development and innovation projects, employing the latest available technologies to achieve more efficient and sustainable operations	Invested SGD 280 million as of 2024 in research and development and innovation projects, including electric prime movers and other electric equipment
By 2024, implement 10 projects that provide sustainable logistics and transport solutions impacting at least 3,000 TEUs of cargo volume per project	Implemented 10 projects that provide sustainable logistics and transport solutions to customers, impacting at least 3,000 TEUs of cargo volume per project and more than 470,000 TEUs in total
By 2030, we aim to move at least 10 million TEUs of cargo through sustainable transportation services and terminal operations enabled by digital tools, with the goal of lowering emissions for our customers*	

* *New target established in 2025, and our progress will be reported in subsequent reports.*

NURTURING A FUTURE-READY WORKFORCE

Material Topics:

- People Development
- Occupational Health and Safety

Contributing to:

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

TARGETS / COMMITMENTS	2024 PROGRESS
Aim for zero significant incidents*	Recorded 2 significant incidents in 2024
Achieve at least 75% participation rate in the global Employee Opinion Poll (EOP)^	Achieved 95% participation rate in 2023 EOP
Achieve an average of 16 training hours per employee** annually	Achieved an average of 34 training hours per employee
Aim for 80% of senior officers in PSA and its subsidiaries** to be refreshed on The Code by 2027	Achieved 82% of employees refreshed on The Code in 2024

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

^ *For business units participating in their second EOP onwards.*

** *This covers employees in PSA and its subsidiaries.*

MATERIALITY ASSESSMENT

In 2020, in partnership with a sustainability consultancy, PSA conducted our inaugural materiality assessment. This exercise was pivotal in identifying and prioritising key Environmental, Social, Governance (ESG) and economic issues for PSA.

The assessment followed a three-step process, starting with desktop research and an extensive engagement with internal and external stakeholders. Data was gathered through an online survey and one-on-one interviews. Internal stakeholders included Board Directors, senior management and our employees, while external perspectives were provided by investors, customers, suppliers, and regulatory authorities. The results were then validated, leading to PSA's list of material topics.

In 2022, PSA conducted a review of its material topics to account for changes in the sustainability landscape and industry. The review confirmed that PSA's definition and prioritisation of these topics remained relevant. Using a "double materiality" approach, the review assessed both the potential impact of these topics on PSA's financial performance ("financial materiality") and the effects of PSA's operations on the environment and society ("impact materiality"). Consequently, the number of material topics was streamlined from 19 to 17#, which constitutes PSA's existing set of material topics. With no significant changes in PSA's activities and operating context, we have assessed that these material topics remain relevant to PSA for this reporting period.

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

CONTEXT & ISSUE IDENTIFICATION

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

Developed a shortlist of sustainability topics to be prioritised.

STAKEHOLDER ENGAGEMENT

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

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

ANALYSIS & VALIDATION

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

Finalised the list of material sustainability topics.

OUR MATERIAL SUSTAINABILITY TOPICS

TOPICS	DEFINITIONS
CLIMATE CHANGE ADAPTATION	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.
COMMUNITY RELATIONS	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.
CYBERSECURITY AND DATA PRIVACY	Protecting our business systems and ensuring data privacy through the adoption of robust cybersecurity measures.
EMPLOYEE DIVERSITY AND INCLUSION	Creating a workplace environment that respects and promotes diversity and inclusion.
EMISSIONS AND ENERGY	Decarbonising our own operations by reducing carbon emissions through harnessing energy-saving and efficient technologies, increasing the generation and use of renewable energy, as well as supporting the decarbonisation of the shipping and logistics industry.
ETHICAL BUSINESS CONDUCT	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.
INNOVATION AND TECHNOLOGY	Innovating and harnessing technology to drive digitalisation and create more efficient and sustainable operations.
LABOUR RELATIONS AND WORKER WELLBEING	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.
MARINE PROTECTION AND CONSERVATION	Protecting marine biodiversity and preventing ocean pollution through responsible management of ongoing port and marine operations, as well as conservation activities.
OCCUPATIONAL HEALTH AND SAFETY	Ensuring the highest standards of health and safety for workers across our operations.
OPTIMISATION OF GLOBAL SUPPLY CHAINS	Driving sustainability improvements in global shipping and logistics supply chains by working with suppliers, partners and customers on route optimisation and alternative transport options for better efficiency and safety.

OUR MATERIAL SUSTAINABILITY TOPICS

TOPICS	DEFINITIONS
PEOPLE DEVELOPMENT	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.
PORT SECURITY	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.
SUSTAINABLE PORT DEVELOPMENT	Ensuring that the planning, design and development of port infrastructure and operations address the environmental impacts from land development and reclamation.
SUSTAINABLE PROCUREMENT	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.
WASTE MANAGEMENT AND RECYCLING	Adopting more circular approaches to optimise resource use, minimise the waste generated in our operations and increase recycling.
WATER USE AND POLLUTION	Ensuring efficient use of water and responsible management of wastewater discharge.

SUSTAINABILITY GOVERNANCE

SUSTAINABILITY GOVERNANCE STRUCTURE

BOARD-LEVEL

PSA International's Board of Directors*

Oversee and steer sustainability strategy in alignment with business strategy

↑

SENIOR MANAGEMENT-LEVEL

Senior Management Council

Execute PSA's sustainability strategy and Group-wide targets

Group Head of Operations and Sustainability

SMC member responsible for developing, implementing and overseeing sustainability strategies and initiatives

↑

WORKING-LEVEL

Group Sustainability

Implement PSA's sustainability initiatives and measures

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

OUR BOARD'S ROLE IN OVERSEEING SUSTAINABILITY MANAGEMENT

PSA International's Board of Directors is responsible for setting the company's overall direction, including its sustainability strategy. The Board influences how sustainability is managed, raises concerns for the management team to address, and provides oversight on the organisation's sustainability reporting through the Senior Management Council (SMC) who supports the final review and approval of the sustainability report, including the list of material sustainability topics.

Additionally, the Board oversees and manages PSA's sustainability impacts through the SMC, which oversees PSA's stakeholder engagement efforts. This is a crucial process that enables PSA to gain deeper insights into stakeholders' needs and expectations regarding sustainability.

During Board and Board Committee meetings, the Board receives regular updates on sustainability matters from the Group Head of Operations and Sustainability, as well as other SMC members or Group Function heads, depending on the topics discussed. A monthly emissions report is also provided, detailing progress on carbon emissions intensity against established targets. The overall effectiveness of PSA's sustainability approach and initiatives are reviewed by the Board through target performance tracking and third-party benchmarking exercises.

PSA further supports ongoing education for Board members through the Greenfish Climate Education e-learning program, which covers global environmental challenges and tailored industry solutions. Additionally, briefings with external experts were organised to discuss emerging reporting standards and advancements in alternative fuels, ensuring the Board remains aligned with industry developments.

More information on our Board of Directors can be found in our Annual Report section.

SENIOR MANAGEMENT COUNCIL

The SMC comprises our Group CEO, along with senior executives at the Corporate Centre. They guide and oversee the Group's business portfolio and PSA's sustainability strategy under the direction of the PSA International Board of Directors. The Group Head of Operations and Sustainability leads this effort within the SMC and is supported by the Group Sustainability team.

GROUP SUSTAINABILITY

Group Sustainability develops PSA's sustainability strategy and coordinates the implementation of Group-wide sustainability initiatives across the organisation. To promote integration of the strategy and gather comprehensive insights, Group Sustainability collaborates with various working groups within PSA, focusing on areas such as Taskforce on Climate-related Financial Disclosures (TCFD), Green Finance, IT sustainability, and sustainable procurement.

Communication of critical concerns

Group Sustainability provides regular progress reports to the PSAI Board and SMC. In 2024, Board directors were updated two times through formal meetings. At these forums, no critical concerns were raised.

STAKEHOLDER ENGAGEMENT

Engaging stakeholders is crucial to shaping and managing PSA's sustainability strategy. We regularly consult with stakeholders to better understand their needs, concerns, and expectations regarding sustainability initiatives. Stakeholders are identified across our operations and relationships, with priority given to those most affected by our activities, as well as those critical to the success of our business.

PSA ensures that all stakeholder engagement activities align with our commitment to sustainability and responsible business practices. In particular, our climate-focused engagement activities are conducted in line with the goals of the Paris Agreement. Relevant departments maintain open communication and collaborate with stakeholders through established channels and formal engagements. To foster meaningful interactions, PSA emphasises transparency and provides training materials and communications in local languages where needed.

<table>
<tr><th>AUDIENCE</th><th>KEY INTERESTS AND TOPICS RAISED</th><th>ENGAGEMENT METHODS AND FREQUENCY</th><th>OUTCOMES</th></tr>
<tr><td>EMPLOYEES</td><td>• Professional skills development
• Career advancement and training opportunities
• Remuneration and benefits
• Fair workplace practices
• Occupational safety, health and wellbeing
• Workplace inclusivity and diversity</td><td>• Learning and development programs
• FISH-culture workshops
• Performance appraisal (annual)
• Employee Opinion Poll (once every three years)</td><td>• Suites of programs to address employees' learning and development needs
• Co-development of career paths in PSA
• Continuous improvements through feedback and reviews</td></tr>
<tr><td>CUSTOMERS</td><td>• Operational agility, efficiency and reliability
• Supply chain visibility
• Technological and digital solutions
• Efficient and green product offerings</td><td>• Operations and business meetings
• Customer events and seminars
• Corporate website*
• Annual Report
• Sustainability Report</td><td rowspan="2">• Understanding of PSA's strategic directions and sustainability commitments
• Strengthening customer relationship
• Delivery of high service level</td></tr>
<tr><td>JOINT VENTURE PARTNERS</td><td>• Strategic partnership
• Investment returns
• Operational efficiency
• Health and safety</td><td>• Operations or business meetings
• Corporate website*
• Annual Report
• Sustainability Report</td></tr>
<tr><td>LABOUR UNIONS</td><td>• Labour rights
• Safe working conditions
• Skills development</td><td>• Union meetings
• Corporate website*
• Annual Report
• Sustainability Report</td><td>• Establishment of regular communication channels
• Strong tripartism relationship
• Skilled workforce</td></tr>
</table>

AUDIENCE	KEY INTERESTS AND TOPICS RAISED	ENGAGEMENT METHODS AND FREQUENCY	OUTCOMES
INTERNATIONAL BODIES & INDUSTRY ASSOCIATIONS	• Sustainability and decarbonisation • Supply chain optimisation • Technological and digital solutions • Industry best practices	• PSA executives' representation on boards of various industry bodies • Multi-stakeholder dialogues at the global, regional and local levels • External speaking engagements at industry forums • Long-standing partnerships with partners, customers and industry bodies	• Joint efforts and collaborations to drive industry development and sustainable practices • Strong partnerships that co-create and advance solutions to solve global and industry-wide sustainability and decarbonisation challenges
INVESTORS	• Business outlook • Financial performance • Corporate governance • Sustainability policies and practices	• Investor meetings • Corporate website* • Annual Report • Sustainability Report	• Build trust and confidence in the business and our corporate governance • Better understanding of strategic direction and sustainability commitments
SUPPLIERS	• Technology development • Health and safety • Sustainability dialogue	• Operations meetings • Safety trainings/ inductions • Corporate website* • Annual Report • Sustainability Report • ESG survey with top suppliers	• Regular two-way communication to address any operational or business issues and build strong relationships at multiple levels within the organisation • Awareness of policies and procedures at PSA
GOVERNMENT / PORT AUTHORITIES	• Regulatory compliance • Industry development • Digitalisation • Sustainable operations	• Regular meetings and forums • Corporate website* • Annual Report • Sustainability Report	• Collaboration on industry development initiatives such as digitalisation or talent development • Better understanding of strategic directions and sustainability commitments
COMMUNITIES	• Environmental and social responsibility	• Community development or CSR programs • Corporate website* • Annual Report • Sustainability Report	• Continued community engagement efforts • Terminal visits • Creation of positive impact in the communities where we operate

* *Corporate website: www.globalpsa.com*

PSA'S KEY MEMBERSHIP ASSOCIATIONS AND ADVOCACY GROUPS

PSA actively engages our key stakeholders through international and industry alliances. We participate in external associations and initiatives, reflecting our commitment to drive collective action in sustainability and maintain industry best practices.

ASSOCIATIONS / GROUPS	DETAILS
GLOBAL MARITIME FORUM (GMF)	The GMF fosters ongoing dialogue and collaboration to shape the future of global seaborne trade, promoting sustainable long-term economic development and human wellbeing. PSA is a signatory to the Call to Action for Shipping Decarbonisation by the GMF's Getting to Zero Coalition. Additionally, as a signatory of GMF's Short-term Action Taskforce on Operational Efficiency, PSA commits to enhancing operational efficiency in the shipping industry.
GLOBAL SHIPPING BUSINESS NETWORK (GSBN)	As a founding member and shareholder of GSBN, PSA supports GSBN's operation of a secure data exchange platform for supply chain stakeholders. PSA was instrumental in launching GSBN's first product, Cargo Release, across several Southeast Asian terminals. This innovation drastically reduces the time for cargo to become document-ready for release, reducing the process from days to hours.
GREEN AND DIGITAL SHIPPING CORRIDORS	In 2022, PSA International partnered with the Maritime & Port Authority of Singapore (MPA) and the Port of Rotterdam Authority (POR) to create the Singapore-Rotterdam Green and Digital Shipping Corridor, promoting sustainable shipping. In 2023, PSA Singapore further collaborated with Singapore's Ministry of Transport and Japan's Ministry of Land, Infrastructure, Transport and Tourism to establish the Singapore-Japan Green and Digital Shipping Corridor.
NEW ENERGIES, THE ENERGIES COALITION FOR TRANSPORT & LOGISTICS	The Energies Coalition for Transport & Logistics is a consortium of key players of the international supply chains working together towards their shared net zero goals. Through a collaborative approach of R&D efforts and cross-industry cooperation, the New Energies Coalition aims to develop innovative technology and energy solutions to tackle major energy transition challenges in the transport and logistics sector.
SG TRADE DATA EXCHANGE (SGTraDex)	As a founding member of SGTraDex, PSA enhances supply chain digitalisation. Developed by the Alliance for Action (AfA), SGTraDex is a data infrastructure that optimises information flow in supply chains, connecting industry and public sector stakeholders. This collaboration fosters innovative use cases and a trusted data exchange to improve visibility in container logistics.

ASSOCIATIONS / GROUPS	DETAILS
SMART FREIGHT CENTRE (SFC) AND GLOBAL LOGISTICS EMISSIONS COUNCIL (GLEC)	PSA BDP is a member of the SFC, an international non-profit organisation focused on reducing GHG emissions from freight transportation. Led by the SFC and World Business Council for Sustainable Development (WBCSD), PSA and 26 other global organisations co-developed the GLEC end-to-end guidance, which provides practical guidelines for companies to track their logistics emissions more effectively, covering the supply chain from suppliers to final customers. It also serves as the main industry guideline for the implementation of ISO 14083.
WORLD ECONOMIC FORUM (WEF)	PSA is a member of the WEF's Supply Chain and Transport (SCT) Industry Action Group to address systemic supply chain challenges. This group promotes a sustainable transition to enhance resilience and trust. PSA is also a member of the WEF First Mover Coalition's Infrastructure Pillar and joined over 100 companies in the WEF Stakeholder Capitalism Metrics initiative to establish a unified standard for Environmental, Social, and Governance (ESG) reporting.

PSA JOINS THE GLOBAL CLIMATE CONVERSATION AT COP29

In November 2024, the 29th Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change (UNFCCC) convened in Baku, Azerbaijan under the theme 'In Solidarity for a Green World', gathering over 65,000 participants to drive collective action against climate change. In line with our vision to spearhead green transformation across our ports and supply chain operations, PSA actively participated in events across various country pavilions and at its own dedicated booth, fostering dialogue and sharing insights on building efficient and sustainable port supply chains.

Across these conversations, PSA underscored the crucial role of ports in supporting maritime decarbonisation, showcasing initiatives such as PSA's simultaneous methanol bunkering and cargo operation in Singapore. We also outlined our vision to become a green energy hub to address challenges in green fuel adoption. Additionally, PSA BDP announced its commitment to the Science Based Targets initiative (SBTi), marking the start of its journey towards net zero emissions and decarbonising supply chains. These efforts underscore PSA's unwavering commitment towards tackling climate change and creating a sustainable future for future generations.

ENVIRONMENT

IN THIS SECTION

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

CLIMATE CHANGE ADAPTATION

Ensuring the resilience of PSA's critical infrastructure and assets is essential for maintaining the uninterrupted operations of global supply chains and trade flows. PSA adopts a proactive approach to assess climate change risks and implement necessary adaptation measures to protect its operations.

WHY IT IS IMPORTANT

Acute and chronic weather events can pose significant risks to PSA's infrastructure and operations over the short, medium and long term. PSA's ports, warehousing and distribution centres are exposed to increasingly frequent storms and rising sea levels, potentially rendering infrastructure and equipment unserviceable from damages and causing downtime from frequent repairs. These interruptions could lead to delayed deliveries of cargo and essential goods, impacting stakeholders throughout the value chain, from upstream businesses to downstream consumers and communities.

PSA recognises the crucial role we play as a port operator and logistics service provider. Hence, we seek to mitigate the impacts of climate change risks to safeguard our assets and infrastructure and sustain operational excellence and resilience.

OUR APPROACH

PSA aligns its approach to addressing climate change risks to best practices based on the recommendations from the Taskforce on Climate-related Financial Disclosures (TCFD), now incorporated under the International Sustainability Standards Board (ISSB) standards. We focus on identifying physical and transition climate-related risks material to PSA and developing appropriate adaptation and response strategies. The Climate Response Management System (CRMS) guides our business units in their climate change risk management approaches as part of PSA's sustainability strategy.

GOVERNANCE

PSA's Sustainability Governance Structure (refer to section on Sustainability Governance) provides oversight over the management of climate-related risks. Informed by PSA's Group Sustainability team and members across various functions, PSA's Board and Senior Management approve PSA's sustainability strategy, including its targets and commitments, incorporating initiatives to address climate change risks and aligning with overall business goals.

BOARD OVERSIGHT

Comprised of Board members, the Audit, Risk & Finance Committee supervises PSA Group's risks including sustainability risks. The Committee meets three times a year and as needed to review risk management processes and procedures, and to provide approval for any changes to PSA's risk management approach.

GRI 3-3

MANAGEMENT STRUCTURE

PSA's Senior Management Council (SMC) oversees the implementation of PSA's sustainability strategy and provides approval for all climate-related decisions, including identification of key issues and mitigation strategies, alignment to global standards, review of targets and performance, and allocation of resources. The SMC is also responsible for designing, implementing, and monitoring risk management and internal control systems for the Group. It is supported by the Group Sustainability and the Group Risk Management (GRM) teams in addressing climate and risk management issues, respectively.

The Group Sustainability team leads the implementation of climate initiatives, providing the SMC with regular updates on initiatives and proposing recommendations for SMC approval during scheduled meetings. The GRM function drives the Group's risk management approach, guided by Group policies and PSA's Enterprise Risk Management (ERM) framework, ensuring effective processes are in place and active monitoring of key risk indicators is conducted. SMC members assume oversight of the risks associated with the corporate functions under their charge while the Group's overall risk management strategy and processes are reviewed by the SMC at least once a year.

To ensure accountability with regard to sustainability issues, key performance indicators on specific aspects of sustainability are developed and tracked through performance management and appraisal processes. These are linked to annual performance-related remuneration and bonuses.

RISK MANAGEMENT APPROACH

PSA undertakes a robust approach to risk management as part of our climate response strategy. By identifying and assessing risks, PSA is able to subsequently develop appropriate measures to mitigate potential impacts and protect existing assets through business continuity plans, adaptation initiatives and future asset planning. This is guided by the Group-wide ERM framework used to evaluate and manage PSA's exposure to risks.

Sustainability-related risks within the ERM framework, include governance, cybersecurity, health, safety, security and environment risks.

Guided by the ERM framework, individual business units and Corporate Centre functions oversee their own sustainability risk management processes and have to establish controls and treatment plans for risks identified, as well as document their inputs for consolidation towards the Group's organisational risk register. Through Group Risk Management, the Board-level Audit, Risk & Finance Committee is kept updated on emerging risks and significant trends, providing oversight of risks for the organisation as a whole.

As part of ERM integration, key climate-related risks will be identified and subjected to a review on a biannual basis alongside all other risks to consistently identify, quantify and assess the controls for implementation in our strategic planning process. A Risk Assessment Matrix (RAM) is utilised to assess risks based on likelihood and consequences, encompassing impacts on the environment, people, and PSA's reputation and financials, culminating in an overall risk materiality. Based on the overall RAM score (likelihood x consequence), the need for further actions is determined.

Across our operations, we continue to implement key risk management measures, based on the risk philosophies of avoid, mitigate, transfer, and accept, to manage our exposure to climate-related risks. We future-proof and increase the resilience of our infrastructure to ensure the continuity of our operations, on top of existing controls against climate-related risks that are already embedded within the business.

STRATEGY

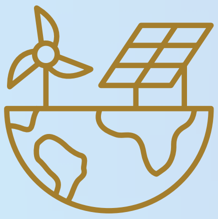
To identify, assess, and prioritise the impacts of climate-related risks, PSA has established a three-step process. Following an initial identification of material risks, a climate change scenario analysis is conducted to assess PSA's resilience against varying impacts of risks in a range of plausible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

Scan for Climate-related Risks and Opportunities

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

Conduct Scenario Analysis

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



Manage Climate-related Risks

- Ongoing review of climate-related risks and opportunities with Subject Matter Experts (SMEs) and business units
- Establish risk mitigation and adaptation measures
- Integrate climate-related risks into Group's Enterprise Risk Management framework

METHODOLOGY TAKEN FOR CLIMATE CHANGE SCENARIO ANALYSIS

Referencing international best practices and aligning with PSA's net zero emissions target, PSA's modelling takes into account two scenarios referencing the Shared Socioeconomic Pathways (SSP) and Representative Concentration Pathways (RCP) scenarios from the Intergovernmental Panel on Climate Change's (IPCC) 6th Assessment Report. The scenario pathways provide narratives and quantitative projections, based on various trajectories of socioeconomic development factors impacting the evolution of climate change risks and advancements in climate technology.

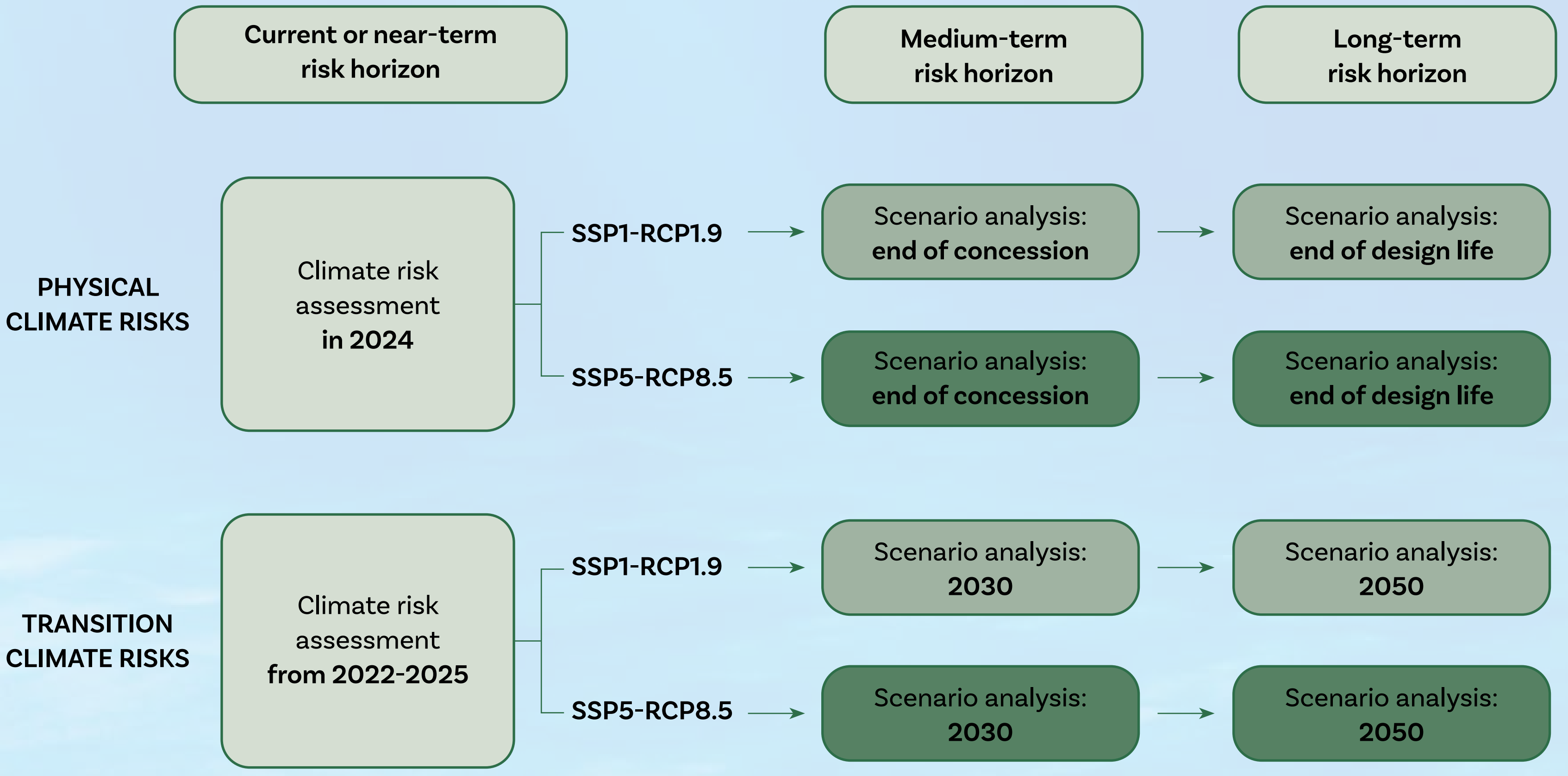
SELECTED CLIMATE SCENARIOS*

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

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

Risks were assessed across three risk horizons: Current/near-term, medium-term, and long-term. These time horizons were selected considering the nature of PSA's assets, carbon emissions reduction targets and the availability of climate science data. For physical risks, medium-term and long-term have been defined as the end of port concession and end of design life of physical infrastructure respectively to account for the nature of our assets, whereas medium-term and long-term for transition risks have been defined as 2030 and 2050 respectively.

SELECTED TIME HORIZONS



To enhance the comprehensiveness of the scenario analysis, contextual data and projections are factored in based on announced international and national legislation, fuel price projections, and PSA's growth trajectory aligned with international trade growth projections. The assessment also assumes that PSA's posture in both scenarios is the same — that we continue to advance our decarbonisation strategy in line with our net zero emissions target by 2050.

Identified physical and transition risks were assessed against PSA's Risk Assessment Matrix (RAM) in the Group's Enterprise Risk Management Framework (ERM). The RAM is a 5-by-6 matrix factoring each risk's impact on the environment, people, reputation, and on PSA's financial performance.

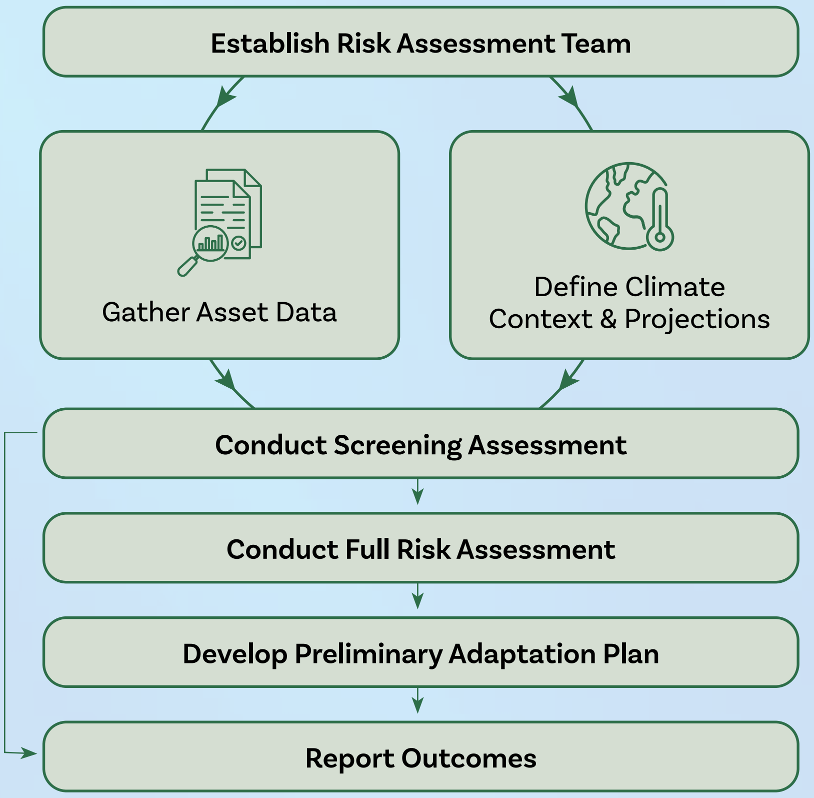
The risks were scored considering two key factors:
a) Consequence, factoring the potential financial impact of the risk
b) Likelihood, accounting for the probability of the risk occurring

Subsequently, across the various climate scenarios and time horizons, risks falling into an identified area in the RAM are deemed as material risks. Material risks are prioritised by the Group and business units to be addressed further through mitigation and adaptation plans.

CLIMATE RISK ASSESSMENT AND ADAPTATION (CRAA) PROCESS

Building on an initial high-level physical risk assessment in 2021 – which studied the potential impact of seven climate-related physical risks to PSA, including tropical cyclone, flood, sea level rise, wildfire, drought, heat stress, and precipitation stress – PSA has developed a Climate Risk Assessment and Adaptation (CRAA) Framework to deepen our understanding of the potential implications of climate-related physical risks.

PSA's comprehensive Climate Risk Assessment and Adaptation (CRAA) Framework and guidelines systematically assess climate-related physical risks at an individual asset level to inform the understanding of potential financial impacts and evaluate the adequacy of PSA's current adaptation measures.



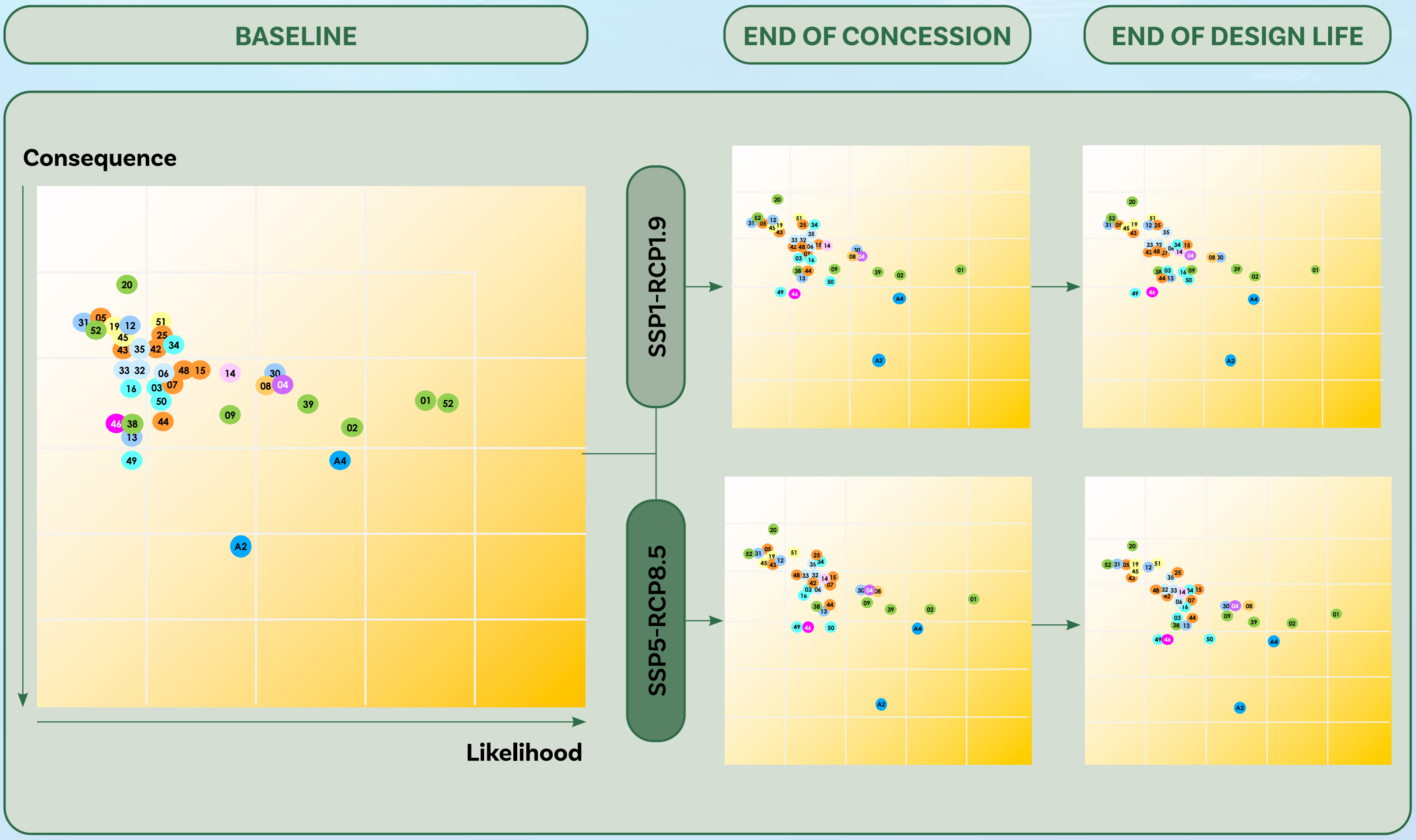
CRAA workshops are conducted by the Group Civil Engineering team with the relevant personnel at the business units, including those from Civil Engineering, Equipment Engineering, Operations, IT, Health, Safety, Security and Environment (HSSE), Finance and Risk Management. Based on climate change projections and past extreme weather events which had occurred at the terminal or within the region, about 50 physical climate risks are assessed for relevance and potential impact. Subsequently, business units are required to develop adaptation plans for identified risks, and the progress of the adaptation plans is monitored by the Group Civil Engineering team on a regular basis.

PHYSICAL CLIMATE RISKS ANALYSIS

For a start, the CRAA process was conducted for PSA's flagship terminals in Singapore and Antwerp. In 2024, CRAA was extended to six other business units, including those in Thailand, Korea, Türkiye and Italy. PSA's continued enhancements to the CRAA process and coverage ensure we comprehensively account for risks across our global portfolio of assets.

Extreme winds and intense storms have been identified as the key drivers of material physical risks to the Group, potentially damaging equipment and containers when they are unstable in the events of extreme wind and storm. For our flagship terminals in Singapore and Antwerp, there are also localised physical risk drivers, such as sea level rises and increased fog events, potentially giving rise to impacts such as disrupted port access for ships, operational delays and unsafe working environments.

Across climate scenarios, the likelihood of weather disruptions is greater in the fossil-fuelled development scenario as compared to the sustainable development scenario, exacerbating the potential impacts of weather events on our assets and operations. To mitigate against the worst impacts, asset-specific measures are currently in place, including the consideration of extreme weather conditions in the design of equipment and buildings, and preparedness plans to minimise operational disruptions. To ensure continual risk management, as part of the CRAA process, business units are required to develop or enhance adaptation plans if gaps are identified. This involves engaging relevant internal and external experts, budgeting and executing adaptation plans for identified risks.



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

TRANSITION CLIMATE RISKS AND OPPORTUNITIES ANALYSIS

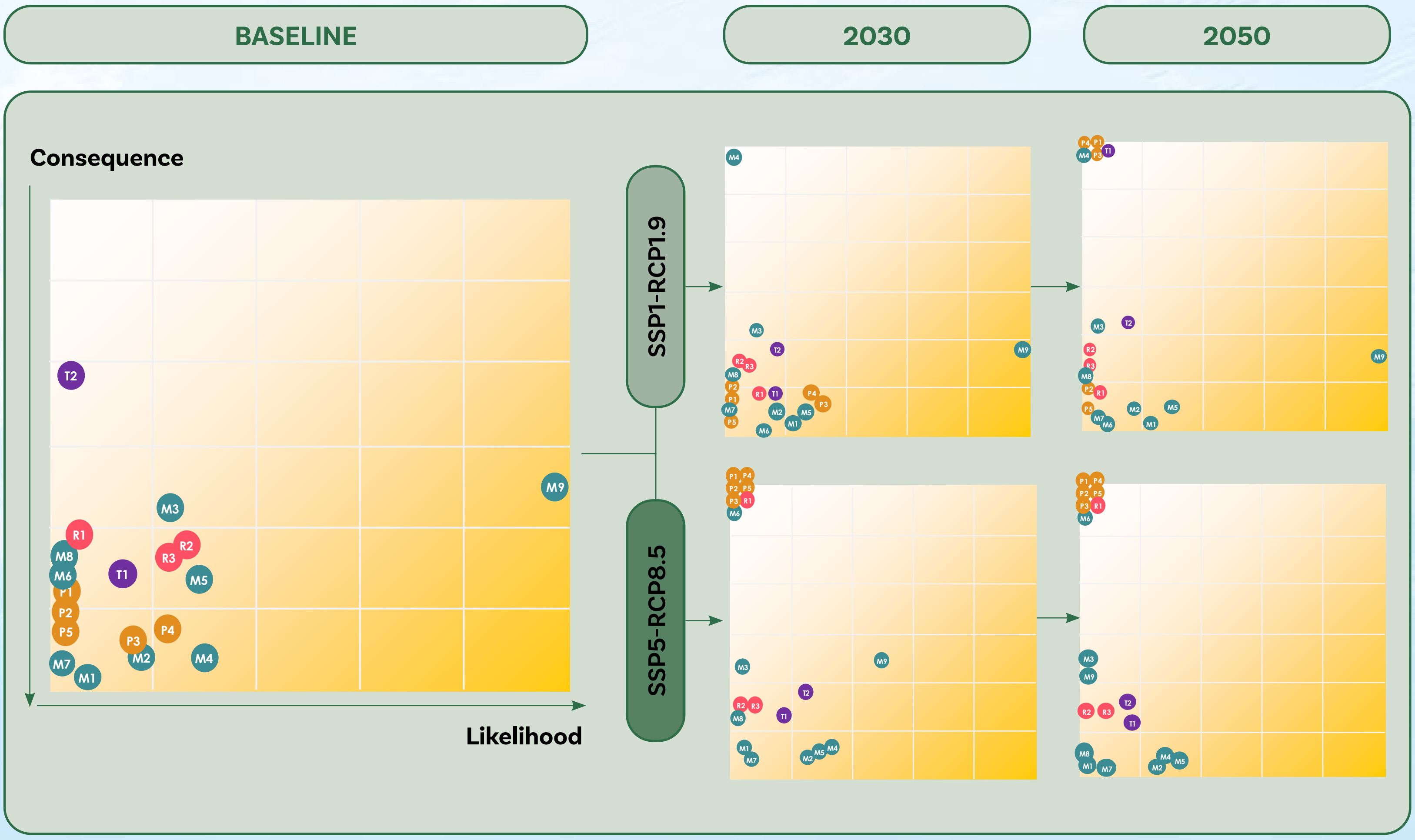
As the world transitions to a low-carbon economy, potential risks and opportunities are presented by the changing economic, social and environmental landscapes. Factors such as evolving legislation, disruptive technologies, shifts in consumer behaviour and other trends could affect PSA's financial and operational performance. By understanding the impact of emerging risks and opportunities, PSA is able to anticipate these changes, to effectively mitigate against risks and adapt our strategy and business model to leverage opportunities.

Through an initial scan of transition climate-related risks and opportunities, PSA built a comprehensive climate risk register referencing risks identified through the TCFD, industry peer comparisons and PSA's Operations Centre of Excellence. Over 20 transition risks were identified to be assessed further through the climate change scenario analysis.

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

- **Market Shifts:** Shifts in consumer demand for green products and emerging markets such as the Electric Vehicle (EV) market are expected, leading to changes to trade and supply chain patterns and needs, potentially impacting PSA's business model and operations. These impacts are assessed to be greater in the sustainable development scenario, as compared to the fossil-fuelled development scenario, as the world takes a more aggressive approach to transitioning towards a net zero economy.
- **Increase in Operational Costs:** Rising cost premiums associated with labour, purchased energy and commodities could potentially lead to heightened operating costs for PSA. These impacts are expected to be more severe in the fossil-fuelled development scenario as the impacts of rising temperatures and extreme weather events could lead to more frequent and severe supply chain disruptions.
- **Regulatory Changes:** Climate-related laws and policies could impose increased compliance costs for PSA. This includes carbon taxes and other carbon pricing schemes. Additionally, mandatory requirements such as onshore power provisions to berthing vessels could also impact both PSA's capital and operating expenditure.

We have put in place various control measures to mitigate against these transition risks, including constant monitoring of existing and emerging regulations to ensure PSA remains compliant with all relevant legislation. We are also committed to decarbonising our operations and supply chains, and to growing our Node to Network capabilities and end-to-end low-carbon transport offerings to meet the increasing expectations of our customers.



Market (Transition)

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

Policy/Legal (Transition)

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

Technology (Transition)

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

Reputation (Transition)

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

In addition, we are assessing climate-related opportunities in the areas of commercial, operations, civil infrastructure, equipment and technology. These opportunities are synergistic with PSA's overarching sustainability and carbon abatement strategies. They are also aligned with PSA's aspirations to transform global supply chains and enable sustainable trade in collaboration with like-minded partners across a multitude of industries.

Identified Climate-related Opportunity	Description	Business Impact	Business Response and Initiatives
Energy efficiency measures	Adoption of energy efficiency measures for buildings	Efficiency gains, reduced energy usage and cost savings	Minimum Requirements for Sustainable Buildings
Diversification of services	Development of rail and barge services	Operational diversification and gains	Port adjacencies and intermodal transport offerings such as the Stuttgart Express, JIT barging etc.
Low-carbon service offerings	Development of low-carbon service offerings to customers	Revenue gains as consumers and partners seek solutions to decarbonise their operations and supply chains	Digital solutions such as OptEVoyage, OptETruck, OptETracker tool, PSA BDP Carbon Dashboard etc.
Low-carbon technology implementation	Implementation of low-carbon technologies such as electrification of equipment	Energy efficiency and operational cost savings	PSA Decarbonisation Levers, target for the electrification and hybridisation of cranes

METRICS AND TARGETS

PSA's targets demonstrate our commitment to decarbonisation and to the reduction of our carbon footprint. Aligned with the reductions required to limit the global temperature increase to 1.5°C compared to pre-industrial levels, PSA has set the target to achieve net zero carbon emissions by 2050 and interim Scope 1 and 2 emissions reduction targets to ensure we make tangible progress towards 2050.

Our climate-related targets include:

- Reducing absolute Scope 1 and 2 carbon emissions by 50% by 2030 and 75% by 2040 against a 2019 baseline year. As of 2024, while PSA's Scope 1 and 2 emissions have increased by 2% against the 2019 baseline, we remain committed to our 2030 emissions target by improving energy efficiency and increasing the adoption of renewable energy solutions.

- Converting 90% of all cranes, including quay cranes, rail mounted gantry cranes, rubber tyre gantry cranes, mobile harbour cranes and automated stacking cranes to electric or hybrid models by 2030. As of 2024, we have reached 80%, progressing well towards our goal of 90% by 2030.

- Investing at least SGD 100 million by 2025 in research and development and innovation projects, employing the latest available technologies to achieve more efficient and sustainable operations. As of end 2024, we have invested SGD 280 million.

PSA monitors the progress against our targets and discloses performance in our annual sustainability reports, including our Scope 1, 2 and all relevant Scope 3 emissions. PSA also tracks other climate-related indicators relevant to our operations, such as emissions intensity, energy consumption, renewable energy purchases, emissions profile per region, emissions profile per sector and fuel and electricity usage per equipment move. For more information on climate-related metrics and targets and our performance, please refer to the section on Our Approach to Sustainability.

The Group Sustainability team is required to report PSA's carbon emissions performance to the Group CEO monthly, and all business units are required to submit annual Energy Transition Plans encompassing planned carbon reduction initiatives, carbon abatement potential and marginal abatement costs. All emissions data from business units are also required to undergo third-party verification against the ISO 14064-1:2018 verification standards. As of report publishing date, 90% of PSA's total Scope 1 and 2 emissions have undergone verification against the ISO 14064-1:2018 standards at least once in the last three years.

Beyond climate-related targets, PSA actively manages and monitors all sustainability-related risks and opportunities linked to PSA's identified material sustainability topics.

EMISSIONS AND ENERGY

Aligned with global climate goals to mitigate the potential impacts of global warming, PSA's ambition is to reach net zero by 2050. To make this goal a reality, PSA has implemented a decarbonisation strategy that prioritises key abatement pathways, by investing in tangible initiatives to facilitate the transition towards a more sustainable business.

WHY IT IS IMPORTANT

As a key facilitator of global trade flows, port and logistics operators such as PSA can play a significant role in impacting emissions within the global value chain. By investing in low-carbon equipment and innovative technologies, we also mitigate the potential risks posed by climate change to our critical infrastructure, assets and operations.

Starting from our own operations, we have identified key impact areas within our direct business activities. Our impact comprises direct emissions arising from the use of energy in our operations spanning terminals, warehouses, marine, logistics and IT services (Scope 1 and 2 emissions), as well as indirect emissions incurred through our upstream and downstream business relations and value chain (Scope 3).

While PSA prioritises the decarbonisation of our internal operations, with Scope 3 emissions forming a substantial portion of our overall emissions, we also aim to adopt a collaborative approach with our partners and customers to innovate and build a sustainable supply chain throughout the logistics and transport sector.

OUR APPROACH

Our progressive approach to decarbonisation is guided by our ambition to reach net zero by 2050 for Scope 1 and 2 emissions. Led by PSA's Group Sustainability team — which oversees the development of sustainability initiatives — and guided by our identified Decarbonisation Levers, we have set interim targets of 50% reduction in absolute Scope 1 and 2 emissions by 2030, and 75% by 2040 against a 2019 baseline.

To drive progress on climate initiatives, PSA's Group Sustainability team developed the Climate Response Management System (CRMS), focusing on five key pillars: Leadership & Strategy, Planning & Implementation, Monitoring & Reporting, Education, and Communications.

The CRMS is supported by standards and frameworks that PSA applies across its business. This includes the Renewable Energy Procurement & Generation Framework (RE-ProGen), which guides business units on their renewable energy procurement and generation approaches, and the Sustainable Procurement Framework, which ensures that ESG considerations are factored into procurement decisions. Regional training workshops are also conducted to ensure that our business units can effectively apply the key pillars of the CRMS, furthering our decarbonisation efforts.

To integrate sustainability in our decision-making and financial processes, business units utilise tools such as the Marginal Abatement Cost Curve (MACC) to evaluate carbon abatement options and derive energy transition plans. Climate-related considerations are also incorporated within annual budgeting processes to ensure business units allocate sufficient capital to decarbonisation projects aligned with PSA's and global climate goals.

PSA also launched its Green Finance Framework in 2023 to guide entities on leveraging green financing to support new and existing green assets.

The Group Sustainability team actively monitors decarbonisation efforts across the organisation to assess the effectiveness of initiatives and track progress against PSA's overall environmental targets. PSA has developed PACE (PSA Abatement of Carbon Emissions), an innovative in-house digital initiative leveraging the Power BI platform. Equipped with control tower capabilities to monitor and track emissions, PACE enables comprehensive benchmarking across business units, highlights key drivers of emissions changes, and assesses progress towards our ambitious 2030 target of halving absolute Scope 1 and 2 emissions against a 2019 baseline. With future enhancements, including projected emissions analysis, PACE demonstrates how data-driven insights are powering PSA's decarbonisation efforts.

We also put in place robust internal audit and review policies and measures to ensure that carbon and environmental data are reported comprehensively and accurately. We will continue to refine our data collection processes and leverage those insights to drive informed decision-making and enhance our overall carbon initiatives and performance.

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

ISO 14064-1:2018 AUDITS

As stipulated in the CRMS, all business units are required to subject their carbon emissions data to a third-party verification against the stringent ISO 14064-1:2018 verification standards. As of the report publishing date, 90% of PSA's total Scope 1 and 2 emissions have been verified against the ISO 14064-1:2018 at least once in the last three years.

STANDARDISED PLATFORM AND ROBUST WORKFLOW FOR EMISSIONS TRACKING

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

Data Flow

BU Representative → Platform → BU Head/Appointed Representative → (Approved) → Group Sustainability Team → (Approved) → Platform

BU Head/Appointed Representative → (Rejected) → BU Representative

Group Sustainability Team → (Rejected) → BU Representative

Role

BU Representative	Platform	BU Head/Appointed Representative	Group Sustainability Team	Platform
Submits consumption data and supporting documents to the platform	Strict threshold checks, requiring reasons for variances	Validates data and variances	Secondary checks on data and variances	Processes and calculates emissions Provides audit traceability to support internal and external audits Common data repository for analytics and reporting

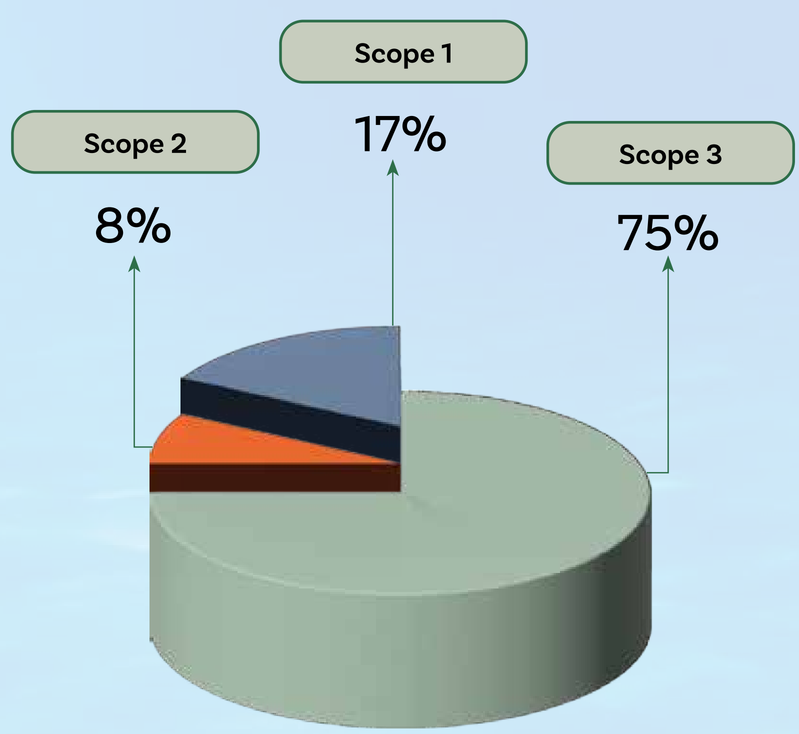
INTERNAL AUDIT, CHECKS AND BALANCES

To further enhance internal governance and ensure compliance to upcoming regulatory needs, Group Internal Audit and Group Sustainability are developing an internal audit framework on our material ESG topics. Having an internal audit framework in place will also strengthen sustainability auditing capability within the organisation.

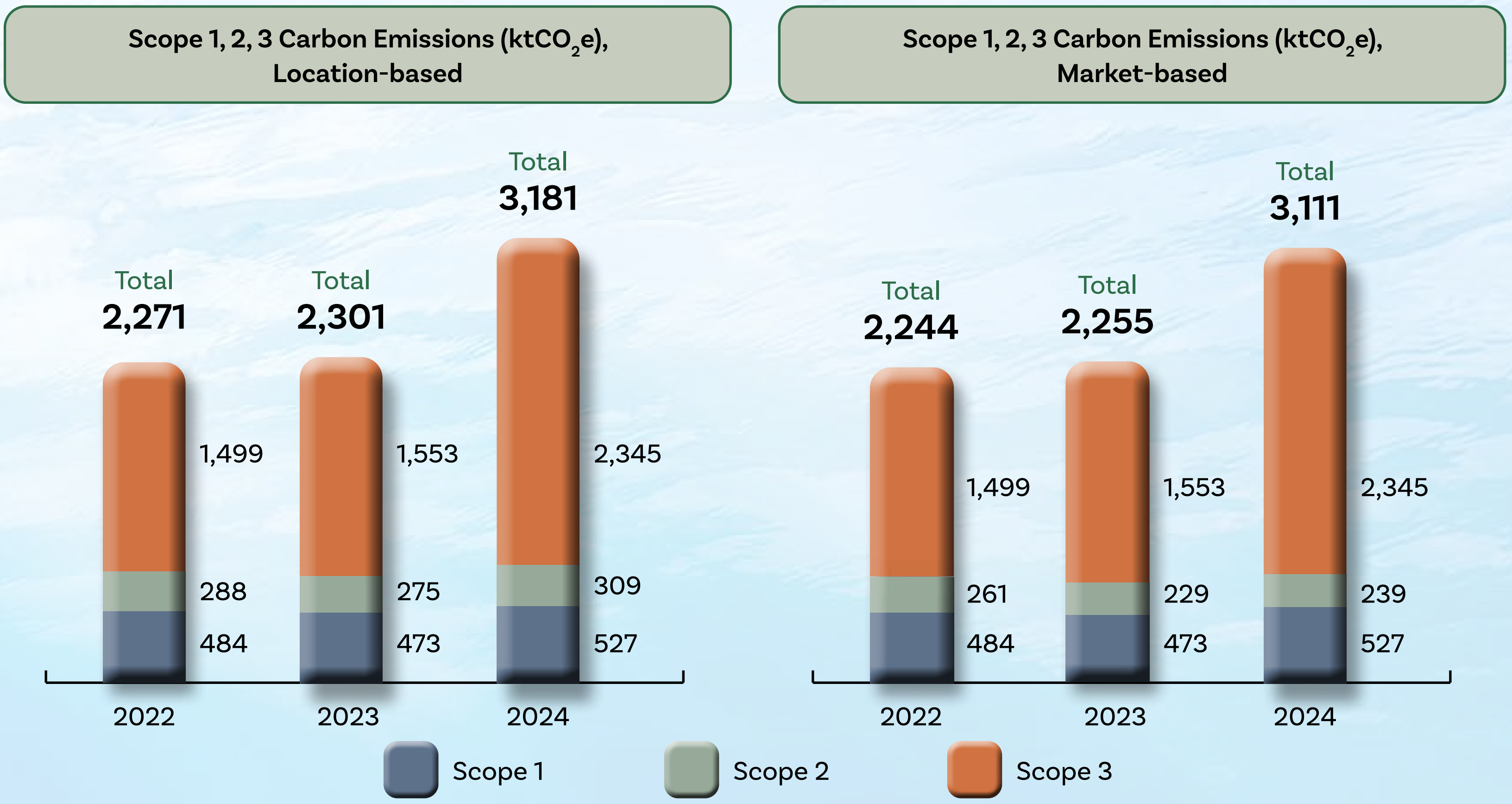
OUR CARBON EMISSIONS IN 2024

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

Breakdown of Carbon Emissions in 2024



Total Carbon Emissions for the PSA Group



Notes: Carbon emissions in the above table are computed based on an equity share consolidation approach. Greenhouse gases included in the calculation are CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3. Emission factors for Scope 1 emissions were sourced from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and the UK Department for Environment, Food and Rural Affairs (DEFRA). In 2024, the biogenic CO_2 emissions attributable to the use of biofuels amount to 2,774 tCO_2e based on the same consolidation approach, separate from PSA's Scope 1 GHG emissions in the above table.

PSA BDP's ESG data has been included from 2024 onwards. Scope 3 emissions figures for 2023 have been restated after data checks performed by business units for category 4 and a refinement in calculation methodology for alongside vessels in category 9.

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

SCOPE 1 AND 2 EMISSIONS

PSA's Scope 1 and 2 carbon emissions totalled 766 $ktCO_2e$ in 2024, an increase of 9% from 2023's levels. This increase was driven by both organic and inorganic business growth which led to higher equipment usage across PSA's operations. Despite this rise, PSA remains committed to our 2030 emissions target by improving energy efficiency and increasing the adoption of renewable energy solutions. Against our baseline year of 2019, PSA's Scope 1 and 2 emissions have increased by 2%. 2019 was selected as our baseline year given the earliest availability of PSA's complete and reliable data.

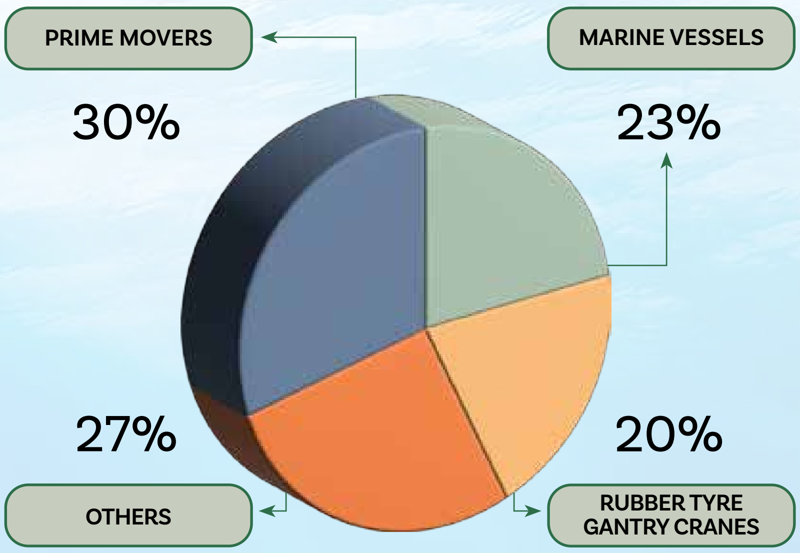
As PSA improves its efficiency of energy usage, emissions intensity continues to improve. Our container terminals reported 9.6 $kgCO_2e$/TEU in 2024, a decrease of 1% from 2023's figures.

The bulk of PSA's Scope 1 and 2 emissions arise from our terminal operations as PSA's largest core business followed by marine services accounting for 79% and 14% respectively.

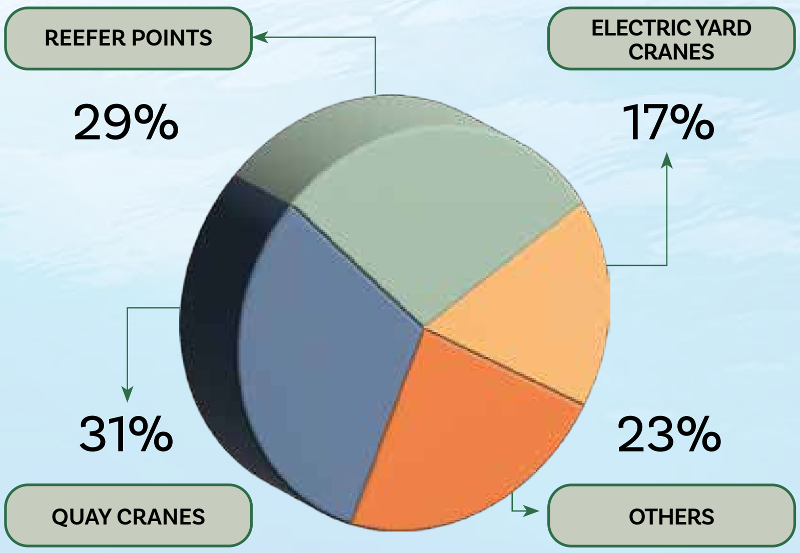
The remaining emissions are attributed to our operations in the non-container terminals, logistics services, IT businesses and PSA BDP.

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

Breakdown of Scope 1 emissions in 2024



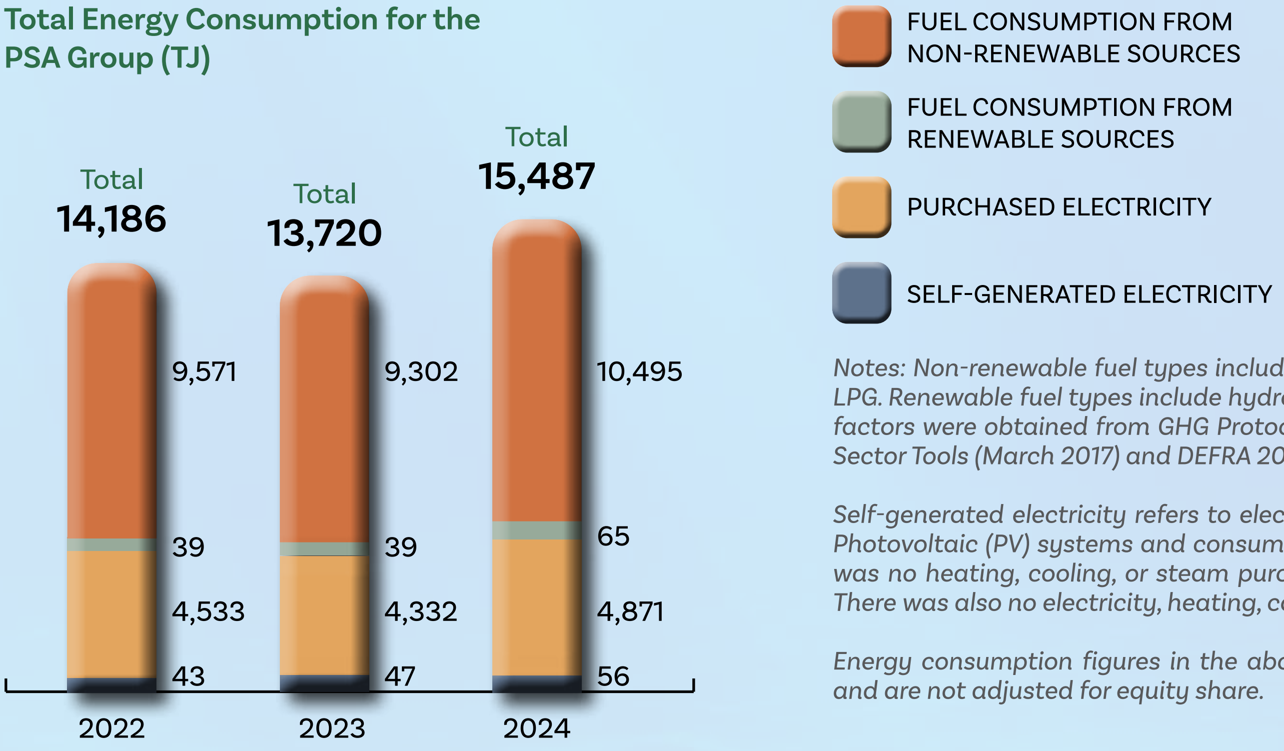
Breakdown of Scope 2 emissions in 2024



Notes: Scope 1 and 2 emissions in this portion are based on 100%. The figures have not been adjusted for equity share and does not take into account renewable energy obtained via procurement mechanisms.

ENERGY CONSUMPTION

Total Energy Consumption for the PSA Group (TJ)



Notes: Non-renewable fuel types include diesel, LNG, petrol, CNG and LPG. Renewable fuel types include hydrogen and biofuels. Conversion factors were obtained from GHG Protocol Emission Factors for Cross Sector Tools (March 2017) and DEFRA 2024.

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

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

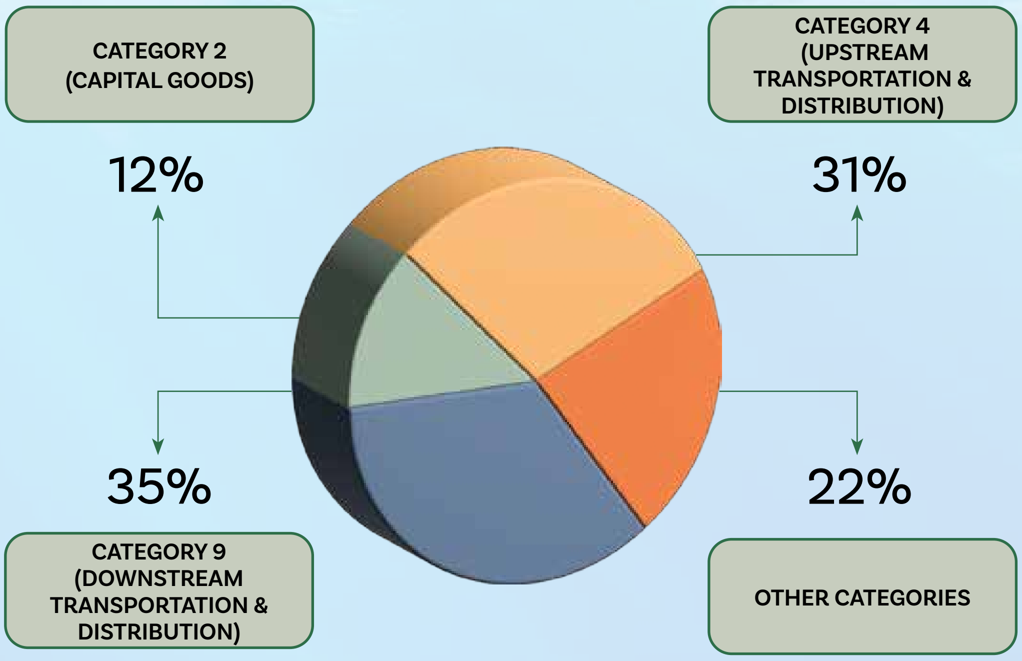
SCOPE 3 EMISSIONS

In 2024, Scope 3 emissions assessed to be relevant to PSA totalled 2,345 ktCO_2e. Major categories include Upstream and Downstream Transportation & Distribution (Categories 4 and 9), and Capital Goods (Category 2).

Recognising the importance of addressing our indirect emissions, PSA engages in collaborative industry-wide initiatives. We actively participate in the development of Green Corridors, such as the establishment of the Singapore-Japan Green and Digital Shipping Corridor in partnership with Singapore's Ministry of Transport (MOT) and Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT). In working with our partners, we implement and encourage the use of renewable energy, and alternative and sustainable fuels. OptETruck — an initiative implemented at PSA Singapore — harnesses Artificial Intelligence (AI) to facilitate smarter trip planning and eliminate operational inefficiencies. This solution has been welcomed by multiple haulier companies, helping them to achieve significant reductions in empty truck trips. In recognition of its transformative impact, PSA Singapore received the Recognition of Excellence award for OptETruck at the 9th Annual Singapore OpenGov Leadership Forum.

To encourage collaboration and build capacity among our partners, we hosted the 2nd edition of the PSA Suppliers engagement forum, "PSA Suppliers Forum 2024 — ESG Xchange", in November 2024. Building on the inaugural event in 2022, this workshop provided an update on PSA's sustainability journey and a snapshot of the ESG maturity of the supplier community. Awareness building on key ESG themes, expectations for suppliers around policies and carbon accounting and access to external and PSA resources were also shared to support suppliers on their ESG journey.

Breakdown of Scope 3 emissions in 2024



Notes: Carbon emissions in the above table are computed based on an equity share consolidation approach. All relevant Scope 3 categories (Categories 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 14, 15) have been included in PSA's inventory. For Category 6, this only accounts for business air travel. Categories 10 & 12 have been excluded because the organisation does not manufacture products for sale. Category 13 has also been excluded because emissions arising from downstream leased assets have been accounted for in Scope 1 and 2. Actual data for Category 15 was not available at the time of publication, therefore the actual data from 2023 has been used as a proxy for 2024.

Greenhouse gases included in the calculation are CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3. 2022 was selected as the base year for Scope 3 where Scope 3 emissions totalled 1,500 ktCO_2e. 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).

Carbon emissions in Category 9 (Downstream Transportation & Distribution) relate to emissions arising from vessels while alongside PSA's berths and hauliers while operating within PSA's terminals or facilities.

MITIGATING EMISSIONS AND MINIMISING ENERGY CONSUMPTION

By maximising energy efficiency and optimising processes, as well as committing significant investments to the advancement, research and development of electrification projects and low-carbon fuels, we can progressively tackle our Scope 1 emissions. This is coupled with the generation of renewable energy from solar and wind power, as well as renewable energy procurement strategies, to effectively reduce our Scope 2 emissions.

7 DECARBONISATION LEVERS FOR FOCUSED ACTIONS

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

SCOPE 1 ABATEMENT INITIATIVES

By leveraging simulation and optimisation capabilities, PSA has been able to reap energy savings by optimising equipment fleet size and streamlining equipment traffic flow within our terminals. We have also been implementing automated and smart systems, replacing or retrofitting equipment with energy efficient alternatives, deploying wide-scale LED lighting and yard crane workload optimisers to lower the energy intensity of our operations.

As a key carbon abatement pathway, all PSA entities are expected to assess the feasibility of implementing equipment electrification and hybridisation initiatives, contributing to the progressive decarbonisation of PSA's operations. To continue to drive electrification and hybridisation across our operations, we have set increasingly ambitious targets. In 2024, we have elevated our initial target of achieving 90% of electric or hybrid Rubber Tyre Gantry Cranes (RTGs) by 2030, to encompass 100% of all cranes.

Beyond RTGs, this comprises quay cranes, rail mounted gantry cranes, mobile harbour and automated stacking cranes. As of end 2024, 80% of all cranes have been electrified or hybridised. We also seek to extend electrification and hybridisation to other commonly utilised machinery within our operations such as prime movers, forklifts, empty container handlers, reach stackers, and service vehicles.

Beyond electrification and hybridisation initiatives, we are also adopting low-carbon fuel options to operate our equipment. In 2024, the scaled-up use of LNG, biodiesel and hydrogen in our operating equipment increased by 67% as compared to 2023, and has led to close to 14,500 tCO_2e in carbon savings.

Across our operations, numerous electrification and low-carbon initiatives have been deployed in 2024. These include:

- **PSA Singapore:** Embarked on operational trials to deploy a Battery Charging & Swapping Station (BCSS) and electric prime movers (ePMs) for intra-terminal and on-road inter gateway trucking. The BCSS, PSA Singapore's first deployment, has a design capacity to hold up to ten batteries and will support the progressive scale-up of ePMs for significant carbon savings.

- **Saudi Global Ports:** Deployed 18 new hybrid RTGs, three of which being automated RTGs, and added three quay cranes equipped with semi-automation capabilities and photovoltaic panels to its current fleet. In addition, 80 new ePMs were procured and employees received relevant training, vastly increasing capacity and reducing carbon emissions.

- **Mersin International Port:** Unveiled the MIP-5, an efficient and environmentally friendly tugboat. The state-of-the-art tugboat increases efficiency through the lower consumption of fuel while being able to produce more power. It is also equipped with a Selective Catalytic oxide Reactor (SCR) that reduces nitrogen oxide emissions by up to 75% compared to regular diesel-powered tugboats.

- **PSA Halifax**: Launched eight new electric RTGs for its Atlantic Hub terminal to reap carbon savings whilst increasing handling capacity.

- **Dalian Container Terminal:** Commenced trialling of three electric prime movers (ePMs) to pave the transition to fully electric operations.

The MIP-5

NEW PRIOK CONTAINER TERMINAL ONE (NPCT1) CLINCHES GREEN AND SMART PORT AWARD

In recognition of its sustainability achievements, NPCT1 received the Green and Smart Port Award conferred by Indonesia's Coordinating Ministry for Maritime and Investment Affairs. The award is conferred to ports for outstanding performance in three key areas: Digitalisation, Port Management and Environment and Safety Management.

NPCT1 currently operates a fully electrified fleet of yard cranes and is actively exploring the electrification of prime movers. It has also installed rooftop solar photovoltaics to tap on renewable energy and implemented a cold-ironing facility to provide shoreside electrical power, reducing alongside vessel emissions. NPCT1 has also introduced a web-based self-service system for hauliers to reduce empty trips, increase overall operational efficiency and at the same time, eliminate the need for physical gate pass copies for hauliers.

RENEWABLE ENERGY TRANSITION

As businesses shift towards net zero emissions, coupled with the adoption of efficiency and optimisation measures, they must progressively increase their renewable energy share. Wherever feasible, PSA explores self-generation options within our existing land and buildings, and supplements renewable energy supply by partnering with suppliers through power purchase agreements and unbundled energy attribute certificates.

In 2024, PSA Mumbai celebrated a significant milestone, becoming India's first fully renewable energy-powered container terminal. In partnership with O2 Power, PSA Mumbai's solar farm produces over 10 MW of energy, providing for over 75% of PSA Mumbai's electricity requirements. The remaining renewable power is procured through various clean energy providers.

PSA Marine Peru installed solar panels onboard 15 pilot boats, generating more than 5,000 kWh of renewable energy in 2024. PT New Priok Container Terminal One became the first terminal in Jakarta to generate and use solar energy with the instalment of a solar PV system of more than 600 kWp. Globally, self-generated renewable energy increased close to 20% in 2024 as compared to 2023.

Over in China, solar panels and wind turbines were deployed across multiple terminals and logistics hubs including Tianjin Port Container Terminal (TPCT), which has been able to offtake renewable energy from three wind turbines. Across our business units in the Europe & Mediterranean, Americas and Northeast Asia regions, the amount of green electricity procured increased by 26% in 2024, as compared to 2023. In all, our electricity-related emissions have reduced by 140,945 tonnes of CO_2e in 2024.

Wind turbines at Tianjin Port Container Terminal (TPCT)

HYDROGEN PRIME MOVER PROOF-OF-CONCEPT (POC) TRIALS AT PSA SINGAPORE

Aligned with Singapore's National Hydrogen Strategy to develop hydrogen as a major decarbonisation lever, PSA Singapore has in 2024, partnered with an Institute of Higher Learning and an industry partner, to commence tests to transport and store hydrogen as methylcyclohexane (MCH) – a liquid hydrogen carrier stable at ambient temperature and pressure – before gaseous hydrogen is extracted from MCH to be used as a clean fuel for horizontal transportation within the port. PSA Singapore has broken new grounds by commissioning the first hydrogen refuelling facility in the port, along with the deployment of a hydrogen fuel cell electric prime mover at Pasir Panjang Terminal for trials that are expected to run till mid-2025. In parallel with the trials, PSA Singapore is working alongside various industry and government agencies to develop standards for hydrogen refuelling stations and safe refuelling operations.

Hydrogen fuel cell electric prime mover refuelling at Pasir Panjang Terminal

EXPLORING INDUSTRY-WIDE SUSTAINABLE SOLUTIONS

PSA seeks to create wider impact by leveraging collaborations with our trusted partners to innovate and implement industry-wide solutions. In Singapore, through the Battery Charging & Swapping Station (BCSS) and electric prime movers (ePMs) trial under the Land Transport Authority's (LTA) sandbox scheme, PSA is collaborating with government agencies, hauliers, associations, and partners to support wider electric truck proliferation and decarbonisation of the heavy goods vehicle sector. This collaboration seeks to create a broader impact by leveraging demand aggregation to reduce costs and foster brand interoperability through harmonised charging standards.

PSA BDP has also focused efforts on providing reliable data on freight-related emissions to our customers, as part of PSA's commitment towards more sustainable and resilient global supply chains. Through the Carbon Dashboard Project implemented in 2024, all freight journey data is sent to an industry-recognised carbon calculation engine, before the calculated emissions data is stored alongside customer freight information in our central database. Data dashboards and analytics are made available to our internal teams and customers, empowering customers to make more informed decisions towards greener transport options.

MARINE PROTECTION AND CONSERVATION

Climate change presents a growing threat to marine biodiversity and habitats. Recognising this challenge, PSA is dedicated to safeguarding our planet's biodiversity and positively impacting surrounding environments. As PSA expands and develops infrastructure, we proactively assess and mitigate potential impacts on biodiversity, ensuring our approaches align with the unique needs and characteristics of local ecosystems.

WHY IT IS IMPORTANT

PSA's port operations, situated near the sea, inevitably interact with the marine environment. Given the growing impact of climate change on marine life and our dependency on environmental assets such as shorelines, land areas and waterways to maintain our operational activities, preserving our surrounding environments is a paramount priority. We are dedicated to minimising any potential impact on marine wildlife. This commitment guides our oversight of operations and infrastructure projects, including land reclamation and dredging, to prevent adverse environmental effects.

OUR APPROACH

PSA's Health, Safety, Security and Sustainability (HSSS) policy and Climate Response Management System form the cornerstone of our approach to upholding environmental stewardship. This comprehensive framework ensures that all business units actively assess and mitigate their environmental impact, maintain a legal register as well as adhere to stringent local regulations and standards. Additionally, through rigorous protocols, we ensure that discharges from terminal development, construction, operations, and maintenance are strictly controlled, preventing harmful impact on local ecosystems.

INTEGRATING CONSERVATION INTO INFRASTRUCTURE CONSTRUCTION AND DEVELOPMENT

To safeguard the environment, Environmental Impact Assessments (EIA) are conducted prior to any major construction projects. These assessments identify potential environmental risks and inform the development of stringent quality objectives, ensuring that our activities align with sustainable development principles. Our business units strictly adhere to local regulations, implement measures to mitigate environmental impact and actively contribute to marine and nature conservation efforts in our operating areas. Beyond regulatory compliance, we conduct research and monitoring to better understand marine life and ecosystems. This data informs thoughtful infrastructure design, minimising our environmental impact. Additionally, PSA implements educational programs to foster awareness among employees and encourage community involvement in marine conservation initiatives.

PSA Mumbai

PSA Mumbai's terminal expansion project took into consideration the importance of environmental stewardship and ecosystem protection. A comprehensive approach was implemented to minimise impact on wildlife and the surrounding environment during construction. This included the development of a Marine Environmental Management Plan (MEMP) to monitor marine ecology and maintain a healthy ecosystem. PSA Mumbai conducted comprehensive environmental assessments in collaboration with leading research institutions to address potential impacts on biodiversity and local communities. In Thane Creek near PSA Mumbai, the Council of Scientific & Industrial Research-National Institute of Oceanography (CSIR-NIO) conducted environmental studies, including water and sediment sampling, mangrove and wildlife monitoring, and identified 117 fish species, underscoring the area's ecological significance. To mitigate impacts on local fishing communities, PSA Mumbai has undertaken measures such as prohibiting dredging during the fish breeding season from July to September. Additionally, PSA Mumbai engaged the Gujarat Institute of Desert Ecology (GUIDE) to study migratory bird diversity. This study was focused on the ecological role of mudflats, and ensuring uninterrupted bird migration seasons during the project's construction and operational phases. To further safeguard environmental, social, health and safety performance, an Environmental and Social Action Plan was developed, mitigating associated risks and impacts.

GRI 3-3, 304-2

PSA Baltic Hub

Similarly at Baltic Hub Container Terminal (BHCT) in Poland, comprehensive environmental assessments have been integral to infrastructure development, particularly in the ecologically sensitive Bay of Puck, which is part of the Natura 2000 program. These assessments have informed targeted measures to protect biodiversity, including constant noise surveillance and the evaluation of construction impacts on marine mammals and birds during the expansion works of Terminal T2 and the ongoing Terminal T3 project. Proactive water protection measures, such as oil spill response protocols, are implemented in line with international environmental standards.

Additionally, BHCT undertook proactive steps in collaboration with specialists such as an ornithologist and a chiropterologist to implement compensatory actions. In a tailored approach to conservation, beach fencing was carried out to safeguard nesting sites of protected bird species. The ornithologist then conducts regular inspections in the compensation area, with increased frequency during the breeding season (April to July). At the end of the year, the ornithologist prepares a summary report with information such as the number of breeding pairs, breeding success and an analysis of breeding statistics.

Under the supervision of a chiropterologist, replacement shelters for bats have been created within the area of the T2 project through the installation of bat boxes. The chiropterologist conducts control monitoring at least once a year to, among other things, assess the use of these structures by bats of the observed species.

Innovative initiatives, such as installing beehives on administrative rooftops, further underscore BHCT's efforts to preserve local biodiversity. Internal and external stakeholder engagement and communication methods have been established to facilitate and address feedback and ensure transparency and access to information relating to the project.

PSA Sines

PSA Sines is collaborating with Ecoalga, the Blue Ocean Foundation, University of Évora, and Sines Port Authority on a multi-year project to document biodiversity quality in the port of Sines. Specifically, a biodiversity site next to the terminal's berth currently houses a species of soft coral sea fans not commonly found in Portugal waters. Researchers will continue to monitor its evolution, together with the rest of the ecosystem in the coming years.

Through such initiatives, PSA minimises its operational impact on marine life as well as local communities dependent on the environment for their livelihoods.

SAFEGUARDING WATER QUALITY

Our business units minimise water pollution through a holistic and comprehensive strategy. PSA understands the significant environmental risks of water pollution, hence we have implemented thorough planning, effective waste management, and initiatives to reduce marine waste and protect ecosystems. We have also initiated the collection of more comprehensive data on wastewater discharged from our operations, including indicators such as discharge destinations and wastewater quality. Additionally, business units worldwide regularly engage in beach and sea clean-up activities. For example, employees from PSA Halifax teamed up with an environmental NGO in October 2024 for a family-friendly cleanup at the Point Pleasant Park near the Atlantic Hub terminal in Nova Scotia, Canada.

Recognising that our marine services operate directly on water bodies, we ensure that PSA Marine's business units adhere to international standards, such as the International Safety Management Code, to ensure safe operations and prevent pollution onboard vessels. Shipboard Oil Pollution Emergency Plans (SOPEPs) are also in place to guide response efforts in the event of oil spills.

WASTE MANAGEMENT AND RECYCLING

PSA recognises the responsibility businesses have in reducing waste and we are also dedicated to promoting sustainable practices and supporting our ecosystem partners in their efforts to minimise their waste footprints.

WHY IT IS IMPORTANT

At PSA, we endeavour to minimise our environmental footprint. We seek opportunities to reduce waste and optimise resource efficiency through targeted initiatives such as waste reduction, recycling and circular strategies, consistently striving to make a measurable and positive impact.

Leveraging our position as a key port operator as well as our extensive network, we also aim to encourage industry-wide change in waste management by leading through example. We hope to inspire other businesses to adopt sustainable practices, fostering a more resilient and environmentally responsible business ecosystem.

OUR APPROACH

MANAGING OUR WASTE RESPONSIBLY AND EFFECTIVELY

Our primary waste includes industrial waste such as wire ropes, tyres, scrap metal, waste oil, used batteries, general waste including paper, plastics and food that are generated as a result of our operations, as well as construction waste from our construction activities.

To that end, we have implemented stringent waste management protocols that align with PSA's Group Health, Safety, Security, and Sustainability (HSSS) policy and local regulations. All business units are required to utilise government-approved disposal sites and contract with professionally qualified waste management firms. To ensure compliance with local regulations, we also mandate that third-party providers adhere to all waste transport, disposal and recycling requirements per local legislative obligations. Additionally, meticulous record-keeping of waste disposal activities is essential for regulatory compliance.

ADVANCING WASTE MANAGEMENT THROUGH THE 3RS

To effectively address waste management, PSA has adopted a holistic strategy that extends beyond waste disposal. At the core of our approach are the 3Rs – the principles of Reduce, Reuse, and Recycle – which have been integrated into our organisational culture and operations.

To reduce waste generation, we continuously explore innovative solutions and implement closed-loop systems across our business units. This involves repurposing materials such as chemical drums, tyres, batteries, cables and air-conditioning units, thereby curbing waste while realising cost savings. Our business units report waste data biannually, identifying opportunities for reduction and recycling, further optimising our strategies.

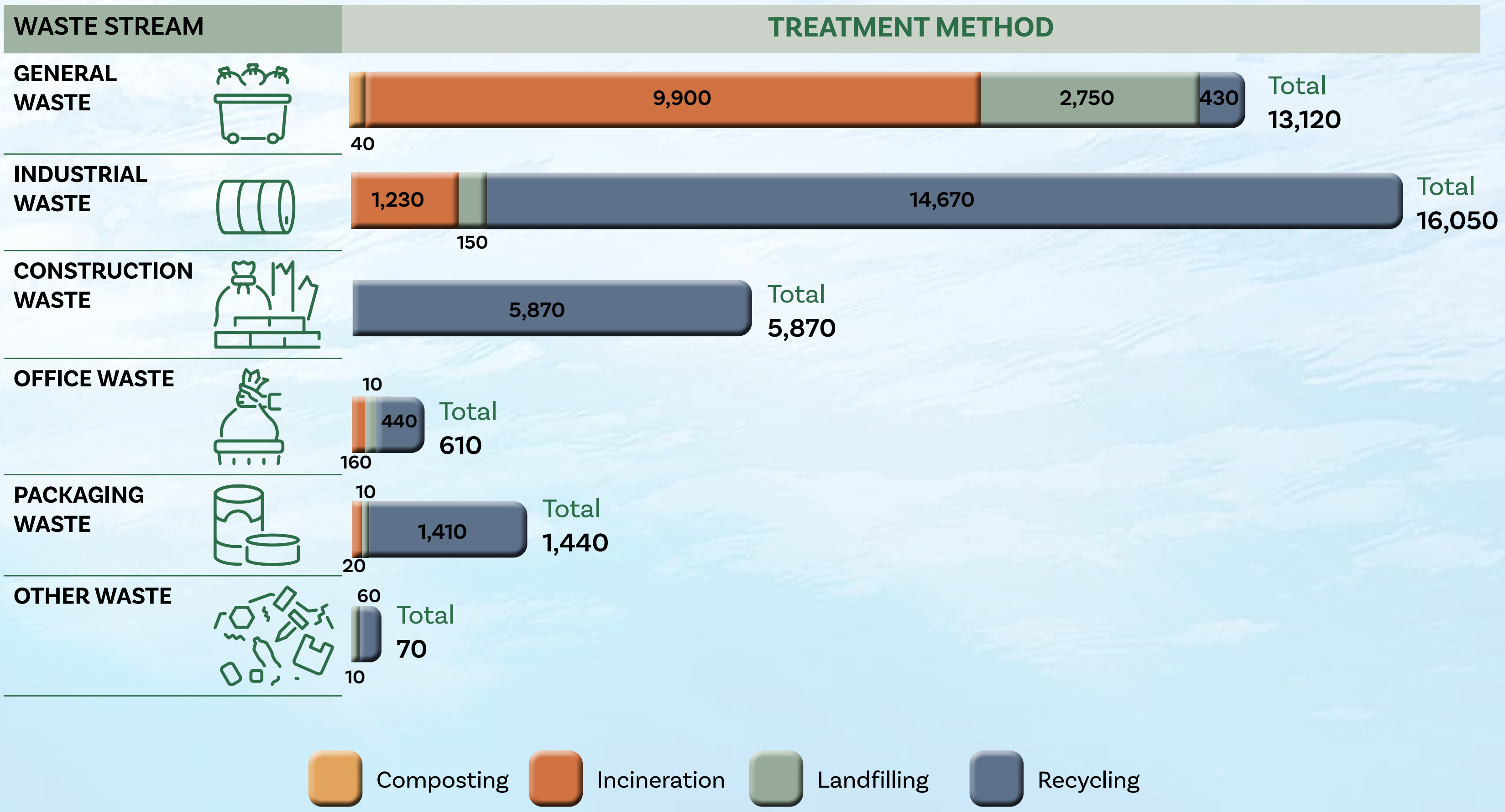
Beyond these measures, we incorporate circularity principles into our waste management contracts wherever possible, requiring vendors to demonstrate their ability to segregate waste streams and provide detailed information on recycled materials and their end products.

Within PSA, we focus on fostering a waste-mindful culture by disseminating best practices and encouraging knowledge exchange among our business units on waste reduction.

In 2024, we generated a total of 37,160 metric tonnes of waste across our business units, with a recycling rate of 62%. These figures have been obtained mostly through our third-party waste management contractors, either through a direct measurement of the waste tonnage or estimation by number and volume of waste trucks.

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

WASTE GENERATION OF THE PSA GROUP IN 2024 (METRIC TONNES)



UNITING FOR A GREEN PURPOSE

At PSA, we promote environmental awareness across our workforce. Through our annual global Go Green campaign that emphasises the 3Rs, we work to inspire hope and purpose in our employees, motivating them towards contributing to a sustainable future.

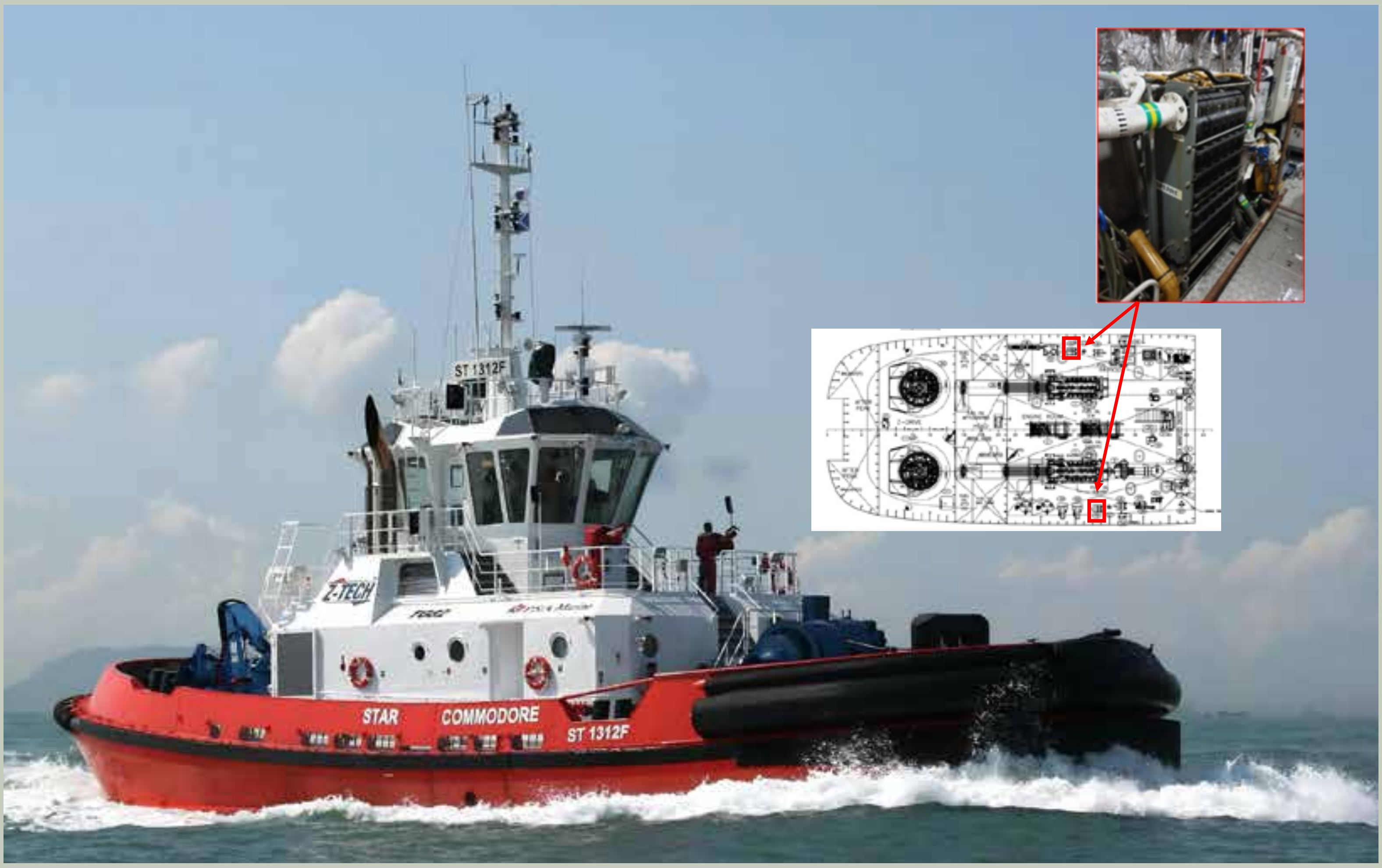
The Go Green campaign fosters a culture of environmental stewardship, encompassing initiatives such as tree planting, beach cleanups, recycling drives, and environmental talks. By integrating community initiatives with environmental activities and partnering with like-minded stakeholders, we not only reduce our environmental impact, but are also contributing to the betterment of the communities in which we operate.

A COOL SOLUTION FOR WASTE REDUCTION: ENHANCING OUR PLEAT COOLERS

PSA Marine in Singapore has taken a proactive step towards sustainability by implementing a circular approach to managing pleat coolers on their tugboats. While these coolers are crucial for maintaining optimal engine and system temperatures, their cartridges require frequent replacement due to seal degradation. This involves the purchase of new cartridges which is time-consuming and costly.

Recognising the opportunity to cut waste, the team devised a solution to reuse the cooler casings and heat transfer elements. By replacing the faulty internal seals with viton rubber cords and high-temperature silicon, the cartridges are refurbished and then subjected to a pressure test to ensure their suitability for operation.

This innovative approach of extending the lifespan of pleat cooler cartridges not only reduces waste but also yields cost savings.



Pleat coolers on a tugboat

DRIVING THE CIRCULAR ECONOMY OF EV BATTERIES

The Electric Vehicle (EV) market is experiencing rapid growth, leading to a significant increase in the number of used and end-of-life batteries. Through PSA BDP, we actively facilitate the development of a circular economy for EV batteries.

PSA BDP currently partners with major players in the EV industry and has been appointed as the lead logistics service provider for several EV battery producers. In Dunkirk, France, PSA BDP is delivering specialised logistics services tailored to support our customer's EV production activities within a circular economy framework. While still in the early stages of developing this circularity for EV batteries, we are proactively designing operations and supply chains to set the stage for future volumes and recycling needs. PSA BDP's efforts in circularity align with the growing demand for sustainable solutions in the EV industry. By supporting the development of a robust battery recycling ecosystem, PSA BDP supports waste reduction and the conservation of resources.

WATER USE AND POLLUTION

PSA acknowledges our environmental responsibility and emphasises efficient water management. This involves optimising water usage and ensuring that water discharge adheres to relevant regulations and standards.

WHY IT IS IMPORTANT

PSA's terminal and supply chain operations rely on water for tasks such as operations maintenance, equipment repair and sanitation. Understanding our water needs and the impacts of our water usage on surrounding communities is important for PSA as we procure water directly from natural sources as well as through third-party providers. To prioritise sustainable and responsible water management, we strive towards efficient water utilisation and proper wastewater disposal throughout our operations.

OUR APPROACH

We mandate sustainable water management and disposal practices through the Health, Safety, Security and Sustainability (HSSS) policy and Climate Response Management System. The policy ensures compliance with all applicable regulations and legislation across PSA business units. Additionally, we strive to manage wastewater responsibly by adhering to local regulatory limits on pollutant discharge, ensuring that processes continue to align with the relevant practices of each region.

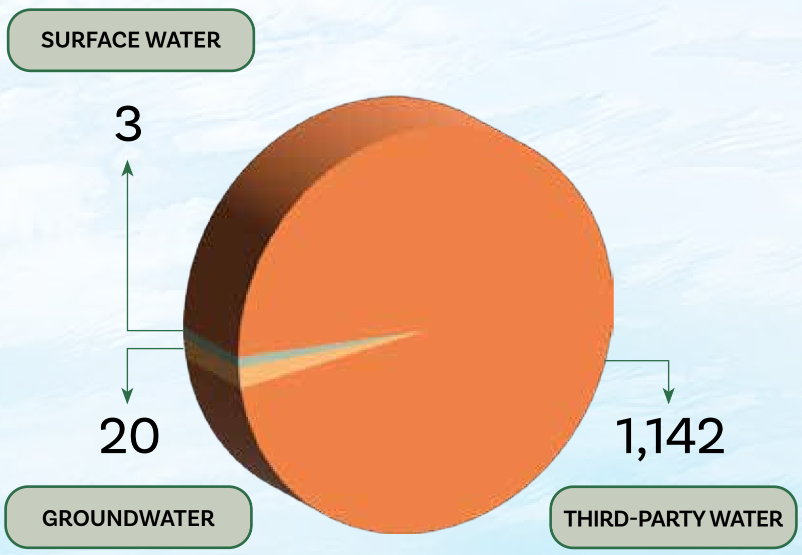
To further minimise water consumption and loss, PSA has implemented water-efficient technologies in our infrastructure. This includes the active monitoring of water usage to identify and reduce wastage. Where feasible, we have also utilised rainwater harvesting systems. For example, in Colombia, Sociedad Puerto Industrial Aguadulce (SPIA) container terminal deployed its water collection and treatment plant in early 2024. Rainwater is collected from an area of 12,100 m^2 and chanelled to a water purification system to be treated for use in operational activities and domestic consumption. This initiative contributes to potable water savings. Over in Argentina, Logistics Platforms Investment (LPI) logistics parks have implemented rainwater recovery systems in recent years, reducing the use of well water.

Going further, PSA endeavours to instil a culture of environmental stewardship among employees by conducting awareness initiatives that touch on the importance of water conservation.

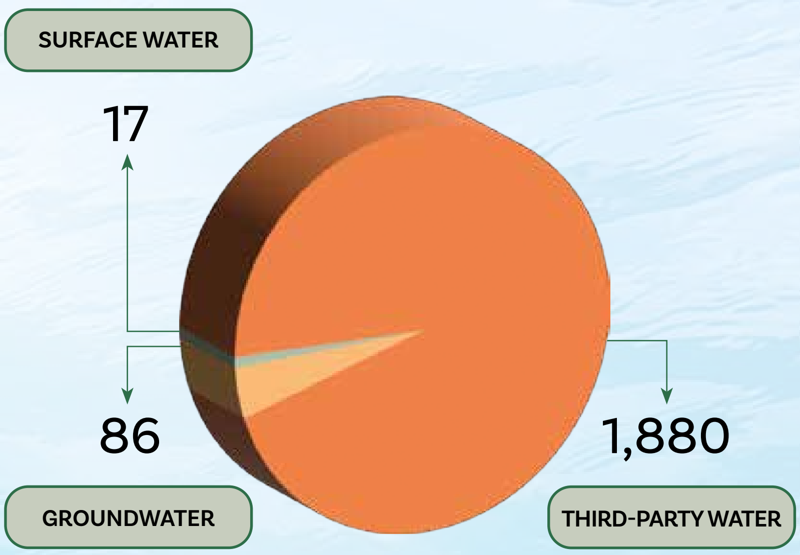
GRI 3-3, 303-1, 303-2, 303-3, 303-4

TOTAL WATER WITHDRAWAL BY THE PSA GROUP IN 2024 (MEGALITRES)

Water Withdrawal From Water-Stressed Areas

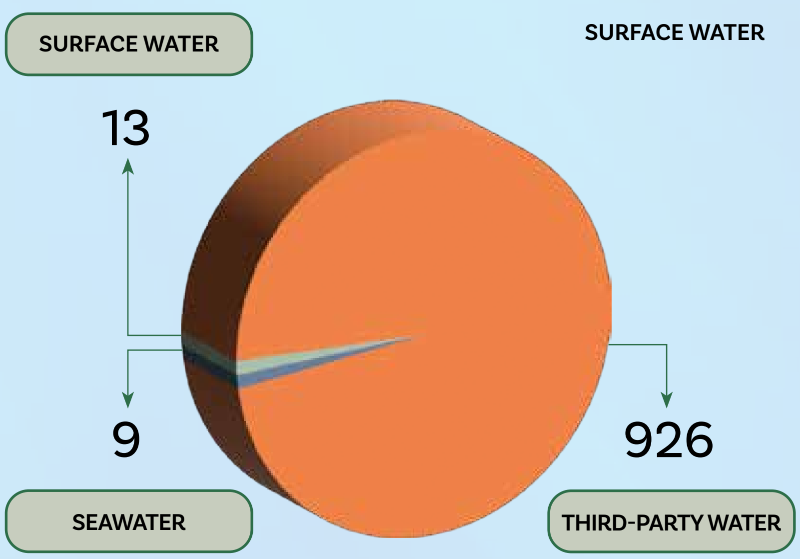


Water Withdrawal From Non-Water-Stressed Areas

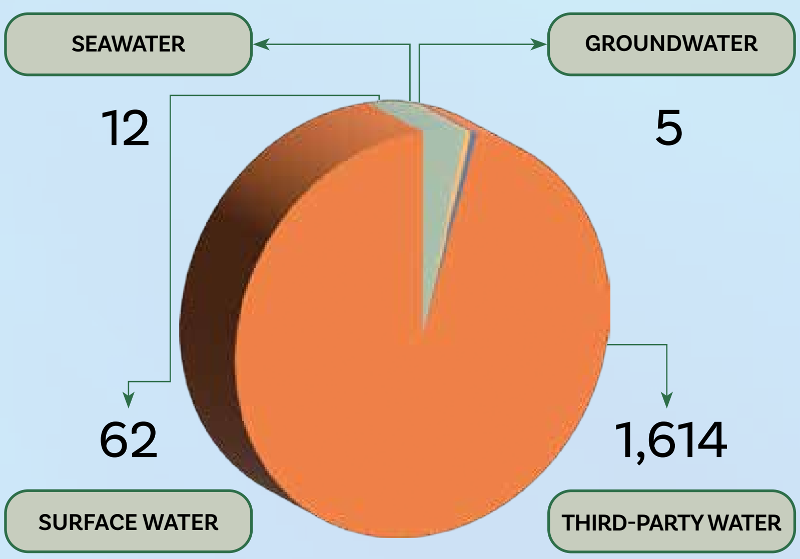


TOTAL WATER DISCHARGE BY THE PSA GROUP IN 2024 (MEGALITRES)

Water Discharge To Water-Stressed Areas



Water Discharge To Non-Water-Stressed Areas



Notes:

- *To identify water-related impacts, every year, PSA uses the WRI Aqueduct Water Risk Atlas Tool to determine water-stressed areas. The latest was conducted in February 2025. Water-stressed areas are areas where the ratio of total annual water withdrawal to total available annual renewable water supply (i.e. baseline water stress) is high (40-80%) or extremely high (>80%), based on recommendations by GRI Standards 303: Water and Effluents 2018.*
- *Water discharge volumes and discharge destinations are metrics collected across PSA's operations from 2024.*

SOCIAL

IN THIS SECTION

- People Development
- Occupational Health and Safety
- Employee Diversity and Inclusion
- Labour Relations and Worker Wellbeing
- Community Relations

PEOPLE DEVELOPMENT

We believe that we win when our people win, which is why "Focused on People" is one of our core values. We seek to equip our people with the right skills and promote a culture that energises them to excel and support one another — enabling PSA to maintain world class standards and continue to be a great place to work.

WHY IT IS IMPORTANT

At PSA, we recognise the importance of an agile workforce in meeting the evolving needs of our business. That is why we prioritise investing in our employees' learning and development, ensuring they are equipped with the skills to thrive. By fostering a positive and supportive workplace culture, we empower our employees to discover purpose and passion in their roles. This approach not only enhances engagement and wellbeing but also strengthens our position as an employer of choice. It enables us to attract and retain a diverse, global talent pool with unique skills and perspectives to drive our business forward.

OUR APPROACH

EQUIPPING OUR WORKFORCE FOR THE FUTURE

PSA's People Strategy Framework focuses on the key elements of Acquire, Develop, Integrate, and Engage. This holistic approach manages the entire employee career lifecycle holistically while aligning with business objectives and maintaining relevance in a dynamic environment.

Through consistent and targeted initiatives, the framework enhances our position as an employer of choice, equipping employees with the tools to thrive through growth, creativity, agility, and resilience.

ONE OF THE WORLD'S BEST COMPANIES

PSA is proud to have been recognised as one of TIME's "World's Best Companies 2024". This accolade affirms our commitment to fostering a great workplace.

FOSTERING A CULTURE THAT INSPIRES GROWTH

A strong workplace culture is the foundation for effective people development and growth. PSA has cultivated a workplace culture built on the FISH!* philosophy, which is anchored in the FISH! Principles of "Choose Your Attitude", "Be There", "Make Their Day" and "Play". These guiding values foster a supportive work environment where employees can collaborate and thrive.

Building on this foundation, PSA has integrated our home-grown FISH+ Principles of "Stretch", "Support", "Self-Discipline", and "Trust". These principles encourage behaviours key to professional growth and elevate the standard of excellence for organisational success. Throughout the year, employees actively participate in various FISH-related initiatives such as campaigns, workshops and contests. Through the FISHapp, or FISH 365 on office email, employees are encouraged to express appreciation to colleagues who exemplify FISH principles. This culminates in the Alongside FISH Honour awards, celebrating top role models with the most FISH acknowledgments.

PSA also offers several signature programs targeting different areas of personal and professional development. These include:

- LeaderFish+ for leadership development;
- Jellyfish for change management;
- Catfish for innovation;
- Greenfish for sustainability;
- Swordfish for cybersecurity;
- Razorfish for data intelligence;
- Kingfisher for presentation skills;
- Fish Recharge and FishBall for mental wellness;
- Anglerfish for recruitment best practices; and
- Rabbitfish for facilitation skills.

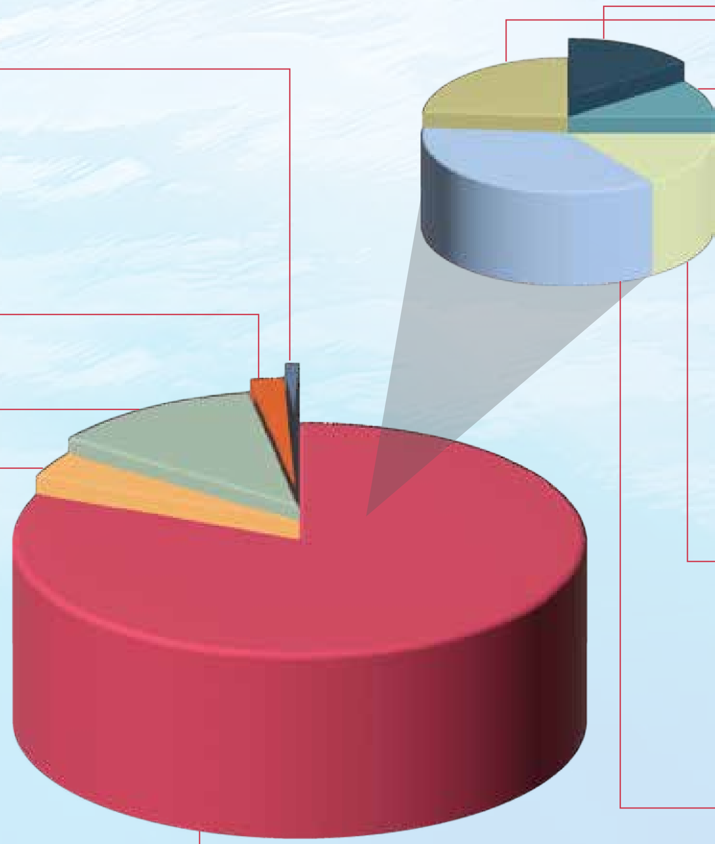
THE FISH ECOSYSTEM

* *FISH! is a trademark or service mark of ChartHouse Learning. For further information on the world-famous Pike Place Fish Market and the FISH! Philosophy, please go to https://fishphilosophy.com/fish-philosophy-story/*

OUR WORKFORCE PROFILE

In 2024, PSA's global workforce comprised approximately 58,000 employees, which included 13,000 contractors. The majority of employees are directly employed by PSA, working as frontline or in permanent office roles. Contractors mainly support key port operations like prime mover driving, lashing, and overseeing wharf activities during peak times.

BREAKDOWN OF EMPLOYEES BY REGIONS / BUSINESS UNITS



PSA CORPORATE CENTRE

500

Permanent: 100%

CRIMSONLOGIC

1,200

Permanent: 98%
Temporary: 2%

PSA BDP

7,000

Permanent: 100%

PSA MARINE

2,200

Permanent: 99%
Temporary: 1%

PORTS

47,100

MIDDLE EAST SOUTH ASIA REGION (MESA)

7,000

Permanent: 99%
Temporary: 1%

AMERICAS REGION (AMERICAS)

4,900

Permanent: 75%
Temporary: 25%

NORTHEAST ASIA REGION (NEA)

7,200

Permanent: 100%

SOUTHEAST ASIA REGION (SEA)

17,000

Permanent: 100%

EUROPE & MEDITERRANEAN REGION (EUROMED)

11,000

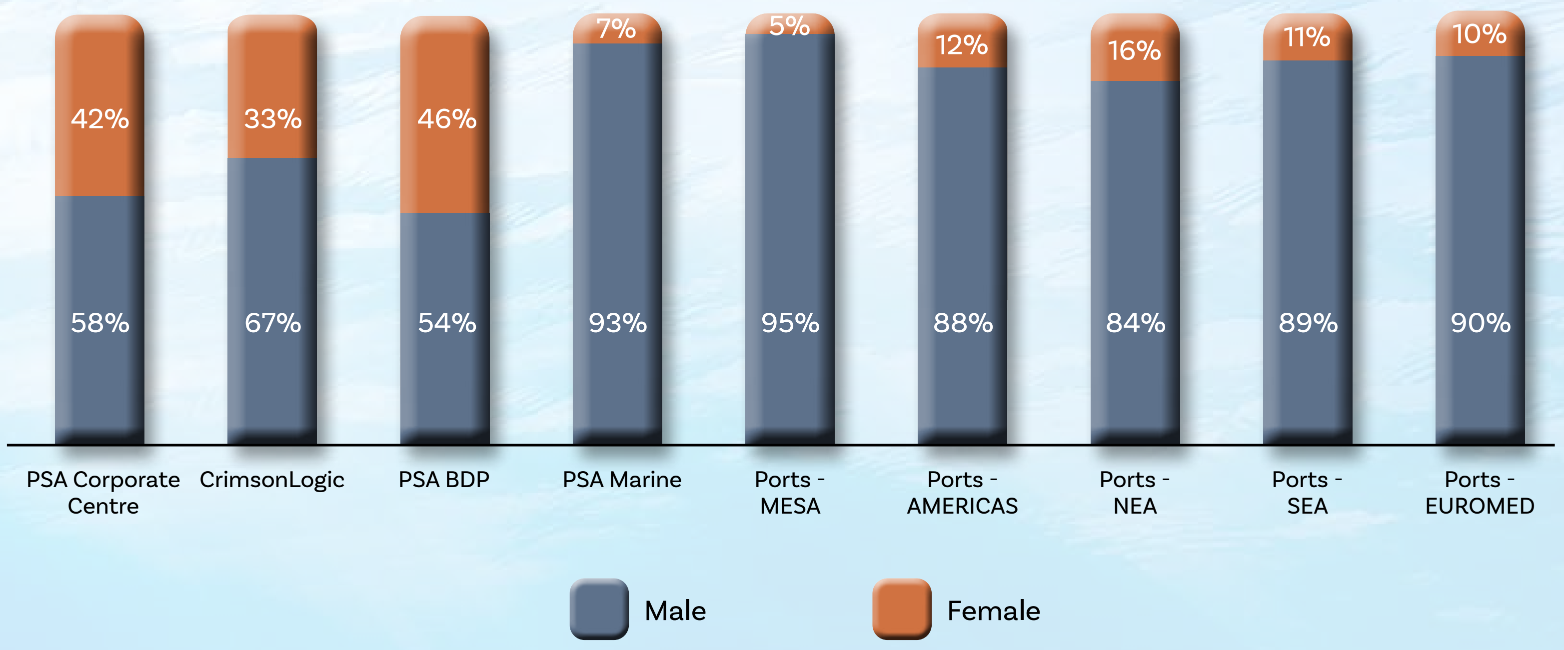
Permanent: 93%
Temporary: 7%

TOTAL EMPLOYEES

58,000

Notes: The numbers represent headcount at the end of the reporting period, 31 December 2024. There have been no significant fluctuations in the total number of employees and contractors between our last reporting period and this reporting period.

Gender Breakdown Within Each Region / Business Unit (BU)



RECRUITING AND RETAINING OUR EMPLOYEES

PSA seeks to attract top talent from diverse backgrounds through fair and inclusive recruitment practices. To facilitate this, we have developed a global recruitment best practices course (Anglerfish) for our business units, enabling them to adopt best-in-class practices in their recruitment strategies. Business units also tailor recruitment practices to local cultures and regulations including partnering with local universities, hosting career events, and offering scholarships and talent programs.

NEW HIRES IN 2024	AGE GROUP						GENDER			
	Under 30 years old		30-50 years old		Over 50 years old		Male		Female	
REGION/BU	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate
PSA Corporate Centre	11	2%	31	6%	7	1%	32	6%	17	3%
Ports – SEA	1,149	9%	555	4%	32	0%	1,476	12%	260	2%
Ports – EUROMED	254	3%	375	4%	59	1%	571	6%	117	1%
Ports – MESA	277	7%	236	6%	26	1%	389	10%	150	4%
Ports – AMERICAS	457	12%	414	11%	15	0%	839	23%	47	1%
Ports – NEA	83	2%	50	1%	22	1%	115	3%	40	1%
PSA Marine	131	6%	164	8%	37	2%	306	14%	26	1%
CrimsonLogic	50	5%	41	4%	2	0%	59	5%	34	3%
PSA BDP	959	14%	746	11%	94	1%	1,158	17%	641	10%

Note: This only includes direct hires.

TURNOVER IN 2024	AGE GROUP						GENDER			
	Under 30 years old		30-50 years old		Over 50 years old		Male		Female	
REGION/BU	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate
PSA Corporate Centre	9	2%	25	5%	17	3%	35	7%	16	3%
Ports – SEA	448	4%	641	5%	198	2%	1,119	9%	168	1%
Ports – EUROMED	169	2%	379	4%	157	2%	602	6%	103	1%
Ports – MESA	198	3%	302	5%	46	1%	421	7%	125	2%
Ports – AMERICAS	158	4%	323	9%	51	1%	504	14%	28	1%
Ports – NEA	38	1%	76	2%	87	2%	151	4%	50	1%
PSA Marine	87	4%	152	7%	51	2%	265	13%	25	1%
CrimsonLogic	50	5%	110	10%	22	2%	133	12%	49	4%
PSA BDP	753	11%	864	13%	170	3%	1,159	17%	628	9%

Note: This only includes direct hires.

PSA University (PSAU) leads initiatives to strengthen workforce capabilities, agility and resilience through continuous learning and development. These trainings are offered through different modalities including structured classroom sessions, self-directed learning, mentoring and cross-functional assignments, to address the diverse needs of our global employees.

To uphold training standards and quality, the PSA Group Learning Governance Policy sets guidelines for the use of all learning content within the organisation, with an emphasis on regular reviews for continued relevance and quality. PSAU also collaborates closely with stakeholders to evaluate training requirements and ensure that initiatives are in line with our business and operational objectives. This process includes consultations with the PSAU Council and business leaders, gathering feedback through post-training forms and working in close collaboration with global training coordinators and representatives.

Throughout 2024, PSAU continuously developed and offered training on leadership, sustainability, data and technology, and supply chain topics to keep employees updated on industry trends and organisational initiatives. Notable initiatives include the Global Data Symposium, the Swordfish Booster — a Phishing e-learning program and the Ignite Innovation workshop. In 2024, PSA University's Digital Skills Academy also launched a series of AI learning programs to deepen understanding and application of AI technology, enhancing productivity and performance while promoting its responsible use. PSAU also offers port automation technology training and cybersecurity expertise through collaborations with institutions like the Singapore Institute of Technology (SIT) and the Institute of Technical Education (ITE). PSAU also advances the global sustainability education with the "Greenfish III — Sustainability Regulations, Standards and Data" e-learning, highlighting the importance of data in achieving emission targets and goals.

Additionally, PSAU's efforts to promote a learning culture across the organisation are highlighted by events such as the biennial Global Learning Carnival, which offers a variety of learning activities and has garnered significant participation. These initiatives collectively aim to spark curiosity and interest in self-development, expand capabilities, deepen competencies, and upscale capacities, ensuring that PSA's global workforce is well-equipped to meet the demands of the rapidly evolving world.

First launched in 2020, "The Code Refresher" e-learning program was relaunched in 2023 to ensure employees remain well-versed in The Code and PSA's ethical conduct policies. As of end 2024, 82% of employees have undergone the training program, exceeding our target of 80%.

PSA has also set a target to achieve an average of 16 training hours per employee annually*, and we are heartened to have achieved an average of 34 training hours per employee through our comprehensive learning and development initiatives.

** This target covers employees in PSA and its subsidiaries.*

AVERAGE NUMBER OF TRAINING HOURS FOR PSA EMPLOYEES IN 2024^

APPOINTMENT TYPE		GENDER	
EXECUTIVE	NON-EXECUTIVE	FEMALE	MALE
30	34	32	33

^ *Above figures cover all employees from PSA's entities.*

GROOMING GLOBAL TALENTS FOR A WORLD-CLASS WORKFORCE

PSA consistently works to enhance our career development process, ensuring that it supports our employees' varied aspirations and exposes our workforce to diverse skills and experiences. Our programs are designed to align talent with PSA's strategic goals, while fostering cross-functional perspectives and enhancing our employees' global networks.

Short-Term International Development Experience (STRIDE) Program

We identify high-potential leaders and offer them international exposure and business insights through the PSA Short-Term International Development Experience (STRIDE) Program. This initiative broadens their skills by providing diverse experiences across geographies, functions, and cultures. Participant development and growth are accelerated by mentored assignments, delivered in both physical and hybrid formats. Since its launch in 2014, STRIDE has supported over 100 participants.

PSA Horizons Development (PHD) Program

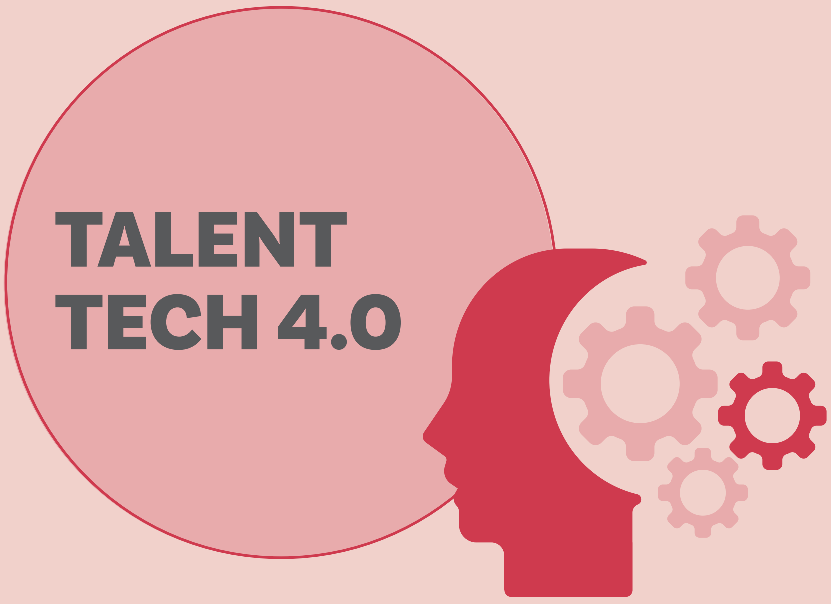
The PSA Horizons Development (PHD) Program is a key initiative that emphasises leadership development. Developed collaboratively by Group Human Resource and PSAU, it serves as the foundation for executive training. The program includes meticulously designed content across various functions and regions, aimed at broadening participants' business acumen. It consists of two parts: a hybrid self-directed phase and an in-person segment at the Singapore headquarters, where participants connect with senior leaders, subject matter experts, and peers to exchange insights.

Global Management Associate Program (GMAP)

To broaden our pipeline of young talent, we continuously engage individuals from diverse backgrounds and nationalities through our Global Management Associate Program (GMAP), a two-year structured initiative that offers accelerated career development. This program nurtures individuals with a passion for excellence, innovation, and sustainability, broadening their perspectives, deepening their professional expertise, and preparing them to become the next generation of global leaders.

LEVERAGING TECHNOLOGY TO SUPPORT SELF-DIRECTED AND PERSONALISED LEARNING

PSA has implemented Talent-Tech 4.0, a platform which enables employees to take charge of their professional and personal development. Leveraging AI and machine learning, it is a marketplace where staff can seek collaboration and mentorship opportunities aligned with their development goals, while also inviting others to participate in their mini projects for their development. This initiative facilitates peer connections and harnesses diversity within PSA by contributing to the richness of opportunities and interdisciplinary dialogue. Additionally, Talent-Tech 4.0 provides access to the Udemy Business course library, offering automated learning recommendations tailored to employees' career goals and aspirations.



GLOBAL EMPLOYEE OPINION POLL (EOP) AS AN IMPORTANT CHANNEL FOR FEEDBACK

PSA conducts a global Employee Opinion Poll (EOP) every three years to gather employee feedback and pinpoint areas for improvement.

The latest EOP, held in 2023, collected insights from over 23,000 employees across 26 business units and achieved a participation rate of 95%, surpassing the target of 75%. Results indicated high levels of overall employee satisfaction, strong leadership, a global commitment to excellence and a dynamic culture of innovation within PSA. The FISH culture ranked among the top initiatives, highlighting the significance of FISH in creating a positive working environment.

REGULAR PERFORMANCE FEEDBACK

We recognise the importance of acknowledging our employees' performance and understanding their future development needs. Regular reviews are essential in creating a culture of accountability and excellence, while promoting a sense of ownership of career development among our employees.

All employees undergo regular performance reviews to assess their annual progress and achievements. These evaluations cover performance incentives, promotion prospects, salary adjustments and development needs. Employees and management use a feedback tool, RED360, to engage in direct, open discussions about job satisfaction and career goals.

PSA also embeds a sustainability mindset throughout the Group by connecting performance reviews to sustainability outcomes. This not only promotes accountability for sustainability initiatives but also empowers employees to initiate sustainability efforts in their daily work. During the annual performance management cycle, employees assess their contributions to sustainability and establish actionable goals for the following year. At the corporate level, we define and track specific key performance indicators for sustainability, which are integrated into the annual performance-related compensation framework.

OCCUPATIONAL HEALTH AND SAFETY

Our people play a critical role in maintaining PSA's smooth operations and upholding the success of our business. It is our responsibility to safeguard their wellbeing and ensure that every employee can perform their duties safely each day.

WHY IT IS IMPORTANT

A safe workplace – both physically and mentally – is a fundamental human right. At PSA, we prioritise health and safety and strive to create an environment where employees can concentrate on their daily tasks. This is important because when our employees feel supported and have greater morale, we see stronger performance which creates a positive ripple effect across the business.

OUR APPROACH

Port operations regularly involve handling heavy machinery and cargo. Such activities may pose heightened risks for exposed employees. To mitigate the risks and ensure the wellbeing of our workforce, PSA has a comprehensive health, safety and security framework in place. This involves consistently monitoring and addressing workplace hazards and risk, facilitating incident reporting, as well as gathering employee feedback to identify and address potential gaps. Safety training for various job functions is also conducted. Through these efforts, we build a culture of safety awareness within our workplaces. To learn about how we promote worker health beyond providing a safe working environment, refer to the section on Labour Relations and Worker Wellbeing.

A COMPREHENSIVE FRAMEWORK TO SAFEGUARD OUR PEOPLE

The Group's Health, Safety, Security and Sustainability Policy (HSSS Policy) covers all PSA Group employees and contractors. This policy is communicated to all employees, contractors and visitors. To ensure that the HSSS Policy remains top of mind, all business units are required to prominently display the policy within their premises to ensure ongoing reminders.

PSA GROUP HEALTH, SAFETY, SECURITY AND SUSTAINABILITY (HSSS) POLICY

At the heart of PSA lies a strong, unwavering commitment to provide our people with a safe, secure and healthy workplace, and to promote sustainable development in the communities we operate in. As an industry leader, we will continually upgrade our HSSS practices and performance to be an exemplary corporate partner on HSSS matters.

HEALTH, SAFETY AND SECURITY MANAGEMENT SYSTEM

Aligned with the PSA Group HSSS Policy, the PSA Group Health, Safety and Security Management System (HSS MS) defines our occupational health and safety standards in alignment with the international standard ISO 45001:2018. The HSS MS has been implemented and is enforced across PSA's global operations. All employees and contractors who work in comparatively higher risk environments, such as terminal and warehousing operations, are covered either by a HSS MS that is aligned with the PSA Group HSS MS or ISO 45001:2018 standard, or the local regulatory standards that the business unit is in compliance with. The remaining employees and contractors who work in low-risk business units, such as office-based environments, form an estimated 5% of the Group's overall workforce and are covered by the HSSS Policy. Appropriate control measures and feedback channels have also been established to safeguard the health and safety of these workers.

To test the relevance and effectiveness of the Group-wide HSS MS and its rollout processes, PSA has commissioned independent third-party audits to assess the system's relevance and alignment with the international standards such as ISO 45001:2018.

Following rigorous reviews, the HSS MS was certified as fit for purpose and well-aligned to ISO 45001:2018. The system's rollout processes to the business units were also audited and deemed robust, with continuous improvements identified and presented to the Board for further direction. Implementation of the HSS MS is mandatory for all business units engaged in potentially hazardous or high-risk activities. Each business unit has a dedicated governance structure to oversee HSS MS implementation, with relevant groups monitoring and improving health and safety practices and performance. The Group Health, Safety and Security (GHSS) department conducts regular audits to ensure compliance with HSS MS requirements. Following these audits, business units receive reports and are given a six-month timeframe to address identified gaps. To enhance the audit process, the audit framework was refined in 2023, prioritising terminals based on their safety risk profiles. This enables a more systematic and timely approach to safety performance reviews.

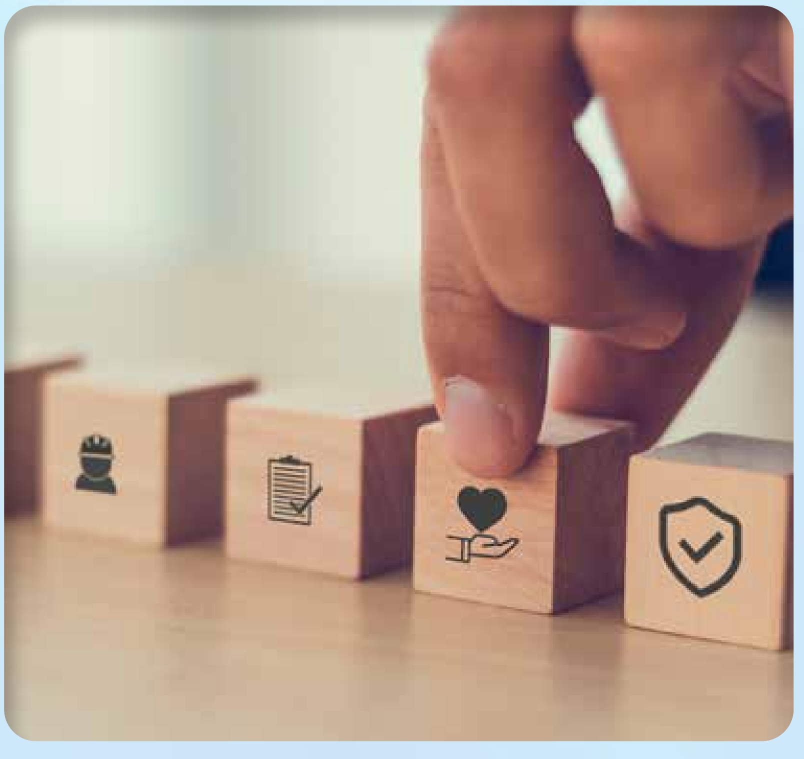
Key safety performance data is reported monthly to PSA's Group CEO. The Group CEO also personally reviews all significant incidents – safety incidents resulting in fatalities or permanent disabilities – exemplifying PSA's unwavering stance on upholding employees' safety and wellbeing.

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9

UPHOLDING SAFETY STANDARDS OF OUR SUPPLIERS AND CONTRACTORS

PSA prioritises the health and safety of all individuals working on our premises, which include our employees, suppliers and contractors. During the bidding process, contractors' safety performance and risk management capabilities are rigorously evaluated by PSA. Upon the awarding of a contract by PSA, contractors are required to assess and mitigate identified health, safety, and security risks and provide their employees with the necessary training. Contractors must also participate in induction programs focused on health and safety prior to commencing work with PSA.

PSA conducts ongoing monitoring and assessment of contractors' HSS performance to maintain high safety standards. This comprehensive approach seeks to ensure a safe and secure work environment for all individuals on our premises.



HAZARD IDENTIFICATION AND RISK ASSESSMENT

PSA adheres to the precautionary principle and rigorously assesses health and safety risks to ensure full compliance with safety standards. As we believe that effective hazard identification and risk assessment are fundamental to workplace risk management, business units are required to identify location-specific hazards and risks associated with their operations in line with the HSS MS.

To mitigate these risks, we employ the Hazards & Effects Management Process (HEMP). HEMP is also utilised in response to safety incidents or significant changes in local regulations or business unit operations. This comprehensive approach ensures that hazards are proactively identified and addressed using the hierarchy of controls, thereby minimising risks to employee safety and wellbeing.

Business units conduct regular inspections and reviews of work practices to ensure compliance with health and safety protocols. Cases of non-compliance are promptly addressed through preventive and corrective actions, overseen by designated personnel.

INCIDENT REPORTING AND INVESTIGATION

PSA strives to strengthen the practice of incident reporting. We encourage all personnel, including contractors, to report incidents, unsafe behaviours and hazardous situations through various channels – such as direct reports to managers, safety leaders and online platforms. The Group-wide HSS MS requires business units to set up a structure where workers are able to report concerns without the fear of dismissal, disciplinary action or other such reprisals, cultivating an environment where employees feel empowered to halt work and remove themselves from potentially harmful situations.

All incidents are logged on an online platform, and data tools are utilised to report and monitor safety statistics, such as monthly employee and contractor exposure hours. This enables us to effectively manage and analyse incident data. We have implemented a comprehensive set of leading and process indicators across various areas to track and assess general safety health of our business units. Business units are required to monitor and report on these indicators monthly, enabling timely responses to deviations. In 2024, a global safety risk map was developed to benchmark our business units. Evaluation of business units' exposure to acute and systemic risks are conducted through analysis of their performance against key leading and process indicators, including the frequency of significant incidents. The risk map facilitates the prioritisation and calibration of the intervention actions by the GHSS department, as the team works alongside business units to achieve improvements in safety performance.

When a significant incident occurs, we conduct a thorough investigation and analysis, actively involving safety personnel throughout the process. This involves a preliminary investigation, root cause analysis and a final review meeting, chaired by the Group CEO. The outcome is a set of actionable learning points aimed at enhancing workplace safety protocols. Input from relevant employees and contractors ensures the effectiveness of measures to mitigate future incidents. A notable example is the Group-wide Safe Yard Operations Plan. By consolidating insights and actionable measures for deployment by all business units, this contributed to improved safety practices and a reduced number of prime mover-related safety incidents in 2024.

PROCESS UNDERTAKEN FOR INVESTIGATING INCIDENTS

01 Notification

02 Preliminary Investigation

03 Root Cause Analysis

04 Final Investigation

05 Incident Review Meeting

06 Learning From Incident Process

BUILDING A CULTURE OF SAFETY

A culture of open, two-way communication is fundamental for developing a safe and secure workplace. We disseminate information regarding workplace hazards and safety protocols to our employees through various channels such as daily toolbox briefings, notices, email reminders, safety review meetings and training sessions.

To ensure a comprehensive approach, we also actively solicit feedback from our employees. As primary stakeholders with on-the-ground operational experience, our employees are invaluable contributors to our safety discussions. We provide multiple avenues for both employees and contracted staff to report incidents and offer feedback on health and safety initiatives. This information is then used to inform role assignments, identify training needs and conduct thorough workplace risk assessments.

To further enhance our safety initiatives, we involve employees in safety committees and encourage their active participation in shaping workplace safety measures. These committees comprise representatives from management, employees and labour unions, leveraging diverse perspectives to effectively identify and resolve safety issues, with the business unit head or designated HSS leader taking overall responsibility for decisions affecting HSS management and performance. Through regular meetings, the safety committee members review incidents, ensure compliance with local regulations, and take prompt action based on findings from reports and inspections.

COMMUNICATIONS ON HEALTH AND SAFETY INFORMATION

PSA's annual Safety Week is a cornerstone of our health and safety communication and engagement efforts. This was held from 15 to 21 January 2024, featuring safety messages from our Group CEO and leaders, highlighting the theme of "Valuing Lives". Business units organised various activities, including fire drill procedures, safety education workshops and site inspections.

Throughout the year, we hold global programs such as Understanding Your Culture (UYC), Starfish workplace safety workshops, and the Take 5 self-awareness program to further reinforce safety topics. Additionally, to increase engagement, business units are encouraged to tailor campaigns and key messages to their local context. For instance, PSA Antwerp, MSC PSA European Terminal (MPET) and Antwerp Terminal Services (ATS) conduct the "Tim Tegoei" or "Do It Right" campaign to enhance safety culture through management briefings, driver coaching and other initiatives.

Training on Occupational Health and Safety

PSA offers comprehensive training programs to ensure employees are equipped with the necessary safe work best practices. These include technical skills training for activities such as port driving and handling dangerous cargo, as well as basic first aid and emergency response training. For example, through PSA BDP University, we have implemented a rigorous training program that focuses on the safe handling and compliance protocols for various goods, with a particular emphasis on chemicals.

Worker Participation on Health and Safety

PSA endeavours to safeguard the holistic wellbeing of our workforce. Beyond physical safety, we have initiatives to foster a supportive work environment. Business units play a crucial role in offering educational resources and facilitating open dialogue. Our occupational health services include a manned para-counselling helpline and access to professional assistance through external referrals via the Employee Assistance Program (EAP). These initiatives aim to destigmatise mental health, encouraging employees to prioritise their wellbeing and support their peers. Feedback is collected through PSA's existing health and safety channels.

At PSA Singapore, we conduct physical and mental health talks, fitness sessions, mental wellness workshops, and customised health screening and coaching programs for employees. To further enhance workplace wellbeing, PSA Singapore conducted a comprehensive multilingual survey to gather feedback from over 3,000 employees. The survey, developed in collaboration with a clinical psychologist, aimed to understand employees' needs and create a psychologically safe working environment. Based on the survey results, we have increased peer support, para-counselling resources, and organised more recreational activities to foster stronger workplace connections. Our efforts were recognised at the 2024 WorkWell Leaders Awards, where we received the Wellbeing Innovation Award for our innovative use of data to address mental health in the workplace and render timely and effective support to our employees. Furthermore, we have received recognition for our commitment to mental wellbeing and employee health. This includes Silver Ribbon Mental Health Awards for fostering a mentally friendly workplace and the Singapore Health Awards 2024 Excellence Award for our comprehensive workplace health and wellness programs.

PSA Belgium has established the Committee for Prevention & Protection at Work (CPBW) to address psychosocial factors in the workplace. This committee, comprised of elected employee representatives, aligns with Belgian legal requirements. To monitor employee mental health, PSA Belgium utilises the MyMindScan digital tool. Employees can also access four hours of workplace coaching annually and explore mental wellness resources on the PSA Belgium HR platform.

SAFETY PERFORMANCE AND PROGRESS

In 2024, PSA recorded a total of 165 million hours of work. This figure comprises 86 million hours of work by PSA employees and 79 million hours of work by contractors.

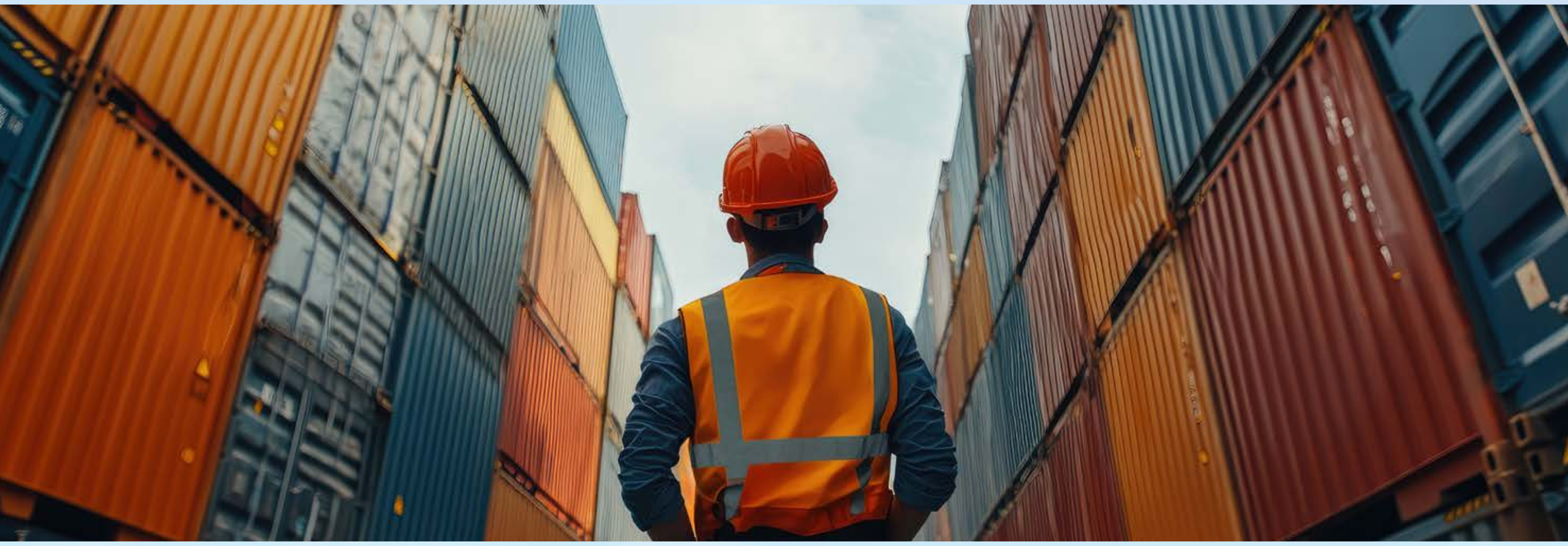
Unfortunately, two significant incidents occurred during the year, both being fatalities of PSA contractors. The fatalities occurred when each contract worker was hit by a reach stacker and a prime mover respectively.

Our Lost-Time Injuries Frequency Rate (LTIFR) in 2024 was 3.38 as compared to 2023's figure of 2.96, due to an increase in reported lost-time injuries.

	FATALITIES		SAFETY INCIDENTS RESULTING IN PERMANENT DISABILITY		RECORDABLE WORK-RELATED INJURIES	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
EMPLOYEES	0	N.A.	0	N.A.	233	2.71
CONTRACTORS	2	0.03	0	N.A.	323	4.11
THIRD-PARTY	0	N.A.	0	N.A.	N.A.	N.A.

Notes:
- *Significant incidents refer to incidents resulting in fatalities or permanent disabilities.*
- *LTIFR is calculated based on the number of fatalities and lost workday case per million hours worked by employees and contractors.*
- *Rate is calculated by No. of incidents/No. of hours worked x [1,000,000]. The definitions of safety incidents and methods of safety data reporting and compilation are based on industry standards and best practices.*
- *Third parties are defined as other organisations, such as independent hauliers, that enter PSA's premises but are not engaged by PSA.*

Any loss of life or injury is unacceptable and painful. PSA is committed to standing by and supporting affected families during this difficult time. To ensure these incidents never happen again, we pay close attention to the contributing factors of the incident and work to eliminate these factors and implement the necessary measures to prevent future occurrences. We will continue to work tirelessly to improve the safety of our workplaces, with the goal to reach zero significant incidents.



EMPLOYEE DIVERSITY AND INCLUSION

Recognising the unique perspectives and talents of each employee has been vital to PSA's continued success. At PSA, we seek to harness the full potential of our diverse workforce, by fostering a culture where all individuals feel valued and empowered to innovate and excel.

WHY IT IS IMPORTANT

As an international port operator and supply chain provider, PSA has terminals and employees stationed in strategic locations around the world. It is crucial that we build a work culture and environment that attracts, retains and engages diverse talents, reflecting the diversity of the communities we serve.

By fostering an inclusive and discrimination-free workplace where diversity of thought is embraced and encouraged, we are better able to tap into the potential of our global workforce with increased collaboration and innovation. This not only drives employee engagement but also enhances our ability to continuously improve our services.

OUR APPROACH

FOSTERING AN INCLUSIVE WORK CULTURE

The governance of our diversity and inclusion policies is led by PSA's Group Human Resource department with relevant functions providing inputs and supporting implementation. PSA's commitment to fostering a safe and conducive work environment is articulated by the policies and principles in The PSA Code of Business Ethics and Conduct (The Code) which all employees must adhere to. This includes a strict zero-tolerance policy towards all forms of discrimination and harassment regardless of race, gender, religion, age, disability, family status, sexual orientation, pregnancy, or any other attribute.

To enforce these standards, we established various mechanisms to maintain a fair workplace and positive working conditions. PSA's internal whistle blowing hotline and mailbox empowers employees to report potential incidents of intimidation, discrimination or harassment in good faith, and without fear of reprisal and victimisation. PSA's Whistle Blowing Unit promptly investigates reported cases and escalates issues as needed. For more information, please refer to section Ethical Business Conduct.

PROMOTING A DIVERSE WORKFORCE

Our global operations depend on PSA's ability to attract talented and capable individuals across the world. To establish ourselves as an employer of choice, we are committed to building a diverse workforce embracing all backgrounds, races, cultures, genders, ages and religions. We apply the principles of meritocracy across the talent management cycle, including hiring and access to opportunities and promotions for our workforce. Leveraging automation and digitalisation, and enabling flexible work arrangements, we seek to reduce potential structural barriers in workforce participation.

EMBRACING AND CELEBRATING DIVERSITY, EQUITY AND INCLUSION (DEI) AT PSA BDP

Since 2020, PSA BDP has made progress in delivering on our commitment to champion diversity, equity, and inclusion. To share our initiatives and achievements, PSA BDP launched the first-ever PSA BDP DEI Report for 2024. The report details PSA BDP's approach to promoting DEI, outlining the following:

- DEI governance structure led by a DEI Board/Steering committee and consisting of DEI regional councils
- DEI strategic plan based on the four-pillar DEI Framework, encompassing Equal Opportunity, Strategic Partnerships, Organisational Awareness and Celebration of Success
- DEI roadmap detailing DEI goals and progress achieved
- Tracking of DEI quantitative metrics, including diversity breakdown across PSA BDP, leadership representation in terms of gender, culture and age, as well as differences in pay across gender

Notably in 2024, PSA BDP launched two key initiatives:

APAC DEI Council: PSA BDP launched the APAC DEI council as the last region to go live. Two members from the APAC council will represent the region in PSA BDP's global steering committee.

Women in Displaced Communities Initiative: In collaboration with Amahoro Collective, PSA BDP launched a women's mentorship initiative focusing on women leaders who have experienced displacement in the African continent. The initiatives aim to partner members of PSA BDP's corporate leadership with leaders of women-owned startups, expanding their networks and providing mentorship. The year-long initiative was launched in June 2024 in Nairobi on World Refugee Day.

GRI 3-3, 405-1

DIVERSITY PROFILE OF OUR WORKFORCE

As of 2024, the PSAI Board consists of 30% female and 70% male, with all members being over 50 years of age.

Employees By Gender In 2024

CATEGORY	MALE (%)	FEMALE (%)
EXECUTIVE	63	37
NON-EXECUTIVE	92	8

Employees By Age Group In 2024

CATEGORY	UNDER 30 YEARS OLD (%)	30-50 YEARS OLD (%)	OVER 50 YEARS OLD (%)
EXECUTIVE	19	65	16
NON-EXECUTIVE	22	61	17

Note: This only includes direct hires.

LABOUR RELATIONS AND WORKER WELLBEING

A holistic approach to employee wellbeing goes beyond safeguarding their physical and mental health; it also involves respecting their labour rights and protecting our employees' interests.

WHY IT IS IMPORTANT

Strengthening labour relations and protecting worker wellbeing is crucial in the ports and supply chain industry, where smooth operations depend on the collective efforts of our global workforce. As an employer of 58,000 employees across various regions, we are acutely aware of the importance of upholding the labour rights of our large workforce and recognising the local challenges they may face. To achieve this, we collaborate closely with our labour unions and frequently solicit feedback from our employees.

OUR APPROACH

COLLABORATING WITH OUR UNIONS

Our commitment and responsibility to uphold workers' rights and safeguard their interests is reflected in the PSA Code of Business Ethics and Conduct (The Code).

PSA recognises the importance of fostering strong partnerships with labour unions, which are essential for promoting open communication, trust and mutual respect among our workforce. We maintain ongoing dialogues with labour unions to gather feedback, with discussion topics ranging from staff benefits, training, health and safety, to job role restructuring and operational changes.

In Singapore, PSA works closely with the Singapore Port Workers Union (SPWU) and the Port Officers' Union (POU) to implement targeted initiatives that promote career development and prepare a future-ready workforce. Regular meetings with PSA senior management are organised to update union leaders on business prospects and future developments, while enhancing the relationship between unions and management.

In Belgium, the trade unions have been vital in advocating for workers' interests and wellbeing. They engage in multiple consultative bodies at both sectoral and company level — including PSA's local business unit — to voice workers' concerns and foster dialogue among partners on issues such as health, safety, wellbeing, training and employment.

When major operational changes are proposed, local Human Resources representatives promptly engage with employees and unions, providing as much advance notice as possible. PSA values constructive feedback from both groups and actively collaborates on solutions to address key concerns. For changes that may significantly impact employees, we adhere to the minimum notice periods outlined in local labour agreements and laws. On a global scale, PSA collaborates with the International Transport Workers' Federation (ITF) to continually enhance our employees' current wellbeing as well as future prospects.

PROMOTING HOLISTIC EMPLOYEE WELLBEING

PSA provides attractive compensation packages that include competitive salaries and benefits tailored to local laws and practices. Most employees are covered under the company's health insurance plan, although coverage may vary by country. Additionally, some business units offer subsidies for medical consultations at designated clinics and health centres.

PSA's commitment to employee care extends beyond basic medical services. We actively promote wellbeing through initiatives that reduce occupational health risks, raise health awareness, support smoking cessation, offer nutrition consultations, and provide gym access. Recognising the importance of mental health, we also consistently organise various initiatives to support our employees' mental wellbeing.

COLLECTIVE BARGAINING AGREEMENTS

At PSA, we uphold our employees' right to freedom of association and collective bargaining. As of 2024, close to 59% of our workforce is protected by collective bargaining agreements that adhere to local regulations and reflect best practices. For employees not covered by these agreements, PSA ensures that their working conditions meet prevailing market standards and align with those established for the majority of our workforce.

GRI 3-3, 2-30, 401-2, 402-1, 403-6

COMMUNITY RELATIONS

Through stakeholder engagement, we establish strong relationships of trust and collaboration with our valued partners. We aim to create long-term value for PSA and surrounding local communities through our engagement initiatives and efforts.

WHY IT IS IMPORTANT

Businesses and communities thrive in collaboration, enhancing each other's success and resilience. At PSA, we're committed to building strong mutually beneficial relationships with the communities in which we operate. Through active community engagement and investment, we help sustain our social license to operate, contribute to community-identified needs, and support the development of meaningful projects in partnership with local organisations and communities.

PSA's Group-level policies provide direction centred around three key pillars: Community Development; Arts, Education, Sports and Culture; and Industry Outreach and Development. Based on these pillars, PSA's individual business units tailor their community engagement approaches and corporate social responsibility (CSR) initiatives to meet the diverse needs of local stakeholders.

Employees are encouraged to actively contribute to causes they are passionate about, and we strongly advocate employee volunteerism and support their dedication and commitment to uplifting communities.

COMMUNITY DEVELOPMENT

We help to address community needs by partnering and/or supporting non-profit organisations and charitable social causes.

ARTS, EDUCATION, SPORTS AND CULTURE

We promote the arts, education, sports and culture in the community through financial and in-kind sponsorship.

INDUSTRY OUTREACH AND DEVELOPMENT

We engage local communities to raise public awareness and the positive image of the ports and logistics industry.

GRI 3-3

PSA SINGAPORE: CHAMPION OF GOOD

In 2024, PSA Singapore was named a "Champion of Good" by the National Volunteer and Philanthropy Centre (NVPC), for exemplary efforts in doing social good within the community. PSA Singapore was also accorded the "Friends of Community Care Award 2024" for the first time by the Agency for Integrated Care (AIC). Both awards highlight PSA's commendable efforts in influencing our stakeholders to create multiple impacts across areas such as people, social and the environment.

PSA Singapore seeks to uphold our strong tradition of uplifting communities and giving back to vulnerable groups through our flagship programs such as PSA Health@Home (H@H) and the Howe Yoon Chong (HYC) PSA scholarships.

For the first time, 2024 saw the H@H team collaborating with five shipping lines – CMA CGM, Hapag Lloyd, HMM, ONE and Yang Ming, to bring over 60 elderly participants from Lions Befrienders (LB) to visit the Singapore River Wonders. The event marked solidarity amongst maritime giants and showcased our common dedication towards giving back to the community.

Together with PSA University, the H@H team launched a caregiver training course with eldercare knowledge and caregiving skills. In addition, a series of lunchtime talks was organised, covering topics including understanding dementia, managing stroke, end-of-life care and caregiver wellness.

PSA Singapore also continued to provide financial assistance to Singaporean students from lower income families through the Howe Yoon Chong PSA scholarship. Scholarships were awarded to 40 students in 2024, bringing the total number of beneficiaries to over 420 since the program was incepted in 2009.

DRIVING CHANGE: CHARITY EVENT SUPPORTING LOCAL DEVELOPMENT

In 2024, PSA business units in Singapore contributed a total SGD 441,000 towards charity golf events. A few of the activities included:

Keppel Club Charity Golf 2024

The event raised more than SGD 1.6 million in support of 17 charities that support a broad spectrum of social and health-related causes, providing essential resources to various vulnerable communities in Singapore.

ONERHT Foundation Charity Golf 2024

Proceeds supported initiatives in Singapore aligned with the Foundation's goals, including education, environmental conservation, sustainability, assistance to disadvantaged groups, and the promotion of arts and sports.

Kidz Horizon Appeal Charity Golf Tournament 2024

Donations help alleviate financial burdens and fund Child Life Therapy at Singapore's KK Women's and Children's Hospital, aiding children's recovery through play-based coping strategies.

SUPPORT FOR COMMUNITIES IN CHINA

In China, Lianyungang-PSA Container Terminal (LPCT) and Fuzhou Container Terminals (FCT) actively supported the community through beach clean-ups and welfare support for local elderly and youth communities. Our business units in Fuzhou contributed towards poverty alleviation by sourcing goods and services from underprivileged regions totalling RMB 500,000 (SGD 100,000), supporting local businesses in the area.

KOREAN TERMINALS CONTRIBUTE TOWARDS MEDICAL CARE

In Northeast Asia, Incheon Container Terminal (ICT) and Pusan Newport International Terminal (PNIT) jointly contributed KRW 13 million (SGD 13,200) to the Korean Association for Children with Leukemia and Cancer (KACLC), marking another year of partnership since 2017 in support of the KACLC's mission.

UPLIFTING THOSE IN NEED

In support of the Saudi Food Bank, Saudi Global Ports (SGP) funded SAR 300,000 (SGD 105,000) for 1,000 food boxes to support orphanages and families in Riyadh and Dammam. Beyond the monetary contributions, SGP colleagues volunteered their effort and time in packing the food boxes. Additionally, SGP donated medical aids and other resources during the Hajj season.

PSA Sines similarly uplifted those in need over in Portugal. The terminal donated 50 solidary hampers to Continuous Care Unit of the local Public Hospital (Hospital do Litoral Alentejano) and EUR 2,000 (SGD 2,800) to the Young Women Shelter (Farol) to specifically support the purchase of female hygiene products.

SUPPORTING FLOOD AFFECTED COMMUNITIES

In Bangladesh, PSA Marine donated 1,050 kilogrammes (kg) of essential dry food items. With support from the Bangladesh Air Force, the supplies were distributed to communities affected by serious floods in 2024.

BALTIC HUB LAUNCHES THIRD EDITION OF BUSOLE DISTRICT GRANT

In August, Baltic Hub in Poland organised the third edition of its Busole District Grant. The grant aims to identify and fund projects that best address the social needs of local residents. Seven projects were selected from 19 applications, with a total of PLN 250,000 (SGD 89,316) awarded for their implementation. The projects focus on children's education, environmental protection, development activities, residents' integration and support for senior citizens.

PSA SINES SUPPORTS SENIORS AND CHILDREN

PSA Sines in Portugal supported the refurbishment of the Sines 'Senior University', an institution that gathers senior citizens aged 65 and over. PSA Sines also contributed towards the purchase of all equipment for a sensorial room, dedicated to diagnosing children with psychosocial disabilities at an early age. Additionally, the terminal donated all stationery required for 150 children from a local pre-school at the beginning of the school year.

SOUP KITCHENS AND COMMUNITY CENTRES IN BUENOS AIRES

In 2024, our colleagues at International Trade Logistics (ITL) continued their ongoing work with nine soup kitchens and community centres across Buenos Aires. ITL provided over USD 245,000 (SGD 333,000) in food donations, totalling 38 tons of food and 98,000 products. ITL employees also donated 10 cubic metres of used clothing and toys, which they then distributed to the community centres for those in need.

MAKING AN IMPACT AT PSA PENN

PSA Penn Terminals (PSA Penn) donated USD 3,000 (SGD 4,000) to the Philabundance Food Bank in Philadelphia providing 6,000 meals to the needy as part of the Moving for Charity Regional Campaign.

In July, a successful Blood Drive was conducted in conjunction with the American Red Cross. In total, 10 litres of blood were collected from PSA Penn staff and partners that could be used to assist 66 patients in nearby hospitals. In return, donors received a health screening. In September, PSA Penn organised a school supply giveaway for students at Eddystone Elementary School.

FUNDRAISING AT PSA HALIFAX AND PANAMA

As part of Canada's Great Cycling Challenge, PSA Halifax employees raised over CAD 3,000 (SGD 2,800) which was matched by the company to fight children's cancer. PSA Halifax also raised CAD 5,000 (SGD 4,700) for the Canadian Cancer Society through its Grand Prix Event at the Kartbahn Racing Track.

In September, 95 PSA Panama staff and family members completed 1,029 kilometres in 24 hours during the Relay for Life event, to sponsor a young cancer patient with a donation of USD 1,750 (SGD 2,400). This contribution was part of the annual initiative organised by the Foundation for Friends of Children with Leukemia and Cancer (FANLYC).

RAISING AWARENESS ON FOOD SUSTAINABILITY

PSA Marine hosted educational hydroponic farm tours for over 72 students with Mild Intellectual Disabilities (MID) at Gerické, PSA Marine's smart hydroponics rooftop farm in Singapore. Over 40 kg of vegetables were also harvested and donated to various non-profit organisations.

Over in Peru, PSA Marine Peru launched the 'Cultívame Talara' hydroponic garden managed by volunteers from Asociación Cristiana Amor con Propósito. A total of 46 kg of lettuce has been harvested and donated to 50 individuals, including vulnerable groups supported by the soup kitchens Luis Romero Agurto, Ayúdame a Ayudar Mother's Club, and Parque 29 del Cono Norte de Talara.

PSA BDP CARES

In 2024, PSA BDP organised more than 55 community outreach programs through its flagship program, PSA BDP Cares. This year, PSA BDP's outreach spanned impactful initiatives like the Brazil Relief Campaign, the North American Soles4Souls Shoe Drive, meal preparation volunteering, electronics recycling drives; and fundraisers supporting community youth centres, animal shelters, and breast cancer awareness. Additionally, there were blood donation drives and care package creation events, among others.

SUPPORTING THE LOCAL ARTS SCENE

PSA seeks to contribute to the preservation, nurturing and growth of the local arts scene by supporting local performing arts groups.

In 2024, we donated SGD 5,000 to the Singapore Chinese Orchestra, to fund performances and promote traditional Chinese music.

PSA also provided a sponsorship of SGD 10,000 to Wild Rice Company, one of Singapore's leading professional not-for-profit theatre companies. The funds went towards the production of over 30 shows and creation of over 800 jobs for freelance arts workers. PSA's contribution was matched by the Tote Board's Enhanced Fundraising Program, to support Wild Rice in developing and showcasing theatrical talent for audiences locally and abroad.

PSA Sines donated EUR 3,000 (SGD 4,200) to 'Ajagato', a local theatre association that brings professional plays to the most isolated parts of Portugal.

MOVING FOR CHARITY

In June 2024, PSA EuroMed and PSA Americas organised the fourth edition of Moving for Charity, the regions' annual fundraising initiative. Themed 'Every Minute Counts', participants sought to contribute to the goal of achieving 150,000 minutes of sports activity. A total of 170 teams with up to six members each, participated in swimming, running, biking and other exercises over a two-week period. Participants clocked an impressive 378,225 minutes, translating to almost 263 days, and sporting a 36% improvement over 2023 results. Approximately EUR 30,000 (SGD 44,000) was raised, which was donated to a wide range of charities to support children and families in need.

EMPOWERING STUDENTS AND COMMUNITIES THROUGH EDUCATION AND SPORTS

In Argentina, ITL hosted a special celebration at the Renunciamiento (Renu) Community Centre in Buenos Aires. A pool party was organised for 250 children, in conjunction with an awards ceremony for Renu youth teams under the Argentinian Amateur Soccer Federation of Avellaneda (FADI). The youths received participation trophies as encouragement to progress towards their goals.

In addition, ITL coordinated with community centres to donate and distribute 500 backpacks filled with school supplies to underprivileged children from five public schools in the vicinity of Exolgan Terminal.

Separately, the company donated seeds, fertilisers and essential materials to maintain the San Telmo Football Club's pitch.

SPONSORING YOUTH IN SPORTS

PSA Italy sponsored EUR 10,000 (SGD 14,000) to the Stars in Sports Association (Stelle Nello Sport) in the Ligurian region to support the culture and values of sport.

Venice Container Terminal also sponsored EUR 10,000 (SGD 14,000) towards the S.S.P. Reyer Venezia Mestre basketball team, supporting the organisation's summer camps for children between the ages of 8 and 12.

BURSARY AWARD FOR STUDENTS IN DALIAN

PSA China established a new bursary award at Dalian Maritime University to support talented students pursuing careers within the industry. The PSA Bursary is bond-free and provides financial assistance to deserving students, enabling them to focus on their studies and professional development.

CELEBRATING ACADEMIC EXCELLENCE AT PSA MUMBAI

In 2024, PSA Mumbai hosted an event attended by 425 students from three nearby schools, to honour the academic achievements of our employees' children and other students. The Felicitation Ceremony and Career Counselling Program celebrated the success of 18 outstanding students, encouraging them towards continued academic success.

PSA HALIFAX HOSTS "ONE PORT CITY DAY"

In June 2024, PSA Halifax hosted the annual One Port City Day community event in co-partnership with the Port of Halifax. The day-long event gave the Halifax community an opportunity to learn about the port and better appreciate the vital role the terminal plays in delivering everyday essential goods to households.

MIP'S TRACTOR OPERATOR TRAINING PROGRAM

At the 2024 Human Capital Management (HCM) Excellence Awards, Mersin International Port (MIP) received the Gold Award in the Best Extended Corporate Learning category for its Terminal Tractor Operator Training Program. In this 30-hour program, 34 young women who were Neither in Education nor in Employment (NEETs) learned to operate a tractor, to help them integrate into the industry and develop their professional skills.

COMMUNITY ENGAGEMENT AND TRAINING AT SPIA AND ASHCROFT TERMINAL

Sociedad Puerto Industrial Aguadulce (SPIA) in Colombia, started a new volunteering program in 2024, in which each department organised activities to enhance the knowledge, wellbeing and culture of communities around the terminal. Activities included the sharing of business development tips and tricks by the Finance Department; cybersecurity training for teachers and students by the IT department; and an educational session on emotional awareness, conducted by the HR Department for employees' children.

Ashcroft Terminal in Canada organised a safe boating campaign at a local school, where kindergarten to grade 3 students participated in a colouring contest that emphasised safe boating practices. The campaign held particular significance due to a major river running through town. Terminal staff selected one winner from each grade, awarding them a two-person inflatable boat and a lifejacket as prizes.

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

OPTIMISATION OF GLOBAL SUPPLY CHAINS

Beyond transforming our internal operations, influencing global supply chains is where PSA can drive significant and sustainable impact. "Node to Network" (N2N) encapsulates PSA's strategy to connect key port ecosystems to form coordinated networks, achieving greater interconnectedness and global connectivity. By enhancing operational efficiency and leveraging digital linkages, PSA aims to not only boost service levels, increase operational performance and deliver value to our stakeholders, but also reinforce our commitment to sustainability and innovation to create a sustainable network effect across PSA's value chain.

WHY IT IS IMPORTANT

As a facilitator of international trade working with a complex network of partners, a significant portion of PSA's emissions arises from our value chain. By leveraging our position and working collaboratively, PSA aims to serve as a catalyst for systemic change within the global trade ecosystem. This can be achieved through enhancing our global network of nodes (ports) to deliver transformational, sustainable and efficient supply chain solutions for our partners and customers, in line with our N2N strategy and PSA's position as a leading port ecosystem operator.

OUR APPROACH

Our approach is to develop and co-create strategic synergies across port and port adjacent nodes towards more integrated, transparent and sustainable supply chains. This would entail linking up and synchronising individual terminals and ports into seamless global networks, creating network efficiencies and reducing emissions.

PSA is also expanding our suite of digital applications and capabilities to enhance processes and operations. This includes applications on the wharf and yard activities which will provide greater value to our customers and at the same time improve the asset utilisation of our terminals.

In addition, a unique value driver for PSA is the expansion of our intermodal transport offerings through optimised routing over air, ocean, road and rail. By going beyond ports to inland connectivity and offering progressively integrated end-to-end solutions, PSA empowers our partners with choices to save costs and realise our shared vision of creating more resilient and greener supply chains.

In support of the clean energy transition, PSA continues to collaborate with like-minded partners on green corridors, bringing us closer to our vision of developing energy hubs of the future. These identified hubs will support our N2N strategy and provide sustainable solutions in the areas of energy management, energy storage and integration of renewable energy.

GRI 3-3

As of end 2024, PSA has met our target to implement 10 projects that provide sustainable logistics and transport solutions, impacting at least 3,000 TEUs of cargo volume per project and more than 470,000 TEUs in total.

Optimisation of global supply chains remains a clear strategy and opportunity for PSA, an overarching ambition across all our business decisions and global operations. More than ever, we are shaping supply chains and enhancing levels of efficiency, resiliency and sustainability at our port and port adjacent nodes, for our customers and partners.

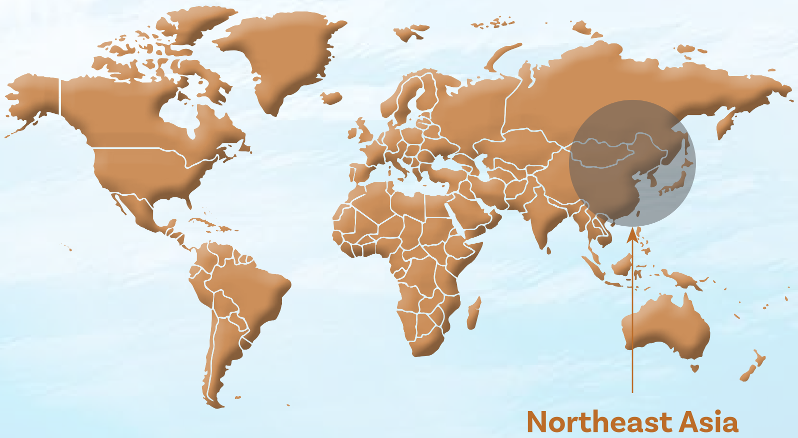
By 2030, we aim to transport at least 10 million TEUs of cargo through sustainable transportation services and terminal operations enabled by digital tools. This broader commitment aligns with our N2N strategy to reduce carbon footprint across our global network, delivering carbon savings and operational efficiencies to our customers.

INNOVATING TOWARDS SUSTAINABLE SUPPLY CHAINS AND ENHANCED NODE TO NETWORK EFFICIENCY

Across our global portfolio, we continue to identify, invest in and implement initiatives to build strong networks and advance our positioning as a leading port ecosystem operator.

REGION	INITIATIVES
	Supplementing our OptEVoyage solution, PSA Singapore introduced the concept of "Agreed Berthing Time" (ABT) to our customers in 2024. The introduction of ABT facilitates the planning of vessel arrivals in Singapore for liners, enabling just-in-time at an optimised speed when the berth is available. This not only contributes to bunker savings and reduction of carbon emissions, but also optimises anchorage space and marine resources. PSA Singapore continues to strategically expand our Jurong Island Terminal (JIT), which offers barge sailings that connect beneficial cargo owners (BCOs) on Jurong Island with PSA's main hubs across Singapore. Barging is less labour intensive, does not contribute to road congestion, and generates about 30% less carbon emissions as compared to trucking. Demand for barging has grown steadily in recent years, with JIT volumes recording a year-on-year growth of 19% in 2024, to reach a record-breaking 175,889 twenty-foot equivalent units (TEUs). To support increasing demand, PSA will work in partnership with JTC to expand its services by doubling its annual handling capacity to 300,000 TEUs, and enhancing new Dangerous Goods (DG) handling and cargo transloading facilities. The expansion of JIT will support the transformation of the Jurong Island Ecosystem into a sustainable Energy and Chemicals Park, in line with Singapore's Green Plan 2030. Eastern Sea Laem Chabang Terminal (ESCO) continued to pursue and develop solutions for green transportation. Through a dedicated Green Transport Lane, ESCO utilises Electric Vehicle (EV) trucks for shuttle services between Laem Chabang Port and Lat Krabang Dryport, achieving a first of its kind in Thailand.

REGION	INITIATIVES



Consolidated management across PSA Fuzhou's logistics, digital, and marine arms further strengthened Fuzhou as a strategic connectivity node in the region. Fuzhou Container Terminals (FCT) continued its drive for sustainability and operational efficiency by adding 20 electric prime movers and enhancing direct delivery routes between external depots and the port. Self-developed digital tools, including patented systems for automobile handling and fumigation, further enhanced data insights and streamlined specialised cargo handling.

In a strategic move to facilitate trade along the Middle Corridor, PSA extended its digital and railway capabilities into Kazakhstan. KPMC, a joint venture with Kazakhstan Railways (KTZ), advanced development of this critical trade route, optimising logistics networks and reducing transit times between Asia-Pacific and Europe. Global DTC (GDTC), a joint venture with Pegasus Logistics, streamlined multimodal processes through the Digital Trade Corridor (DTC) platform, connecting key markets that include Kazakhstan, Uzbekistan, Azerbaijan, Georgia, and Türkiye. With the goal of establishing a sustainable Middle Corridor, a Statement of Collaboration (SoC) was established at COP29 where GDTC will work with "Trans-Caspian International Transport Route" (TITR) Association and key stakeholders to facilitate the tracking of overall Greenhouse Gas (GHG) emissions using PSA's OptETracker tool. This will enhance transparency and accountability in emissions reporting along the Middle Corridor.

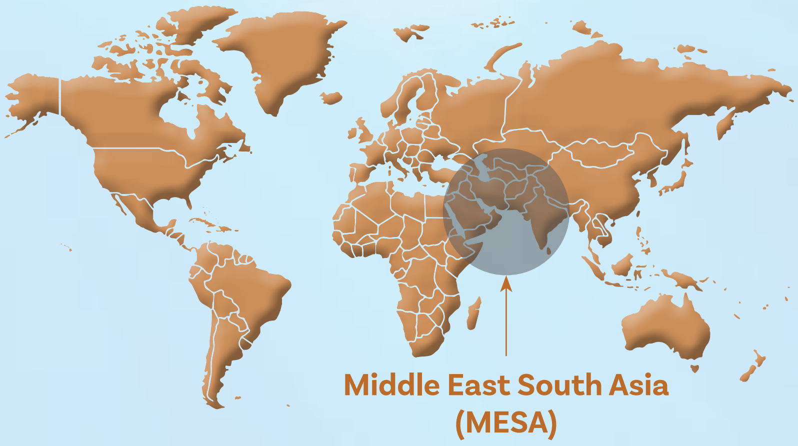
REGION	INITIATIVES

We are heavily investing in facilitating a modal shift from road to rail and enhancing our connectivity to the European hinterland. To this end, we acquired one of Poland's leading intermodal operators – Loconi Intermodal S.A. in 2024. With this strategic move, PSA will be able to tap upon the rail expertise of Loconi Intermodel to support the rail growth of our European container hubs, thereby offering our customers more sustainable options besides road transportation.

In September 2024, we celebrated the opening of Europe's largest inland container terminal Duisburg Gateway Terminal (DGT). When fully completed, DGT will be the largest climate-neutral trimodal terminal with rail and barge connections to the ports in the Rhine delta and onwards rail connectivity to Eastern and Central Europe. The terminal will be hooked-up to an intelligent local energy network, which features local generation and storage of electricity and heat – utilising a blend of renewable and advanced hydrogen technologies, including a photovoltaic system, fuel cell systems and hydrogen engines.

As part of PSA's efforts to reduce PSA BDP customers' emissions by developing end-to-end green corridors, PSA BDP and PSA Antwerp teamed up to test cutting-edge container transport solutions, utilising the innovative electric trucks from Volvo Trucks Belgium & Luxembourg. During the test drives, a mix of inter-terminal transports between PSA Antwerp terminals to and from PSA Zeebrugge were successfully completed, as well as multiple trips to different warehouses in Belgium and Germany.

REGION	INITIATIVES
	In 2024, Ashcroft Terminal completed construction of a new cross-dock facility that significantly increases its capacity, whilst enhancing overall efficiency and sustainability of the supply chain for containers imported and exported through the Port of Vancouver. The shift from road to rail and the consequent reduction in unproductive container trucking will contribute towards the reduction of carbon emissions. The cross-dock facility was also built with sustainability in mind, featuring environmental considerations to reduce the building's overall carbon footprint and the use of geothermal power to provide energy for the building's heating and cooling as well as operation of its electric equipment.

REGION	INITIATIVES
	Extending inland from Saudi Global Ports (SGP), SGP Riyadh achieved new successes in encouraging more sustainable container movements. This was done through the promotion of exports as well as the facilitation of empty containers' re-positioning to Jubail for exports via rail. In 2024, SGP Riyadh reached a historical high of 5,169 TEUs for exports through rail.

INTEGRATION AND COLLABORATION THROUGH INDUSTRY-WIDE COOPERATION

To drive transformative change, collective action with industry partners and global associations is essential. PSA actively seeks to lead and collaborate on projects and dialogues with the international community through relevant forums and associations in the port and logistics industry.

PSA endorses the Global Maritime Forum's commitment to adopt vessel optimisation strategies as a signatory of its ambition statement for collective action. This collective agreement seeks to improve the operational efficiency of vessels and bring operational efficiency to the forefront of the sustainable shipping agenda. Among other collectives, PSA is a founding member of the Global Shipping Business Network (GSBN), SGTraDex and the Global Sustainable Transport Innovation Alliance (GSTIA). GSBN is a not-for-profit organisation that manages a secure and trusted data exchange platform to power global shipping trade. SGTraDex focuses on the adoption of digital solutions and fosters data connectivity within the maritime and logistics ecosystem.

PSA is one of GSTIA's 42 founding members across the land, marine, and air transportation sectors globally, and aims to collaborate closely with industry leaders and policymakers to advance logistics efficiency and sustainable transport solutions.

In 2024, PSA and the National University of Singapore (NUS) jointly announced the launch of the PSA-NUS Supply Chain Living Lab. The PSA-NUS Supply Chain Living Lab will strengthen collaboration between industry and academic expertise to address critical supply chain challenges. It will provide a sandbox to foster the development of community-centric solutions for supply chain optimisation, with a focus on enhancing agility, resilience and sustainability for supply chain operations both regionally and globally.

INNOVATION AND TECHNOLOGY

Innovation is the cornerstone of PSA's success. As a global leader in port operations and supply chain solutions, we leverage technology and innovation to continuously improve our operations. Our leadership team embodies this culture of innovation, propelling our continuous pursuit of excellence and fuelling the spirit of innovation in everything we do.

WHY IT IS IMPORTANT

PSA actively seeks innovative approaches to advance our corporate and business agenda. Our leading position in the ports and logistics industry has afforded us unique and valuable opportunities to spearhead innovative initiatives and foster collaborative actions within and beyond our sector. Our initiatives, from galvanising internal engagement on new ideas, to collaborating with external partners, drive innovative solutions that support our sustainability goals. These efforts also help to reduce and manage risks such as safety concerns, cybersecurity breaches and potential disruptions of our port operations.

OUR APPROACH

INSPIRING INNOVATION FROM WITHIN

PSA strives to foster a vibrant organisational culture that inspires innovation and creativity among our employees. The INNOVISION@PSA framework, launched in 2022, is rooted in the belief that every employee possesses the capacity for innovation. This mindset encourages a culture where our employees "Dare to innovate", "Never stop trying" and "Accept failure as learning". Coupled with our FISH! and FISH+ Principles, these frameworks aim to create a collaborative work environment where our employees feel empowered to take risks to drive breakthroughs.

PSA's innovation strategy is driven by the Innovation for Excellence team at PSA International, further supported by a global network of over 100 innovation catalysts. To assess the effectiveness of our innovation initiatives, we conduct annual INNOVISION@PSA surveys. This survey gauges employee attitudes towards innovation and evaluates the adequacy of leadership support in this area. The survey results also enable business units to benchmark their performance against the global average score. Our latest results demonstrated strong leadership support, which meant that employees felt empowered to experiment with or implement innovative ideas to drive business objectives.

Building on these insights from the INNOVISION@PSA survey, PSA continues to actively promote and steer its innovation journey across the organisation. One such initiative was the Group Innovation Webcast 2024, which brought together employees globally to discuss and showcase how innovation is shaping the future of PSA. Broadcast live from both Singapore and Türkiye, the event featured discussions on PSA's ongoing efforts to foster innovation. Several innovative in-house projects were highlighted, covering areas such as green energy and sustainability, Artificial Intelligence, and cybersecurity incident management. Additionally, PSA senior leaders shared insights on the sources of inspiration that lead to their best ideas and how they mentor staff throughout their innovation journeys.

PSA tracks key metrics to evaluate the effectiveness of our innovation initiatives. These metrics include KHPIA submissions, iCAN participation, PSA Group Innovation Fund deployment, and results from the INNOVISION@PSA survey. We share these insights at the Group Innovation Webcast to keep our employees informed and motivated.

GRI 3-3

NURTURING INNOVATION THROUGH COLLABORATION AND RECOGNITION

iCAN

iCAN, PSA's innovation portal, has been instrumental in cultivating innovation and collaboration. As an online platform, iCAN enables seamless knowledge sharing between business units across the world. Launched in 2016, iCAN has onboarded over 15,000 members and generated more than 700 new ideas in 2024 alone. We recognise the most impactful contributors through annual awards, celebrating those who have made notable progress towards INNOVISION@PSA.

GLOBAL DATA STORY CHALLENGE

The PSA Global Data Story Challenge held its fifth edition in 2024, focusing on the topic of harnessing data and Artificial Intelligence (AI) for positive change. The winning teams presented groundbreaking solutions that enhanced port efficiency, improved cargo visibility and promoted environmental sustainability.

KUA HONG PAK INNOVATION AWARDS (KHPIA)

PSA hosts the Kua Hong Pak Innovation Awards (KHPIA) annually to recognise innovative projects that have been implemented and innovative ideas from employees. Covering six tracks — Supply Chain Solutions, Climate Response, Engineering, Finance, HR and IT, Health and Safety, and Operations — these projects address operational and strategic challenges in port and supply chain management. The projects and ideas, submitted by staff across the global PSA family, are evaluated based on their novelty and positive impact on the business or environment, measured in cost, manpower, or carbon savings. 2024 marked the 12th run of the KHPIA and achieved strong participation: a total of 669 submissions were received from over 50 different business and functional units.

INVESTING IN INNOVATION

Group Innovation Fund

The PSA Group Innovation Fund allocates USD 1 million annually to support innovative solutions and applications across the organisation. This fund has supported impactful projects, such as a fleet management system for autonomous prime movers, an electric prime mover charging scheduler, and a wearable device to detect driver fatigue. The diversity of these projects underscores the breadth and creativity of innovation within the PSA Group.

PSA Ventures

In 2024, PSA unboXed began its transition into PSA Ventures, a dedicated corporate venture capital arm committed to driving innovation across global supply chains and port operations. Building on the innovative groundwork of PSA unboXed, PSA Ventures focuses on fostering transformative solutions that address critical sustainability challenges.

With strategic investments in sustainable supply chain technologies and next-generation energy solutions, PSA Ventures plays a pivotal role in advancing the green energy transition. By nurturing groundbreaking innovations and harnessing PSA's extensive global network, the venture arm empowers the logistics industry to achieve new levels of operational efficiency, environmental responsibility, and long-term resilience.

STREAMLINING OPERATIONS AND ENHANCING SERVICES WITH TECHNOLOGY

Robotic Process Automation (RPA)

PSA's adoption of Robotic Process Automation (RPA) began in 2018. Through dedicated training initiatives and practical application, we have achieved significant results. As of 2024, 706 RPA projects have been successfully implemented cumulatively over the six years, which translates to substantial estimated time savings equivalent to 290 man-years.

To further embed RPA expertise within PSA, we have introduced the Robofish RPA e-learning program, which has been completed by over 3,000 employees globally. Other in-house programs such as IMPACT and RPA Boot Camp have equipped employees with practical RPA skills, enabling them to develop RPA solutions.

PSA BDP's Digital Solutions

Through close collaborations with customers and business partners, PSA BDP continues to design and deploy digital applications that enhance both internal operations and market offerings. By delivering optimised freight and transport routes and improving supply chain processes, this facilitates more agile, responsive and sustainable network operations. Notable achievements include the development of Smart Navigator, a global supply chain visibility platform; and Risk Monitor, an innovative platform that provides timely and verified data on supply chain risks.

In 2024, PSA BDP rolled out the Carbon Dashboard data service for shippers, equipping them with a tool to measure their freight carbon emissions accurately using an industry-leading methodology. This enables them to make more informed decisions that support sustainable shipping.

ETHICAL BUSINESS CONDUCT

Maintaining the highest levels of trust and integrity within our operations and in all our business activities is vital for sustainable growth and is our basic responsibility as a global corporate citizen.

WHY IT IS IMPORTANT

As a leading global port operator and supply chain solutions provider, PSA interacts with diverse stakeholders across our value chain worldwide. Upholding strong business ethics and integrity is fundamental to our reputation as a trusted organisation. By maintaining an uncompromising stance towards bribery, corruption, and fraud, we model the ethical conduct that we expect from PSA's employees and partners. These efforts strengthen global supply chain resilience and protect the interests of our stakeholders.

OUR APPROACH

KEY GROUP POLICIES ON BUSINESS ETHICS

PSA's ethical framework is anchored in our Code of Business Ethics and Conduct (The Code) which is reviewed annually. Reflecting our core principles, the Code provides employees with clear guidance on ethical decision-making and reinforces our zero-tolerance stance on corruption. All policies within The Code are reviewed and endorsed by PSA's Senior Management Council for consistency and adherence across PSA.

OUR COMMITMENT

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

The Code addresses essential areas of our operations, including:
The ethical foundations upon which our business is built, including our Core Values and Business Principles
Respectful workplace culture based on responsibility to one another and teamwork
Ethical behaviour when doing business, including fair and open competition, anti-bribery and corruption, anti-fraud, and anti-money laundering
Prohibition of conflicts of interest
Prohibition of improper behaviour or any conduct that would otherwise bring PSA into disrepute, such as money-lending and illegal possession of drugs
Assurance of a healthy, safe and secure work environment
Respect for the environment and compliance with all local environmental laws
Prohibition of discrimination against employees based on race, gender, religion, age, disability, family status, sexual orientation, pregnancy or any other similar attribute or conditions
Treatment of information and social media
Relationships with stakeholders
Whistleblowing

GRI 3-3, 2-23, 2-24, 2-25, 2-26, 2-27, 205-2

The Code also covers fundamental human rights for our workforce, such as providing a safe working environment and supporting the health and welfare of our people. Respecting our employees' right to equality, PSA strictly upholds a zero-tolerance attitude to discrimination and enshrines these values within The Code. Upholding these principles, PSA BDP has reaffirmed its pledge to the United Nations Global Compact (UNGC) and the Sustainable Development Goals (SDGs) to maintain human rights, labour standards, environmental protection, and anti-corruption.

ETHICAL EXPECTATIONS FOR BUSINESS PARTNERS

PSA extends its commitment to ethics through the Supplier Code of Conduct (SCC) and Customer and Partner Business Principles (CP Principles). The SCC applies to all suppliers, contractors, service providers, and business partners, including their subsidiaries, affiliates, subcontractors, and agents. PSA ensures policies and procedures within the SCC are communicated transparently by incorporating relevant clauses into contracts and making the SCC readily available on our corporate website for all stakeholders.

In 2024, we developed the CP Principles, outlining standards of behaviour expected from customers, business partners, and other third parties. They cover a range of topics including, and not limited to bribery, corruption, anti-money laundering, health and safety, and data privacy. To complement the new CP Principles, The Code and SCC were refreshed to include expanded guidelines on customers and third parties, in addition to their existing focus on employees and suppliers.

Mechanisms for Raising Concerns

PSA's Whistle Blowing policy provides a channel for employees, business partners and others to raise issues of misconduct or non-compliance. We have established a dedicated hotline and email for employees to report concerns without fear of retaliation, and each report will be thoroughly investigated. Serious cases may also be escalated to a Review Panel led by PSA's Group CEO, Group CFO, and Group Head of Human Resource. Should wrongdoing be found, we would implement preventive measures as well as the appropriate disciplinary actions.

For more details, refer to The Code's section on whistleblowing.

Communication and Training

Our Board Members, employees and business partners around the world are kept informed about The Code, the SCC, and the CP Principles.

PSA employees Group-wide are expected to comply with The Code. To facilitate this, new hires are required to understand and acknowledge The Code as part of their onboarding process, while current employees will participate in regular reinforcement of PSA's policies via various internal channels. Updates to The Code are also promptly communicated to staff. Additionally, anti-corruption policies and procedures are shared in Board and Committee meetings.

Training via e-learning — such as through "The Code Refresher" program developed by PSA University and Group HR — is also provided as a supplement to strengthen employees' understanding and help them navigate ethical challenges in various types of situations. 27% of employees have received training on anti-corruption in 2024.

ETHICS AND COMPLIANCE IN BUSINESS OPERATIONS

Upholding Corporate Governance

Effective governance is integral to maintaining transparency and accountability. PSA conducts regular risk reviews throughout the year, addressing violations or non-conformance with laws, regulations, internal policies, and ethical standards. The Audit, Risk and Finance Committee carries out these reviews, meeting at least three times a year to evaluate the effectiveness and adequacy of risk management controls, and procedures. For further information, see Our Approach to Sustainability.

Ensuring Compliance with Laws and Regulations

PSA adheres strictly to local laws, collaborates with authorities and respects cultural and environmental norms. In 2024, there were no significant* instances of non-compliance with laws and regulations.

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

SUSTAINABLE PROCUREMENT

Maximising our impact requires collaboration with ecosystem partners and setting high standards for our supply chain, extending beyond our own operations. By fostering partnerships and encouraging our suppliers to enhance their sustainability practices, we can create a significant positive impact for the community and planet.

WHY IT IS IMPORTANT

As a global organisation with operations worldwide, PSA collaborates with an extensive network of over 10,000 partners and suppliers. These partnerships present a significant opportunity to strategically influence and enhance supply chains. By setting higher standards, we aim to foster more ethical and environmentally responsible practices across our supply chain. PSA endeavours to lead by example, encouraging our procurement partners to integrate ESG considerations into their products and services. Through these efforts, we strive to build a more sustainable and responsible future.

OUR APPROACH

PSA predominantly sources goods and services within the regions of its business units, utilising regional and group procurement if needed. Most expenditures stem from indirect procurement supporting daily operations. Key operational costs include energy (fuel and electricity), manpower (labour, logistics, and services), maintenance (spare parts and services), and consumables (wire-ropes, lubricants, tyres and Personal Protective Equipment). For capital expenditures, the primary categories are port construction (design, dredging and civil works), port equipment (cranes) and IT infrastructure, network, and software development.

PSA SUSTAINABLE PROCUREMENT FRAMEWORK

PSA's sustainable procurement framework, launched in 2022 by Group Procurement, applies a risk-based approach to manage procurement practices across PSA. This framework complements our Sustainability Strategy Framework, reinforcing our ESG commitments when procurement decisions are being made. It sets mandatory requirements for ethics, health and safety, environmental protection and cybersecurity for all suppliers. Additionally, we encourage and empower business units to prioritise ESG aspects according to their specific local conditions and practices. This approach ensures the framework remains adaptable and flexible, enhancing its effectiveness in practical application.

GRI 3-3, 308-1, 414-1

PSA SUSTAINABLE PROCUREMENT FRAMEWORK

Ensuring Responsible Operations
- Practising circular economy*
- Exploring green alternatives*

Protecting Our Workers
- Strengthening contractor HSSE
- Caring for contract and migrant workers

Acting with Integrity
- Raising the bar on ourselves and our suppliers^

Supporting Our Communities
- Supporting local or minority businesses

Keeping Our Operations Safe and Secure
- Strengthening cybersecurity^

* *Focus area.*
^ *Compliance requirement.*
Business units have discretion to prioritise other elements, taking into consideration local stakeholders' needs.

ACTIVELY ENGAGING OUR SUPPLIERS

PSA has implemented a Supplier Code of Conduct (SCC), outlining our business principles and key expectations for suppliers and tenderers. The SCC provides clear guidelines on areas such as anti-corruption, health and safety, cybersecurity and data security, ensuring high standards of sustainable and ethical practices throughout our value chain.

Going beyond, PSA has further established a supply chain sustainability platform to assess the ESG maturity of our suppliers and tenderers. A key feature is a targeted ESG survey covering topics such as compliance, health, safety and environment, labour rights and cybersecurity. Suppliers are also required to report their carbon footprint – covering their Scope 1, 2 and 3 carbon emissions, thereby encouraging our suppliers to engage with their own value chains. For each of the surveyed suppliers, a score is derived from their survey responses and used for benchmarking purposes by Group Procurement. Initially piloted with select key suppliers, the survey is now embedded in major tenders, enabling Group Procurement to evaluate ESG performance alongside technical and commercial criteria. Continuous tracking and benchmarking motivate suppliers to improve and strive for higher sustainability standards.

In addition, PSA incorporates ESG assessments into all building, civil, and construction tenders, ensuring that sustainability criteria are systematically applied across operations. Tenderers are encouraged to propose greener alternatives, such as energy-efficient building designs and the use of sustainable concrete for PSA's consideration. Additionally, stringent cybersecurity requirements are enforced across operational and IT platforms, with a thorough screening process for new suppliers needing IT connectivity or data exchange with PSA.

PSA has also developed an IT Sustainability scorecard for its IT-related tenders, mainly in the areas of software, cloud, hardware and IT services. Both sustainability and cybersecurity dimensions are being evaluated and scored in IT tenders.

Since the second half of 2023, and the full year of 2024, PSA Singapore screened and scored 100% of newly awarded suppliers of major tenders* against environmental and social criteria, engaging 65 local and international partners in 2024. Our global business units such as those in Italy, Portugal, Türkiye and Indonesia have also been screening suppliers in their major tenders. We monitor the percentage of reviewed suppliers that provide significant products and services, such as port equipment, IT and port labour, to our major business units. These efforts align with PSA's goal of collaborating with suppliers who share our vision of upholding ESG principles. This proactive approach ensures that PSA continues to promote sustainability across its supply chain.

* *Major tenders defined as at least SGD 10 million in value.*

UPLIFTING CAPABILITIES AND INCREASING ENGAGEMENT ON ETHICAL AND SUSTAINABLE PROCUREMENT

To continuously upgrade skills and expertise, PSA Singapore's entire procurement team successfully earned the Chartered Institute of Procurement & Supply (CIPS) Ethical Procurement and Supply certificate of achievement. This course complements PSA's integration of the PSA Code of Business Ethics and Conduct (The Code) and the Group's sustainable procurement framework into its operational practices. By offering valuable external insights on ethics, environmental sustainability and labour rights, the certification enhances the Procurement team's ability to evaluate and engage suppliers, with a strong focus on ethical and sustainable procurement.

In November 2024, Group Procurement and the PSA Singapore Procurement team jointly organised the PSA Suppliers Forum – ESG Xchange. This forum, focusing on suppliers and contractors providing labour and logistics services for PSA Singapore's operations, was timely given Singapore's upcoming climate-related disclosure regulations and the increasing emphasis on human rights under the Fair Employment Act. Over 60 leaders from 24 companies attended, sharing their perspectives and expertise on business operations, sustainability and human resources. PSA also presented an overview of the community's progress and readiness, highlighting specific expectations for suppliers lagging in areas such as labour rights policies and Scope 1 and 2 emissions tracking. With the aim of fostering continued improvement, PSA reaffirmed its dedication to supporting its partners' sustainability journeys, with further initiatives planned for 2025 and beyond.

SUSTAINABLE PORT DEVELOPMENT

We integrate sustainability principles into the planning, design and development of our port infrastructure to ensure the climate resilience of our global assets and align with PSA's sustainability ambition.

WHY IT IS IMPORTANT

Our operations play a key role in facilitating global trade and economic development. It is essential that PSA's port infrastructure remains resilient against potential physical risks posed by a changing climate that can cause operational and supply chain disruptions. By putting in place measures for climate mitigation and adaptation, we safeguard the long-term viability of our ports, while achieving more sustainable ways of operations.

OUR APPROACH

As PSA prepares for the future, we go beyond compliance with local regulations and standards by embedding sustainability and environmental considerations into the development and enhancement of our port infrastructure. This approach will be key to reducing emissions, managing climate change risks, and minimising ecological impacts and pollution in our surrounding environment.

PSA is committed to adopting emerging best practices and progressively implementing initiatives that keep us future-ready and at the forefront of innovation. We actively monitor our progress and performance, setting ambitious yet achievable targets, such as increasing the use of sustainable concrete. Furthermore, we collaborate closely with governments and port authorities to develop and implement sustainable and innovative initiatives across our ports.

STEERING SUSTAINABLE INFRASTRUCTURE DEVELOPMENT

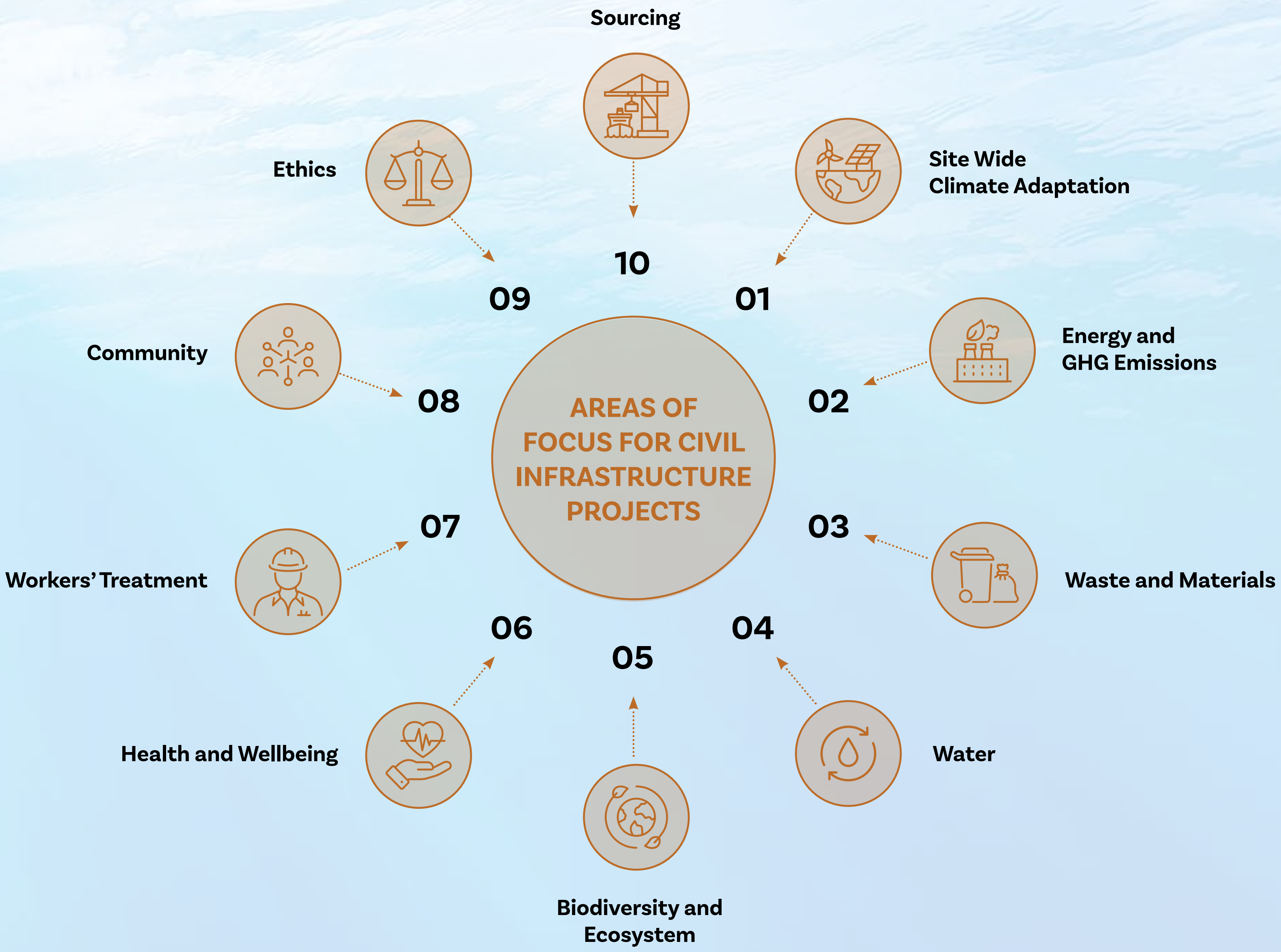
PSA's Civil Infrastructure Sustainability Roadmap provides PSA business units with a framework of requirements and considerations to adhere to when implementing civil infrastructure projects and guides their sustainability programs. It has comprehensive coverage, including the integration of sustainability in the design, construction and management of civil infrastructure, the incorporation of sustainable features in existing and new buildings, use of durable and sustainable concrete, and climate risk assessment and adaptation.

Specifically, the Managing Sustainable Civil Infrastructure Projects Framework, which forms part of the Roadmap, manages sustainability risks in major projects over USD 10 million, to ensure alignment with PSA's sustainability goals and Equator Principles. The Framework guides projects from the planning and design stages through to completion, ensuring that sustainability considerations are integrated throughout the entire process. Based on the Framework, there are ten areas of focus for the construction stage of our civil infrastructure projects.

Tuas Port, for example, is a civil infrastructure project embedding sustainability principles. From the onset, the Maritime & Port Authority of Singapore (MPA), together with PSA Singapore, took measures to minimise environmental damage arising from the Tuas Reclamation,

GRI 3-3

Wharf Construction & Dredging Project by implementing a coral relocation program, and re-using dredged material and excavated earth from other land-based construction projects. Upon its full completion in the 2040s, the mega port will be the world's largest automated container terminal and the nexus of a well-integrated Tuas Ecosystem, supporting the synergistic flow of industrial and supply chain activities. With its automated guided vehicles (AGVs) and electrified automated yard cranes, coupled with smart engineering, power management platforms, and other technologies, Tuas Port will be a game-changer in greening and digitalising port operations.



PSA ANTWERP'S EUROPA TERMINAL RECEIVES AN UPGRADE FOCUSED ON SUSTAINABILITY

In 2022, PSA Antwerp commenced a widescale redevelopment of its Europa terminal to increase capacity, enhance operational efficiency, and prepare for a sustainable future transitioning towards a climate-neutral port. Some of its sustainable features include:

- *Sustainable Design and Construction*
  Throughout the refurbishment of Europa terminal, the project has adhered to responsible construction practices. This includes ecological assessments, the use of recycled concrete to reduce carbon emissions, and the avoidance of SF_6 gas in switchgears where possible. The local community was also engaged to ensure they remained unaffected by construction activities.
- *Electrification and Renewable Energy*
  When completed, Europa terminal would have transformed to a new operating model with the use of new electric Automated Stacking Cranes (ASCs) that will enable the terminal to stack containers more densely, resulting in a significant increase in capacity. With the investment in new electric-powered equipment instead of diesel cranes and straddle carriers, the terminal's carbon footprint is expected to be reduced significantly. To increase the generation of renewable energy, PSA Antwerp is also exploring the installation of Photovoltaic systems on buildings and reefer racks, as well as the setting up of wind turbines.

ADVANCING THE USE OF GREEN CONCRETE TO REDUCE EMBODIED CARBON

Construction is responsible for a significant proportion of global emissions, with cement production being a key contributor due to its energy intensive manufacturing process and byproduct emissions. PSA's recommendations for the use of sustainable concrete require our major civil projects to incorporate a "Sustainable Concrete Plan" to address embodied carbon.

Our current major port development works, including those in Singapore, Mumbai, Türkiye, Saudi Arabia and Antwerp, are using sustainable substitutes such as Ground Granulated Blast Furnace Slag (GGBS) in place of Ordinary Portland Cement at varying replacement ratios. The use of GGBS, when maximised in the concrete mix, can yield carbon emissions reduction of up to 70% compared with using a traditional concrete mix. Additionally, GGBS has been found to enhance concrete durability.

Overall, we have made significant progress in implementing PSA requirements for sustainable concrete, incorporating it into 100% of our major new civil infrastructure projects in 2024. This proactive approach ensures that PSA continues to promote sustainability across its supply chain.

FLEXIBLE GREEN CONCRETE STUDY AT PSA SINGAPORE

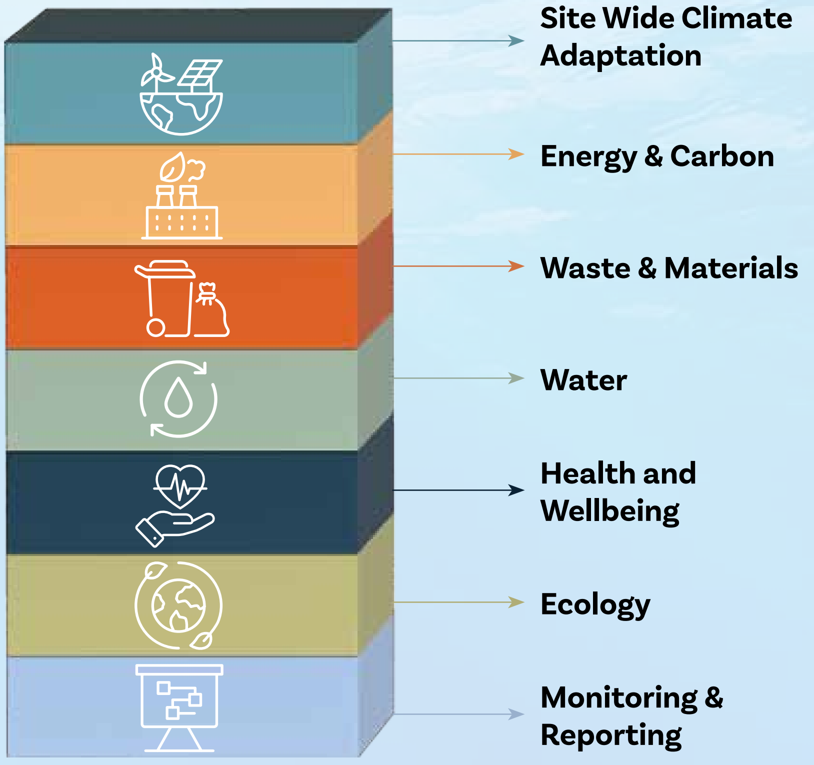
In collaboration with an Institute of Higher Learning, PSA Singapore embarked on a multi-year proof-of-concept (POC) study on the implementation of flexible green concrete, ConFlexPave. With the addition of polymer microfibres, this novel mix allows the concrete to flex rather than break under pressure.

Based on preliminary findings, ConFlexPave has displayed greater strength and increased flexibility, compared to standard concrete; potentially leading to longer expected lifespan and cost savings. Carbon emissions savings are also reaped through reduced thickness of the pavement and the removal of steel reinforcement. The team is currently exploring the use of GGBS in the ConFlexPave mix to improve potential carbon emissions savings.

DESIGNING SUSTAINABLE BUILDINGS

Our approach to sustainable buildings is guided by PSA's building sustainability framework, which provides governing principles and guidelines in addressing the seven key areas of sustainable buildings. This applies to both the development of new buildings and retrofitting of existing buildings. Apart from energy efficiency considerations which reap cost savings, other holistic social factors are integrated as well to ensure buildings are conducive for work and prioritise human health and wellbeing.

7 AREAS OF SUSTAINABLE BUILDINGS



PSA aims to design and construct buildings which are aligned with green building best practices and standards. For example, Tuas Maintenance Base Administrative Building is certified by the Building and Construction Authority (BCA) as a Green Mark Platinum Super Low Energy Building (SLEB). By incorporating four key aspects – passive design features, efficient air-conditioning, integration of Artificial Intelligence (AI) and Internet of Things (IoT) to the building management system and Building Applied Photovoltaic systems, the building uses 58% less energy compared to other similar-sized buildings.

Moving forward, the construction of the PSA Supply Chain Hub @ Tuas (PSCH) is expected to be PSA Singapore's second SLEB. Upon completion by 2027, the building will feature energy-efficient designs, renewable energy sources and sustainable drainage systems. Besides boosting environmentally friendly features, the PSCH will be equipped with cutting-edge technologies such as advanced robotics and automation systems, including the Automated Storage and Retrieval Systems (ASRS) and the Intelligent Warehouse eXchange (iWX), designed to create supply chain synergies and provide customers with enhanced visibility, streamlined processes and the agility needed to adapt to an ever-changing global market.

PORT SECURITY

PSA strives to uphold the safety of the global trade network by implementing stringent port security measures. Our commitment to working closely with the local authorities to prevent illegal transnational activities promotes a safe environment for all stakeholders.

WHY IT IS IMPORTANT

Port security is paramount in the fight against criminal and terrorist activities. Given the critical role of ports in global trade, any security breaches can have far-reaching detrimental consequences. We consistently work to identify and address potential threats, such as drug trafficking, dangerous goods transport, and other illegal activities. By collaborating with relevant authorities, we proactively prevent and swiftly respond to these risks as they arise.

OUR APPROACH

Beyond ensuring regulatory compliance, PSA has implemented multiple layers of safeguards to enhance the security of its operations. To ensure the effectiveness of our security measures, PSA tracks each of our business units' physical security indicators.

UNIFYING OUR APPROACH TOWARDS GLOBAL PORT SECURITY

PSA's port security is managed through the Group Health, Safety and Security Management System (HSS MS). These directives ensure robust governance and strict security measures across all business units.

Each business unit has a Port Facilities Security Plan, aligned with the International Ship and Port Facility Security (ISPS) Code, and tailored to its specific and unique operations. These plans are approved by relevant authorities or Recognised Security Organisation and implemented by specialised security teams. Serving as a repository of security controls, these plans ensure that employees are well-positioned to execute critical port security functions.

In addition, in accordance with HSS MS requirements, business units track and report physical security incidents, including contraband, smuggling, stowaways, theft and unauthorised access. Group HSS closely monitors these indicators during internal reviews. Tracking port security performance through such indicators helps PSA further refine its strategies and improve its responses to future incidents.

COMPREHENSIVE SECURITY TRAINING FOR OUR WORKFORCE

Strengthening our employees' understanding of the importance of port safety and their responsibilities is crucial for maintaining high standards of port security. As such, PSA focuses on enhancing workforce cooperation and competence in this area. Our security management staff receive regular training and updates on the latest security developments. This includes ISPS compliance, counterterrorism, dangerous cargo management, and general security awareness.

To ensure that our employees are able to apply their knowledge in real life situations, PSA also conducts regular port security exercises. These drills help familiarise employees with key procedures, while providing a platform for sharing insights or identifying potential enhancements to our Port Facility Security Plans.

PROACTIVE THREAT DETECTION AND PREVENTION

PSA collaborates with external accredited security experts to conduct comprehensive Threat, Vulnerability, and Risk Assessments (TVRAs). These assessments identify potential security vulnerabilities, evaluate the preparedness of our assets and locations to withstand various scenarios and glean actionable insights. By leveraging TVRAs, PSA's business units anticipate emerging risks and implement targeted measures to enhance security.

GRI 3-3

PARTNERING WITH LOCAL AUTHORITIES TO UPHOLD PORT SECURITY

Given PSA's global operations, maintaining strong partnerships with local authorities at its various ports is paramount. All business units are mandated to work closely with local customs authorities to prevent the entry of undeclared dangerous goods and the occurrence of any illicit activities. Should a security breach occur, PSA immediately activates its incident investigation procedure and notifies the relevant local authorities.

PSA Singapore actively engages stakeholders and takes a proactive approach towards port security vigilance. Joint drills and exercises are conducted in collaboration with key agencies such as the Immigration and Checkpoints Authority, Singapore Customs, Singapore Police Force and Singapore Civil Defence Force to validate response plans and escalation processes, enhance communication protocols and strengthen ties in incident management. Regular forums with relevant national agencies are also held to share about the security climate, best practices, and learnings from incidents across industries for a sustainable security culture.

In other parts of the world, for example in Argentina, annual validation exercises of the national contingency plan (known as PLANACON) are conducted to test Exolgan Container Terminal's emergency systems. Personnel from the Dock Sud Port Authority also participate in these exercises. At the Baltic Hub Container Terminal in Poland, a security exercise was conducted in collaboration with the Polish Border Guard to detect drugs and explosive substances. These collaborative efforts underscore PSA's dedication to maintaining the highest safety standards and compliance with local regulations across its global operations.

OUR COMMITMENT

We ensure the highest security standards wherever we operate.

CYBERSECURITY AND DATA PRIVACY

As port and supply chain operations become increasingly digitalised, it is essential for PSA to continually enhance its cybersecurity and data privacy measures to protect stakeholder information and prevent data breaches to avoid disruptions to operations. We recognise this as a key focus for the business.

WHY IT IS IMPORTANT

In recent years, there has been an increase in large-scale cyberattacks that have significantly impacted both businesses and stakeholders, highlighting the importance of protecting against cyber risks alongside our physical assets and infrastructure. As PSA embraces innovation through automation and technology, the proper management of cybersecurity will become increasingly crucial to safeguard critical infrastructure facilitating global trade flows. Hence, we ensure robust governance and security processes are put in place to maintain the integrity of PSA's operations.

OUR COMMITMENT

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

OUR APPROACH

PSA's Group Data Policy and Group Data Governance Standards (DGS) detail our comprehensive approach to maintaining data governance, covering the five key governance principles of data accountability, data access, data usage, data integrity and data retention. All PSA entities, including subsidiaries and joint ventures, are expected to comply with the Group Data Policy and DGS. In addition, the Group Personal Data Protection Policy ensures adherence to relevant data protection laws where business units operate, such as the General Data Protection Regulation in Europe, and the Personal Data Protection Act in Singapore.

PSA'S CYBERSECURITY MASTER PLAN

To manage the increasing complexity of cybersecurity and digital issues, the PSA Cybersecurity Master Plan (CSMP) was launched in 2021 to secure Group-wide digital assets and services. The CSMP provides a systematic framework of programs and initiatives across four strategic thrusts and is built on key Group-wide policies and standards including the Cybersecurity Management System, Information Technology Security Standards, Operational Technology Security Standards as well as the corresponding Acceptable Use Policies. Adherence to these policies and standards by all employees, external contractors and services providers ensures that PSA remains safe and minimises exposure to potential cybersecurity risks.

GRI 3-3, 418-1

PSA CYBERSECURITY MASTER PLAN

BUSINESS OBJECTIVE	PSA as a Secure and Trusted Partner
SCOPE	Digital Assets
OBJECTIVES	Enhance the security and resilience of mission critical Information Technology (IT) and Operational Technology (OT) systems; Increase efforts to promote adoption of cybersecurity measures among users and partners; Grow PSA's cybersecurity capabilities
STRATEGIC THRUSTS	Cultivate Cybersecurity Ecosystem; Harden Digital Assets; Enhance Cybersecurity Competencies; Increase International Collaboration
STAKEHOLDERS	Employees and strategic partners; IT and OT engineers; IT and OT cybersecurity professionals; Cybersecurity Subject Matter Experts (SMEs) and incident responders; Various functions within PSA acting as program partners
FOUNDATION	Cybersecurity Governance Framework, Policies and Standards

UPHOLDING GOVERNANCE THROUGH TECHNOLOGY AND ACTIVE MONITORING

To continue enhancing our cybersecurity capabilities and strengthening our efforts to safeguard our businesses on the digital front, in 2024, PSA appointed a Group Chief Information Security Officer (CISO) to focus on the robust protection of PSA's digital resources.

Aligned with internationally recognised standards and best practices such as the ISO 27001 standard and the NIST Cybersecurity Framework, PSA has implemented cybersecurity initiatives across our business units. These initiatives ensure we monitor digital processes and possess the vital tools and infrastructure to address potential breaches and attacks. PSA Group regularly conducts assessments on business units to evaluate the robustness of cybersecurity systems and processes. On a monthly basis, key indicators reported by PSA's business units — such as the number of cybersecurity breaches — are consolidated into a report and submitted to our Group CEO. The reports track our progress and the effectiveness of our policies and procedures.

Where possible, we have also leveraged technology to defend our systems. This includes advanced security software on our computers, which stops attacks through the detection of unusual behaviour, intrusion detection systems to monitor our networks and a bridge attack simulation tool which can verify the effectiveness of security controls in an automated and continuous manner.

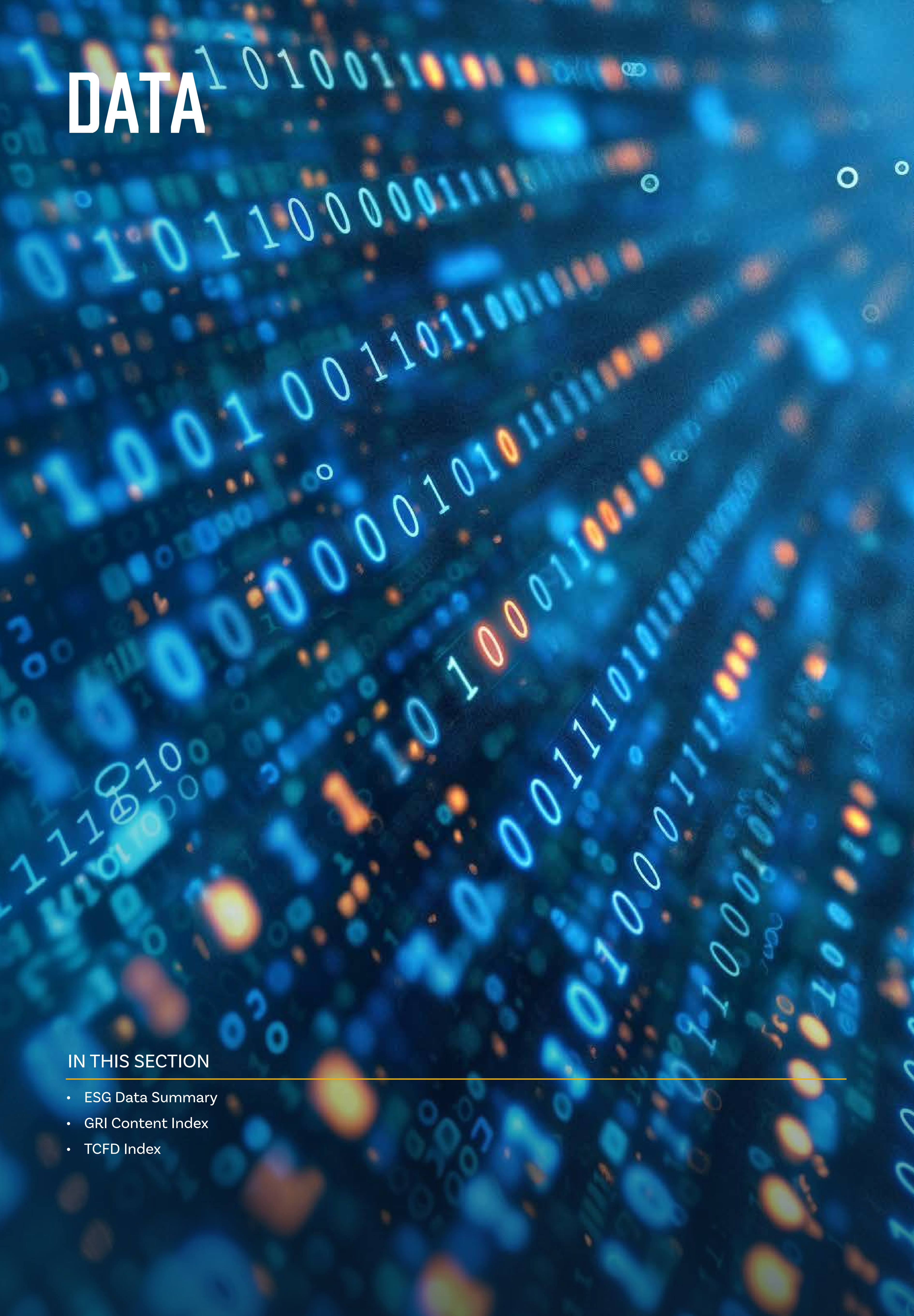
FOSTERING VIGILANCE THROUGH EDUCATION AND AWARENESS

To foster a culture of vigilance and ensure all staff are well-versed in cybersecurity best practices, all new hires are required to complete the PSA Swordfish e-learning modules as part of their onboarding process. Aimed at equipping employees with essential cybersecurity knowledge and skills, the Swordfish program also provides critical steps to help navigate the cyberspace safely and securely at work and at home. Additionally, PSA hosts a dedicated Cybersecurity Day to raise awareness and discuss evolving trends and strategies for elevating PSA's cyber posture and resilience.

On 17 July 2024, our Group CEO kicked off the Group Cybersecurity Campaign, in tandem with our Cybersecurity Day 2024, with an opening address highlighting the rise of cybersecurity threats faced by PSA, such as phishing, third-party vendor attack and Operational Technology (OT) vulnerabilities, as well as the need to embrace a "Trust but Verify" mindset.

Every two years, Group Cybersecurity organises the PSA Group Cybersecurity Crisis Management Table-Top Exercise (TTX) involving one of PSA's regions or major business units. In 2024, a Senior Management Council TTX was conducted with PSA BDP. This cyber exercise reinforced the readiness of PSA Group and PSA BDP in the areas of incident response and crisis management, as well as business continuity management.

In 2024, there were no complaints concerning breaches of customer privacy. Additionally, there were no breaches to the organisation's IT or OT systems that resulted in leaks, theft, or loss of customer data.



DATA

IN THIS SECTION

ESG DATA SUMMARY

Note: PSA BDP data has been included from 2024 onwards, unless otherwise stated.

ENVIRONMENT					
		Units	2022	2023	2024
Direct (Scope 1) Greenhouse Gas Emissions	Scope 1 GHG emissions	$ktCO_2e$	484	473	527
Energy Indirect (Scope 2) Greenhouse Gas Emissions	Scope 2 GHG emissions – Market-based	$ktCO_2e$	261	229	239
	Scope 2 GHG emissions – Location-based		288	275	309
Other Indirect (Scope 3) Greenhouse Gas Emissions[1]	**Total Scope 3 GHG emissions**	$ktCO_2e$	**1,499**	**1,553[2]**	**2,345[3]**
	Category 2 – Capital good		138	200	290
	Category 4 – Upstream transportation & distribution		108	140	715
	Category 9 – Downstream transportation and distribution		790	772	816
	Other categories		422	441	524
Greenhouse Gas Emissions Intensity	Emissions intensity (container terminals only)	$kgCO_2e$/ TEU	11.1	9.7	9.6
Energy Consumption[4]	Fuel consumption from non-renewable sources	TJ	9,571	9,302	10,495
	Fuel consumption from renewable sources		39	39	65
	Purchased grid electricity		4,533	4,332	4,871
	Self-generated electricity		43	47	56
Water Withdrawal[5,6]	**Total water withdrawal from water-stressed areas**	megalitres	503	823	1,165[8]
	Surface water		0	3	3
	Freshwater				*3*
	Groundwater		31	53	20
	Freshwater				*20*
	Seawater		0	0	0
	Third-party water		472	767	1,142
	Freshwater				*1,135*
	Other water				*7*
	Total water withdrawal from non-water-stressed areas[7]	megalitres	2,447	1,957	1,983
	Surface water		21	16	17
	Freshwater				*17*
	Groundwater		38	52	86
	Freshwater				*86*
	Seawater		0	0	0
	Third-party water		2,388	1,889	1,880
	Freshwater				*1,849*
	Other water				*31*

1 *All Scope 3 categories data were calculated using equity-based approach*
2 *Scope 3 emissions figures for 2023 have been restated after data checks performed by business units for Category 4 and refinement in calculation methodology for alongside vessels in Category 9.*
3 *Increase in Scope 3 is mainly due to the inclusion of PSA BDP data from 2024. Due to its nature of business as a supply chain solutions provider, this led to a significant increase in Category 4 emissions.*
4 *Energy consumption data is on 100% equity basis.*
5 *Freshwater refers to water with ≤1,000 mg/L Total Dissolved Solids; Other water refers to water with >1,000 mg/L Total Dissolved Solids.*
6 *Water withdrawal data with breakdown by freshwater and other water is only available from 2024 onwards.*
7 *Water-stressed areas are determined using the WRI Aqueduct Water Risk Atlas tool.*
8 *Increase in water withdrawal is mainly due to the inclusion of PSA BDP data from 2024 and increased water usage at Ports business units to support operational needs.*

ENVIRONMENT

		Units	2022	2023	2024
Water Discharge[9]	**Total water discharge to water-stressed areas**[7]	megalitres			948
	Surface water				13
	Groundwater				0
	Seawater				9
	Third-party water				926
	Total water discharge to non-water-stressed areas	megalitres			1,693
	Surface water				62
	Groundwater				5
	Seawater				12
	Third-party water				1,614
Waste Generated	**Total generated waste**	Metric tons	28,500	48,280	37,160
	Industrial waste		12,100	14,460	16,050
	Construction waste		9,600	18,310	5,870
	General waste		5,100	13,570	13,120
	Packaging waste		1,200	1,530	1,440
	Office waste		400	370	610
	Other waste		100	40	70

SOCIAL

		Units	2022	2023	2024
Total Workforce[10]	**Total Workforce**	No. of employees	49,000	55,000	58,000
	PSA Corporate Centre		500	500	500
	Ports – Southeast Asia		15,100	16,500	17,000
	Ports – Europe and Mediterranean		15,300	11,200	11,000
	Ports – Americas			4,800	4,900
	Ports – Middle East South Asia		4,900	4,800	7,000[11]
	Ports – Northeast Asia		5,400	7,000	7,200
	PSA Marine		1,000	1,900	2,200
	CrimsonLogic		1,200	13,00	1,200
	PSA BDP		5,600	7,000	7,000
New Employee Hires and Employee Turnover[12]	Total number of new employee hires	No. of employees	4,200	3,896	6,277
	Total number of employee turnover	No. of employees	3,184	3,223	5,581
Average Hours of Training Per Year Per Employee[12,13]	Average training hours per employee	Hours	33	33	33

9 *Water discharge data is only available from 2024 onwards. For 2024, the total water discharged to water-stressed areas and non-water-stressed areas comprised 98% and 99% of freshwater respectively.*
10 *The numbers represent headcount at the end of each reporting period, 31 December of each year. PSA BDP and Alisan figures are included from 2022 and 2023 respectively.*
11 *Total headcount in MESA region increased in 2024 mostly to support expansion projects and new business units.*
12 *This only includes direct hires.*
13 *Training hours data reported covers only employees in PSA Corporate Centre, PSA Singapore and Belgium entities in 2022, but covers all our business units from 2023.*

SOCIAL

		Units	2022	2023	2024
Work-Related Fatalities and Injuries	**Fatalities**	No. of Incidents			
	Employees		0	2	0
	Contractors		3	3	2
	Third-party workers		6	0	0
	Safety incidents resulting in permanent disability				
	Employees		0	1	0
	Contractors		2	0	0
	Third-party workers		0	1	0
	Recordable work-related injuries				
	Employees		129	140	233
	Contractors		235	248	323
	Lost Time Injuries Frequency Rate (LTIFR)	-	2.93	2.96	3.38
Diversity of Governance Bodies and Employees – By Gender	**Percentage of individuals within the Board**	%			
	Male		80	73	70
	Female		20	27	30
	Percentage of executive employees				
	Male		77	76	63
	Female		23	24	37
	Percentage of non-executive employees				
	Male		90	93	92
	Female		10	7	8
Diversity of Governance Bodies and Employees – By Age Group	**Percentage of individuals within the Board**	%			
	Over 50 years old		100	100	100
	Percentage of executive employees				
	Under 30 years old		12	15	19
	30 – 50 years old		69	67	65
	Over 50 years old		19	18	16
	Percentage of non-executive employees				
	Under 30 years old		22	22	22
	30 – 50 years old		62	61	61
	Over 50 years old		16	17	17

GOVERNANCE

	Units	2022	2023	2024
Kua Hong Pak Innovation Awards (KHPIA)	No. of submitted projects	550	682	669
Communication and Training about Anti-Corruption Policies and Procedures[14]	Percentage of employees received anti-corruption training	46	31	27
Substantiated Complaints Concerning Breaches of Customer Privacy	No. of substantiated complaints received	0	0	0
IT System Breaches Leading to Leaks, Theft or Loss of Customer Data	No. of incidents involving breach of IT or OT systems	0	0	0

[14] *For 2022, the figures report employees who have undergone anti-corruption training with no stipulated timeline. From 2023, this has been tightened to report employees who have undergone anti-corruption training in the reporting year.*

GRI CONTENT INDEX

Statement of use	PSA International has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND REMARKS
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 21, 35
	2-2 Entities included in the organization's sustainability reporting	p. 17, 32-33 The performance data from p. 111-113 of this report covers all our business entities as per our public financial statements, unless otherwise stated.
	2-3 Reporting period, frequency and contact point	p. 32-33
	2-4 Restatements of information	p. 57
	2-5 External assurance	p. 32-33, 56
	2-6 Activities, value chain and other business relationships	p. 21, 35
	2-7 Employees	p. 73
	2-8 Workers who are not employees	p. 73
	2-9 Governance structure and composition	p. 10-15, 41
	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.
	2-11 Chair of the highest governance body	p. 11, 41
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 41
	2-13 Delegation of responsibility for managing impacts	p. 41
	2-14 Role of the highest governance body in sustainability reporting	p. 41
	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	p. 41
	2-17 Collective knowledge of the highest governance body	p. 41
	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.

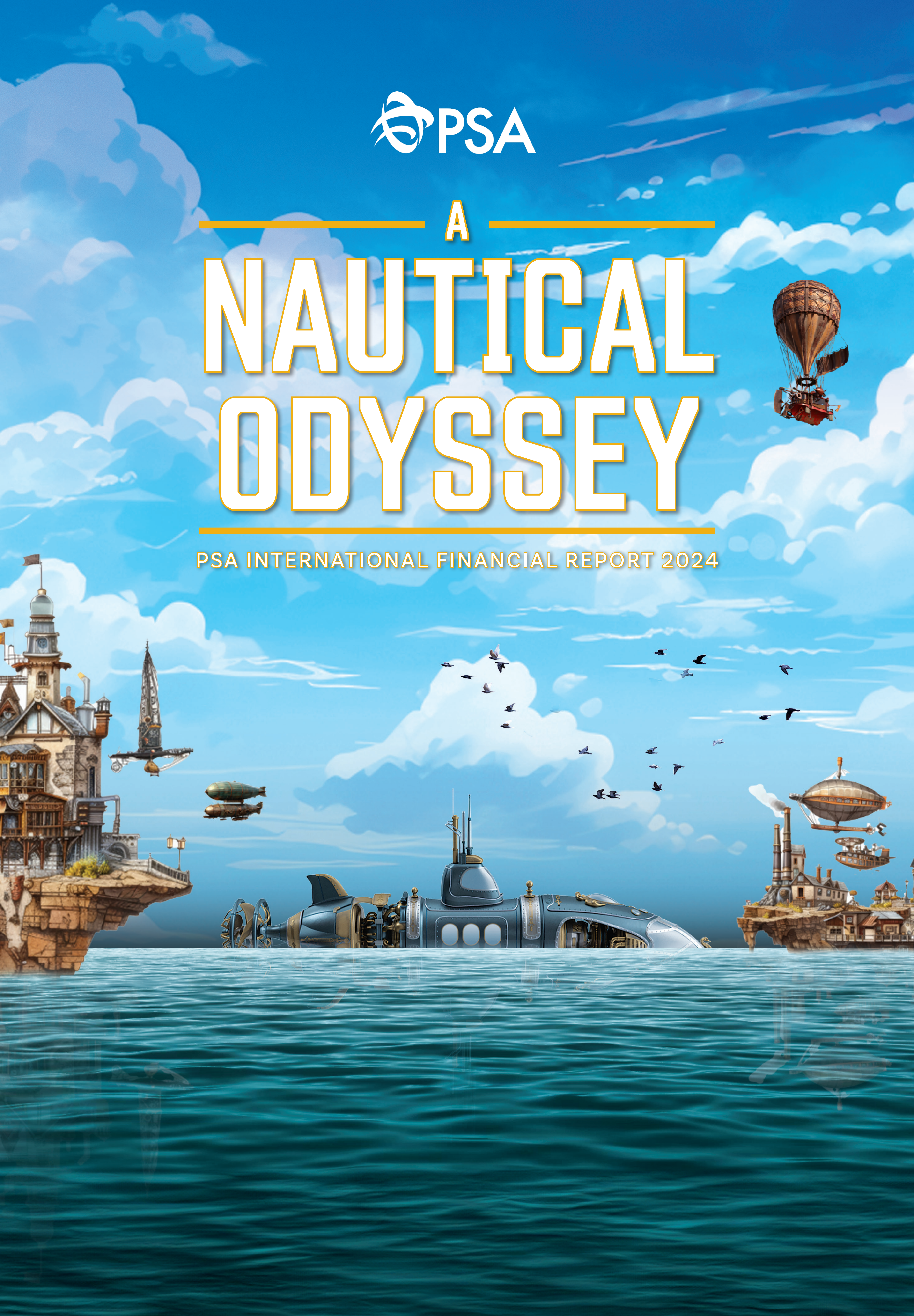
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND REMARKS
	2-19 Remuneration policies	**Confidentiality constraints:** PSA is a private entity and does not currently disclose the following information.
	2-20 Process to determine remuneration	**Confidentiality constraints:** PSA is a private entity and 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	p. 3-8
	2-23 Policy commitments	p. 78, 97-98, The Code
	2-24 Embedding policy commitments	p. 41-45, 97-98, The Code
	2-25 Processes to remediate negative impacts	p. 97-98
	2-26 Mechanisms for seeking advice and raising concerns	p. 97-98
	2-27 Compliance with laws and regulations	p. 97-98
	2-28 Membership associations	p. 44-45
	2-29 Approach to stakeholder engagement	p. 42-43
	2-30 Collective bargaining agreements	p. 84
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 38-40
	3-2 List of material topics	p. 38-40
ENVIRONMENT		
Taking Climate Action		
Climate Change Adaptation		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 47-54
Emissions and Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 55-63
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	p. 58, 60-63
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 56-63
	305-2 Energy indirect (Scope 2) GHG emissions	p. 56-63
	305-3 Other indirect (Scope 3) GHG emissions	p. 56-63
Ensuring Responsible Operations		
Marine Protection and Conservation		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 64-65
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	p. 64-65
Waste Management and Recycling		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 66-68

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND REMARKS
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 66-68
	306-2 Management of significant waste-related impacts	p. 66-68
	306-3 Waste generated	p. 66-68
Water Use and Pollution		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 69-70
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	p. 69-70 At present, while PSA has water conservation activities, a group-wide water-related target has not yet been set.
	303-2 Management of water discharge-related impacts	p. 69
	303-3 Water withdrawal	p. 70, 111
	303-4 Water discharge	p. 70, 112
SOCIAL		
Nurturing a Future-Ready Workforce		
People Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 72-77
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 74-75
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 76
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 78-81
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 78-79
	403-2 Hazard identification, risk assessment, and incident investigation	p. 79
	403-3 Occupational health services	p. 79-81
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 80 The frequency of safety committee meetings varies widely across business units based on their needs and requirements.
	403-5 Worker training on occupational health and safety	p. 80-81
	403-7 Prevention and mitigation of occupational health and safety impacts linked by business relationships	p. 78-81
	403-8 Workers covered by an occupational health and safety management system	p. 78
	403-9 Work-related injuries	p. 81

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND REMARKS
Protecting Our People		
Employee Diversity and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 82-83
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 83, 113
Labour Relations and Worker Wellbeing		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 84
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Collective bargaining agreements are localised and varies significantly across BUs and countries. As such, there is no standardised benefit offerings at the Group-level.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	p. 84
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	p. 84
Supporting Our Communities		
Community Relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 85-89
GOVERNANCE AND ECONOMIC		
Transforming Supply Chains		
Optimisation of Global Supply Chains		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 91-94
Innovation and Technology		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 95-96
Acting with Integrity		
Ethical Business Conduct		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 97-98
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p. 97-98
Sustainable Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 99-101
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 100
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 100
Ensuring Responsible Operations		
Sustainable Port Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 102-104
Keeping Our Operations Safe and Secure		
Port Security		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 105-106
Cybersecurity and Data Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 107-109
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.109

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

DISCLOSURE	LOCATION
GOVERNANCE	
Describe the board's oversight of climate-related risks and opportunities.	Board and Committee Oversight, p.47
Describe management's role in assessing and managing climate-related risks and opportunities.	Management Structure, p.48
STRATEGY	
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Methodology Taken for Climate Change Scenario Analysis, p. 48-50
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Physical Climate Risk Analysis, p. 51 Transition Climate Risks and Opportunities Analysis, p. 52-54
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Methodology Taken for Climate Change Scenario Analysis, p. 48-50 Physical Climate Risk Analysis, p. 51 Transition Climate Risks and Opportunities Analysis, p. 52-54
RISK MANAGEMENT	
Describe the organisation's processes for identifying and assessing climate-related risks	Methodology Taken for Climate Change Scenario Analysis, p. 48-50 Climate Risk Assessment and Adaptation Process, p. 50
Describe the organisation's processes for managing climate-related risks.	Risk Management Approach, p. 48 Physical Climate Risk Analysis, p. 51 Transition Climate Risks and Opportunities Analysis, p. 52-54
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Risk Management Approach, p. 48
METRICS & TARGETS	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Metrics and Targets, p.54
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Metrics and Targets, p.54
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Metrics and Targets, p.54



PSA

A NAUTICAL ODYSSEY

PSA INTERNATIONAL FINANCIAL REPORT 2024

DIRECTORS' STATEMENT

Year ended 31 December 2024

DIRECTORS' STATEMENT

We are pleased to submit this annual report to the member of the Company together with the audited financial statements for the financial year ended 31 December 2024.

In our opinion:

(a) the financial statements set out on pages 6 to 73 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Companies Act 1967, Singapore Financial Reporting Standards (International) and International Financial Reporting Standards; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

DIRECTORS

The directors in office at the date of this statement are as follows:

Mr Peter Robert Voser	(Group Chairman)
Mr Ong Kim Pong	(Group Chief Executive Officer) (Appointed on 1 March 2024)
Dr Detlef Andreas Trefzger	
Mr Foo Ji-Xun	
Ms Jeanette Wong Kai Yuan	
Mr Kaikhushru Shiavax Nargolwala	
Ms Lee Ghim Ha Jill	
Mr Pang Kin Keong	
Ms Tang Ai Ai Mrs Wong Ai Ai	
Mr Tommy Thomsen	

DIRECTORS' INTERESTS

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967, particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options in related corporations are as follows:

Name of director and corporation in which interests are held	**Holdings at beginning of the year/ date of appointment**	**Holdings at end of the year**
Ong Kim Pong		
SIA Engineering Company Limited		
– Ordinary shares	6,000	6,000
Singapore Airlines Limited		
– Ordinary shares	6,000	6,000
– Mandatory Convertible Bonds	2,090	2,090
Singapore Technologies Engineering Ltd		
– Ordinary shares	1,000	1,000
Singapore Telecommunications Limited		
– Ordinary shares	5,000	5,000
Foo Ji-Xun		
Singapore Airlines Limited		
– Ordinary shares	63,000	63,000

DIRECTORS' STATEMENT

Year ended 31 December 2024

Name of director and corporation in which interests are held	Holdings at beginning of the year/ date of appointment	Holdings at end of the year
Jeanette Wong Kai Yuan		
CapitaLand Ascendas REIT Management Limited		
– Unit holdings in CapitaLand Ascendas REIT	150,000	150,000
CapitaLand Investment Limited		
– Ordinary shares	15,000	15,000
CapitaLand China Trust Management Limited		
– Unit holdings in CapitaLand China Trust	225,000	225,000
Singapore Airlines Limited		
– Ordinary shares	27,500	36,400
– Mandatory Convertible Bonds	8,622	–
Singapore Telecommunications Limited		
– Ordinary shares	17,821	17,821
Kaikhushru Shiavax Nargolwala		
CapitaLand Ascendas REIT Management Limited		
– Unit holdings in CapitaLand Ascendas REIT	234,000[1]	154,000[1]
CapitaLand India Trust Management Pte. Ltd.		
- Unit holdings in CapitaLand India Trust	350,000[1]	350,000[1]
CapitaLand Integrated Commercial Trust Management Limited		
– Unit holdings in CapitaLand Integrated Commercial Trust	100,000[1]	105,600[1]
Mapletree Real Estate Advisors Pte. Ltd.		
– Unit holdings in Mapletree Global Student Accommodation Private Trust	4,608[2]	4,608[2]
SIA Engineering Company Limited		
– Ordinary shares	105,000[1]	105,000[1]
Singapore Airlines Limited		
– S$630 million 3.13% Notes due 2026	S$250,000[1]	S$250,000[1]
Singapore Technologies Engineering Ltd		
– Ordinary shares	87,000[1]	87,000[1]
Singapore Telecommunications Limited		
– Ordinary shares	556,000[1]	556,000[1]
STT GDC Pte. Ltd.		
– S$400 million 3.13% Notes due 2028	S$250,000[1]	S$250,000[1]
Lee Ghim Ha Jill		
Singapore Telecommunications Limited		
– Ordinary shares	750	750
Tang Ai Ai Mrs Wong Ai Ai		
Fullerton Fund Management Company Ltd.		
– Unit holdings in Fullerton SGD Income Fund – Class D (USD) Hedged	1,883,955.926[1]	3,080,951.483[1]
Singapore Telecommunications Limited		
– Ordinary shares	190	190

1 Held in trust by trustee company on behalf of the director.
2 Held in trust by trustee company on behalf of the director and consists of 2,304 Class A and 2,304 Class B units respectively.

DIRECTORS' STATEMENT

Year ended 31 December 2024

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

SHARE OPTIONS

During the financial year, there were:

(i) no options granted by the Company or its subsidiaries to any person to take up unissued shares in the Company or its subsidiaries; and

(ii) no shares issued by virtue of any exercise of option to take up unissued shares of the Company or its subsidiaries.

As at the end of the financial year, there were no unissued shares of the Company or its subsidiaries under options.

AUDITORS

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

Peter Robert Voser
Director

Ong Kim Pong
Director

5 March 2025

INDEPENDENT AUDITORS' REPORT

Year ended 31 December 2024

Member of the Company
PSA International Pte Ltd

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of PSA International Pte Ltd (the Company) and its subsidiaries (the Group), which comprise the statements of financial position of the Group and the Company as at 31 December 2024, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 6 to 73.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the Act), Singapore Financial Reporting Standards (International) (SFRS(I)) and IFRS Accounting Standards as issued by the International Accounting Standards Board ('IFRS Accounting Standards') so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the audit of the financial statements'* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon. We have obtained the Directors' statement prior to the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, SFRS(I) and IFRS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

INDEPENDENT AUDITORS' REPORT

Year ended 31 December 2024

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
5 March 2025

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2024

	Note	Group		Company	
		2024	2023	2024	2023
		$'000	$'000	$'000	$'000
Assets					
Property, plant and equipment	3	8,003,134	7,150,206	480	725
Intangible assets	4	4,583,221	4,762,209	49,682	50,500
Right-of-use assets	5	903,904	911,569	10,440	4,802
Subsidiaries	6	–	–	10,682,963	12,132,821
Associates	7	3,782,230	3,582,147	–	–
Joint ventures	8	3,414,465	3,262,255	–	–
Other investments	9	2,762,056	2,052,017	275,474	175,377
Other non-current assets	10	243,657	268,426	20,785	16,741
Deferred tax assets	11	62,690	52,877	–	–
Non-current assets		23,755,357	22,041,706	11,039,824	12,380,966
Inventories		57,734	55,840	–	–
Trade and other receivables	12	1,785,344	1,601,290	391,687	374,281
Contract assets	15	111,267	79,515	–	–
Cash and bank balances	16	4,777,704	3,708,353	3,130,089	2,447,914
Current assets		6,732,049	5,444,998	3,521,776	2,822,195
Total assets		30,487,406	27,486,704	14,561,600	15,203,161
Equity					
Share capital	17	1,135,372	1,135,372	1,135,372	1,135,372
Accumulated profits and other reserves	18	14,736,907	13,914,715	10,054,158	10,754,524
Equity attributable to owner of the Company		15,872,279	15,050,087	11,189,530	11,889,896
Non-controlling interests		967,187	682,406	–	–
Total equity		16,839,466	15,732,493	11,189,530	11,889,896
Liabilities					
Borrowings	19	7,004,337	6,078,014	1,997,631	1,912,637
Lease liabilities	19	900,857	909,557	5,185	–
Provisions	20	25,923	23,245	–	–
Other non-current obligations	21	327,075	256,590	76,847	18,214
Deferred tax liabilities	11	1,267,736	1,033,574	23,201	22,629
Non-current liabilities		9,525,928	8,300,980	2,102,864	1,953,480
Borrowings	19	1,577,005	1,177,874	541,536	449,990
Lease liabilities	19	62,197	47,613	5,255	4,758
Trade and other payables	22	2,272,880	2,081,943	695,602	879,164
Contract liabilities	15	11,970	9,469	–	–
Current tax payable		197,960	136,332	26,813	25,873
Current liabilities		4,122,012	3,453,231	1,269,206	1,359,785
Total liabilities		13,647,940	11,754,211	3,372,070	3,313,265
Total equity and liabilities		30,487,406	27,486,704	14,561,600	15,203,161

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED INCOME STATEMENT

Year ended 31 December 2024

	Note	2024 $'000	2023 $'000
Revenue	24	7,723,611	7,095,470
Transportation costs		(1,919,395)	(1,531,937)
Staff and related costs	25	(1,817,851)	(1,662,878)
Contract services		(625,844)	(588,921)
Running, repair and maintenance costs		(629,118)	(592,161)
Other expenses		(1,039,746)	(650,064)
Property taxes		(40,536)	(38,412)
Depreciation and amortisation		(856,963)	(835,390)
Profit from operations	26	794,158	1,195,707
Other income	27	390,203	407,980
Finance costs	28	(322,520)	(319,119)
Share of profit of associates, net of tax		263,308	223,639
Share of profit of joint ventures, net of tax		258,449	281,801
Profit before income tax		1,383,598	1,790,008
Income tax expense	29	(206,247)	(262,343)
Profit for the year		1,177,351	1,527,665
Profit attributable to:			
Owner of the Company		1,094,779	1,462,663
Non-controlling interests		82,572	65,002
Profit for the year		1,177,351	1,527,665

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2024

	2024 $'000	2023 $'000
Profit for the year	1,177,351	1,527,665
Other comprehensive income		
Items that will not be reclassified to income statement:		
Defined benefit plan remeasurements	(104)	114
Net change in fair value of equity investments at FVOCI	807,705	172,944
Income tax on other comprehensive income	(235,573)	(75,352)
	572,028	97,706
Items that are or may be reclassified subsequently to income statement:		
Exchange differences of foreign operations	123,757	(337,789)
Exchange differences on monetary items forming part of net investment in foreign operations	(44,835)	(1,784)
Exchange differences on hedge of net investment in foreign operations	(56,577)	47,597
Inflation adjustment for the year	264,067	91,845
Effective portion of changes in fair value of cash flow hedges	26,399	(14,561)
Net change in fair value of cash flow hedges reclassified to income statement	(21,096)	(833)
Net change in fair value of debt investments at FVOCI	–	2,043
Debt investments at FVOCI reclassified to income statement	(2,043)	–
Share of reserves in associates	(38,245)	(3,430)
Share of reserves in joint ventures	(66,739)	36,952
Income tax on other comprehensive income	2,535	4,110
	187,223	(175,850)
Other comprehensive income for the year, net of tax	759,251	(78,144)
Total comprehensive income for the year	1,936,602	1,449,521
Total comprehensive income attributable to:		
Owner of the Company	1,795,805	1,376,631
Non-controlling interests	140,797	72,890
Total comprehensive income for the year	1,936,602	1,449,521

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2024

	Share capital $'000	Capital reserve $'000	Insurance reserve $'000	Foreign currency translation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Accumulated profits $'000	Total attributable to owner of the Company $'000	Non-controlling interests $'000	Total equity $'000
At 1 January 2023	1,135,372	26,477	97,357	(1,262,644)	20,188	88,280	14,212,163	14,317,193	691,811	15,009,004
Total comprehensive income for the year										
Profit for the year	–	–	–	–	–	–	1,462,663	1,462,663	65,002	1,527,665
Other comprehensive income										
Exchange differences of foreign operations	–	–	–	(349,774)	–	–	–	(349,774)	11,985	(337,789)
Exchange differences on monetary items forming part of net investment in foreign operations	–	–	–	(1,784)	–	–	–	(1,784)	–	(1,784)
Exchange differences on hedge of net investment in foreign operations	–	–	–	47,597	–	–	–	47,597	–	47,597
Inflation adjustment for the year	–	–	–	93,103	–	–	–	93,103	(1,258)	91,845
Effective portion of changes in fair value of cash flow hedges	–	–	–	–	(12,596)	–	–	(12,596)	(1,965)	(14,561)
Net change in fair value of cash flow hedges reclassified to income statement	–	–	–	–	67	–	–	67	(900)	(833)
Net change in fair value of debt investments at FVOCI	–	–	–	–	–	2,043	–	2,043	–	2,043
Net change in fair value of equity investments at FVOCI	–	–	–	–	–	173,157	–	173,157	(213)	172,944
Transfer of reserves	–	16,388	–	–	–	50	(16,438)	–	–	–
Share of reserves in associates	–	1,497	–	20,526	–	(25,453)	–	(3,430)	–	(3,430)
Share of reserves in joint ventures	–	3,456	–	39,763	(2,384)	(220)	(3,663)	36,952	–	36,952
Defined benefit plan remeasurements	–	–	–	–	–	–	176	176	(62)	114
Income tax on other comprehensive income	–	–	–	–	3,775	(75,031)	(287)	(71,543)	301	(71,242)
Total other comprehensive income	–	21,341	–	(150,569)	(11,138)	74,546	(20,212)	(86,032)	7,888	(78,144)
Total comprehensive income for the year	–	21,341	–	(150,569)	(11,138)	74,546	1,442,451	1,376,631	72,890	1,449,521

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2024

	Share capital $'000	Capital reserve $'000	Insurance reserve $'000	Foreign currency translation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Accumulated profits $'000	Total attributable to owner of the Company $'000	Non-controlling interests $'000	Total equity $'000
Hedging gains and losses and costs of hedging transferred to property, plant and equipment	–	–	–	–	3,556	–	–	3,556	–	3,556
Transactions with owner, recorded directly in equity										
Contributions by and distributions to owner of the Company										
Dividends paid to non-controlling shareholders of subsidiaries	–	–	–	–	–	–	–	–	(81,081)	(81,081)
Interim tax-exempt dividend declared and paid of $1.07 per share	–	–	–	–	–	–	(650,000)	(650,000)	–	(650,000)
Total contributions by and distributions to owner of the Company	–	–	–	–	–	–	(650,000)	(650,000)	(81,081)	(731,081)
Changes in ownership interests in subsidiaries										
Acquisition of interest in a subsidiary with non-controlling interests	–	–	–	–	–	–	–	–	5,765	5,765
Acquisition of non-controlling interests in subsidiaries, without a change in control	–	–	–	–	–	–	2,707	2,707	(6,979)	(4,272)
Total changes in ownership interests in subsidiaries	–	–	–	–	–	–	2,707	2,707	(1,214)	1,493
At 31 December 2023	1,135,372	47,818	97,357	(1,413,213)	12,606	162,826	15,007,321	15,050,087	682,406	15,732,493

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2024

	Share capital $'000	Capital reserve $'000	Insurance reserve $'000	Foreign currency translation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Accumulated profits $'000	Total attributable to owner of the Company $'000	Non-controlling interests $'000	Total equity $'000
At 1 January 2024	1,135,372	47,818	97,357	(1,413,213)	12,606	162,826	15,007,321	15,050,087	682,406	15,732,493
Total comprehensive income for the year										
Profit for the year	–	–	–	–	–	–	1,094,779	1,094,779	82,572	1,177,351
Other comprehensive income										
Exchange differences of foreign operations	–	–	–	68,803	–	–	–	68,803	54,954	123,757
Exchange differences on monetary items forming part of net investment in foreign operations	–	–	–	(44,835)	–	–	–	(44,835)	–	(44,835)
Exchange differences on hedge of net investment in foreign operations	–	–	–	(56,577)	–	–	–	(56,577)	–	(56,577)
Inflation adjustment for the year	–	–	–	259,426	–	–	–	259,426	4,641	264,067
Effective portion of changes in fair value of cash flow hedges	–	–	–	–	24,857	–	–	24,857	1,542	26,399
Net change in fair value of cash flow hedges reclassified to income statement	–	–	–	–	(18,717)	–	–	(18,717)	(2,379)	(21,096)
Debt investments at FVOCI reclassified to income statement	–	–	–	–	–	(2,043)	–	(2,043)	–	(2,043)
Net change in fair value of equity investments at FVOCI	–	–	–	–	–	808,133	–	808,133	(428)	807,705
Transfer of reserves	–	8,962	–	–	–	–	(8,962)	–	–	–
Share of reserves in associates	–	22,803	–	(66,037)	–	4,989	–	(38,245)	–	(38,245)
Share of reserves in joint ventures	–	(3,266)	–	(45,046)	(2,619)	(12,203)	(3,605)	(66,739)	–	(66,739)
Defined benefit plan remeasurements	–	–	–	–	–	–	(255)	(255)	151	(104)
Income tax on other comprehensive income	–	–	–	–	2,677	(234,933)	(526)	(232,782)	(256)	(233,038)
Total other comprehensive income	–	28,499	–	115,734	6,198	563,943	(13,348)	701,026	58,225	759,251
Total comprehensive income for the year	–	28,499	–	115,734	6,198	563,943	1,081,431	1,795,805	140,797	1,936,602

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2024

	Share capital $'000	Capital reserve $'000	Insurance reserve $'000	Foreign currency translation reserve $'000	Hedging reserve $'000	Fair value reserve $'000	Accumulated profits $'000	Total attributable to owner of the Company $'000	Non-controlling interests $'000	Total equity $'000
Hedging gains and losses and costs of hedging transferred to property, plant and equipment	–	–	–	–	778	–	–	778	–	778
Transactions with owner, recorded directly in equity										
Contributions by and distributions to owner of the Company										
Capital contribution by non-controlling shareholders of subsidiary	–	–	–	–	–	–	–	–	171,500	171,500
Dividends paid to non-controlling shareholders of subsidiaries	–	–	–	–	–	–	–	–	(49,539)	(49,539)
Interim tax-exempt dividend declared and paid of $1.65 per share	–	–	–	–	–	–	(1,000,000)	(1,000,000)	–	(1,000,000)
Total contributions by and distributions to owner of the Company	–	–	–	–	–	–	(1,000,000)	(1,000,000)	121,961	(878,039)
Changes in ownership interests in subsidiaries										
Acquisition of interest in a subsidiary with non-controlling interests	–	–	–	–	–	–	–	–	(1,844)	(1,844)
Acquisition of non-controlling interests in subsidiaries, without a change in control	–	319	–	(2,502)	(72)	(99)	(95,111)	(97,465)	(22,210)	(119,675)
Disposal of interests in subsidiaries to non-controlling interests, without a change in control	–	–	–	3,197	(594)	–	120,471	123,074	46,077	169,151
Total changes in ownership interests in subsidiaries	–	319	–	695	(666)	(99)	25,360	25,609	22,023	47,632
At 31 December 2024	1,135,372	76,636	97,357	(1,296,784)	18,916	726,670	15,114,112	15,872,279	967,187	16,839,466

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2024

	Note	2024 $'000	2023 $'000
Cash flows from operating activities			
Profit for the year		1,177,351	1,527,665
Adjustments for:			
Depreciation and amortisation		856,963	835,390
Impairment loss of:			
Intangible assets		391,400	1,165
Joint ventures		–	40,317
Write back of impairment of loans to joint ventures		(6,597)	(6,997)
Net change in fair value of equity investments at FVTPL		–	615
Net fair value loss/(gain) on fair value hedge		5,915	(20,530)
Loss/(Gain) on disposal of:			
Intangible assets		547	346
Property, plant and equipment, net		(3,071)	(489)
Other investments		(2,229)	–
Dividend income from financial assets		(83,794)	(79,754)
Interest income		(222,132)	(224,629)
Share of profit of associates, net of tax		(263,308)	(223,639)
Share of profit of joint ventures, net of tax		(258,449)	(281,801)
Finance costs	28	322,520	319,119
Income tax expense	29	206,247	262,343
		2,121,363	2,149,121
Changes in working capital:			
Inventories		(1,894)	1,530
Trade and other receivables		(198,795)	349,235
Trade and other payables		285,483	(292,139)
Cash generated from operations		2,206,157	2,207,747
Income tax paid		(174,838)	(262,228)
Net cash from operating activities		2,031,319	1,945,519

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2024

	Note	2024 $'000	2023 $'000
Cash flows from investing activities			
Dividends received		388,033	383,376
Interest received		187,976	181,226
Purchase of property, plant and equipment and intangible assets		(1,823,691)	(1,613,942)
Proceeds from disposal of property, plant and equipment and intangible assets		25,861	23,618
Purchase of other investments		(6,832)	(111,729)
Proceeds from disposal of other investments		110,579	–
Investment in associates		–	(101,327)
Investments in and loans to joint ventures		(10,638)	(60,042)
Repayment of loans provided to joint ventures		79,048	11,064
Repayment of loan provided to a non-controlling shareholder of a subsidiary		43,610	–
Acquisition of interests in subsidiaries, net of cash acquired	33	(1,775)	(44,849)
Capital reduction in a joint venture		1,615	8,236
Net cash used in investing activities		(1,006,214)	(1,324,369)
Cash flows from financing activities			
Proceeds from bank loans and notes		2,552,100	904,289
Repayment of bank loans and notes		(1,447,435)	(1,034,287)
Proceeds from loan from a joint venture		66,651	–
Repayment of loans from joint venture		(2,181)	(6,561)
Proceeds from loans from non-controlling shareholders of subsidiaries		132,496	–
Payment of lease liabilities		(98,774)	(91,530)
Capital contribution by non-controlling shareholders of subsidiaries		171,500	–
Acquisition of interests in subsidiaries from non-controlling interests, without a change in control	33	(119,675)	(4,272)
Proceeds from disposal of interests in subsidiaries to non-controlling interests, without a change in control	33	169,151	–
Dividends paid to owner of the Company		(1,000,000)	(650,000)
Dividends paid to non-controlling shareholders of subsidiaries		(49,539)	(81,081)
Interest paid		(324,508)	(289,488)
Net cash from/(used in) financing activities		49,786	(1,252,930)
Net increase/(decrease) in cash and bank balances		1,074,891	(631,780)
Cash and bank balances at beginning of the year		3,708,353	4,342,900
Translation differences		(5,540)	(2,767)
Cash and bank balances at end of the year	16	4,777,704	3,708,353

Non-cash transaction:
In 2023, the loan from joint venture of $343 million was offsetted by way of declaration of dividend.

The accompanying notes form an integral part of these financial statements.

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 5 March 2025.

1 DOMICILE AND ACTIVITIES

PSA International Pte Ltd (the Company) is incorporated in the Republic of Singapore and has its registered office at 1 Harbour Drive, PSA Horizons, #03-00, Singapore 117352.

The principal activities of the Company are investment holding and the provision of consultancy services on port management, port operations and information technology. The principal activities of the subsidiaries are mainly those of providers of port, marine, supply chain solutions, software development and IT related services.

The immediate and ultimate holding company during the financial year is Temasek Holdings (Private) Limited, a company incorporated in the Republic of Singapore.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the Group and individually as Group entities) and the Group's interests in associates and joint ventures.

2 MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)) and International Financial Reporting Standards (IFRS). All references to SFRS(I) and IFRS are subsequently referred to as SFRS(I) in these financial statements unless otherwise specified.

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

These financial statements are presented in Singapore dollars, which is the Company's functional currency. All financial information presented in Singapore dollars have been rounded to the nearest thousand, unless otherwise presented.

On 1 January 2024, the Group has adopted the new and revised SFRS(I), amendments to and interpretations of SFRS(I) that are mandatory for the financial year beginning 1 January 2024. The adoption did not result in substantial changes to the Group accounting policies or material impact to the financial statements.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, unless otherwise indicated. The accounting policies have been applied consistently by Group entities.

The preparation of financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Critical accounting estimates

Impairment of property, plant and equipment, intangible assets and right-of-use assets

The Group has significant tangible and intangible assets in its business. Changes in technology or changes in the intended use of these assets may cause the estimated period of use or value of these assets to change.

Assets that have an infinite useful life are tested for impairment annually. Assets that are subject to depreciation and amortisation are reviewed to determine whether there is any indication that the carrying amounts of these assets may not be recoverable and have suffered an impairment loss. If any such indication exists, the recoverable amounts of the assets are estimated in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Such impairment loss is recognised in the income statement.

Management judgement is required in the area of asset impairment, particularly in assessing: (1) whether an event has occurred that may indicate that the related asset values may not be recoverable; (2) whether the carrying amount of an asset can be supported by the net present value of future cash flows which are estimated based upon the continued use of the asset in the business; and (3) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

Critical accounting estimates (continued)

Impairment of investments in subsidiaries, associates and joint ventures

At the end of each reporting period, the Group and the Company reviews internal and external sources of information to identify indications that the investments in subsidiaries, joint ventures and associates may be impaired or, an impairment loss previously recognised no longer exists or may have decreased.

The Group and Company's judgement is required in the area of impairment in assessing whether there are indicators of impairment, possible default events and the key assumptions used in deriving the recoverable amount. Changes in any of the assumptions, including discount rates and cash flows to be generated, could materially affect the recoverable amount of the asset.

Impairment of trade receivables

The Group assesses whether there are indicators that financial assets have been impaired at each reporting date. Significant financial difficulties of the debtor, the probability that the debtor will enter bankruptcy and default, or significant delay in payments are indicators that a receivable is impaired. In determining this, management makes judgement as to whether there is observable data indicating that there has been a significant change in the payment ability of the debtor, or whether there have been significant changes with adverse effect in the market, economic or legal environment in which the debtor operates.

Depreciation and amortisation

Depreciation and amortisation of non-financial assets constitute significant operating costs for the Group. The costs of these non-financial assets are charged as depreciation or amortisation expense over the estimated useful lives of the respective assets using the straight-line method. The Group periodically reviews changes in technology and industry conditions, asset retirement activities and residual values to determine adjustments to estimated remaining useful lives and depreciation or amortisation rates.

Actual economic lives may differ from estimated useful lives. Periodic reviews could result in a change in depreciable or amortisable lives and therefore depreciation or amortisation expense in future periods.

Residual values of the port assets are estimated after considering the price that could be recovered from the sale of the port assets and the expected age and condition at the end of their useful lives, after deducting the estimated costs of disposal.

Intangible assets arising from business combinations

Judgement is required on recognition of an identifiable intangible asset separate from goodwill in case of business combination at its estimated fair value. This is based on information available and management's expectations on the date of acquisition.

2.2 Basis of consolidation

Business combinations

Business combinations are accounted for under the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the income statement. Costs related to the acquisition, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date and included in the consideration transferred. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in the income statement.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been adjusted where necessary to align them with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

Loss of control

Upon the loss of control, the Group derecognises the assets and liabilities of the subsidiary, any non-controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in the income statement. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or as a financial asset depending on the level of influence retained.

Associates and joint ventures

Associates are those entities in which the Group has significant influence, but not control or joint control, over their financial and operating policies. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity. Joint ventures are arrangements in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. Associates and joint ventures are accounted for in the consolidated financial statements under the equity method and are recognised initially at cost. The cost of the investments includes transaction costs.

Subsequent to initial recognition, the consolidated financial statements include the Group's share of the post-acquisition results and reserves of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. The latest audited financial statements of the associates and joint ventures are used and where these are not available, unaudited financial statements are used. Any differences between the unaudited financial statements and the audited financial statements obtained subsequently are adjusted for in the subsequent financial year.

The Group's investments in equity-accounted investees include goodwill on acquisition and other intangible assets acquired from business combinations. Where the Group's share of losses exceeds its interest in an equity-accounted investee, the carrying amount of that interest is reduced to zero and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the investee.

Transactions with non-controlling interests

The Group elects on a transaction-by-transaction basis whether to measure non-controlling interests, which are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation, at fair value or at the proportionate share of the recognised amounts of the acquiree's identifiable net assets. All other non-controlling interests are measured at fair value at acquisition date.

Changes in the Group's ownership interest in a subsidiary that do not result in a change in control are accounted for as transactions with owners in their capacity as owners and therefore the carrying amounts of assets and liabilities are not changed and goodwill and bargain purchase gain are not recognised as a result of such transactions. Adjustments to non-controlling interests arising from transactions that do not involve the loss of control are based on a proportionate amount of the net assets of the subsidiary.

Any difference between the adjustment to non-controlling interests and the fair value of consideration paid or received is recognised directly in equity and presented as part of equity attributable to owner of the Company.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

Accounting for subsidiaries, associates and joint ventures

Investments in subsidiaries, associates and joint ventures are stated in the Company's statement of financial position at cost less accumulated impairment losses.

2.3 Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at the reporting date.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date on which the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction.

Foreign currency differences arising on retranslation are recognised in the income statement, except for differences arising on the retranslation of a financial liability designated as a hedge of the net investment in a foreign operation that is effective (see note 2.7), which are recognised in other comprehensive income.

Foreign operations

The assets and liabilities of foreign operations, excluding goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at the average exchange rates for the year.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation on or after 1 January 2005 are treated as assets and liabilities of the foreign operation and translated at the closing rate. For acquisitions prior to 1 January 2005, the exchange rates at the date of acquisition were used.

Foreign currency differences are recognised in other comprehensive income and presented within equity in foreign currency translation reserve. However, if the operation is not a wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests.

For foreign operations in hyperinflationary economies, the income statement and non-monetary items in the foreign operation's statement of financial position are first restated to reflect changes in the general purchasing power of the foreign operation's functional currency based on the inflation rate up to the reporting date, with the resultant adjustment taken to the foreign operation's income statement as a net gain or loss on monetary items. All amounts (i.e. assets, liabilities, equity items, income and expenses) are then translated to Singapore dollars at the exchange rates prevailing at the reporting date, with the differences from opening balances recognised in other comprehensive income, and presented within equity in foreign currency translation reserve.

When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the foreign currency translation reserve is reclassified to the income statement as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to the income statement.

Net investment in a foreign operation

Foreign exchange gains and losses arising from monetary items, that in substance form part of the Group's net investment in a foreign operation, are recognised in other comprehensive income, and are presented within equity in the foreign currency translation reserve. When the net investment is disposed of, the relevant amount in the foreign currency translation reserve is reclassified to the income statement as an adjustment to the gain or loss arising on disposal.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.4 Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, and any other costs directly attributable to bringing the assets to a working condition for their intended use, and an estimated cost of dismantling and removing the items and restoring the site on which they are located when the Group has an obligation to remove the assets or restore the site, and capitalised borrowing costs, where applicable.

Cost may also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised net in the income statement.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income statement as incurred.

Depreciation

Depreciation is recognised in the income statement on a straight-line basis to write down the cost of property, plant and equipment to its estimated residual value over the estimated useful life (or lease term, if shorter) of each component of an item of property, plant and equipment.

Estimated useful lives are as follows:

Leasehold land	20 to 80 years
Buildings	5 to 60 years
Wharves, hardstanding and roads	5 to 50 years
Plant, equipment and machinery	3 to 25 years
Floating crafts	6 to 25 years
Dry-docking costs	2 to 5 years
Motor vehicles	3 to 15 years
Computers	3 to 5 years

No depreciation is provided on capital work-in-progress until the related property, plant and equipment is ready for use. Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

2.5 Intangible assets

Intangible assets with finite useful lives are stated at cost less accumulated amortisation and accumulated impairment losses. Intangible assets with infinite useful lives or not ready for use are stated at cost less accumulated impairment losses.

Goodwill

Goodwill arising on the acquisition of subsidiaries is presented in intangible assets. Goodwill arising on the acquisition of associates and joint ventures is presented together with investments in associates and joint ventures.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.5 Intangible assets (continued)

Goodwill (continued)

Goodwill represents the excess of:
- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree

over the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed. When the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

Goodwill is measured at cost less accumulated impairment losses and is subject to testing for impairment, as described in note 2.6.

Customer relationships

Customer relationships, which are acquired by the Group, as part of the business combination, are treated as an intangible asset. Subsequent to initial recognition, customer relationships are measured at cost less accumulated amortisation and impairment losses. Customer relationships are amortised in the income statement on a straight-line basis over its estimated useful lives of 10 to 12 years.

Computer software

Computer software, which is acquired and subscribed by the Group, where it is not an integral part of the related hardware, is treated as an intangible asset. Computer software is amortised in the income statement on a straight-line basis over its estimated useful lives of 3 to 10 years, from the date on which it is ready for use.

Software development costs

Development expenditure attributable to projects, where the technical feasibility and commercial viability of which are reasonably assured, is capitalised and amortised over the time period for which the tangible benefits of the projects are expected to be realised. Software development costs are not amortised until the completion date and when the software is ready for use. Amortisation is charged to the income statement on a straight-line basis over estimated useful lives of 3 to 10 years.

Port concession, port use and other operating rights

The Group recognises an intangible asset arising from a service concession arrangement when it has a right to charge for usage of the concession infrastructure. An intangible asset received as consideration for providing construction or upgrade services in a service concession arrangement is measured at fair value upon initial recognition by reference to the fair value of the services provided. Subsequent to initial recognition, the intangible asset is measured at cost, which includes capitalised borrowing costs, less accumulated amortisation and accumulated impairment losses.

The expenditures incurred in relation to the right to operate a port are capitalised as port use rights. These rights are amortised in the income statement on a straight-line basis over their estimated useful lives of 25 to 42 years.

Research costs

Expenditure on research activities, undertaken with the prospect of gaining new technical knowledge and understanding, is recognised in the income statement as an expense when it is incurred.

Other intangible assets

Other intangible assets which are acquired by the Group are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged to the income statement on a straight-line basis over estimated useful lives of 2 to 26 years.

Capital work-in-progress

No amortisation is provided on capital work-in-progress until the intangible asset is ready for use.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.6 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. Goodwill and other non-financial assets with infinite useful lives or not yet available for use are tested for impairment at each reporting date.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. A CGU is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups. The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

Impairment losses are recognised in the income statement unless it reverses a previous revaluation credited to equity, in which case it is charged to equity. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs) and then to reduce the carrying amount of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Goodwill that forms part of the carrying amount of an investment in an associate or a joint venture is not recognised separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in an associate or a joint venture is tested for impairment as a single asset when there is objective evidence that the investment in an associate or a joint venture may be impaired.

2.7 Financial instruments

Non-derivative financial instruments

Non-derivative financial instruments comprise investments in equity and debt securities, other non-current assets, trade and other receivables, cash and bank balances, other non-current liabilities, trade and other payables, and borrowings.

Cash and cash equivalents comprise cash balances, bank deposits, and bank overdrafts. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdrafts which are repayable on demand and which form an integral part of the Group's cash management.

A financial instrument is recognised when the Group becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the Group's contractual rights to the cash flows from the financial assets expire, or it transfers the financial asset to another party without retaining control or transfers substantially all the risks and rewards of ownership of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e. the date that the Group commits itself to purchase or sell the asset. Financial liabilities are derecognised when the Group's contractual obligations specified in the contract expire or are discharged or cancelled.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Non-derivative financial instruments (unless it is a trade receivable without a significant financing component) are initially measured at fair value plus, for non-derivative financial instruments not at fair value through profit or loss (FVTPL), any directly attributable transaction costs. A trade receivable without a significant financing component is initially measured at the transaction price.

Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.7 Financial instruments (continued)

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at amortised cost or fair value through other comprehensive income (FVOCI) – debt investment or FVOCI – equity investment or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

The determination of the classification at initial recognition into each of the measurement category and the subsequent measurement for each measurement category are as described below.

(a) Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest method, less any impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in the income statement. Any gain or loss on derecognition is recognised in the income statement.

(b) Debt investments at FVOCI

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at fair value. Interest income calculated under the effective interest method, foreign exchange gains and losses and impairment are recognised in the income statement. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to the income statement.

(c) Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognised as income in the income statement unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to the income statement.

(d) Financial assets at FVTPL

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in the income statement.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.7 Financial instruments (continued)

Non-derivative financial liabilities

Non-derivative financial liabilities are measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in the income statement.

Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign exchange, fuel price and interest rate risk exposures. The use of hedging instruments is governed by the Group's policies which provide written principles on the use of financial instruments consistent with the Group's risk management strategy.

Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

To assess hedge effectiveness, the Group determines the economic relationship between the hedging instrument and the hedged item in assessing whether they have values that generally move in the opposite direction because of the same hedged risk.

Derivatives are recognised initially at fair value and attributable transaction costs are recognised in the income statement when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are accounted for as follows:

(a) Cash flow hedges

Changes in the fair value of the derivative designated as a hedging instrument of a cash flow hedge is recognised in other comprehensive income and presented within equity in the hedging reserve to the extent the hedge is effective, limited to the cumulative change in fair value of the hedged item from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in the income statement.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated or exercised, or the designation revoked, then hedge accounting is discontinued prospectively.

The cumulative gain or loss previously recognised in equity in the hedging reserve remains there until the forecast transaction occurs. When the hedged item is a non-financial asset, the amount recognised in equity is reclassified to the carrying amount of the asset when it is recognised. In other cases, the amount recognised in equity is transferred to the income statement in the same period that the hedged item affects the income statement.

If the forecast transaction is no longer expected to occur, then the balance in equity is reclassified to the income statement.

(b) Fair value hedges

Changes in the fair value of a derivative designated as a hedging instrument of a fair value hedge are recognised in the income statement. The hedged item is also stated at fair value in respect of the risk being hedged; the gain or loss attributable to the hedged risk is recognised in the income statement and the carrying amount of the hedged item is adjusted.

If the hedging instrument no longer meets the criteria for hedge accounting, expires or is sold, terminated, exercised or the designation is revoked, then hedge accounting is discontinued prospectively. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to the income statement from that date.

(c) Hedge of net investment in a foreign operation

Foreign currency differences arising on the retranslation of a financial liability designated as a hedge of a net investment in a foreign operation are recognised in other comprehensive income and presented within equity in the foreign currency translation reserve, to the extent that the hedge is effective. The ineffective foreign currency differences are recognised in the income statement.

If the hedging instrument no longer meets the criteria for hedge accounting, hedge accounting is discontinued prospectively. The cumulative gain or loss previously recognised in foreign currency translation reserve is reclassified to the income statement as an adjustment to the gain or loss on disposal when the investment in the foreign operation is disposed.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.7 Financial instruments (continued)

Derivative financial instruments and hedge accounting (continued)

(d) Economic hedges

Hedge accounting is not applied to derivative instruments that economically hedge monetary assets and liabilities denominated in foreign currencies. Changes in the fair value of such derivatives are recognised in the income statement as part of foreign currency gains and losses.

(e) Separable embedded derivatives

Changes in the fair value of separable embedded derivatives are recognised immediately in the income statement.

2.8 Impairment of financial assets

The Group recognises loss allowances for expected credit losses (ECLs) on:
- financial assets measured at amortised cost; and
- contract assets (as defined in SFRS(I) 15).

Loss allowances of the Group are measured on either of the following bases:
- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.8 Impairment of financial assets (continued)

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:
- significant financial difficulty of the borrower or issuer;
- breach of contract such as a default; or
- it is probable that the borrower will enter bankruptcy or other financial reorganisation.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

2.9 Financial guarantees

Financial guarantee contracts issued by the Company to external parties on behalf of entities within the Group are initially measured at fair value and subsequently measured at the higher of amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and the amount of expected loss allowance determined in accordance with SFRS(I) 9.

2.10 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:
- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.10 Leases (continued)

As a lessee (continued)

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in income statement if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property and lease liabilities separately in the statements of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

2.11 Inventories

Inventories mainly comprise stores and consumables which are valued at cost of purchase (including cost incurred in bringing the inventories to their present location and condition) on a weighted average cost method less any applicable allowance for obsolescence. When inventories are consumed, the carrying amount of these inventories is recognised as an expense in the year in which the consumption occurs.

2.12 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an expense in the income statement when incurred.

Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Group's net obligations in respect of defined benefit plans are calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.13 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.14 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

2.15 Revenue recognition

Income from services

Income from port and marine services rendered is recognised at a point in time and income from supply chain solutions and consultancy services is generally recognised over time, when the Group satisfies a performance obligation by transferring service to the customer. The amount of revenue recognised is the amount of the transaction price allocated to each satisfied performance obligation. Transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised services.

The Group generates majority of its supply chain solutions revenue by purchasing transportation services from direct carriers (asset-based) and selling a combination of those services to its customers.

License fee

License fee represents fees earned from the sale of license of software to customers and is recognised when the customer takes delivery of the software, and the criteria for acceptance have been satisfied.

System development revenue

System development contracts of less than 12 months' duration and completed within the financial year are recognised at a point in time based on the completed contract method. System development for longer-term contracts are recognised over time. The stage of completion is typically assessed by reference to work performed based on the ratio of costs incurred to date to the estimated total costs for each contract.

Service concession arrangements

Revenue related to construction or upgrade services under a service concession arrangement is recognised over time based on the percentage of completion of the work performed. The percentage of completion is assessed by reference to surveys of work performed. The related costs are recognised in the income statement when they are incurred. Operation or service revenue is recognised in the period in which the services are provided by the Group. If the service concession arrangement contains more than one performance obligation, then the consideration received is allocated with reference to the relative stand-alone selling prices of the services delivered.

Dividend income

Dividend income is recognised when the right to receive payment is established.

Interest income

Interest income is recognised as it accrues, using the effective interest method, except where the collection is contingent upon certain conditions being met, then such income is recognised when received.

2.16 Government grants

Government grants are recognised in the statement of financial position initially as deferred income when there is reasonable assurance that they will be received and that the Group will comply with the conditions attached to them. Grants that compensate the Group for expenses incurred are recognised in the income statement on a systematic basis in the same period in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are recognised in the income statement on a systematic basis over the useful life of the asset.

2 MATERIAL ACCOUNTING POLICIES (continued)

2.17 Finance costs

Finance costs comprise interest expense on borrowings which includes the unwinding of the discount on provisions and lease liabilities. All borrowing costs are recognised in the income statement using the effective interest method, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of a qualifying asset which necessarily takes a substantial period of time to be prepared for its intended use or sale.

2.18 Income tax expense

Income tax expense comprises current and deferred taxes. Income tax expense is recognised in the income statement except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences, and temporary differences relating to investments in subsidiaries, associates and joint ventures to the extent that they probably will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Global minimum top-up tax

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of SFRS(I) 1-12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

2.19 Non-current assets held for sale or distribution

Non-current assets (or disposal groups comprising assets and liabilities) that are expected to be recovered primarily through sale or distribution rather than through continuing use, are classified as held for sale or distribution. Immediately before classification as held for sale or distribution, the assets (or components of a disposal group) are remeasured in accordance with the Group's accounting policies. Thereafter, the assets (or disposal group) are generally measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss on a disposal group is first allocated to goodwill, and then to remaining assets and liabilities on a pro rata basis, except that no loss is allocated to inventories, financial assets and deferred tax assets, which continue to be measured under different rules in accordance with the Group's accounting policies. Impairment losses on initial classification as held for sale or distribution and subsequent gains or losses on remeasurement are recognised in the income statement. Gains are not recognised in excess of any cumulative impairment losses.

2.20 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Board of Directors to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

3 PROPERTY, PLANT AND EQUIPMENT

	Freehold land $'000	Leasehold land $'000	Buildings $'000	Wharves, hardstanding and roads $'000	Plant, equipment and machinery $'000	Floating crafts and dry-docking costs $'000	Motor vehicles $'000	Computers $'000	Capital work-in-progress $'000	Total $'000
Group										
Cost										
At 1 January 2023	87,939	1,767,002	979,151	3,027,072	6,188,560	593,803	49,580	280,779	1,166,000	14,139,886
Reclassifications	(85)	96,158	11,567	149,519	416,309	42,003	1,866	42,656	(759,993)	–
Additions	806	978	8,486	3,237	115,941	18,382	1,763	6,933	1,156,139	1,312,665
Acquisition of a subsidiary	–	–	50,500	–	9,048	–	21,942	6,121	–	87,611
Disposals	–	–	(17,321)	(8,935)	(143,510)	(5,789)	(2,767)	(19,022)	(6,497)	(203,841)
Transferred from intangible assets	–	–	–	–	–	–	–	–	49	49
Translation differences on consolidation	(182)	27	6,546	4,064	5,405	(2,206)	(776)	(339)	1,710	14,249
At 31 December 2023	88,478	1,864,165	1,038,929	3,174,957	6,591,753	646,193	71,608	317,128	1,557,408	15,350,619
Reclassifications	–	151,837	60,622	258,871	834,967	8,744	5,425	53,725	(1,374,191)	–
Additions	8,291	1,889	29,528	4,573	85,467	33,386	20,808	9,287	1,281,449	1,474,678
Acquisition of a subsidiary	–	1,873	111	–	4,100	–	5,635	–	18,119	29,838
Disposals	–	–	(8,615)	(129)	(120,545)	(19,067)	(8,711)	(17,477)	–	(174,544)
Translation differences on consolidation	(1,566)	(268)	2,885	(7,404)	(34,935)	4,191	10,664	7,210	(9,281)	(28,504)
At 31 December 2024	95,203	2,019,496	1,123,460	3,430,868	7,360,807	673,447	105,429	369,873	1,473,504	16,652,087

3 PROPERTY, PLANT AND EQUIPMENT (continued)

	Freehold land $'000	Leasehold land $'000	Buildings $'000	Wharves, hardstanding and roads $'000	Plant, equipment and machinery $'000	Floating crafts and dry-docking costs $'000	Motor vehicles $'000	Computers $'000	Capital work-in-progress $'000	Total $'000
Group										
Accumulated depreciation and impairment losses										
At 1 January 2023	–	1,140,070	530,314	1,820,569	3,754,709	272,455	37,597	213,183	–	7,768,897
Depreciation charge for the year	–	79,637	32,252	87,237	331,815	39,757	6,581	35,505	–	612,784
Acquisition of a subsidiary	–	–	7,284	–	–	–	–	–	–	7,284
Disposals	–	–	(17,289)	(8,875)	(132,029)	(5,560)	(2,278)	(19,022)	–	(185,053)
Translation differences on consolidation	–	19	365	2,291	(1,684)	(701)	(3,020)	(769)	–	(3,499)
At 31 December 2023	–	1,219,726	552,926	1,901,222	3,952,811	305,951	38,880	228,897	–	8,200,413
Depreciation charge for the year	–	39,044	35,308	82,835	357,994	42,946	11,081	43,664	–	612,872
Acquisition of a subsidiary	–	258	101	–	1,879	–	4,714	–	–	6,952
Disposals	–	–	(5,632)	(87)	(109,869)	(18,841)	(3,089)	(16,621)	–	(154,139)
Translation differences on consolidation	–	(122)	(1,335)	(4,194)	(23,346)	1,523	5,737	4,592	–	(17,145)
At 31 December 2024	–	1,258,906	581,368	1,979,776	4,179,469	331,579	57,323	260,532	–	8,648,953
Carrying amounts										
At 1 January 2023	87,939	626,932	448,837	1,206,503	2,433,851	321,348	11,983	67,596	1,166,000	6,370,989
At 31 December 2023	88,478	644,439	486,003	1,273,735	2,638,942	340,242	32,728	88,231	1,557,408	7,150,206
At 31 December 2024	95,203	760,590	542,092	1,451,092	3,181,338	341,868	48,106	109,341	1,473,504	8,003,134

3 PROPERTY, PLANT AND EQUIPMENT (continued)

	Plant, equipment and machinery $'000	Motor vehicles $'000	Computers $'000	Capital work-in-progress $'000	Total $'000
Company					
Cost					
At 1 January 2023	687	346	2,698	56	3,787
Reclassifications	–	–	56	(56)	–
Additions	2	–	414	–	416
Disposals	–	–	(3)	–	(3)
At 31 December 2023	689	346	3,165	–	4,200
Additions	11	–	27	–	38
At 31 December 2024	700	346	3,192	–	4,238
Accumulated depreciation					
At 1 January 2023	546	346	2,317	–	3,209
Depreciation charge for the year	103	–	166	–	269
Disposals	–	–	(3)	–	(3)
At 31 December 2023	649	346	2,480	–	3,475
Depreciation charge for the year	22	–	261	–	283
At 31 December 2024	671	346	2,741	–	3,758
Carrying amounts					
At 1 January 2023	141	–	381	56	578
At 31 December 2023	40	–	685	–	725
At 31 December 2024	29	–	451	–	480

4 INTANGIBLE ASSETS

	Goodwill on consolidation $'000	Computer software and software development costs $'000	Customer relationships $'000	Capital work-in-progress $'000	Port and other operating rights $'000	Other intangible assets $'000	Total $'000
Group							
Cost							
At 1 January 2023	2,084,227	308,155	413,862	258,278	2,129,252	332,693	5,526,467
Reclassifications	–	84,904	–	(85,273)	–	369	–
Additions	–	6,463	–	278,602	–	4,221	289,286
Acquisition of a subsidiary	–	1,409	46,373	–	–	–	47,782
Disposals	–	(14,441)	–	–	(2,161)	(1,141)	(17,743)
Written-off	–	(113)	–	(11)	–	–	(124)
Transferred to property, plant and equipment	–	–	–	(49)	–	–	(49)
Translation differences on consolidation	(20,395)	1,915	(11,825)	(4,578)	(18,531)	(5,272)	(58,686)
At 31 December 2023	2,063,832	388,292	448,410	446,969	2,108,560	330,870	5,786,933
Reclassifications	–	52,231	–	(52,231)	–	–	–
Additions	–	10,866	–	276,343	4,562	906	292,677
Acquisition of a subsidiary	–	3,566	50,109	937	–	–	54,612
Disposals	–	(9,344)	–	–	(5,474)	(136)	(14,954)
Written-off	–	(2,696)	–	–	–	–	(2,696)
Translation differences on consolidation	38,028	(2,458)	(5,962)	(2,224)	(26,437)	5,719	6,666
At 31 December 2024	2,101,860	440,457	492,557	669,794	2,081,211	337,359	6,123,238

4 INTANGIBLE ASSETS (continued)

	Goodwill on consolidation $'000	Computer software and software development costs $'000	Customer relationships $'000	Capital work-in-progress $'000	Port and other operating rights $'000	Other intangible assets $'000	Total $'000
Group							
Accumulated amortisation and impairment losses							
At 1 January 2023	73,619	206,883	45,150	–	538,035	28,868	892,555
Amortisation charge for the year	–	34,489	38,411	–	67,102	4,280	144,282
Acquisition of a subsidiary	–	1,321	–	–	–	–	1,321
Disposals	–	(11,941)	–	–	–	(1,115)	(13,056)
Written-off	–	(113)	–	–	–	–	(113)
Impairment loss	–	1,165	–	–	–	–	1,165
Translation differences on consolidation	246	1,639	209	–	(3,833)	309	(1,430)
At 31 December 2023	73,865	233,443	83,770	–	601,304	32,342	1,024,724
Amortisation charge for the year	–	42,313	37,895	–	66,426	3,156	149,790
Acquisition of a subsidiary	–	1,447	–	–	–	–	1,447
Disposals	–	(8,272)	–	–	(3,614)	(136)	(12,022)
Written-off	–	(2,696)	–	–	–	–	(2,696)
Impairment loss	331,400	–	–	–	60,000	–	391,400
Translation differences on consolidation	(402)	(1,962)	(2,627)	–	(8,041)	406	(12,626)
At 31 December 2024	404,863	264,273	119,038	–	716,075	35,768	1,540,017
Carrying amounts							
At 1 January 2023	2,010,608	101,272	368,712	258,278	1,591,217	303,825	4,633,912
At 31 December 2023	1,989,967	154,849	364,640	446,969	1,507,256	298,528	4,762,209
At 31 December 2024	1,696,997	176,184	373,519	669,794	1,365,136	301,591	4,583,221

4 INTANGIBLE ASSETS (continued)

	Computer software and software development costs $'000	Capital work-in-progress $'000	Total $'000
Company			
Cost			
At 1 January 2023	43,283	16,987	60,270
Reclassifications	1,041	(1,041)	–
Additions	–	6,356	6,356
At 31 December 2023	44,324	22,302	66,626
Reclassifications	4,964	(4,964)	–
Additions	–	3,644	3,644
At 31 December 2024	49,288	20,982	70,270
Accumulated amortisation			
At 1 January 2023	12,032	–	12,032
Amortisation charge for the year	4,094	–	4,094
At 31 December 2023	16,126	–	16,126
Amortisation charge for the year	4,462	–	4,462
At 31 December 2024	20,588	–	20,588
Carrying amounts			
At 1 January 2023	31,251	16,987	48,238
At 31 December 2023	28,198	22,302	50,500
At 31 December 2024	28,700	20,982	49,682

4 INTANGIBLE ASSETS (continued)

Impairment testing

Goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating segments or port business in the country of operation, which represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. At 31 December 2024, the carrying amount of goodwill primarily relates to one of the Group's CGUs within the supply chain solutions operating segment ("the supply chain solutions CGU") of $1,219.1 million (2023: $1,510.3 million) and the Group's port business CGU in Belgium ("Belgium ports CGU") of $452.6 million (2023: $453.6 million) respectively. The remaining goodwill relates to the Group's port business and supply chain solutions CGUs in other countries.

The recoverable amounts for both the supply chain solutions and the Belgium ports CGUs were based on the value in use approach. They were determined by discounting future cash flows generated from the continuing use of these CGUs. The cash flow projections were based on financial budgets approved by management covering a five-year period with a further outlook based on the long-term nature of concession agreements for Belgium ports CGU, while supply chain solutions CGU is assumed to operate indefinitely and at 2% (2023: 0%) growth rate.

Key assumptions include the expected growth in revenue, gross margin and discount rates. The pre-tax discount rate used for impairment testing of Belgium ports CGU was 10.2% (2023: 9.3%) and the supply chain solutions CGU was 11.0% (2023: 12.0%). The values assigned to the key assumptions represent the past experience of the CGUs and taking into consideration of future outlook of the market.

During the impairment review, the Group assesses whether the carrying amount of an asset exceeds its recoverable amount. The carrying amount of the supply chain solutions CGU was determined to be higher than its recoverable amount of $1,230 million arising from weaker economic outlook, and an impairment loss of $331.4 million was recognised on goodwill during 2024 (2023: nil). The impairment losses were recognised in other expenses in the income statement.

The key assumptions are inherently subject to estimation uncertainties, and judgement is required to determine the assumptions adopted in the cash flow projections. Changes to these assumptions can significantly affect these cash flow projections and therefore the results of the impairment tests.

Management believes that no reasonably possible changes in any of the above key assumptions would cause the carrying amount of the Belgium ports CGU to materially exceed its recoverable amount.

Following the impairment loss recognised in the supply chain solutions CGU, the recoverable amount was equal to the carrying amount. Therefore, any adverse movement in a key assumption would lead to further impairment.

Port and other operating rights

During the year, the Group identified indicators of impairment in another CGU within the supply chain solutions operating segment due to weak performance. The recoverable amount determined of $73 million was based on the value in use approach, and the pre-tax discount rate used was 14.7%. An impairment loss of $60 million (2023: nil) on other operating rights was recognised in other expenses in the income statement.

5 RIGHT-OF-USE ASSETS

	Leasehold land $'000	Buildings $'000	Wharves, hardstanding and roads $'000	Plant, equipment and machinery $'000	Floating crafts $'000	Motor vehicles $'000	Computers $'000	Total $'000
Group								
Cost								
At 1 January 2023	814,849	120,431	43,631	58,328	12,583	15,415	2,759	1,067,996
Additions	68,832	45,578	–	21,949	297	9,598	–	146,254
Acquisition of a subsidiary	–	15,580	–	2,197	–	4,599	–	22,376
Disposals	(10,247)	(27,542)	(40)	(3,426)	(1,002)	(2,274)	–	(44,531)
Reclassifications	44,140	–	(44,140)	–	–	–	–	–
Translation differences on consolidation	15,821	1,328	549	2,309	(177)	(185)	–	19,645
At 31 December 2023	933,395	155,375	–	81,357	11,701	27,153	2,759	1,211,740
Additions	14,719	75,842	122	33,234	–	5,809	–	129,726
Acquisition of a subsidiary	–	3,812	–	–	–	899	–	4,711
Disposals	–	(41,347)	–	(25,148)	(262)	(3,747)	–	(70,504)
Translation differences on consolidation	(36,535)	2,670	–	(612)	309	(1,055)	–	(35,223)
At 31 December 2024	911,579	196,352	122	88,831	11,748	29,059	2,759	1,240,450

5 RIGHT-OF-USE ASSETS (continued)

	Leasehold land $'000	Buildings $'000	Wharves, hardstanding and roads $'000	Plant, equipment and machinery $'000	Floating crafts $'000	Motor vehicles $'000	Computers $'000	Total $'000
Group								
Accumulated depreciation								
At 1 January 2023	123,951	71,852	5,597	40,023	2,779	8,312	2,164	254,678
Depreciation charge for the year	29,355	30,318	8	14,479	606	3,699	595	79,060
Acquisition of a subsidiary	–	2,496	–	2,116	–	551	–	5,163
Disposals	(10,247)	(25,793)	(40)	(2,932)	(1,002)	(1,628)	–	(41,642)
Reclassifications	5,650	(16)	(5,634)	–	–	–	–	–
Translation differences on consolidation	2,186	(457)	69	1,040	(37)	111	–	2,912
At 31 December 2023	150,895	78,400	–	54,726	2,346	11,045	2,759	300,171
Depreciation charge for the year	28,834	44,314	10	14,625	547	5,971	–	94,301
Disposals	–	(25,106)	–	(23,861)	(53)	(2,619)	–	(51,639)
Translation differences on consolidation	(6,733)	1,134	–	(543)	71	(216)	–	(6,287)
At 31 December 2024	172,996	98,742	10	44,947	2,911	14,181	2,759	336,546
Carrying amounts								
At 1 January 2023	690,898	48,579	38,034	18,305	9,804	7,103	595	813,318
At 31 December 2023	782,500	76,975	–	26,631	9,355	16,108	–	911,569
At 31 December 2024	738,583	97,610	112	43,884	8,837	14,878	–	903,904

5 RIGHT-OF-USE ASSETS (continued)

The leases run over various periods with some leases containing an option to renew the lease upon expiry. Lease terms are reviewed at renewal of leases.

In 2023, depreciation expense of $0.7 million was capitalised into capital work-in-progress.

	Buildings $'000
Company	
Cost	
At 1 January 2023	19,707
Additions	169
Disposals	(10,272)
At 31 December 2023	9,604
Additions	10,442
At 31 December 2024	20,046
Accumulated depreciation	
At 1 January 2023	10,272
Depreciation charge for the year	4,802
Disposals	(10,272)
At 31 December 2023	4,802
Depreciation charge for the year	4,804
At 31 December 2024	9,606
Carrying amounts	
At 1 January 2023	9,435
At 31 December 2023	4,802
At 31 December 2024	10,440

6 SUBSIDIARIES

	Company	
	2024 $'000	**2023 $'000**
Equity investments, at cost	1,182,222	1,175,222
Loans to subsidiaries	10,219,071	11,232,676
	11,401,293	12,407,898
Impairment losses	(718,330)	(275,077)
	10,682,963	12,132,821

The loans to subsidiaries form part of the Company's net investments in these subsidiaries. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Company. Accordingly, these loans are stated at cost less accumulated impairment losses.

6 SUBSIDIARIES (continued)

The loans are principally denominated in Singapore dollars, US dollars, Euro and Canadian dollars, and comprised:

(a) $547.1 million (2023: $668.3 million) loans bearing fixed interest rates ranging from 4.27% to 6.33% (2023: 4.27% to 6.33%) per annum; and

(b) $1.0 billion (2023: $688.4 million) loans bearing floating interest rates ranging from 3.38% to 9.16% (2023: 5.68% to 10.35%) per annum and the interest rates repriced at intervals of 3 to 12 months (2023: 3 to 12 months).

The remaining loans to subsidiaries are interest-free.

Details of significant subsidiaries are as follows:

Name of subsidiary	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2024	2023
		%	%
PSA Corporation Limited	Singapore	100	100
PSA Marine (Pte) Ltd	Singapore	100	100
PSA Antwerp N.V.	Belgium	100	100
BDP Intermediate 1, Inc.	United States	100	100

Impairment testing

During the year, the Company recognised an impairment loss of $447.9 million on certain loans to subsidiaries due to lower recoverable amounts arising from weaker economic outlook. The impairment loss was recognised in other expenses in the Company's income statement.

The recoverable amounts were based on the value in use approach. They were determined by discounting future cash flows generated from the underlying businesses. The cash flow projections were based on financial budgets approved by management covering a five-year period with a further outlook assuming that the businesses will operate indefinitely at growth rates ranging from 2% to 5%.

Key assumptions include the expected growth in revenue, gross margin and discount rates. The pre-tax discount rates used for impairment testing ranged from 11.0% to 14.7%.

7 ASSOCIATES

	Group	
	2024	2023
	$'000	$'000
Investments in associates	3,782,230	3,582,147
Loans to associates	7,128	7,128
	3,789,358	3,589,275
Impairment losses	(7,128)	(7,128)
	3,782,230	3,582,147

The loans to associates form part of the Group's net investments in these associates. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Group. Accordingly, these loans are stated at cost less accumulated impairment losses.

7 ASSOCIATES (continued)

Details of significant associates are as follows:

Name of associate	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2024	2023
		%	%
Hutchison Port Holdings Limited	British Virgin Islands	20	20
Hutchison Ports Investments S.à r.l.	Luxembourg	20	20

The reconciliation of the SFRS(I) financial statements of the associates modified for fair value adjustments, with the carrying amounts of the investments in associates in the consolidated financial statements is as follows:

	Group	
	2024	2023
	$'000	$'000
At 1 January	3,582,147	3,452,822
Group's share of:		
– profit for the year	263,308	223,639
– other comprehensive income	(38,245)	(3,430)
– total comprehensive income	225,063	220,209
Dividends received during the year	(131,825)	(138,074)
Investment during the year	–	101,327
Translation differences on consolidation	106,845	(54,137)
At 31 December	3,782,230	3,582,147

The Group's investments in associates relate mainly to its investment in Hutchison Port Holdings Limited and Hutchison Ports Investments S.à r.l.. The Group's share of contingent liabilities of the associates (in relation to bank loan guarantees available to its associates and joint ventures, and performance guarantees available to third parties) is $241.7 million (2023: $64.0 million).

8 JOINT VENTURES

	Group	
	2024	2023
	$'000	$'000
Investments in joint ventures	2,578,655	2,365,451
Loans to joint ventures	893,271	960,862
	3,471,926	3,326,313
Impairment losses	(57,461)	(64,058)
	3,414,465	3,262,255

The loans to joint ventures form part of the Group's net investments in these joint ventures. The loans are unsecured and settlement is neither planned nor likely to occur in the foreseeable future. These amounts are in substance capital contributions by the Group. Accordingly, these loans are stated at cost less accumulated impairment losses.

8 JOINT VENTURES (continued)

The loans are principally denominated in US dollars and Euro, and comprised:

(a) $498.0 million (2023: $568.7 million) loans bearing fixed interest rates ranging from 6.00% to 7.20% (2023: 6.00% to 7.20%) per annum; and

(b) $386.3 million (2023: $383.4 million) loans bearing floating interest rates ranging from 6.33% to 10.26% (2023: 6.40% to 10.73%) per annum.

The remaining loans to joint ventures are interest-free.

Details of significant joint ventures are as follows:

Name of joint venture	Principal place of business/country of incorporation	Effective percentage held by the Group	
		2024	2023
		%	%
International Trade Logistics S.A.	Argentina	50.0	50.0
Baltic Hub Container Terminal Sp. Z.o.o.	Republic of Poland	40.0	40.0
PSA Panama International Terminal, S.A.	Republic of Panama	42.5	42.5
Sociedad Puerto Industrial Aguadulce S.A.	Colombia	49.8	49.8
Tianjin Port Pacific International Container Terminal Co., Ltd.	People's Republic of China	49.0	49.0

The Group's share of commitments of the joint ventures was as follows:

	Group	
	2024	2023
	$'000	$'000
Capital commitments which have been authorised and contracted but not provided for in the financial statements	308,248	390,706

The Group does not have any individually material joint venture.

9 OTHER INVESTMENTS

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Debt investments at FVOCI	–	110,578	–	110,578
Equity investments at FVOCI	2,754,934	1,934,317	275,474	64,799
Equity investments at FVTPL	7,122	7,122	–	–
	2,762,056	2,052,017	275,474	175,377

In 2023, the debt investments at FVOCI of the Group and the Company bore interest rate of 8.25%. The debt investments were disposed during the year.

10 OTHER NON-CURRENT ASSETS

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Loan to a non-controlling shareholder of a subsidiary	–	43,610	–	–
Loans to joint ventures	33,488	32,170	–	–
Other receivables	173,436	167,030	–	–
Non-current portion of financial assets at amortised cost	206,924	242,810	–	–
Hedging instruments	35,640	24,495	20,785	16,741
Transferable corporate club memberships	1,093	1,121	–	–
	243,657	268,426	20,785	16,741

In 2023, the loan to a non-controlling shareholder of a subsidiary was denominated in Singapore dollars, unsecured, bore floating interest rates ranging from 3.24% to 3.74% per annum. The loan was repaid during the year.

The loans to joint ventures are denominated in Euro and Korean Won, and comprised:

(a) $32.8 million (2023: $32.2 million) loans bearing floating interest rate of 4.88% (2023: 5.28%) per annum and repayable by 2028; and

(b) $0.7 million (2023: nil) loans bearing floating interest rate of 4.90% per annum and repayable by 2029.

11 DEFERRED TAX

Movements in deferred tax assets and liabilities of the Group (prior to offsetting of balances) during the year were as follows:

	Trade and other payables and provisions	Lease liabilities	Other items	Total
	$'000	$'000	$'000	$'000
Group				
Deferred tax assets				
At 1 January 2023	51,043	180,232	10,759	242,034
Acquisition of a subsidiary	559	–	7,894	8,453
Recognised in income statement	7,416	(12,139)	6,570	1,847
Recognised in other comprehensive income	(231)	–	586	355
Translation differences on consolidation	(261)	1,192	(5,906)	(4,975)
At 31 December 2023	58,526	169,285	19,903	247,714
Acquisition of a subsidiary	–	–	335	335
Recognised in income statement	6,170	14,330	18,802	39,302
Recognised in other comprehensive income	(186)	–	(638)	(824)
Translation differences on consolidation	1,103	(5,116)	(10,742)	(14,755)
At 31 December 2024	65,613	178,499	27,660	271,772

11 DEFERRED TAX (continued)

	Property, plant and equipment and intangible assets $'000	Right-of-use assets $'000	Other investments $'000	Other items $'000	Total $'000
Deferred tax liabilities					
At 1 January 2023	566,337	176,728	330,839	64,269	1,138,173
Acquisition of a subsidiary	–	436	–	16	452
Recognised in income statement	64,783	(15,853)	–	(19,097)	29,833
Recognised in other comprehensive income	–	–	75,031	(3,434)	71,597
Translation differences on consolidation	(12,509)	1,188	–	(323)	(11,644)
At 31 December 2023	618,611	162,499	405,870	41,431	1,228,411
Acquisition of a subsidiary	20,736	238	–	–	20,974
Recognised in income statement	6,641	10,177	–	(2,487)	14,331
Recognised in other comprehensive income	–	–	234,933	(2,719)	232,214
Translation differences on consolidation	(12,136)	(4,684)	–	(2,292)	(19,112)
At 31 December 2024	633,852	168,230	640,803	33,933	1,476,818

Deferred tax assets and liabilities of the Company were attributable to the following:

	Company 2024 $'000	Company 2023 $'000
Deferred tax assets		
Trade and other payables	1,577	2,670
Deferred tax liabilities		
Property, plant and equipment	4,928	4,856
Unremitted income	19,850	20,443
	24,778	25,299

Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The amounts determined after appropriate offsetting were included in the statements of financial position as follows:

	Group 2024 $'000	Group 2023 $'000	Company 2024 $'000	Company 2023 $'000
Deferred tax assets	62,690	52,877	–	–
Deferred tax liabilities	1,267,736	1,033,574	23,201	22,629

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of tax losses amounting to $318.7 million (2023: $188.7 million). The tax losses are subject to agreement by the tax authorities and compliance with tax regulations in the respective countries in which certain subsidiaries operate. Tax losses of $225.4 million (2023: $96.6 million) expire in 2025 to 2032 (2023: 2025 to 2031). The remaining tax losses do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these tax losses because there is no indication that future taxable profit will be available against which the respective subsidiaries of the Group can utilise the benefits.

12 TRADE AND OTHER RECEIVABLES

		Group		Company	
	Note	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Trade and accrued receivables	13	1,115,391	961,180	163	8
Deposits and other receivables	14	260,625	239,467	35,616	34,099
Amounts due from:					
Subsidiaries		–	–	335,064	308,922
Associates		114	8,692	–	–
Joint ventures		230,117	211,331	15,084	25,801
Related corporations		7,838	26,924	–	–
Current portion of financial assets at amortised cost		1,614,085	1,447,594	385,927	368,830
Advances and prepayments		156,485	138,504	2,905	3,048
Hedging instruments		14,774	15,192	2,855	2,403
		1,785,344	1,601,290	391,687	374,281

The amounts due from subsidiaries, associates, joint ventures and related corporations are unsecured, interest-free and repayable on demand.

13 TRADE AND ACCRUED RECEIVABLES

	Group		Company	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Trade and accrued receivables	1,164,385	1,023,991	163	8
Allowance for impairment	(48,994)	(62,811)	–	–
	1,115,391	961,180	163	8

The Group's primary exposure to credit risk arises through its trade receivables. Concentration of credit risk relating to trade receivables is limited due to the Group's internationally dispersed customers. Due to the nature of the Group's business, credit risk is not concentrated in any specific geographical region but concentrated in companies exposed to business cyclical fluctuations that are commonly found in the shipping industry. The Group's historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, management believes that no additional allowance beyond amounts provided for collection losses is required.

14 DEPOSITS AND OTHER RECEIVABLES

	Group		Company	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Deposits	4,214	4,383	12	12
Interest receivables	44,822	42,892	34,846	33,729
GST, VAT and other tax receivables	78,332	81,534	–	–
Other receivables	133,257	110,658	758	358
	260,625	239,467	35,616	34,099

15 CONTRACT BALANCES

Contract assets are recognised for unbilled work-in-progress with costs associated with the service being recorded in trade payables and accrued operating expenses. Contract liabilities are recognised for amounts received for services that are not yet completed.

	Group			
	Contract assets		Contract liabilities	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
At 1 January	79,515	187,391	(9,469)	(13,637)
Revenue recognised during the year	57,352	173	–	–
Contract assets reclassified to trade receivables	(28,352)	(102,551)	–	–
Recognition of revenue from contract liabilities at the beginning of the year	–	–	6,598	6,295
Cash received in advance and not recognised as revenue	–	–	(9,158)	(2,383)
Cumulative catch-up adjustments	1,133	(5,231)	35	297
Translation differences on consolidation	1,619	(267)	24	(41)
At 31 December	111,267	79,515	(11,970)	(9,469)

16 CASH AND BANK BALANCES

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Cash at bank and in hand	560,234	828,395	93,870	233,367
Fixed deposits	4,221,215	2,879,958	3,036,219	2,214,547
	4,781,449	3,708,353	3,130,089	2,447,914
Bank overdrafts	(3,745)	–	–	–
	4,777,704	3,708,353	3,130,089	2,447,914

At the reporting date, cash and cash equivalents for the Group include $778.7 million (2023: $387.9 million) cash from subsidiaries pooled together under a sweeping arrangement and managed centrally by the Company in bank balances and fixed deposits as part of the Group's cash management and treasury activities. These balances are not presented as part of the bank balance of the Company.

17 SHARE CAPITAL

	Company	
	2024	2023
	No. of shares	No. of shares
	'000	'000
Issued and fully-paid, with no par value:		
At 1 January and 31 December	607,372	607,372

The holder of ordinary shares is entitled to receive dividends as declared from time to time and is entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

17 SHARE CAPITAL (continued)

Capital management

The Group defines capital as share capital and all components of equity. The Group's primary objectives when managing capital are to safeguard the Group's ability to continue to provide returns for shareholders and to support the Group's stability and growth. The Group regularly reviews and manages its capital structure to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

There were no changes to the Group's approach to capital management during the year.

Certain subsidiaries within the Group are subject to externally imposed capital requirements as required by law. These subsidiaries have complied with the requirements during the financial year. The Company and the rest of its subsidiaries are not subject to any externally imposed capital requirements.

18 ACCUMULATED PROFITS AND OTHER RESERVES

	Note	Group		Company	
		2024	2023	2024	2023
		$'000	$'000	$'000	$'000
Capital reserve	(a)	76,636	47,818	–	–
Insurance reserve	(b)	97,357	97,357	–	–
Foreign currency translation reserve	(c)	(1,296,784)	(1,413,213)	–	–
Hedging reserve	(d)	18,916	12,606	13,476	9,034
Fair value reserve	(e)	726,670	162,826	(50,571)	(57,448)
Accumulated profits		15,114,112	15,007,321	10,091,253	10,802,938
		14,736,907	13,914,715	10,054,158	10,754,524

(a) Capital reserve

The capital reserve comprises the Group's share of capital reserve of associates and joint ventures.

(b) Insurance reserve

The insurance reserve relates to a sum transferred from the former Port of Singapore Authority to PSA Corporation Limited in 1997 as part of the vesting of property, rights and liabilities. This reserve is to cover potential past liabilities and for funding future potential liabilities in relation to the port related activities undertaken by PSA Corporation Limited.

(c) Foreign currency translation reserve

The foreign currency translation reserve comprises:

(i) all foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the functional currency of the Company;

(ii) the effective portion of the cumulative net change in fair value of foreign currency loans used to hedge the Group's net investment in foreign operations;

(iii) foreign exchange differences on monetary items which form part of the Group's net investment in foreign operations;

(iv) the Group's share of foreign currency translation reserve of associates and joint ventures; and

(v) changes in the equity of foreign operations as a result of adjusting non-monetary assets and liabilities and equity balances for hyperinflation (inflation adjustment).

18 ACCUMULATED PROFITS AND OTHER RESERVES (continued)

(d) Hedging reserve

The hedging reserve comprises:

(i) the effective portion of the cumulative net change in fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred; and

(ii) the Group's share of hedging reserve of associates and joint ventures.

(e) Fair value reserve

The fair value reserve comprises:

(i) the cumulative net changes in the fair values of debt and equity investments at FVOCI until the investments are derecognised; and

(ii) the Group's share of fair value reserve of associates and joint ventures.

19 BORROWINGS AND LEASE LIABILITIES

	Note	Group 2024 $'000	Group 2023 $'000	Company 2024 $'000	Company 2023 $'000
Borrowings					
Unsecured fixed and floating rates notes		4,143,658	4,224,727	–	169,463
Secured bank loans		1,751,082	425,313	–	–
Unsecured bank loans		811,122	1,254,471	–	–
Loans from joint venture		156,424	163,948	–	–
Loans from non-controlling shareholders of subsidiaries		142,051	9,555	–	–
Unsecured loans from subsidiaries		–	–	1,997,631	1,743,174
Non-current borrowings		7,004,337	6,078,014	1,997,631	1,912,637
Unsecured fixed and floating rates notes		174,896	–	174,896	–
Secured bank loans		66,161	113,745	–	–
Unsecured bank loans		1,331,651	1,064,129	366,640	449,990
Loans from non-controlling shareholders of subsidiaries		4,297	–	–	–
Current borrowings		1,577,005	1,177,874	541,536	449,990
		8,581,342	7,255,888	2,539,167	2,362,627
Total borrowings comprise:					
Total unsecured fixed and floating rates notes		4,318,554	4,224,727	174,896	169,463
Total secured bank loans	(a)	1,817,243	539,058	–	–
Total unsecured bank loans		2,142,773	2,318,600	366,640	449,990
Total loans from joint venture	(b)	156,424	163,948	–	–
Total loans from non-controlling shareholders of subsidiaries	(c)	146,348	9,555	–	–
Total unsecured loans from subsidiaries	(d)	–	–	1,997,631	1,743,174
		8,581,342	7,255,888	2,539,167	2,362,627
Lease liabilities					
Non-current lease liabilities		900,857	909,557	5,185	–
Current lease liabilities		62,197	47,613	5,255	4,758
		963,054	957,170	10,440	4,758

19 BORROWINGS AND LEASE LIABILITIES (continued)

(a) *Secured bank loans*

The loans were secured by mortgages on the borrowing subsidiaries' property, plant and equipment and port use rights with a carrying amount of $2,262 million (2023: $535.2 million).

(b) *Loans from joint venture*

The loans from joint venture are denominated in Euro, unsecured and bear floating interest rates. Interest rates repriced at intervals of three months.

(c) *Loans from non-controlling shareholders of subsidiaries*

The loans from non-controlling shareholders are unsecured and bear fixed and floating interest rates. Interest rates repriced at intervals of three to six months. The loans are repayable in full between 2025 to 2049 (2023: 2027).

(d) *Unsecured loans from subsidiaries*

The loans from subsidiaries are denominated in US dollars, Singapore dollars, Hong Kong dollars and Renminbi, unsecured, bear interest at a range of pre-determined rates between 2.30% to 4.02% (2023: 2.30% to 4.02%).

Terms and debt repayment schedule

The terms and conditions of outstanding borrowings and lease liabilities were as follows:

	Effective interest rate	Year of maturity	2024 Face value	2024 Carrying amount	2023 Face value	2023 Carrying amount
	%		$'000	$'000	$'000	$'000
Group						
Unsecured fixed and floating rates notes	1.63 – 4.32	2025 – 2037	4,329,070	4,318,554	4,236,414	4,224,727
Secured bank loans	3.13 – 8.91*	2025 – 2032	1,817,243	1,817,243	539,058	539,058
Unsecured bank loans	0.30 – 5.89*	2025 – 2033	1,965,852	2,142,773	2,319,775	2,318,600
Loans from joint venture	4.42 – 5.44	2027	156,424	156,424	163,948	163,948
Loans from non-controlling shareholders of subsidiaries	2.50 – 8.85	2025 – 2049	146,348	146,348	9,555	9,555
			8,414,937	8,581,342	7,268,750	7,255,888
Lease liabilities	0.44 – 18.00	2025 – 2067	1,728,495	963,054	1,732,650	957,170
Company						
Unsecured fixed and floating rates notes	4.29	2025	174,900	174,896	169,500	169,463
Unsecured bank loans	3.35 – 3.39	2025	366,640	366,640	449,990	449,990
Unsecured loans from subsidiaries	2.30 – 3.98	2026 – 2032	1,997,631	1,997,631	1,743,174	1,743,174
			2,539,171	2,539,167	2,362,664	2,362,627
Lease liabilities	3.50	2026	10,827	10,440	5,060	4,758

* Excludes effective interest rates of 55.03% (secured bank loans) and 58.49% (unsecured bank loans) for entities operating in hyperinflationary economies. The loans from these entities are not material to the Group.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2024

19 BORROWINGS AND LEASE LIABILITIES (continued)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Borrowings $'000	Lease liabilities $'000	Loan from a joint venture $'000	Interest payable $'000	Total $'000
At 1 January 2023	7,333,591	844,460	–	50,627	8,228,678
Changes from financing cash flows					
– Proceeds from bank loans and notes	904,289	–	–	–	904,289
– Repayment of bank loans and notes	(1,034,287)	–	–	–	(1,034,287)
– Repayment of loans from joint venture	(6,561)	–	–	–	(6,561)
– Payment of lease liabilities	–	(91,530)	–	–	(91,530)
– Interest paid	–	(31,548)	–	(257,940)	(289,488)
Total changes from financing cash flows	(136,559)	(123,078)	–	(257,940)	(517,577)
Addition of new leases	–	163,007	–	–	163,007
Disposal/termination of lease liabilities	–	(2,759)	–	–	(2,759)
Acquisition of a subsidiary	87,202	17,223	–	–	104,425
Capitalised borrowing costs	982	–	–	15,467	16,449
Interest expenses	7,647	37,804	–	265,507	310,958
Amortisation of loan facilities upfront fees	3,412	–	–	–	3,412
Changes in fair value	248	–	–	(248)	–
Effect of changes in foreign exchange rates	(40,635)	20,513	–	(7,059)	(27,181)
At 31 December 2023	7,255,888	957,170	–	66,354	8,279,412
At 1 January 2024	7,255,888	957,170	–	66,354	8,279,412
Changes from financing cash flows					
– Proceeds from bank loans and notes	2,552,100	–	–	–	2,552,100
– Repayment of bank loans and notes	(1,447,435)	–	–	–	(1,447,435)
– Proceeds from loan from a joint venture	–	–	66,651	–	66,651
– Repayment of loans from joint venture	(2,181)	–	–	–	(2,181)
– Proceeds from loans from non-controlling shareholders of subsidiaries	132,496	–	–	–	132,496
– Payment of lease liabilities	–	(98,774)	–	–	(98,774)
– Interest paid	–	(33,658)	–	(290,850)	(324,508)
Total changes from financing cash flows	1,234,980	(132,432)	66,651	(290,850)	878,349
Addition of new leases	–	120,693	–	–	120,693
Disposal/termination of lease liabilities	–	(6,222)	–	–	(6,222)
Acquisition of a subsidiary	15,567	3,792	–	–	19,359
Capitalised borrowing costs	–	–	–	30,540	30,540
Interest expenses	–	41,505	734	271,316	313,555
Amortisation of loan facilities upfront fees	3,748	–	–	–	3,748
Effect of changes in foreign exchange rates	71,159	(21,452)	3,610	2,947	56,264
At 31 December 2024	8,581,342	963,054	70,995	80,307	9,695,698

Total cash outflow for all the leases in 2024 was $155.7 million (2023: $138.7 million).

20 PROVISIONS

This comprises site restoration provisions made by subsidiaries to restore their leased sites to original condition by the end of the lease terms.

21 OTHER NON-CURRENT OBLIGATIONS

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Hedging instruments	9,608	27,784	5,852	18,214
Amount due to joint venture	463	903	–	–
Loan from a subsidiary	–	–	70,995	–
Loan from a joint venture	70,995	–	–	–
Service concession obligations	160,698	146,945	–	–
Other non-current obligations	85,311	80,958	–	–
	327,075	256,590	76,847	18,214

The loans from a subsidiary and a joint venture are denominated in US dollars, unsecured, interest-free and repayable by 2031.

22 TRADE AND OTHER PAYABLES

		Group		Company	
	Note	2024	2023	2024	2023
		$'000	$'000	$'000	$'000
Trade payables and accrued operating expenses		1,693,497	1,429,473	95,456	82,565
Deposits and other payables	23	440,939	517,038	16,623	14,158
Amounts due to:					
Subsidiaries		–	–	583,192	782,174
Joint ventures		66,850	55,790	12	–
Related corporations		2,920	7,117	–	–
Other financial liabilities at amortised cost		2,204,206	2,009,418	695,283	878,897
Advances		61,037	63,534	207	267
Hedging instruments		7,637	8,991	112	–
		2,272,880	2,081,943	695,602	879,164

The amounts due to subsidiaries, joint ventures and related corporations are unsecured, interest-free and repayable on demand.

23 DEPOSITS AND OTHER PAYABLES

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Deposits	12,683	10,707	–	–
Accrued capital expenditure	124,849	181,186	–	–
Interest payables	80,307	66,354	13,426	12,680
GST, VAT and other tax payables	23,136	44,634	3,197	1,209
Staff related payables	60,874	56,676	–	–
Other payables	139,090	157,481	–	269
	440,939	517,038	16,623	14,158

24 REVENUE

This comprises revenue from container handling, marine services, operation of multi-purpose terminals, warehousing and supply chain solutions related services, software development and IT related services, consultancy fees but excludes intra-group transactions. Payment is due when services are provided to customer. Disaggregation of revenue is presented in note 30.

25 STAFF AND RELATED COSTS

	Group	
	2024	2023
	$'000	$'000
Wages and salaries	1,686,974	1,536,301
Contributions to defined contribution plans	130,877	126,577
	1,817,851	1,662,878

26 PROFIT FROM OPERATIONS

Profit from operations included the following items:

	Group	
	2024	2023
	$'000	$'000
Impairment loss of:		
Intangible assets	391,400	1,165
Joint ventures	–	40,317
Loss on disposal of intangible assets	547	346
Net change in fair value of equity investments at FVTPL	–	615
Net fair value loss on fair value hedge	5,915	–
Expenses relating to:		
Short-term leases	18,646	12,957
Leases of low-value assets, excluding short-term leases of low-value assets	4,549	2,575
Variable lease payments not included in the measurement of lease liabilities	102	107

27 OTHER INCOME

	Group 2024 $'000	Group 2023 $'000
Dividend income from financial assets	83,794	79,754
Interest income from:		
Associate	155	14
Cash and bank balances	127,502	135,168
Joint ventures	73,504	75,224
Trade and other receivables	20,971	14,223
Gain on disposal of:		
Property, plant and equipment, net	3,071	489
Other investments	2,229	–
Exchange gain, net	14,681	16,970
Net fair value gain on fair value hedge	–	20,530
Write back of allowance for trade receivables	8,675	17,652
Write back of allowance for other receivables	–	69
Write back of impairment of loans to joint ventures	6,597	6,997
Others	49,024	40,890
	390,203	407,980

28 FINANCE COSTS

	Group 2024 $'000	Group 2023 $'000
Interest expense in relation to:		
Banks and other financial institutions	161,473	162,832
Fixed and floating rates notes holders	113,648	113,351
Lease liabilities	41,505	37,804
Service concession obligations	5,217	4,749
Non-controlling shareholders of subsidiaries	677	383
	322,520	319,119

29 INCOME TAX EXPENSE

	Group	
	2024	2023
	$'000	$'000
Current tax expense		
Current year	271,336	237,120
Over provided in prior years	(40,118)	(2,763)
	231,218	234,357
Deferred tax expense		
Movements in temporary differences	(24,597)	31,948
Over provided in prior years	(374)	(3,962)
	(24,971)	27,986
Income tax expense	206,247	262,343

Tax reconciliation

	2024	2023
Profit before income tax	1,383,598	1,790,008
Share of profit of associates, net of tax	(263,308)	(223,639)
Share of profit of joint ventures, net of tax	(258,449)	(281,801)
Profit before income tax excluding share of profit of associates and joint ventures, net of tax	861,841	1,284,568
Tax calculated using Singapore tax rate of 17% (2023: 17%)	146,513	218,376
Effect of different tax rates in other countries	5,672	7,396
Tax rebates and incentives	(27,488)	(34,727)
Income not subject to tax	(41,073)	(26,827)
Expenses not deductible for tax purposes	127,129	56,298
Change in unrecognised tax benefits	10,296	4,253
Withholding tax	25,690	44,299
Over provided in prior years	(40,492)	(6,725)
Income tax expense	206,247	262,343

Global minimum top-up tax

The Group is within the scope of the OECD Pillar Two model rules. The Pillar Two legislation was enacted in Singapore, the jurisdiction in which the Company is incorporated, and will come into effect from 1 January 2025. At the same time, the Pillar Two legislation has been enacted or substantially enacted in several other jurisdictions in which the Group operates and are effective from 1 January 2024.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes based on 2024 financial information for the constituent entities in the Group. Most of the jurisdictions in which the Group operates qualify for the Transitional Country-by-Country Safe Harbour relief. For jurisdictions which are not subject to this relief, the overall impact of Pillar Two on the Group is not material. The Group has applied a temporary mandatory relief from deferred tax accounting for the impact of the top-up tax and accounts for it as a current tax when it is incurred (see note 2.18).

The Group continues to follow Pillar Two legislative developments to evaluate the potential future impact for the Group and has engaged in consultation with tax consultants to assist the Group in this regard.

30 OPERATING SEGMENTS

The Group is organised into business units based on their services and has three main reportable operating segments as follows:

- Port: The provision of container handling, operation of multi-purpose terminals and other port related services.
- Supply chain solutions: The provision of port-centric cargo and digital solution services to manage cargo flows.
- Marine: The provision of marine services.

The Board of Directors monitor the operating results of the business units separately for the purpose of making strategic decisions. Performance is measured based on segment operating profit which includes items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Inter-segment pricing is determined on an arm's length basis. Segment capital expenditure is the total costs incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

Information about reportable segments

	Ports $'000	Supply chain solutions $'000	Marine $'000	Total reportable segments $'000
Group				
31 December 2024				
Revenue				
Total revenue	4,535,360	2,862,521	410,990	7,808,871
Inter-segment revenue	(25,689)	(34,069)	(25,502)	(85,260)
External revenue	4,509,671	2,828,452	385,488	7,723,611
Transportation costs	–	(1,919,395)	–	(1,919,395)
Net revenue	4,509,671	909,057	385,488	5,804,216
Operating profit/(loss)	1,281,492	(6,379)	62,327	1,337,440
Share of profit/(loss) of joint ventures, net of tax	255,163	(1,481)	4,767	258,449
Material items				
Depreciation and amortisation	664,782	132,467	54,969	852,218
Impairment loss of intangible assets	–	391,400	–	391,400
Segment assets	11,879,222	3,113,738	644,887	15,637,847
Joint ventures	3,298,586	42,984	72,895	3,414,465
Segment liabilities	1,686,897	679,362	93,736	2,459,995

30 OPERATING SEGMENTS (continued)

Information about reportable segments (continued)

	Ports $'000	Supply chain solutions $'000	Marine $'000	Total reportable segments $'000
Group				
31 December 2023				
Revenue				
Total revenue	4,360,397	2,392,049	404,352	7,156,798
Inter-segment revenue	(12,230)	(23,644)	(25,454)	(61,328)
External revenue	4,348,167	2,368,405	378,898	7,095,470
Transportation costs	–	(1,531,937)	–	(1,531,937)
Net revenue	4,348,167	836,468	378,898	5,563,533
Operating profit	1,274,772	8,833	71,644	1,355,249
Share of profit/(loss) of joint ventures, net of tax	277,456	(1,388)	5,733	281,801
Material items				
Depreciation and amortisation	673,327	106,521	51,179	831,027
Impairment loss of joint ventures	40,317	–	–	40,317
Segment assets	10,899,986	3,282,226	607,156	14,789,368
Joint ventures	3,153,055	42,279	66,921	3,262,255
Segment liabilities	1,465,567	639,491	85,044	2,190,102

The capital expenditure for port, supply chain solutions and marine segments was $1,622.7 million (2023: $1,478.7 million), $58.3 million (2023: $60.6 million) and $82.7 million (2023: $55.8 million) respectively.

30 OPERATING SEGMENTS (continued)

Reconciliations of reportable segment operating profit, assets and liabilities

	Group	
	2024	2023
	$'000	$'000
Operating profit		
Operating profit for reportable segments	1,337,440	1,355,249
Corporate expenses	(151,882)	(118,060)
Other income	390,203	407,980
Impairment loss of intangible assets	(391,400)	(1,165)
Impairment loss of joint ventures	–	(40,317)
Share of profit of associates, net of tax	263,308	223,639
Share of profit of joint ventures, net of tax	258,449	281,801
Finance costs	(322,520)	(319,119)
Profit before income tax	1,383,598	1,790,008
Segment assets		
Segment assets for reportable segments	15,637,847	14,789,368
Associates	3,782,230	3,582,147
Joint ventures	3,414,465	3,262,255
Cash and bank balances	4,777,704	3,708,353
Other investments	2,762,056	2,052,017
Deferred tax assets	62,690	52,877
Hedging instruments	50,414	39,687
	30,487,406	27,486,704
Segment liabilities		
Segment liabilities for reportable segments	2,459,995	2,190,102
Corporate liabilities	160,608	144,370
Borrowings	8,581,342	7,255,888
Lease liabilities	963,054	957,170
Current tax payable	197,960	136,332
Deferred tax liabilities	1,267,736	1,033,574
Hedging instruments	17,245	36,775
	13,647,940	11,754,211

30 OPERATING SEGMENTS (continued)

Geographical information

The Group operates principally in Southeast Asia, Europe, Mediterranean and The Americas and Rest of Asia. Segment revenue is based on geographical location of the operations. Segment assets are based on the geographical location of the assets. Non-current assets presented consist of property, plant and equipment, intangible assets, right-of-use assets and other non-current assets.

	Group	
	2024	**2023**
	$'000	**$'000**
Revenue		
Southeast Asia	3,527,961	3,452,454
Europe, Mediterranean and The Americas	3,244,105	2,849,532
Rest of Asia	796,193	714,765
Others	155,352	78,719
	7,723,611	7,095,470
Non-current assets		
Southeast Asia	6,825,223	6,355,649
Europe, Mediterranean and The Americas	5,405,336	5,309,045
Rest of Asia	1,496,278	1,417,254
Others	7,079	10,462
	13,733,916	13,092,410

Revenue and non-current assets included $3,459.2 million (2023: $3,396.1 million) and $6,819.5 million (2023: $6,353.8 million) respectively from Singapore.

31 FINANCIAL RISK MANAGEMENT

Overview

Risk management is integral to the whole business of the Group. Exposure to credit, liquidity and market risks (including interest rate, currency and price risks) arises in the normal course of the Group's business. The Group has written risk management policies and guidelines. In addition, the Group has established processes to monitor and manage major exposures. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

Credit risk

The Group has a credit policy in place which establishes credit limits for customers and monitors their balances on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. Cash and fixed deposits are placed with banks and financial institutions which are regulated. Investments and transactions involving hedging instruments are allowed only with counterparties that are of certain credit standing.

At 31 December 2024, there was no significant concentration of credit risk. The maximum exposure to credit risk was represented by the carrying amounts of each financial asset, including hedging instruments, in the statements of financial position. The Group entities use varied methods including past due information to assess its exposure to credit risk which takes into account the risk characteristics of the customers.

31 FINANCIAL RISK MANAGEMENT (continued)

A summary of these entities' exposure to credit risk for trade and accrued receivables and contract assets as at 31 December are as follows:

	Gross carrying amount $'000	Impairment loss allowance $'000	Credit impaired
31 December 2024			
Not past due	909,387	(890)	No
Past due less than 30 days	159,671	(117)	No
Past due 30 - 120 days	180,715	(30,861)	No
Past due more than 120 days	25,879	(17,126)	Yes
	1,275,652	(48,994)	
31 December 2023			
Not past due	725,710	(856)	No
Past due less than 30 days	222,881	(28,301)	No
Past due 30 - 120 days	109,001	(10,494)	No
Past due more than 120 days	45,914	(23,160)	Yes
	1,103,506	(62,811)	

Movements in allowance for impairment

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	Group Lifetime ECL $'000
At 1 January 2023	84,997
Write back of allowance for trade receivables	(17,652)
Amounts written off	(4,271)
Translation differences on consolidation	(263)
At 31 December 2023	62,811
Write back of allowance for trade receivables	(8,675)
Amounts written off	(5,025)
Translation differences on consolidation	(117)
At 31 December 2024	48,994

Except for the impaired receivables, no allowance for impairment is considered necessary in respect of the remaining trade receivables, including those receivables that are past due, as the Group believes that the amounts are still collectible, based on historical payment patterns and good credit records maintained by the customers. The Group considers its other financial assets to have low credit risk and the amount of the allowance on other financial assets is not significant.

The principal risk to which the Company is exposed is credit risk in connection with the guarantee contracts it has issued. The credit risk represents the loss that would be recognised upon a default by the parties to which the guarantees were given on behalf of. To mitigate these risks, management continually monitors the risks and has established processes including performing credit evaluations of the parties it is providing guarantees on behalf of.

At 31 December 2024, the Company has issued guarantees on behalf of its subsidiaries and joint ventures which amounted to $0.04 million (2023: $0.5 million). These guarantees would become immediately payable by the Company in the event of default by these subsidiaries and joint ventures.

31 FINANCIAL RISK MANAGEMENT (continued)

Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The following are the expected contractual undiscounted cash inflows/(outflows) of non-derivative financial liabilities and hedging instruments, including interest payments and excluding the impact of netting agreements:

			Cash flows		
	Carrying amounts	**Contractual cash flows**	**Within 1 year**	**Between 1 to 5 years**	**After 5 years**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**
Group					
31 December 2024					
Non-derivative financial liabilities					
Interest-bearing liabilities	8,278,570	(9,237,723)	(1,745,459)	(3,662,462)	(3,829,802)
Lease liabilities	963,054	(1,728,495)	(101,439)	(279,187)	(1,347,869)
Loans from joint ventures	227,419	(260,885)	(4,258)	(159,609)	(97,018)
Loans from non-controlling shareholders of subsidiaries	146,348	(202,469)	(6,834)	(92,735)	(102,900)
Trade and other payables	2,204,206	(2,204,206)	(2,204,206)	–	–
Hedging instruments					
– Assets	(50,414)				
Inflow		1,003,034	261,547	395,465	346,022
Outflow		(954,654)	(249,253)	(378,434)	(326,967)
– Liabilities	17,245				
Inflow		459,550	186,012	273,538	–
Outflow		(475,367)	(188,523)	(286,844)	–
	11,786,428	(13,601,215)	(4,052,413)	(4,190,268)	(5,358,534)
31 December 2023					
Non-derivative financial liabilities					
Interest-bearing liabilities	7,082,385	(7,968,626)	(1,131,245)	(3,884,594)	(2,952,787)
Lease liabilities	957,170	(1,732,650)	(87,737)	(254,210)	(1,390,703)
Loans from joint ventures	163,948	(178,205)	(4,414)	(173,791)	–
Loans from non-controlling shareholders of subsidiaries	9,555	(11,126)	(393)	(10,733)	–
Trade and other payables	2,009,418	(2,009,418)	(2,009,418)	–	–
Hedging instruments					
– Assets	(39,687)				
Inflow		633,986	152,229	53,307	428,450
Outflow		(608,915)	(144,211)	(45,250)	(419,454)
– Liabilities	36,775				
Inflow		918,271	237,187	423,356	257,728
Outflow		(924,316)	(247,690)	(428,803)	(247,823)
	10,219,564	(11,880,999)	(3,235,692)	(4,320,718)	(4,324,589)

31 FINANCIAL RISK MANAGEMENT (continued)

Liquidity risk (continued)

	Carrying amounts $'000	Contractual cash flows $'000	Cash flows Within 1 year $'000	Cash flows Between 1 to 5 years $'000	Cash flows After 5 years $'000
Company					
31 December 2024					
Non-derivative financial liabilities					
Interest-bearing liabilities	2,539,167	(2,680,710)	(599,105)	(1,662,055)	(419,550)
Lease liabilities	10,440	(10,827)	(5,356)	(5,471)	–
Loan from a subsidiary	70,995	(97,018)	–	–	(97,018)
Trade and other payables	695,283	(695,283)	(695,283)	–	–
Hedging instruments					
– Assets	(23,640)				
Inflow		452,015	60,378	57,874	333,763
Outflow		(429,676)	(57,159)	(55,480)	(317,037)
– Liabilities	5,964				
Inflow		411,763	141,150	270,613	–
Outflow		(416,948)	(141,090)	(275,858)	–
	3,298,209	(3,466,684)	(1,296,465)	(1,670,377)	(499,842)
31 December 2023					
Non-derivative financial liabilities					
Interest-bearing liabilities	2,362,627	(2,612,184)	(514,005)	(1,586,781)	(511,398)
Lease liabilities	4,758	(5,060)	(5,060)	–	–
Trade and other payables	878,897	(878,897)	(878,897)	–	–
Hedging instruments					
– Assets	(19,144)				
Inflow		600,005	119,892	51,663	428,450
Outflow		(588,449)	(117,651)	(51,344)	(419,454)
– Liabilities	18,214				
Inflow		314,035	16,003	298,032	–
Outflow		(324,241)	(19,433)	(304,808)	–
	3,245,352	(3,494,791)	(1,399,151)	(1,593,238)	(502,402)

Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates, equity prices and fuel prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

(a) Interest rate risk

The Group's exposure to changes in interest rates relates primarily to the Group's interest-earning financial assets and interest-bearing financial liabilities. The Group's objective is to maintain a balance of fixed and floating rate exposures as well as a balanced maturity period.

31 FINANCIAL RISK MANAGEMENT (continued)

Market risk (continued)

(a) Interest rate risk (continued)

Managing interest rate benchmark reform and associated risks

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some interbank offered rates (IBORs) with alternative nearly risk-free rates (referred to as 'IBOR reform'). The Group monitors the progress of transition from IBORs to new benchmark rates by reviewing the total amounts of contracts that have yet to transition to an alternative benchmark rate and the amounts of such contracts that include an appropriate fallback clause. The Group considers that a contract is not yet transitioned to an alternative benchmark rate when interest under the contract is indexed to a benchmark rate that is still subject to interest rate benchmark reform.

The following table shows the total amounts of unreformed contracts at 31 December 2024. The amounts are shown at their carrying amounts.

	Total amount of unreformed contracts		
	SOR	CDOR/ EURIBOR	WIBOR
	$'000	$'000	$'000
Group			
31 December 2024			
Financial liabilities			
Secured bank loans	–	–	12,002
31 December 2023			
Financial liabilities			
Secured bank loans	–	66,064	–
Unsecured bank loans	100,000	43,434	–

At the reporting date, the interest rate profile of the interest-bearing financial assets and liabilities was:

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Fixed rate				
Debt investments at FVOCI	–	110,578	–	110,578
Cash and bank balances	4,221,215	2,879,958	3,036,219	2,214,547
Borrowings	(5,497,975)	(4,410,146)	(2,172,527)	(1,912,637)
Lease liabilities	(963,054)	(957,170)	(10,440)	(4,758)
	(2,239,814)	(2,376,780)	853,252	407,730
Floating rate				
Loan to a non-controlling shareholder of a subsidiary	–	43,610	–	–
Loans to joint ventures	33,488	32,170	–	–
Cash and bank balances	556,489	828,395	93,870	233,367
Borrowings	(3,083,367)	(2,845,742)	(366,640)	(449,990)
	(2,493,390)	(1,941,567)	(272,770)	(216,623)

Hedging

The Group has raised funding with issuance of debt capital market instruments and bank loans to diversify funding sources. Interest rate swaps have been entered to achieve an appropriate mix of fixed and floating rate exposures within the Group's policy.

31 FINANCIAL RISK MANAGEMENT (continued)

Market risk (continued)

(a) Interest rate risk (continued)

Cash flow hedge

A portion of the floating rate borrowings amounting to $314.1 million (2023: $223.0 million) have been hedged against the exposure to market fluctuations in interest rate payments. In connection with these borrowings, the Group entered into interest rate swap contracts to receive variable rate interest and pay fixed rate on the notional amounts. Both the floating rate borrowings and interest rate swaps have the same terms and conditions. The net fair value of the swaps as at 31 December 2024 comprises assets of $0.4 million and liabilities of $3.8 million (2023: comprises assets of $3.3 million and liabilities of $1.0 million). The weighted average interest rate of the swaps as at 31 December 2024 ranged from 1.48% to 4.52% (2023: 1.48% to 2.66%). The swaps will mature between 2025 and 2029 (2023: 2025 and 2027). Reclassification adjustments are recorded in finance income/cost.

At 31 December 2023, a portion of the fixed rate borrowings amounting to $204.9 million have been hedged against the exposure to market fluctuations in interest rate payments. In connection with these borrowings, the Group entered into interest rate swap contracts to receive fixed rate interest and pay floating rate on the notional amounts. Both the fixed rate borrowings and interest rate swaps have the same terms and conditions. The net fair value of the swaps as at 31 December 2023 comprises assets of $7.0 million. The interest rate of the swap as at 31 December 2023 was 0.035%. The swaps has matured in year 2024. Reclassification adjustments are recorded in finance income/cost.

Sensitivity analysis

At 31 December 2024, it is estimated that a general increase of 100bps in interest rates would decrease the Group's profit before tax by approximately $21.8 million (2023: $19.2 million). A general decrease of 100bps in interest rates would have the equal but opposite effect on the Group's profit before tax. The general increase or decrease of 100bps in interest rates would have no significant impact on the Group's other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

At 31 December 2024, it is estimated that a general increase of 100bps in interest rates would decrease the Company's profit before tax by approximately $2.7 million (2023: profit before tax by approximately $2.2 million). A general decrease of 100bps in interest rates would have the equal but opposite effect on the Company's profit before tax. The general increase or decrease of 100bps in interest rates would have no significant impact on the Company's other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects.

(b) Foreign currency risk

The Group is exposed to foreign currency risk on sales, purchases, bank deposits, other investments, bank loans and fixed and floating rates notes that are denominated in a currency other than the functional currencies of the Group entities. The functional currencies of the Group entities are primarily the Singapore dollars, United States dollars and the Euro. In respect of other monetary assets and liabilities held in currencies other than the functional currencies of the Group entities, the Group monitors the net exposure.

A portion of the Group fixed rate bonds and loans amounting to $490.4 million (2023: $476.6 million) have been hedged against the exposure to fluctuations in foreign currencies. In connection with this, the Group entered into cross currency swap contracts to receive and pay fixed interest. Both the fixed rate bonds and loans and foreign currency contracts have the same terms and conditions. The net fair value of the swaps as at 31 December 2024 comprises liabilities of $2.7 million (2023: $20.0 million). The weighted average SGD:USD and SGD:HKD forward exchange rates as at 31 December 2024 ranged from 0.73 to 0.74 (2023: 0.73 to 0.74) and 5.84 (2023: 5.84) respectively. The swap will mature in between 2026 to 2033 (2023: 2026 to 2033).

A portion of the Company's loan from subsidiaries amounting to $271.8 million (2023: $264.7 million) have been hedged against the exposure to fluctuations in foreign currencies. In connection with this, the Company entered into cross currency swap contracts to receive and pay fixed interest. Both the loan from subsidiaries and foreign currency contracts have the same terms and conditions. The net fair value of the swaps as at 31 December 2024 comprises liabilities of $4.7 million (2023: $15.6 million). The weighted average SGD:USD forward exchange rate as at 31 December 2024 ranged from 0.73 to 0.74 (2023: 0.73 to 0.74). The swap will mature in 2026.

The Group's US dollar and Hong Kong dollar denominated unsecured bank loans, fixed and floating rates notes amounting to $2.53 billion (2023: $2.82 billion) are designated as hedging instruments for the Group's investments in its subsidiaries and associates.

31 FINANCIAL RISK MANAGEMENT (continued)

Market risk (continued)

(b) Foreign currency risk (continued)

The Group's (excluding the US dollar and Hong Kong dollar denominated unsecured bank loans, fixed and floating rates notes designated as hedging instruments for the Group's investments in its subsidiaries and associates) and Company's significant exposures to foreign currencies were as follows:

	HK Dollar $'000	US Dollar $'000	Euro $'000	Renminbi $'000
Group				
31 December 2024				
Other investments	–	346,951	–	169,818
Other non-current assets	79	143,934	32,706	–
Cash and bank balances	80,697	143,643	100,543	38,624
Trade and other receivables	18,645	227,123	26,620	14,728
Interest-bearing liabilities	–	–	(479,361)	(223,440)
Loan from a joint venture	–	(70,995)	–	–
Trade and other payables	(26,615)	(92,317)	(18,803)	(752)
	72,806	698,339	(338,295)	(1,022)
31 December 2023				
Other investments	–	421,692	–	171,925
Other non-current assets	75	137,936	32,170	–
Cash and bank balances	10,467	146,200	14,619	61,913
Trade and other receivables	17,750	225,597	28,441	6,260
Interest-bearing liabilities	–	(89,999)	(97,850)	–
Trade and other payables	(24,074)	(201,733)	(16,114)	(22)
	4,218	639,693	(38,734)	240,076
Company				
31 December 2024				
Other investments	–	275,474	–	–
Loans to subsidiaries	–	880,070	659,333	118,006
Cash and bank balances	80,429	79,440	93,744	–
Interest-bearing liabilities	(174,896)	(889,927)	(366,640)	(223,440)
Trade and other payables	(6,907)	(209,616)	(3,371)	–
	(101,374)	135,441	383,066	(105,434)
31 December 2023				
Other investments	–	175,377	–	–
Loans to subsidiaries	–	867,861	347,596	117,436
Cash and bank balances	10,431	90,308	8,374	–
Interest-bearing liabilities	(169,463)	(1,314,868)	–	–
Trade and other payables	(6,404)	(146,232)	(1,984)	–
	(165,436)	(327,554)	353,986	117,436

31 FINANCIAL RISK MANAGEMENT (continued)

Market risk (continued)

(b) Foreign currency risk (continued)

Sensitivity analysis

A 10% strengthening of the Singapore dollar against the Hong Kong dollar, US dollar, Euro and Renminbi at 31 December would increase/(decrease) profit before tax and other comprehensive income by the amounts shown below. A 10% weakening of the Singapore dollar against the Hong Kong dollar, US dollar, Euro and Renminbi would have the equal but opposite effect. This analysis assumes that all other variables, in particular interest rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

	Group		Company	
	Profit before tax $'000	Other comprehensive income, before tax $'000	Profit before tax $'000	Other comprehensive income, before tax $'000
31 December 2024				
HK dollar	(7,281)	–	10,137	–
US dollar	(35,851)	(33,983)	14,003	(27,547)
Euro	33,830	–	(38,307)	–
Renminbi	17,084	(16,982)	10,543	–
	7,782	(50,965)	(3,624)	(27,547)
31 December 2023				
HK dollar	(422)	–	16,544	–
US dollar	(22,512)	(41,457)	50,293	(17,538)
Euro	3,873	–	(35,399)	–
Renminbi	(6,815)	(17,192)	(11,744)	–
	(25,876)	(58,649)	19,694	(17,538)

(c) Equity price risk

Equity security price risk is the risk of changes in fair value of the Group's investments due to changes in the underlying equity securities prices. The risk is concentrated in the Group's investments in equity securities.

Sensitivity analysis

At 31 December 2024, it is estimated that a 10% (2023: 10%) increase in the underlying equity prices would increase the Group's profit before tax by approximately $0.7 million (2023: $0.7 million) and increase the Group's other comprehensive income by $275.5 million (2023: $193.4 million). A 10% (2023: 10%) decrease in the underlying equity prices would have the equal but opposite effect on the Group's profit before tax and other comprehensive income. This analysis assumes that all other variables, in particular foreign currency rates, remain constant and does not take into account the associated tax effects and share of non-controlling interests.

32 FAIR VALUES

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods.

(a) Quoted equity securities, debt securities and trust units

Fair value is based on quoted bid prices at the reporting date, without any deduction for transaction costs.

(b) Hedging instruments

The fair value of interest rate swaps, cross currency swaps and fuel forward contracts is based on broker quotes. These quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date.

(c) Fixed rate interest-bearing borrowings

Fair value is calculated based on quoted offer price or discounted expected future principal and interest cash flows using market interest rates.

(d) Floating rate interest-bearing borrowings

The Group believes that the carrying amounts of floating rate interest-bearing loans, which are repriced at least semi-annually, reflect the corresponding fair values.

(e) Other financial assets and liabilities

The notional amounts of financial assets and liabilities with a maturity of less than one year (including cash and bank balances, trade and other receivables, trade and other payables, current borrowings) are assumed to approximate their fair values because of the short period to maturity.

32 FAIR VALUES (continued)

Fair values versus carrying amounts

The carrying amounts of financial assets and liabilities are as follows.

	Note	Amortised cost $'000	FVTPL – equity instruments $'000	FVOCI – equity instruments $'000	Fair value – hedging instruments $'000	Other financial liabilities $'000	Total carrying amounts $'000
Group							
31 December 2024							
Equity investments at FVOCI	9	–	–	2,754,934	–	–	2,754,934
Equity investments at FVTPL	9	–	7,122	–	–	–	7,122
Hedging instruments	10, 12	–	–	–	50,414	–	50,414
		–	7,122	2,754,934	50,414	–	2,812,470
Other non-current assets	10	206,924	–	–	–	–	206,924
Trade and other receivables	12	1,614,085	–	–	–	–	1,614,085
Cash and bank balances	16	4,777,704	–	–	–	–	4,777,704
		6,598,713	–	–	–	–	6,598,713
Hedging instruments	21, 22	–	–	–	(17,245)	–	(17,245)
Unsecured fixed and floating rates notes	19	–	–	–	–	(4,318,554)	(4,318,554)
Secured bank loans	19	–	–	–	–	(1,817,243)	(1,817,243)
Unsecured bank loans	19	–	–	–	–	(2,142,773)	(2,142,773)
Loans from joint ventures	19, 21	–	–	–	–	(227,419)	(227,419)
Loans from non-controlling shareholders of subsidiaries	19	–	–	–	–	(146,348)	(146,348)
Trade and other payables	22	–	–	–	–	(2,204,206)	(2,204,206)
		–	–	–	–	(10,856,543)	(10,856,543)

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Year ended 31 December 2024

32 FAIR VALUES (continued)

Fair values versus carrying amounts (continued)

	Note	Amortised cost $'000	FVTPL – equity instruments $'000	FVOCI – equity instruments $'000	FVOCI – debt instruments $'000	Fair value – hedging instruments $'000	Other financial liabilities $'000	Total carrying amounts $'000
Group								
31 December 2023								
Debt investments at FVOCI	9	–	–	–	110,578	–	–	110,578
Equity investments at FVOCI	9	–	–	1,934,317	–	–	–	1,934,317
Equity investments at FVTPL	9	–	7,122	–	–	–	–	7,122
Hedging instruments	10, 12	–	–	–	–	39,687	–	39,687
		–	7,122	1,934,317	110,578	39,687	–	2,091,704
Other non-current assets	10	242,810	–	–	–	–	–	242,810
Trade and other receivables	12	1,447,594	–	–	–	–	–	1,447,594
Cash and bank balances	16	3,708,353	–	–	–	–	–	3,708,353
		5,398,757	–	–	–	–	–	5,398,757
Hedging instruments	21, 22	–	–	–	–	(36,775)	–	(36,775)
Unsecured fixed and floating rates notes	19	–	–	–	–	–	(4,224,727)	(4,224,727)
Secured bank loans	19	–	–	–	–	–	(539,058)	(539,058)
Unsecured bank loans	19	–	–	–	–	–	(2,318,600)	(2,318,600)
Loans from joint ventures	19	–	–	–	–	–	(163,948)	(163,948)
Loans from non-controlling shareholders of subsidiaries	19	–	–	–	–	–	(9,555)	(9,555)
Trade and other payables	22	–	–	–	–	–	(2,009,418)	(2,009,418)
		–	–	–	–	–	(9,265,306)	(9,265,306)

32 FAIR VALUES (continued)

Fair values versus carrying amounts (continued)

	Note	Amortised cost $'000	FVOCI – equity instruments $'000	FVOCI – debt instruments $'000	Fair value – hedging instruments $'000	Other financial liabilities $'000	Total carrying amounts $'000
Company							
31 December 2024							
Equity investments at FVOCI	9	–	275,474	–	–	–	275,474
Hedging instruments	10, 12	–	–	–	23,640	–	23,640
		–	275,474	–	23,640	–	299,114
Trade and other receivables	12	385,927	–	–	–	–	385,927
Cash and bank balances	16	3,130,089	–	–	–	–	3,130,089
		3,516,016	–	–	–	–	3,516,016
Hedging instruments	21,22	–	–	–	(5,964)	–	(5,964)
Unsecured fixed and floating rates notes	19	–	–	–	–	(174,896)	(174,896)
Unsecured bank loans	19	–	–	–	–	(366,640)	(366,640)
Unsecured loans from subsidiaries	19, 21	–	–	–	–	(2,068,626)	(2,068,626)
Trade and other payables	22	–	–	–	–	(695,283)	(695,283)
		–	–	–	–	(3,305,445)	(3,305,445)
31 December 2023							
Debt investments at FVOCI	9	–	–	110,578	–	–	110,578
Equity investments at FVOCI	9	–	64,799	–	–	–	64,799
Hedging instruments	10, 12	–	–	–	19,144	–	19,144
		–	64,799	110,578	19,144	–	194,521
Trade and other receivables	12	368,830	–	–	–	–	368,830
Cash and bank balances	16	2,447,914	–	–	–	–	2,447,914
		2,816,744	–	–	–	–	2,816,744
Hedging instruments	21	–	–	–	(18,214)	–	(18,214)
Unsecured fixed and floating rates notes	19	–	–	–	–	(169,463)	(169,463)
Unsecured bank loans	19	–	–	–	–	(449,990)	(449,990)
Unsecured loans from subsidiaries	19	–	–	–	–	(1,743,174)	(1,743,174)
Trade and other payables	22	–	–	–	–	(878,897)	(878,897)
		–	–	–	–	(3,241,524)	(3,241,524)

As at 31 December 2024, the Group's fair value of unsecured fixed and floating rates notes was $4.1 billion (2023: $3.9 billion). The Company's fair values of unsecured fixed and floating rates notes and unsecured loans from subsidiaries were $0.2 billion (2023: $0.2 billion) and $2.0 billion (2023: $1.7 billion) respectively. The fair values of other financial assets and liabilities approximate their carrying amounts.

32 FAIR VALUES (continued)

Fair value hierarchy

The tables below analyse fair value measurements for financial assets and financial liabilities, by valuation method. The different levels have been defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Financial assets and financial liabilities carried at fair value

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Group				
31 December 2024				
Equity investments at FVOCI	2,498,712	–	256,222	2,754,934
Equity investments at FVTPL	–	–	7,122	7,122
Hedging instrument assets	–	50,414	–	50,414
	2,498,712	50,414	263,344	2,812,470
Hedging instrument liabilities	–	(17,245)	–	(17,245)
31 December 2023				
Debt investments at FVOCI	110,578	–	–	110,578
Equity investments at FVOCI	1,682,267	–	252,050	1,934,317
Equity investments at FVTPL	–	–	7,122	7,122
Hedging instrument assets	–	39,687	–	39,687
	1,792,845	39,687	259,172	2,091,704
Hedging instrument liabilities	–	(36,775)	–	(36,775)
Company				
31 December 2024				
Equity investments at FVOCI	275,474	–	–	275,474
Hedging instruments assets	–	23,640	–	23,640
	275,474	23,640	–	299,114
Unsecured loans from subsidiaries	–	(223,524)	–	(223,524)
Hedging instrument liabilities	–	(5,964)	–	(5,964)
	–	(229,488)	–	(229,488)
31 December 2023				
Debt investments at FVOCI	110,578	–	–	110,578
Equity investments at FVOCI	64,799	–	–	64,799
Hedging instruments assets	–	19,144	–	19,144
	175,377	19,144	–	194,521
Unsecured loans from subsidiaries	–	(314,324)	–	(314,324)
Hedging instrument liabilities	–	(18,214)	–	(18,214)
	–	(332,538)	–	(332,538)

32 FAIR VALUES (continued)

Financial assets and financial liabilities not carried at fair value but for which fair values are disclosed*

	Level 1 $'000	Level 2 $'000	Total $'000
Group			
31 December 2024			
Other non-current assets	–	206,924	206,924
Unsecured fixed and floating rates notes	–	(4,066,228)	(4,066,228)
Secured bank loans	–	(1,817,243)	(1,817,243)
Unsecured bank loans	–	(2,142,773)	(2,142,773)
Loans from joint ventures	–	(227,419)	(227,419)
Loans from non-controlling shareholders of subsidiaries	–	(146,348)	(146,348)
	–	(8,400,011)	(8,400,011)
31 December 2023			
Other non-current assets	–	242,810	242,810
Unsecured fixed and floating rates notes	–	(3,926,326)	(3,926,326)
Secured bank loans	–	(539,058)	(539,058)
Unsecured bank loans	–	(2,318,600)	(2,318,600)
Loans from joint ventures	–	(163,948)	(163,948)
Loans from non-controlling shareholders of subsidiaries	–	(9,555)	(9,555)
	–	(6,957,487)	(6,957,487)
Company			
31 December 2024			
Unsecured fixed and floating rates notes	–	(174,865)	(174,865)
Unsecured bank loans	–	(366,640)	(366,640)
Unsecured loans from subsidiaries	–	(1,845,102)	(1,845,102)
	–	(2,386,607)	(2,386,607)
31 December 2023			
Unsecured fixed and floating rates notes	–	(169,322)	(169,322)
Unsecured bank loans	–	(449,990)	(449,990)
Unsecured loans from subsidiaries	–	(1,428,850)	(1,428,850)
	–	(2,048,162)	(2,048,162)

* Excludes financial assets and financial liabilities whose carrying amounts measured on the amortised cost basis approximate their fair values due to their short-term nature and where the effect of discounting is immaterial.

32 FAIR VALUES (continued)

Level 3 fair value measurements

Movements in Level 3 assets measured at fair value

The following table shows a reconciliation from the opening balances to the ending balances for Level 3 fair values:

	Equity investments at FVOCI $'000	Equity investments at FVTPL $'000
Group		
At 1 January 2023	247,217	7,737
Net gain/(loss) on fair value changes	2,896	(615)
Purchases and sales, net	3,195	–
Effect of changes in foreign exchange rates	(1,258)	–
At 31 December 2023	252,050	7,122
Net loss on fair value changes	(8,312)	–
Purchases and sales, net	6,832	–
Effect of changes in foreign exchange rates	5,652	–
At 31 December 2024	256,222	7,122

Valuation techniques and significant unobservable inputs

The following table shows the information about the material fair value measurements of equity instruments using significant unobservable inputs (Level 3):

Type	Valuation technique	Significant unobservable inputs	Percentage	Inter-relationship between key unobservable inputs and fair value measurement
Equity instruments at FVOCI	Discounted cash flow	Discount rate	8% (2023: 9%)	The estimated fair value would increase/(decrease) if the discount rate was lower/(higher).

33 ACQUISITION AND DISPOSAL OF SUBSIDIARIES

(a) *Acquisition of subsidiaries*

During 2023, the Group acquired equity interest in Alisan Logistics A.S. ("Alisan"), a Turkey-based logistics company. The fair value of the identifiable assets and liabilities for the acquisition of Alisan has been finalised in 2024.

During 2024, the Group acquired equity interest in a subsidiary in Poland.

The acquisition of the subsidiaries had no significant impact to the Group's net profit for the year.

33 ACQUISITION AND DISPOSAL OF SUBSIDIARIES (continued)

(a) *Acquisition of subsidiaries* (continued)

The effects of the acquisition on the financial position of the Group were as follows:

	Group	
	2024	2023
	$'000	$'000
Property, plant and equipment	22,886	80,327
Intangible assets	53,165	46,461
Right-of-use assets	4,711	17,213
Cash and bank balances	1,263	11,502
Other assets	14,168	31,759
Borrowings	(15,567)	(87,202)
Lease liabilities	(3,792)	(17,223)
Net deferred tax (liabilities)/assets	(20,639)	8,001
Other liabilities	(39,096)	(21,406)
Identifiable net assets	17,099	69,432
Less: Non-controlling interests	1,844	(5,765)
Total identifiable net assets	18,943	63,667
Total consideration paid	18,943	63,667
Cash acquired, net of overdrafts of subsidiaries	(1,263)	(11,502)
Total consideration deferred	(15,905)	(7,316)
Net cash outflow on acquisition of subsidiaries	1,775	44,849

(b) *Acquisition of subsidiaries from non-controlling interests without a change in control*

The Group acquired additional equity interests in certain subsidiaries in Italy and Singapore during 2024 and in Middle East in 2023.

	Group	
	2024	2023
	$'000	$'000
Consideration paid to non-controlling interests	119,675	4,272
Carrying amounts of non-controlling interests acquired	(22,210)	(6,979)
Decrease/(Increase) in equity attributable to owner of the Company	97,465	(2,707)

(c) *Disposal of subsidiaries to non-controlling interests without a change in control*

The Group partially disposed equity interests in certain subsidiaries in Americas during 2024.

	Group
	2024
	$'000
Consideration received from non-controlling interests	169,151
Carrying amounts of subsidiaries disposed to non-controlling interests	(46,077)
Increase in equity attributable to owner of the Company	123,074

34 COMMITMENTS

As at the reporting dates, the Group had the following commitments:

	Group	
	2024	**2023**
	$'000	**$'000**
Capital commitments which have been authorised and contracted but not provided for in the financial statements	2,267,154	1,435,678

35 RELATED PARTIES

Key management personnel compensation

Key management personnel of the Group are those persons having authority and responsibility for planning, directing and controlling the activities of the Group. The Board of Directors and Senior Management Council of the Company are considered as key management personnel of the Group.

The compensation paid or payable to key management personnel comprised:

	Group	
	2024	**2023**
	$'000	**$'000**
Directors' fees	2,962	2,473
Senior Management Council remuneration	21,816	24,414
	24,778	26,887

Other related party transactions

Other than disclosed elsewhere in the financial statements, transactions with related parties were as follows:

	Group	
	2024	**2023**
	$'000	**$'000**
Provision of services		
Related corporations	132,131	150,893
Joint ventures	67,080	61,939
Purchase of services		
Related corporations	(57,153)	(55,797)
Joint ventures	(171,639)	(170,430)

36 NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED

A number of new standards, interpretations and amendments to standards are effective for annual periods beginning after 1 January 2024, and have not been applied in preparing these financial statements. The Group has yet to assess the full impact of these standards and will apply these standards as and when they become effective.

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