Pacific International Lines

NAVIGATING A CHANGING WORLD

Sustainability Report 2025

ABOUT THIS REPORT

We are pleased to present Pacific International Lines (Pte) Ltd's ("PIL") 5th Sustainability Report published on 15 September 2026. This report reflects our commitment to transparency and accountability in communicating to stakeholders our actions and achievements related to the environmental, social and governance aspects of our business, as well as the progress made on our sustainability journey. Unless otherwise stated, this report covers our business activities from 1 January 2025 to 31 December 2025 for our global fleet and land-based operations over which PIL has financial and/or operational control.

There were no restatements in Sustainability Report 2025 that impact our previous Sustainability Reports.

Reporting Standards

This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021 and with reference to IFRS S2 Climate-related Disclosures and the UN Sustainable Development Goals (SDGs). The GRI Content Index can be found on page 94.

In anticipation of upcoming regulatory requirements in Singapore – where large non-listed companies will be mandated to report in line with the IFRS S2 Climate-related Disclosures starting from the 2030 financial year – we are progressively strengthening our climate-related reporting and capabilities to support future compliance. Our disclosures build on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which informed the development of IFRS S2. The Climate-related Disclosures can be found on page 99.

PIL has been a signatory to the United Nations Global Compact (UNGC) and its Ten Principles since 2022. This report also serves as our annual Communication on Progress (CoP) submission to the UNGC. Further information is available at **www.unglobalcompact.org.**

External Assurance

We have engaged American Bureau of Shipping (ABS) to provide limited assurance for a selection of our key ESG performance indicators. The independent assurance statement is available on page 106.

Feedback

We value feedback from our stakeholders and welcome any comments, questions or suggestions that can help us improve our sustainability performance. Please address all feedback via email to **PIL_Sustainability@sgp.pilship.com.**

Our previous Sustainability Reports are available online and can be downloaded from PIL's website – **https://www.pilship.com/sustainability/our-esg-commitment**

KEY HIGHLIGHTS

ENVIRONMENT

19% of fleet (by capacity)

are dual-fuel vessels capable of running on renewable fuels

100% electricity matched with renewables

at HQ and Regional Offices, through locally sourced RECs

Enhanced GHG reporting

with inclusion of Scope 3 Category 13 and obtained independent third-party assurance for Scope 1, 2 and selected Scope 3 categories

Reinforcing our commitment to tackling plastic pollution through action,

PIL joined MACS as a Founding Member in 2025

Received Gold Medal from EcoVadis, ranking among the

top 5% of companies globally

SOCIAL

Obtained ISO 45001 certification

which covers our Safety Management System both onshore and offshore while bolstering our workplace health and safety by auditing 73% of global offices in 2025

Conducted a living wage assessment on 100% of our global entities

based on IDH-approved methodology; wage adjustments implemented for identified employees

Conducted a thorough Labour and Human Rights Risk Assessment focused on shore staff, seafarers, and suppliers which identified 3 focus areas for 2026:

seafarer wellbeing, living wage, and supplier assessment

Delivered on our multi-year commitment to uplifting the community, with

more than US$807,000 committed

to charitable organisations and various other target beneficiaries

GOVERNANCE

Obtained ISO 27001 certification

reflecting our strong commitment to ensuring and continuously improving a robust and well-governed Information Security Management System

Enhanced cybersecurity resilience

through a board-level tabletop exercise conducted under the Security Incident Response Plan (SIRP)

Enhanced our sanctions compliance framework

through integration of our operational systems for customer screening, bookings and cargo release

Rolled out our Procurement System in HQ in 2025,

with a global roll-out release to the rest of the world in 2026, which will streamline manual tasks and strengthen audit controls

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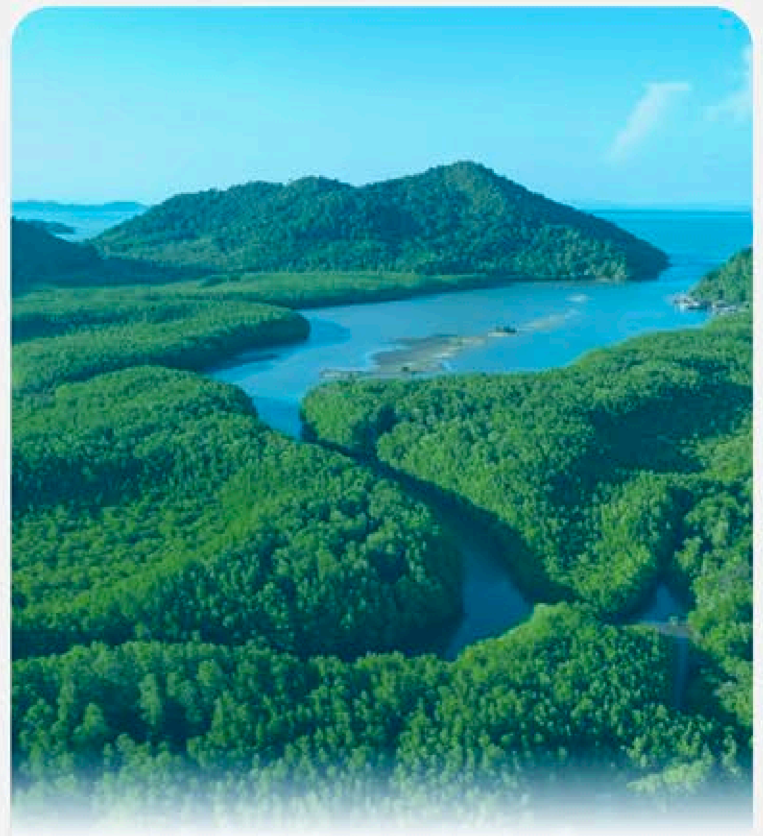
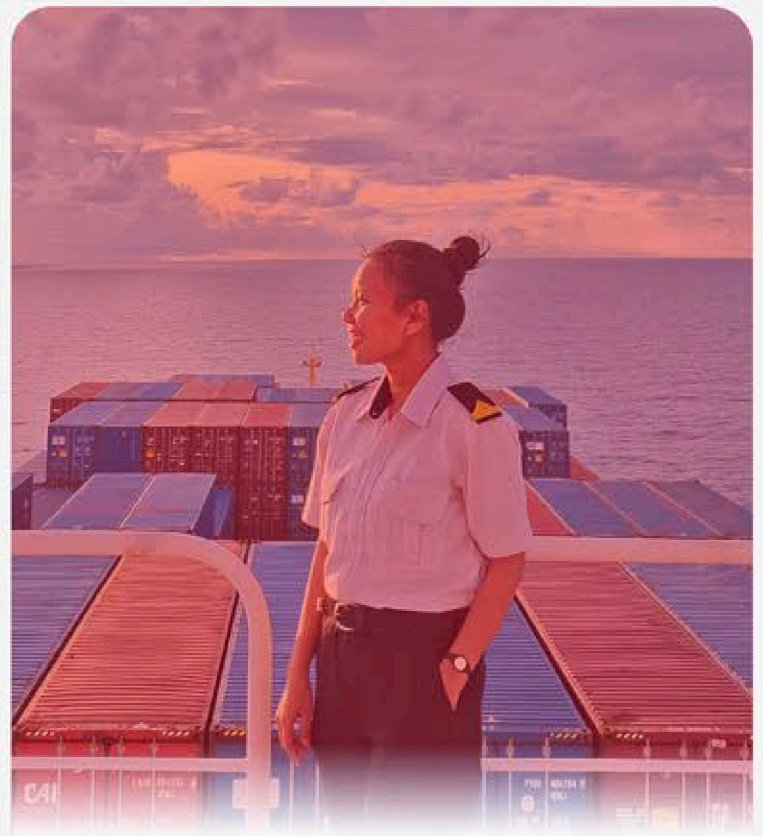
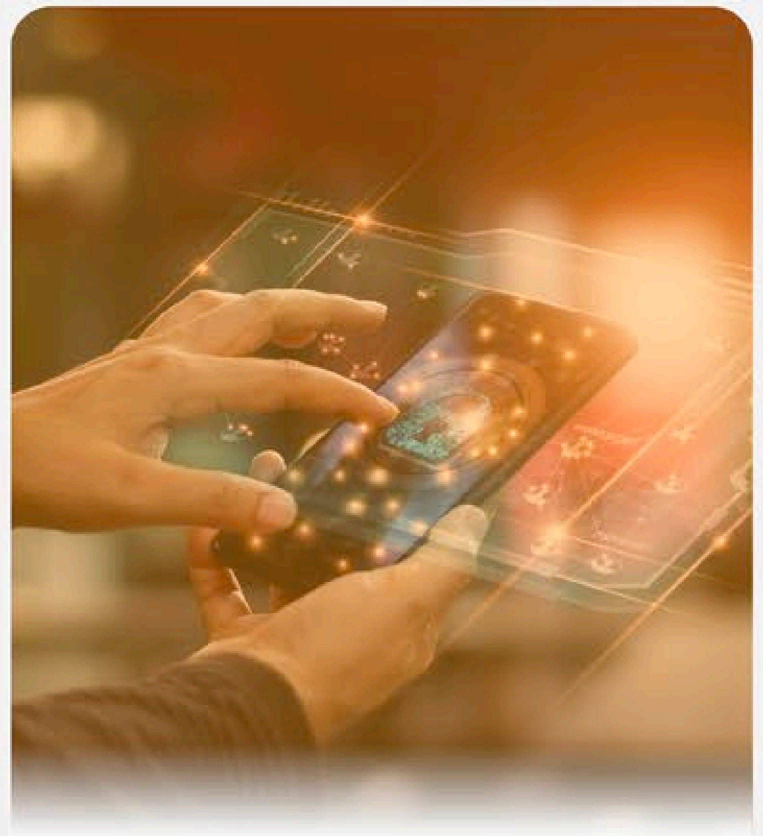
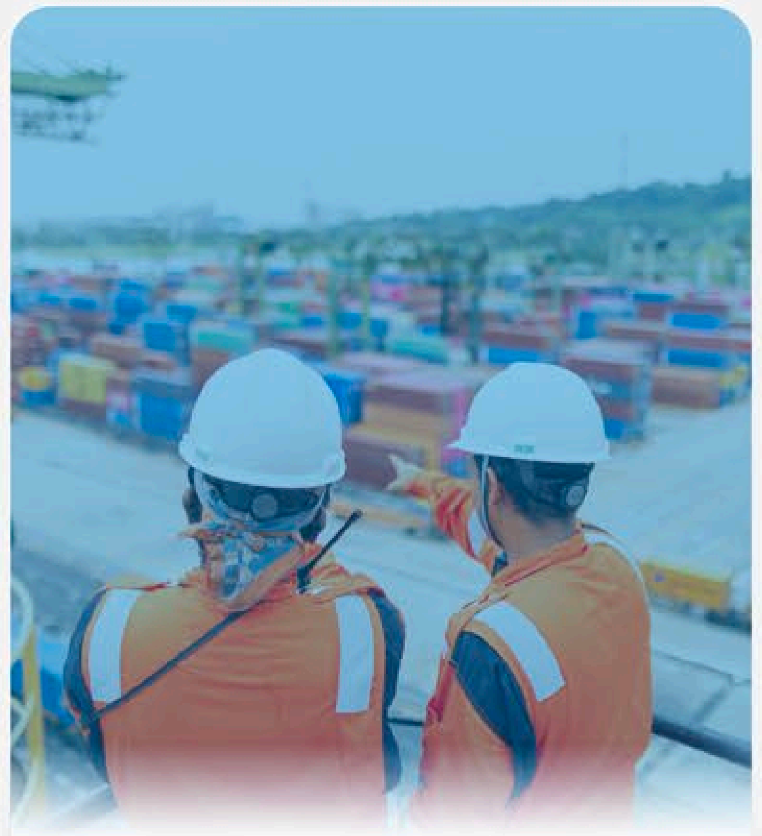








INTRODUCTION

- Conversation with Chief Executive Officer
- Company Profile
- Our Service Network
- Company Purpose and Core Values

CONVERSATION WITH CHIEF EXECUTIVE OFFICER

Continuing from Sustainability Report 2023 and 2024, PIL advanced its sustainability agenda in 2025 against a backdrop of geopolitical volatility, tightening regulation and rising stakeholder expectations. These dynamics reinforced the need for PIL to remain focused and agile, while continuing to translate its sustainability commitments into practical actions across the business.

We sat down with Chief Executive Officer Lars Kastrup to review the year's key milestones, reflect on the progress made across PIL's sustainability priorities, and discuss the direction shaping PIL's next chapter.

Advancing Decarbonisation Through Action

Lars, what were some of the environmental milestones achieved in 2025?

Fleet renewal remained a key priority and 2025 was a year of steady delivery on our earlier commitments. We welcomed 6 additional LNG dual-fuel vessels into service across our 14,000 TEU and 8,200 TEU newbuild programmes, supporting our long-term fleet transition strategy, net zero ambition by 2050, and future fuel flexibility.

These newbuilds are central to our long-term fleet transition strategy, improving fuel efficiency, reducing air pollutants and enabling future use of renewable fuels such as bio-methane. Equipped with energy efficiency technologies, shore power capability and methane slip reduction systems, they also strengthen our ability to reduce emissions across the vessel lifecycle.

Collaboration Beyond Our Own Operations

Environmental sustainability extends beyond decarbonisation. How is PIL contributing more broadly?

Many sustainability challenges require collective action beyond any single company. In 2025, PIL became a founding member of the Maritime Association for Clean Seas, or MACS, which brings maritime stakeholders together to address marine plastic pollution, sustainable plastic procurement and operational waste. Protecting the oceans is fundamental to our business and our industry.

As a founding member, we are contributing to the association's direction and working groups. We believe collaboration is critical to developing practical, scalable solutions that can reduce waste across the maritime value chain and benefit the wider environment.

Strengthening Safety and Human Rights

What progress did PIL make on the social aspects of sustainability?

Safety remains fundamental for our people at sea and ashore. In 2025, we obtained ISO 45001 certification for our occupational health and safety management system, reinforcing alignment with internationally recognised standards and complementing our existing ISO 14001 certification. We also audited approximately 73% of our offices against our safety requirements.

We also completed our first comprehensive Labour and Human Rights Risk Assessment across shore staff, seafarers and suppliers. The exercise mapped salient risks, including modern slavery, working conditions and health and safety, and helped integrate labour and human rights considerations into our broader risk management and assurance processes.

We also completed a structured living wage benchmarking exercise and made wage adjustments where required, incorporating these into our salary review cycle. Fair remuneration is an important part of responsible employment and our aspiration to be an employer of choice.

Enhancing Governance and Organisational Resilience

Governance continues to receive increasing attention from investors and stakeholders. What developments would you highlight?

Governance is where ambition meets discipline. In 2025, we focused on organisational resilience and information security. A Board-level cybersecurity tabletop exercise enabled directors and senior management to test crisis response, escalation, decision-making and business continuity readiness under realistic scenarios.

We also achieved ISO 27001 certification for our information security management system, following rigorous independent audit. This demonstrates the strength of our governance controls and our commitment to protecting information entrusted to us by customers, business partners and employees.

We rolled out ProcureSMART, our digital procurement platform, to strengthen supplier onboarding controls, embed Supplier Code of Conduct acknowledgement and support future sustainable procurement initiatives as the platform moves towards wider global deployment.

We also expanded sanctions and compliance screening beyond suppliers to cover more stakeholders and business interactions. This strengthens early risk detection, improves consistency and enhances the audit readiness of our compliance controls.

Our EcoVadis Gold Medal for the Dec 2025 assessment was another important milestone. The improved overall score placed PIL among the top 5% of organisations assessed and reflected stronger performance across key areas such as environment, labour and human rights, ethics and sustainable procurement. We are taking the assessment as a useful benchmark for continuous improvement. Our immediate priorities are to close remaining gaps, further strengthen sustainable procurement practices, improve supporting documentation and deepen ownership across business functions so that sustainability is embedded more consistently in day-to-day decisions.

Looking Ahead

What message would you like to leave with stakeholders?

Sustainability is a journey of continuous improvement and not one we undertake alone. We are proud of the progress made in 2025 but recognise that more remains to be done. The challenges facing our industry require collaboration, innovation, discipline and persistence.

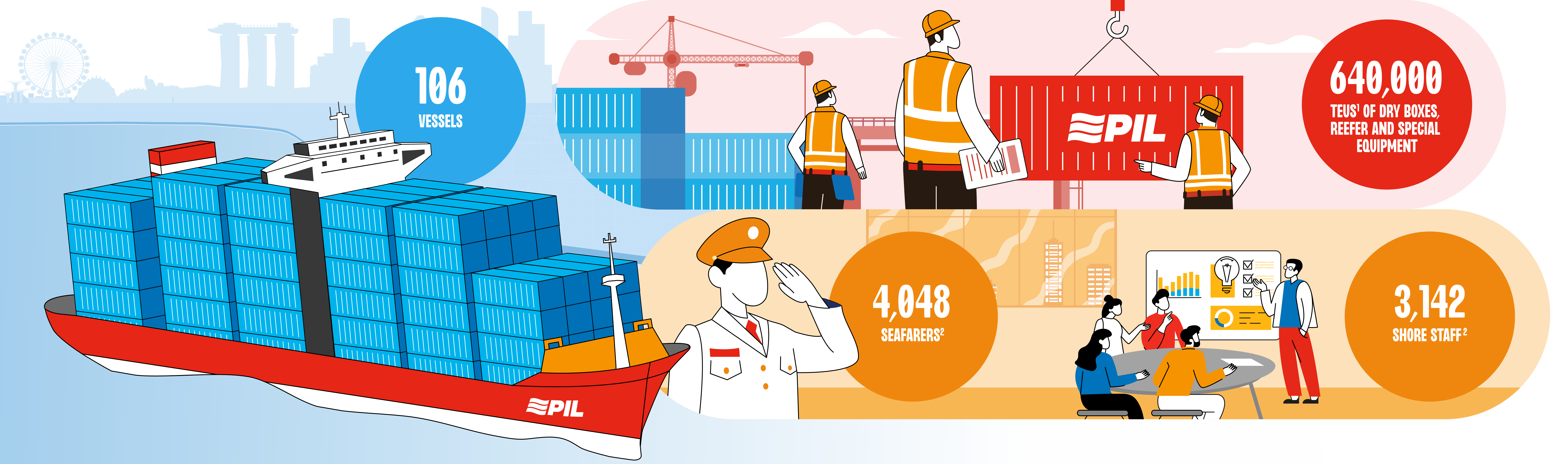
I am confident because of the commitment of our colleagues, the support of our partners and the trust of our customers. As we prepare for evolving disclosure expectations and continue strengthening our sustainability practices, we will keep building a stronger, more resilient and more sustainable PIL.

Lars Christian Kastrup
Chief Executive Officer

COMPANY PROFILE

Incorporated in 1967, PIL is ranked 12th among the world's top container shipping lines and remains the largest home-grown carrier in Southeast Asia. From its beginnings as a modest ship-owner in Singapore, PIL has grown into a global carrier with a strong presence across China, Asia, Africa, Middle East, Latin America and Oceania.

Today, together with its affiliated companies Mariana Express Lines (MELL) and Malaysia Shipping Corporation (MSCorp), PIL serves customers across more than 500 locations in over 90 countries worldwide. Our fleet of more than 100 container and multi-purpose vessels supports our extensive service network and enables us to connect global trade flows efficiently and reliably.



[1] TEU – Twenty-foot Equivalent Unit, used as a measure of container size and cargo capacity
[2] Data covers PIL headcount from all entities that PIL has management control over

COMPANY PROFILE

Whatever the product – dry, refrigerated, breakbulk or special cargo – we are committed to providing safe, reliable and efficient transportation solutions. Through our global network of agencies and intermodal corridors, we aim to enhance connectivity and support the efficient flow of goods across markets.

At PIL, we continue to strengthen connectivity for our customers and partners across markets and communities. Our people-centric approach prioritises customer needs, by leveraging expertise and technology to improve efficiency and provide sustainable solutions.

In addition to our core liner shipping business, we provide container manufacturing and logistics services, enabling more integrated solutions across the supply chain.

Guided by a future-focused vision, we remain committed to sustainability and contributing positively to the communities in which we operate. For more information, visit **www.pilship.com**

Mariana Express Lines (MELL) is a container liner operator providing niche routes in the Asia-Pacific region. With Hong Kong and Kaohsiung, Taiwan, as hubs, MELL currently carries containers between China, Southeast Asia, Japan, Australia and islands in the Pacific such as Guam and Saipan. MELL's capabilities complement PIL's liner business and global network, opening new opportunities for both their customers and stakeholders.

PIL Logistics is a wholly owned subsidiary of PIL, with operations spread over major cities in China and Southeast Asia. PIL Logistics provides supply chain management solutions, customs clearance, trucking, warehousing, rail transportation, international sea transportation and international air transportation.

Malaysia Shipping Corporation (MSCorp) is an associate company of PIL and based in Klang, Malaysia. The container liner company specialises in serving trade lanes between Peninsular Malaysia, Borneo Malaysia and Brunei, offering services on fixed day schedules via its hub in Port Klang and covers locations in Malaysia and the region. MSCorp also serves destinations in India through its partners' vessels. Additionally, MSCorp has 10 offices across Malaysia to provide value added land-based logistic services.

Singamas Container Holdings Limited (Singamas) is a world-leading container manufacturer, and major operator of container depots and provider of logistics services. Listed on the Hong Kong Stock Exchange (Stock Code: 716), the company currently has five container manufacturing facilities, strategically established in the vicinity of key coastal ports of China. Moreover, to enhance its strategic competitiveness, Singamas offers a wide range of products including dry freight containers, collapsible flat rack containers, open top containers, bitutainers, tank containers, offshore containers and other specialised containers. In addition, Singamas independently fulfils the sustainability disclosure requirements of Hong Kong Stock Exchange (HKEX) since 2017[3].

[3] Singamas is excluded from PIL's sustainability reporting scope, as PIL does not have financial or operational control over the company

OUR SERVICE NETWORK

- Far East
- The Indian Subcontinent
- Red Sea / Gulf Africa
- Australia
- New Zealand
- Latin America

We also have feeder services covering a wide range of ports in:

- South East Asia
- The Bay of Bengal
- The East Coast of India
- East and West African Coast
- Middle East / Red Sea
- The Pacific Islands

COMPANY PURPOSE AND CORE VALUES

Sustainability is embedded in PIL's Purpose and brought to life through our Core Values. As a responsible global container shipping company, we are committed to enabling international trade while reducing our environmental impact and creating positive social outcomes.

Through innovation, collaboration and a people-centric approach, we deliver cleaner and more efficient solutions that help customers meet their sustainability objectives. At the same time, we invest in our employees and communities, working together across our global network to create long-term value for all stakeholders and advance a more sustainable maritime industry.

OUR PURPOSE

OUR PURPOSE IS WHAT MOVES US EVERY DAY.

Putting customers first, by leveraging expertise and technology to provide efficient and sustainable solutions.

At PIL, we are driven to create lasting and valuable connections. With a commitment to meeting our customers' needs, we go the extra (nautical) mile to connect them to markets and communities.

By leveraging our shipping expertise, technology, and innovative approaches, we aim to deliver efficient and sustainable solutions, today and for the future.

OUR VALUES

OUR VALUES DEFINE PIL – THEY REPRESENT OUR TRUE NORTH AND DIFFERENTIATE US FROM OTHERS.

People-Centric

People are at the heart of our "PIL family".

We care about our employees, customers, shareholders, suppliers, and stakeholders; and are committed to ensuring their growth and wellbeing.
We respect and support one another, value diversity, and believe in fairness for all.

Pushing Boundaries

Challenge the status quo responsibly to provide better solutions.

We challenge the status quo, think out of the box, and encourage innovative new ideas, with purpose and integrity. This, which is in keeping with the spirit of our founder, is so that we constantly improve the way we do things here at PIL, to provide better and cleaner solutions for our customers.

Future-Focused

We take action to drive a sustainable future.

We are not just in this to make a profit. We conduct our business with the aim of making the world a better place for future generations. Sustainability is at the core of what we do. With a future-focused lens, we leverage data and technology to deliver shipping solutions while minimising our environmental footprint; and we uplift communities wherever we operate.

SUSTAINABILITY APPROACH

- ESG Strategy
- Our Board of Directors
- Sustainability Governance
- Materiality Assessment
- Contribution to Sustainable Development Goals
- Stakeholder Engagement
- Partnerships, Certifications and Awards

ESG STRATEGY

	MATERIAL TOPIC	COMMITMENT	TARGET	PROGRESS 2025	STATUS
ENVIRONMENT	Climate Response	We are committed to the goals of the 2023 IMO GHG Strategy, including its checkpoint targets and aim to achieve net zero GHG emissions by 2050.	• 2030: 20% reduction in absolute GHG emissions against a 2010 baseline • 2040: 70% reduction in absolute GHG emissions against a 2010 baseline • 2050: Net zero GHG emissions	• 23% reduction in absolute fleet fuel-related GHG emissions, against 2010 baseline	On Track
ENVIRONMENT	Air Quality	We pledge to continually assess and improve our strategies to ensure that we not only meet but exceed regulatory air quality standards.	• 100% fleet compliance with IMO MARPOL Annex VI requirements on SOx, NOx and PM, including compliance with sulphur limits (0.50% global cap and 0.10% in EACs), with zero non-compliance incidents in 2026 **(NEW)** • 40% of fleet-TEU capable of running on sulphur-free fuel vessels by 2030 **(NEW)**	• Achieved 2025 target of 100% compliance with IMO requirements	Achieved
ENVIRONMENT	Waste Management and Circularity	As we look to minimise our environmental footprint, we strive to reduce the amount of waste we generate and maximise diversion from landfills.	• Zero containers lost at sea in 2026	• Zero containers lost at sea	Achieved
ENVIRONMENT	Biodiversity and Ecological Impact	We are committed to minimise the environmental footprint of our activities and ensure compliance with all relevant laws and regulations. Additionally, our Environmental Policy covers and addresses biodiversity and ecological impact.	• 100% of vessels to have ballast water treatment systems (BWTSs) in 2026 • Zero significant oil spills in 2026	• 100% vessels have BWTSs • Zero significant oil spills	Achieved
SOCIAL	Labour and Human Rights	We aim to uphold high standards for our employees, including employment conditions, accommodation, facilities, health, and welfare.	• 100% of shore employees covered by annual living wage benchmarking analysis by 2030 **(NEW)**	• Provided labour and human rights training to all seafarers as part of the onboarding process, while the rollout for people managers is expanded to cover all employees in 2026	Revised
SOCIAL	Human Capital	We care about our employees and are committed to ensuring their growth and wellbeing. We are a people-centric company and aim to be an employer of choice.	• Provide at least 24 hours of training per employee per year by 2026 • Maintain 100% Employee Assistance Programme (EAP) access to all employees in 2026	• Provided an average of 44.7 hours of training per employee, achieving 2025 target of at least 18 hours of training per employee • Annual employee survey extended to 40 countries, achieving 2025 target • EAP expanded to all countries, achieving 2025 target	Achieved
SOCIAL	Occupational Health and Safety	We are committed to protecting the wellbeing and safety of our crew, staff, and partners.	• Lost Time Injury Frequency (LTIF) of not more than 0.7 in 2026 • Zero fatality and zero major accident in 2026	• LTIF of 0.57, achieving 2025 target of not more than 0.8 LTIF • Zero fatality and zero major accident	Achieved
SOCIAL	Community Impact	We strive to provide the best support we can, not only to our partners, employees and their families, but also to communities at large.	• At least 60% of donations directed to long-term causes in 2026 **(NEW)**	• US$807,000 committed to focus areas	Achieved
GOVERNANCE	Ethics and Compliance	We believe in achieving our corporate goals with integrity and in accordance with all laws and regulations by embedding compliance tenets into our policies, systems, and processes.	• At least 95% of in-scope[4] shore staff trained on anti-bribery and corruption, sanctions, and competition compliance by 2026	• % of in-scope shore staff trained: o Anti-bribery and corruption: 98.3% o Sanctions compliance: 99.1% o Competition compliance: 96.3%	Achieved
GOVERNANCE	Risk Management	We create a risk-aware strategy and integrate climate risk into our IAF to support the transition to a low-carbon economy.	• Align with IFRS S2 standard by 2029	• Advanced on climate scenario analysis and climate adaptation	On Track
GOVERNANCE	Information Security and Data Protection	We are committed to securing our information, assets, and records by adopting a three-pronged approach of stakeholder engagement, investing in technology and upskilling, and risk management.	• At least 95% of in-scope employees trained on data protection by 2026 • At least 95% of in-scope employees complete cybersecurity awareness training **(NEW)** • Conduct annual cybersecurity assessments and penetration testing **(NEW)** • Zero significant data breaches **(NEW)**	• >98% employees trained on data protection, achieving 2025 target	Achieved
GOVERNANCE	Sustainable Procurement	We aim to cultivate a supply chain that mirrors our ESG considerations and commitment to environmental protection, social responsibility and ethical practices.	• 100% of buyers for strategic suppliers trained on sustainable procurement by 2030 • At least 95% endorsement of Supplier Code of Conduct by new and renewed suppliers by 2030 • 100% of new and renewed suppliers screened for ESG risks by 2030 **(NEW)** • 100% of high-risk and/or high-spend suppliers assessed for ESG performance by 2030 **(NEW)**	• 100% of buyers for strategic suppliers trained on sustainable procurement • Supplier Code of Conduct implementation is in progress	On Track

[4] Excludes certain employee positions (e.g., drivers, security staff)

Since formalising our ESG Strategy in 2023 with clear commitments and measurable targets, we have progressively embedded it across the organisation. In 2024, most targets and actions had become part of our business-as-usual operations, with priority topics addressed through dedicated working groups.

In 2025, we undertook a strategic review to raise our ambitions for the next phase of our sustainability journey. As part of this process, we conducted a double materiality assessment, engaging stakeholders and scanning the evolving regulatory and sustainability landscape, to establish a more ambitious strategy, which is presented in this report.

Our refreshed strategy identifies three priority topics for the years ahead. Climate Response remains central given its significance across our impact, risk, and opportunity landscape. Labour and Human Rights has been elevated as a priority to strengthen our alignment with international standards and best practices. Sustainable Procurement has been prioritised to operationalise our procurement framework and embed ESG considerations consistently across our supply chain, in direct support of our Labour and Human Rights commitments.

ENVIRONMENT

At PIL, we are committed to the decarbonisation pathway defined in the 2023 IMO GHG Strategy. It targets net-zero emissions for international shipping by around 2050 with interim targets for 2030 and 2040. Our cross-functional working groups continued to support work on climate issues:

Decarbonisation Working Group

Work in 2025 included:

i. Scanning of applicable digitalisation solutions, energy efficiency technologies (EETs) and fuel pathways for our container vessel fleet;
ii. Piloting and adoption of EETs in PIL's fleet.

Climate Risk and Response Working Group

i. Expanding physical climate risk scenario analysis to cover additional hazards across a wider set of ports and sea routes, and initiating the procurement of a dedicated climate risk tool to enable more systematic, location-specific assessment.
ii. Building institutional capacity for adaptation planning by organising climate adaptation training for senior management to embed awareness at the leadership level.
iii. Exploring personnel safety measures as part of broader adaptation planning.

SOCIAL

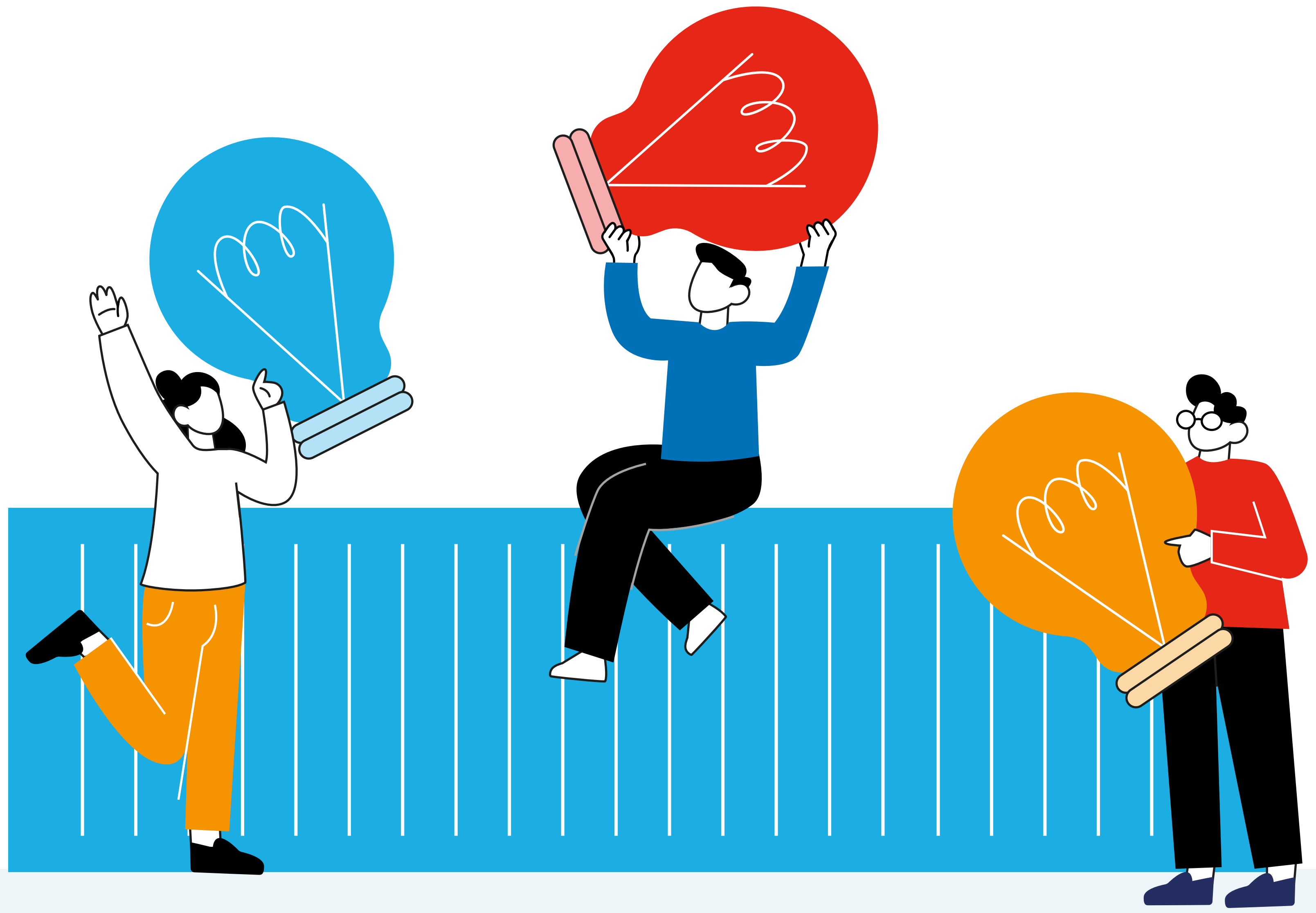
Within the social pillar, PIL continued to embed our Purpose and Values across the organisation, reinforcing its foundation as our standard way of business.

Within our People-Centric commitment, we deepened our focus on Labour and Human Rights, ensuring fair treatment of our people in line with international standards. The labour and human rights risk assessment was completed in 2025, providing a clearer picture of our risk exposure. We extended our view of working conditions more broadly, conducting living wage assessments across our key locations and strengthening feedback mechanisms with our seafarers to better understand working conditions at sea.

GOVERNANCE

Effective governance requires continuous effort and improvement. In 2025, a key area of focus was Sustainable Procurement, where we advanced supplier ESG assessments, refined our procurement processes and documentation, and continued to build capability across our procurement teams.

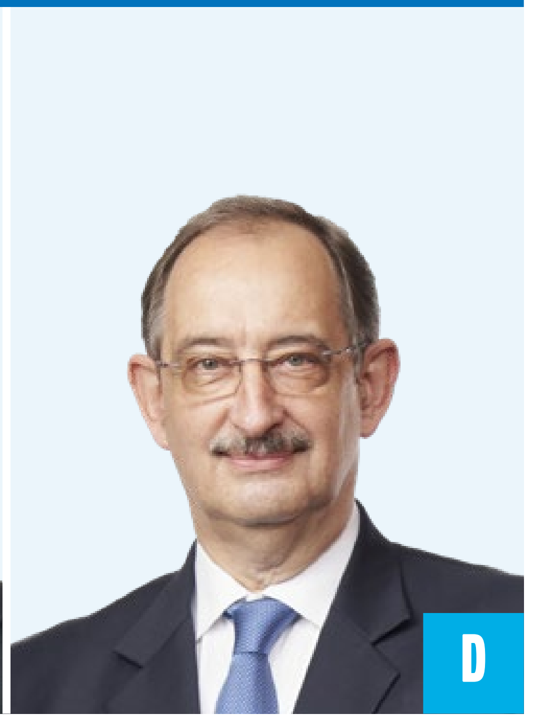
Looking ahead, we remain focused on strengthening the accountability mechanisms and external standards alignment that underpin our broader governance work.



OUR BOARD OF DIRECTORS

EXECUTIVE

Mr. Teo Siong Seng
Executive Chairman



Mr. Lars Christian Kastrup
CEO

NON-EXECUTIVE

NON-INDEPENDENT

Mr. Teo Chew Seng @ Peter Chang

Mr. Eng Aik Meng

INDEPENDENT

Mr. Chandra Das s/o Rajagopal Sitaram

Mr. Lim Ming-Hui Andrew

Mr. Ng Kee Choe

Ms. Tan Beng Tee

Mr. Yap Chee Keong

A Audit and Risk Committee (ARC) | N Nomination and Remuneration Committee (NRC) | D Donations Committee (DC) | — Chairman

PIL's operations are anchored by an effective governance structure, guiding how we conduct our operations and maintain compliance with the legal and regulatory landscape of the countries that we serve.

The Board[5] of PIL comprises a mix of executive, non-executive, and independent directors. Leveraging their extensive and deep corporate expertise, they provide strong leadership and strategic direction for the company's vision and governance.

Although the Chairman of the Board is an executive director, he does not have veto power. His role and activities are regularly evaluated by the Nomination and Remuneration Committee (NRC), which comprises independent directors. Overall, five of the nine Board directors are independent. All directors must submit an annual conflict-of-interest declaration and are required to disclose any conflicts related to transactions, recusing themselves from voting when applicable. The Board reviews all declared conflicts of interest.

The Board members are nominated and endorsed by the NRC and approved by the Board and the shareholders of the Company for a tenure of three years. The nomination and selection process draws on a broad set of criteria, including stakeholder perspectives, diversity, independence, competencies tied to the organisation's impact, and sustainability-related skills and capabilities.

An internal assessment is conducted annually to evaluate the performance of the Board and its committees. In accordance with best practices, the company plans to conduct evaluations with an independent external facilitator at least every three years. After each evaluation, the Board reviews the results and determines necessary action plan(s).

In terms of remuneration, executive directors are remunerated as employees of the company. Non-executive directors receive fixed director fees and attendance fees aligned with market practices.

[5] Our Board of Directors as of 31st December 2025

Nomination and Remuneration Committee (NRC)

The Nomination and Remuneration Committee is responsible for overseeing the organisation's nomination and remuneration matters, as well as the effective implementation of related policies. In fulfilling its nomination and remuneration duties, the NRC's key responsibilities include:

- Establishing and maintaining the overall compensation framework and policies for both the Board and the organisation; and
- Overseeing the appointment of key management personnel.

Additionally, the NRC ensures that remuneration incentives are aligned with the organisation's risk culture and appetite. It also reviews the effectiveness of measures related to corporate culture and compliance, including:

- The Culture Playbook;
- The escalation policy, including whistleblowing mechanisms;
- The communication of professional standards and corporate values; and
- The organisation's policies and practices on corporate governance and sustainability.

Audit and Risk Committee (ARC)

The Audit and Risk Committee's mandate comprises oversight responsibilities in relation to the governance of financial reporting processes, internal control, management of risks, as well as the internal and external audit processes.

In respect of the risk functions, the responsibilities of the ARC include:

- Reviewing the adequacy and effectiveness of the risk framework, risk management policies and systems, and the Group's compliance controls; and
- Monitoring the risk profile of the Group and confirming it is consistent with the risk appetite of the Group.

Donations Committee (DC)

The Donations Committee is responsible for providing direction on and overseeing the grant-giving initiatives of the Group, as part of its corporate social responsibility mission to benefit the local communities where the Group operates.

The responsibilities of DC include:

- Reviewing the strategic direction and policies of the Group's grant-giving;
- Reviewing the budget for grant-giving;
- Reviewing and approving the governance structure for grant-giving; and
- Reviewing and approving grants in alignment with the strategy, focus areas and budget.

SUSTAINABILITY GOVERNANCE

PIL's sustainability governance structure seeks to ensure that sustainability initiatives are integrated into the core operations and strategic planning of the organisation.

BOARD

BOARD OF DIRECTORS
Oversees Company strategy including ESG

BOARD COMMITTEES
Oversee ESG matters relevant to their mandate

SENIOR LEADERSHIP TEAM

SENIOR MANAGEMENT COMMITTEE
Drives strategy implementation

ESG STEERING COMMITTEE
Defines and implements ESG strategy

BUSINESS FUNCTIONS AND UNITS

GLOBAL SUSTAINABILITY AND ESG
Coordinates ESG workstreams across PIL

ESG WORKSTREAMS
BUSINESS UNITS AND FUNCTIONAL DEPARTMENTS
Implement sustainability initiatives in the operations through ESG workstreams

WORKPLACE SAFETY AND HEALTH COMMITTEE
Ensure compliance and continuous improvement of PIL's health and safety operation procedures and performance

GROUP PROCUREMENT COMMITTEE
Develop and implement sustainable procurement practices across PIL

DECARBONISATION WORKING GROUP
Implement and evaluate PIL's strategy to meet long-term decarbonisation targets, while adapting to evolving technical and regulatory standards

CLIMATE RISK AND RESPONSE WORKING GROUP
Drive the identification and assessment of climate-related risks and opportunities facing PIL, in alignment with the IFRS S2 standard

CORPORATE GOVERNANCE WORK STREAM
Oversees corporate governance practices to ensure compliance, uphold ethics, and align with stakeholder interests for effective decision-making

LABOUR AND HUMAN RIGHTS WORKING GROUP
Cultivate fair, safe and respectful work practices for seafarers and shore staff through oversight, training, and global standards alignment

Board of Directors

The Board is the highest governing body responsible for providing oversight and strategic direction on sustainability. They endorse the overall ESG strategy and ensure that sustainability remains a core component of the company's mission and vision.

The Board receives regular updates on sustainability through Board and Board Committee meetings, which discuss specific sustainability aspects relevant to their mandate.

At the Board level, sustainability is integrated into business policies and practices including:

- Approving the Group's strategy, objectives and purpose and monitoring progress thereof;
- Overseeing matters relating to corporate social responsibility and corporate ethics; and
- Engendering an appropriate corporate culture.

In 2025, the Group continued to monitor sustainability performance and targets as part of its business metrics, with sustainability outcomes influencing overall compensation. As part of our activities in 2025, we conducted a double materiality assessment to identify and evaluate PIL's material impacts, risks, and opportunities with regards to ESG topics. The results of our double materiality assessment helped to reaffirm that all twelve topics from prior strategy remain relevant, and several sub-topics of emerging relevance were identified and incorporated. This reflects PIL's ongoing commitment to long-term corporate responsibility and stakeholder value.

PIL reviewed the existing Board Committees and assessed that several material environmental and social topics would benefit from a dedicated Board Committee's oversight. In 2026, PIL will establish a Board-level Sustainability Committee (SC) to embed sustainability at the heart of our corporate strategy. Chaired by an independent director, the SC will oversee all twelve ESG material topics, set vision, targets and metrics, and strengthen transparency and stakeholder confidence by integrating ESG into Board-level decision-making.

Senior Management Committee

The committee meets weekly to coordinate, communicate and drive strategy implementation across the Group. The committee is chaired by our CEO, Lars Kastrup, and consists of senior management staff from various business functions. To enhance focus on our sustainability agenda, the Board formed the ESG Steering Committee in 2024, with delegated responsibilities for defining and implementing the ESG strategy.

As part of our efforts to ensure that the Senior Management Committee (SMC) is kept up-to-date on ESG topics, the SMC attended three sustainability primer sessions in 2025, covering topics such as Sustainable Procurement, Climate Risk, and Labour and Human Rights, further enhancing management's understanding of key sustainability issues and their implications for the business.

ESG Steering Committee

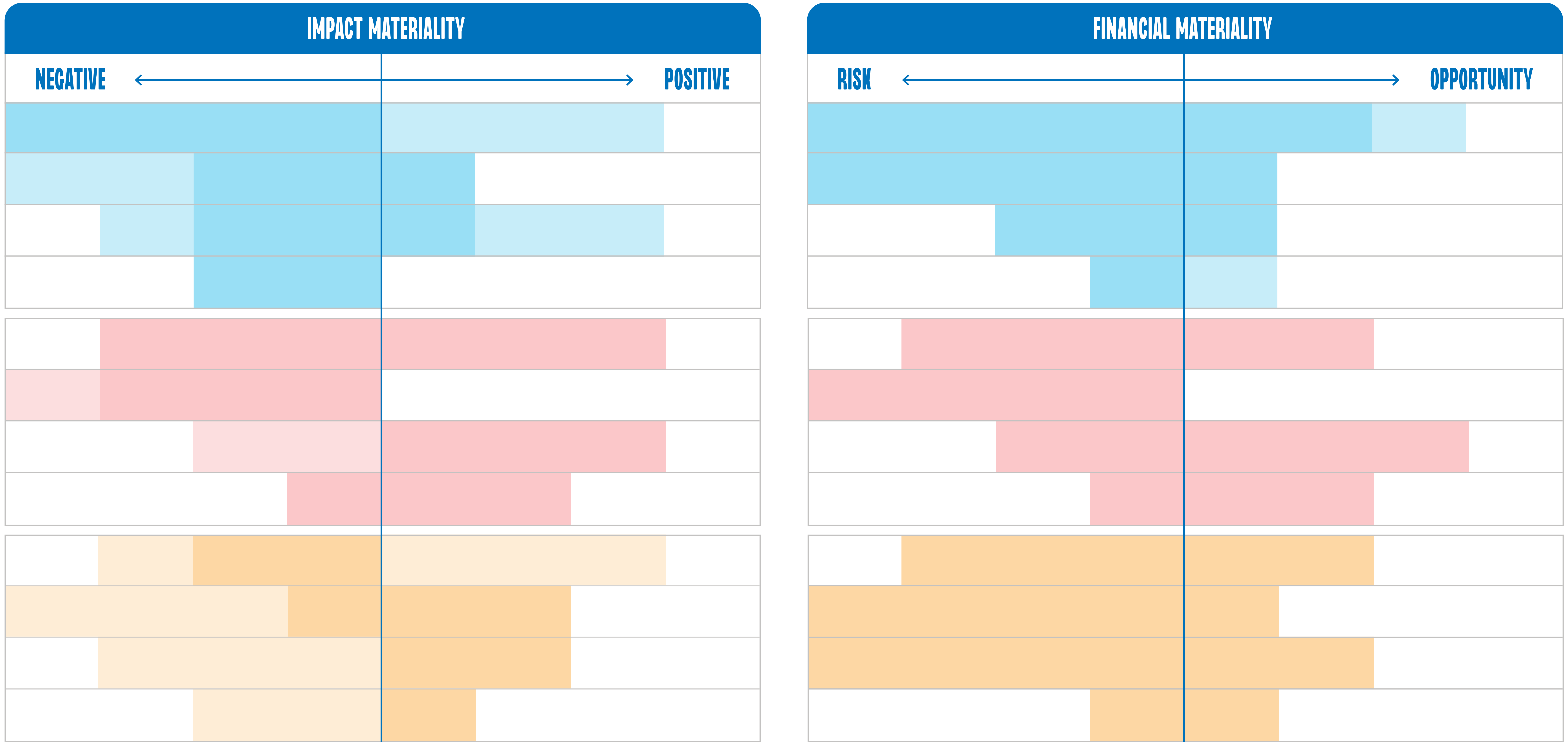
The committee comprises CEO Lars Kastrup and selected members of the company's Senior Management Committee. The committee meets on a quarterly basis to review the overall strategies and progress of PIL's sustainability journey, reflecting our increasing focus on sustainability.

As part of our efforts to increase the focus on sustainability and expedite action, PIL's dedicated Global Sustainability and ESG Department (GSE) was set up in 2023, serving the role of Secretariat of the ESG Steering Committee and functions as the operational arm in, amongst other things, coordinating and implementing sustainability initiatives and programs across PIL's geographical locations and business functions. GSE also steers Working Groups that address key focus areas across the three ESG pillars.

MATERIALITY ASSESSMENT

In 2025, we undertook a comprehensive update of our materiality assessment, building on the assessments conducted in 2021 and 2023. In line with evolving industry practice and regulatory direction, we upgraded to a double materiality assessment (DMA), evaluating both the impact of our business on the environment and society, and the financial materiality of sustainability-related risks and opportunities to PIL. The assessment followed a three-step process: an industry benchmarking study, senior management workshops, and a prioritisation exercise to produce a comprehensive picture of our material topics, their impacts, risks, and opportunities. The review confirmed that all twelve topics from prior strategy remain relevant, and several sub-topics of emerging relevance were identified and incorporated, including materials and chemical usage, water, noise management, living wage, and responsible artificial intelligence (AI).

	MATERIAL TOPIC	MANAGEMENT FOCUS
ENVIRONMENT	Climate Response	★ Priority
	Biodiversity and Ecological Impact	Sustained Commitment
	Waste Management and Circularity	Sustained Commitment
	Air Quality	Sustained Commitment
SOCIAL	Labour and Human Rights	★ Priority
	Occupational Health and Safety	Sustained Commitment
	Human Capital	Sustained Commitment
	Community Impact	Sustained Commitment
GOVERNANCE	Sustainable Procurement	★ Priority
	Ethics and Compliance	Sustained Commitment
	Information Security and Data Protection	Sustained Commitment
	Risk Management	Sustained Commitment



Priority - strategic focus with dedicated resources to strengthen PIL's approach through adoption of new policies, frameworks or investments
Sustained commitment - policies, systems, frameworks and processes currently in place and regularly reviewed for improvements

Legend
- Actual impacts, risks or opportunities (IROs)
- Potential impacts, risks or opportunities (IROs)

	MATERIAL TOPIC	MANAGEMENT FOCUS	OUR IMPACT
ENVIRONMENT	Climate Response	★ Priority	Shipping industry accounts for 3% of the world's GHG emissions. The main source of our emissions comes from fuel combustion onboard vessels. PIL is actively lowering fleet emissions through efficiency upgrades, LNG dual-fuel vessels, and alternative fuel trials – accelerating our alignment with the IMO 2023 GHG Strategy and long-term net zero goals.
ENVIRONMENT	Air Quality	Sustained Commitment	Burning fuels onboard vessels also leads to emission of air pollutants. We are reducing our fleet's non-GHG emissions profile by using cleaner fuels, implementing emissions management technologies and voyage optimisation.
ENVIRONMENT	Waste Management and Circularity	Sustained Commitment	PIL generates waste that primarily consists of plastics, domestic and operational waste. As part of our waste management approach, we actively seek to divert waste from landfills, adopt circularity principles in ship and container reuse and recycling, and ensure responsible use and handling of materials and chemicals across our operations. We also seek to minimise our water withdrawal, consumption, and discharge across vessel and land-based activities.
ENVIRONMENT	Biodiversity and Ecological Impact	Sustained Commitment	Shipping activity can result in the spread of invasive species, biocides being released to sea water, incidents of oil spills, lost containers, illegal wildlife trade, and underwater noise that can affect marine ecosystems. PIL takes measures to prevent or reduce these negative impacts as much as possible to minimise marine ecosystem disruption.
SOCIAL	Labour and Human Rights	★ Priority	Seafarers and workers in global supply chains can be vulnerable to labour violations, unsafe working conditions, and exploitation. We are committed to ensuring safe, dignified, and fair working conditions for our employees globally, including the provision of a living wage, and to upholding international labour and human rights standards across our operations and supply chain.
SOCIAL	Human Capital	Sustained Commitment	As a People-Centric organisation, we strive to have a positive impact on our workforce of over 7,000 employees working across 35 countries. Our people strategy, the Pillars of People Excellence, helps us create a diverse, equitable and inclusive workplace environment where our employees feel valued, fairly remunerated, and engaged.
SOCIAL	Occupational Health and Safety	Sustained Commitment	The maritime shipping industry faces numerous health and safety challenges. With incident reporting systems, emergency response protocols, and safety audits in place, PIL has reduced workplace incidents and strengthened its safety culture across fleet and offices.
SOCIAL	Community Impact	Sustained Commitment	Our presence across more than 20 countries creates meaningful opportunities to contribute positively to local economies and communities. Through partnerships, donations, and community programs, we extend socio-economic benefits to the communities we serve, and seek to maximise the positive impact of our operations wherever we are present.
GOVERNANCE	Sustainable Procurement	★ Priority	Our supply chain spans a wide range of industries and geographies, carrying inherent ESG risks including environmental harm and labour violations. We are continuously strengthening responsible sourcing practices by integrating ESG criteria into supplier selection, assessment, and contract management, as we work to identify and address risks across our value chain.
GOVERNANCE	Risk Management	Sustained Commitment	The maritime shipping industry is exposed to a wide range of operational, environmental, geopolitical, and sustainability-related risks that can significantly impact performance and resilience. Our risk management framework identifies, assesses, and monitors these risks in an integrated manner, including ESG-related and climate risks, to support long-term business continuity and strategic decision-making.
GOVERNANCE	Information Security and Data Protection	Sustained Commitment	Digitalisation in logistics and operations has made the shipping sector increasingly vulnerable to cyberattacks and data breaches. We've strengthened cybersecurity infrastructure and data protection practices, and are committed to the responsible use of AI across our operations, safeguarding operational continuity and trust among customers, partners, and regulators.
GOVERNANCE	Ethics and Compliance	Sustained Commitment	Compliance with applicable laws and regulations is a fundamental requirement. This encompasses anti-bribery and corruption, competition, sanctions, fraud, among other regulatory obligations. Beyond this essential baseline, PIL upholds robust ethical business conduct standards and promotes integrity, transparency, and accountability across all operations.

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

By addressing the material topics through our ESG Strategy, PIL contributes both directly and indirectly, to the UN Sustainable Development Goals (SDGs).

CLIMATE AND NATURE

SDG 7 – Affordable and Clean Energy

Transition to cleaner energy sources to reduce emissions and costs, which also extends to the optimisation of energy use to reduce our overall energy footprint.

SDG 12 – Responsible Consumption and Production

Managing our environmental footprint by reducing and managing our wastes, efficient use of resources, and adopting sustainable practices across PIL's operations and business activities.

SDG 13 – Climate Action

PIL is committed to taking the right climate actions, both in terms of reducing our emissions to mitigate climate change, as well as adapt to the effects of impending climate change accordingly.

SDG 14 – Life Below Water

Protect marine ecosystems, prevent pollution, and support ocean health. As part of sustainable business practices, to implement responsible shipping practices and contribute to thriving oceans, sustainable fisheries, and coastal communities.

SDG 15 – Life on Land

Promote sustainable land use, reforestation, and wildfire protection. Balancing land-based activities which ensures ecological resilience for the good of the environment and the communities we operate in.

PEOPLE AND PROGRESS

SDG 3 – Good Health and Wellbeing

Ensuring the health and wellbeing of PIL's employees and the communities that we operate in by ensuring safe and healthy working conditions and supporting community care initiatives.

SDG 4 – Quality Education

Prioritise crew education and training for safe and efficient operations. Well-trained crew members enhance safety, compliance, and overall performance.

SDG 8 – Decent Work and Economic Growth

Ensure fair wages, safe conditions, and career development for our employees. A motivated workforce leads to better productivity, stability, and positive economic impact.

ETHICS AND GOVERNANCE

SDG 16 – Peace, Justice and Strong Institutions

Ensuring ethical business practices, transparency, and anti-corruption measures throughout PIL's operations and business activities.

SUSTAINABILITY ENABLERS

SDG 9 – Industry, Innovation and Infrastructure

Investing in innovation, modernising infrastructure, and staying competitive are key priorities for PIL. We believe that the dual embrace of technology and efficient operations will help us maintain our cutting edge.

SDG 17 – Partnership for the Goals

PIL believes that there is greater strength in collaboration with our partners and stakeholders for collective impact and knowledge sharing. Building partnerships strengthens our ability to achieve sustainable goals in our maritime sector.

STAKEHOLDER ENGAGEMENT

At PIL, we foster meaningful and lasting relationships with our stakeholders through a range of engagement channels. The feedback we gathered through these engagements generally highlighted growing stakeholder interest in our ESG practices and decarbonisation approach.

KEY STAKEHOLDERS	ENGAGEMENT CHANNELS	TOPICS DISCUSSED
Employees	• Daily interactions • Discussions with labour unions • Annual employee satisfaction survey • Annual performance reviews • ESG engagement visits to regional offices • ESG Reporting system • CEO Townhall	• PIL brand refresh and corporate values • Tasks and responsibilities • Performance and work satisfaction • Adequate remuneration and benefits • Learning and growth opportunities • ESG practices and emissions reporting • Working conditions • Occupational health and safety
Customers	• Customer relations • Account management • ESG criteria in tenders • ESG questionnaires for suppliers • ESG meetings and calls • Partnerships	• Shipping solutions • PIL ESG practices • Solutions to lower GHG emissions • PIL brand refresh and strategic positioning
Government and port authorities	• Bilateral discussions • Strategic co-operations • Data requests and reporting	• Compliance • Reporting and disclosure • Decarbonisation • Long term fuel transition plans • Adaptation/resilience
Investors	• Shareholders' meetings • Investor relations, direct calls, surveys • Reports and disclosures	• PIL strategic positioning • Investor expectations • Business model resilience • Plans and commitments • Approach to climate change
Partners (business partners and industry associations)	• Projects and partnerships • Dialogue and networking • Association meetings and events • Annual bankers night	• Decarbonisation and compliance • Solutions to lower GHG emissions • Safety and security • Environmental and industry matters • Future partnerships
Suppliers	• Procurement process • Supplier ESG engagement • Supplier ESG questionnaires • Supplier ESG on-site assessment • Alliances	• Supply/demand expectations • Ethical business practices • Supplier Code of Conduct • Solutions to lower GHG emissions • Suppliers' ESG practices • Partnerships
Local Communities	• Engagement with local representatives • Community/local events • Partnerships with NGOs	• Nature protection • Health and safety • Volunteering • Donations/funds • Nominations and awards

PARTNERSHIPS, CERTIFICATIONS AND AWARDS

At PIL, we believe that collaboration is the catalyst for meaningful progress toward a more responsible and resilient shipping industry. Through our active involvement in leading global and regional partnerships, we are able to stay ahead of emerging challenges, shape industry standards, and contribute to collective action. Our certifications demonstrate PIL's commitment to safety, compliance and environmental stewardship, while recognitions from respected organisations underscore the positive impact of our people, leadership, and contributions to supply chain transformation and stakeholder wellbeing.

PARTNERSHIPS

Member of the World Shipping Council (WSC), represented by the CEO on the Board

Clean Cargo Participant in a collaborative partnership to reduce GHG emissions

Member of SSA

Member of CSSF aimed at improving safety performance in container shipping

Founding member of Singapore Business Federation's Centre for the Future of Trade and Investment (CFOTI) Partnership

Founding member of Maritime Association for Clean Seas

Partner in GPML to advance plastic solutions in oceans

Project Member of GCMD, a decarbonisation centre in Singapore

Member of the Maritime Anti-Corruption Network

Our company is committed to upholding the Ten Principles of the United Nations Global Compact. Please refer to our Communication on Progress

CERTIFICATIONS

ISO 45001:2018
Occupational Health and Safety Management Systems certification for PIL's headquarters and fleet management system

ISO 14001:2015
Environmental Management Systems certification for PIL's fleet and operations

ISO 27001:2022
Information security management system certification that involves identifying, managing, and reducing information security risks

ESI Certification
PIL has attained ESI Certification for vessels that are plying ESI ports

ESG RATINGS

EcoVadis
PIL has been awarded the Gold Medal by EcoVadis for 2025. This recognition places PIL among the top 5% of all companies assessed.

AWARDS

Top 20% of employers in the Singapore Opportunity Index
In 2025, PIL was ranked among the top 20% of 1,500 organisations in the inaugural Singapore Opportunity Index (SOI) by the Ministry of Manpower.

Adam Smith Award Asia
PIL was named Highly Commended Winner for Best Treasury Transformation Project at the Adam Smith Awards Asia 2025. In collaboration with our partners at Kyriba, our team was awarded for our transformation of treasury operations across 28 markets in just 14 months. PIL modernised from manual, Excel-based processes to an automated, integrated cash and payments hub, achieving centralised visibility over US$2.2b in group liquidity while empowering local teams with digital agility.

iF Design Award
Pacific International Lines' (PIL) PocketPIL mobile app, known as POP!, was awarded the UX Design Award at the iF Design Award 2025 for its User Interface for Digital Media. The app was recognised for delivering seamless customer registration, a streamlined booking process, and intuitive real-time shipment tracking.

Innovation Leadership Award
Our Finance team in China won this award from the Bank of China (BOC) on 14 January 2026. The award recognised PIL China's participation as a pilot enterprise in BOC's newest financial settlement product "Shipping Express", playing a key role in the project's successful launch.

Service Excellence Award
PIL won the "Service Excellence Award" for 2025 from JA Solar, a leading manufacturer of high-performance photovoltaic products. We were awarded for our outstanding performance in service consistency, fulfilment capabilities, response efficiency, and collaborative support.

Cornerstone Award
On 16 January 2026, PIL received the "Cornerstone Award" from Shanghai International Port (Group) Co., Ltd (SIPG) for increasing our container throughput at the Port of Shanghai in 2025. Looking ahead, we will continue to work hand in hand with SIPG to jointly create a development blueprint in support of China's "15th Five-Year Plan".

Excellent Port and Shipping Partner for 2025
PIL was conferred the award of Excellent Port and Shipping Partner for 2025 by the Zhejiang Yiwu Port during a promotional event for their "Sixth Port Area".

Top Ten Outstanding Shipping Companies 2025
PIL was recognised by Ningbo-Zhoushan Port Group as one of the Top Ten Outstanding Shipping Companies for 2025. We received this award in recognition of our outstanding performance in achieving comprehensive targets, container volume growth, and enabling the development of the northern Zhejiang province.

Outstanding Contribution Award
PIL was ranked second among the world's top 15 shipping lines in terms of container throughput growth at Shekou Port for the year 2025. In recognition of this achievement, PIL was given this award by China Merchants Ports (South China) Management Centre, which manages the container terminals in Shekou.

Collaborative Development Award for the year 2025
PIL received this award from Chinese technology company ZTE Corporation at their annual Global Supply Partners Day. We received this award in recognition of our strong logistics partnerships and digital transformation initiatives.

Outstanding Partner Award
As a shipping line with one of the top container throughput growth rates at Xiamen Port, PIL received this award on 15 January 2026 from Xiamen Container Terminals Group.

ENVIRONMENT

- Integrated Environmental Management
- Climate Response
- Air Quality
- Waste Management and Circularity
- Biodiversity and Ecological Impact

INTEGRATED ENVIRONMENTAL MANAGEMENT

PIL adopts an Integrated Environmental Management approach (IEM) towards managing and improving our environmental impacts and performance.

The IEM framework is supported by several key elements. Our **Environmental Management System** translates the policy and assessment findings into our operational plans and actions. This is underpinned by our **Environmental Policy**, which sets out PIL's overarching approach to environmental management, and **Environmental Risk Assessments**, which identify and evaluate the potential environmental impacts arising from our fleet operations. Furthermore, **Awareness and Training** measures address any knowledge and competency gaps, promoting environmental responsibility across the organisation.

100%
of fleet operations are certified ISO 14001

ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM

PIL's fleet operations are certified to ISO 14001:2015 Environmental Management Systems (EMS) standard. Through our EMS, we systematically monitor, assess, and address negative environmental impact, while ensuring alignment with industry best practices and compliance with all relevant laws, regulations, and conventions. Our efforts focus on improving environmental performance through energy conservation, emissions reduction and minimising waste generation across all aspects of shipping operations.

PIL'S ENVIRONMENTAL MANAGEMENT SYSTEM

We manage environmental impacts responsibly across our fleet and shore operations through a structured, risk-based and performance-driven approach aligned with ISO 14001.

Continuous Improvement

1. Environment Policy
Set PIL's commitment to prevent pollution, comply with regulations and improve our environmental performance.

→ **2. Governance and Accountability**
- Board Oversight
- ESG Steering Committee
- Fleet, Shore & Functional Management

→ **3. Environmental Material Topics**
- Climate Response
- Air Quality
- Waste Management & Circularity
- Biodiversity & Ecological Impact

→ **4. Implementation and Process Controls**
- Training & Competency Building
- Procedures & Operational Controls
- Integrated Assurance Framework
- Internal & External Audits

→ **5. Performance Monitoring and Improvement**
- ISO 14001 Management System
- Compliance, Targets & KPIs
- Reporting & Communication
- Management Review

Key Enablers

People-Centric Culture	Technology & Data	Partnership
Environmental-minded, empowered and accountable workforce	Leverage on right technologies and reliable data to inform decisions	Collaborate with like-minded ecosystem partners and stakeholders

Scope

Fleet Operations | Shore Operations

Objectives

Pollution Prevention
Manage and minimise environmental impacts

Regulatory Compliance
Meet or exceed applicable laws, regulations and standards

Resource Efficiency
Use resources responsibly and promote circularity of resources

Net Zero
Advance decarbonisation and support a low-carbon future

MANAGEMENT APPROACH

We operationalise our decarbonisation strategy and monitor progress in our transition towards a low-carbon economy. Our long-term decarbonisation approach is centred on three key levers: enhancing fleet operations efficiency, harnessing energy efficiency technologies, and investing in green fuel and fleet transition. We include internal carbon pricing in decision-making and capital allocation. To strengthen resilience to the physical impacts of climate change, we continue to assess climate-related risks, review existing mitigation measures and advance our climate adaptation strategy.

COMMITMENT

We are committed to the goals of the 2023 IMO GHG Strategy, including its checkpoint targets and aim to achieve net zero GHG emissions by 2050.

TARGETS

2030
20% reduction in absolute GHG emissions against a 2010 baseline

2040
70% reduction in absolute GHG emissions against a 2010 baseline

2050
Net zero GHG emissions; Scope: Fuel-related Fleet GHG emissions, covering Scope 1 and Scope 3 category 3

PERFORMANCE 2025

23% reduction in absolute fleet fuel-related GHG emissions, against 2010 baseline

Alignment with GRI Standards: GRI 302, GRI 305

CLIMATE RESPONSE

PIL'S GHG EMISSIONS FOOTPRINT

PIL developed its first group-wide GHG inventory in 2023, based on GHG Protocol's financial control approach. We adopted an emissions Measurement, Reporting and Verification (MRV) application in 2024 to enhance our ability to track and report our performance against decarbonisation targets. We also engaged a third-party auditor to independently assure our Scope 1, 2, and 3 (Category 3 and 6) emissions (page 106), supporting the accuracy and reliability of our emissions disclosures.

23% REDUCTION
in emissions in 2025 against 2010 baseline

PIL'S GHG EMISSIONS INVENTORY (IN TONNES CO_2E)	2023	2024	2025
Total GHG emissions Sum of Scope 1, Scope 2 (location-based), and Scope 3 (calculated categories)	**3,437,384**	**3,750,887**	**4,485,565**
Scope 1 Direct GHG emissions	**2,888,162**	**3,136,226**	**3,602,957**
Scope 2			
Location-based GHG emissions from generation of purchased electricity	**23,449**	**34,643**	**30,351**
Market-based GHG emissions from generation of purchased electricity adjusted for purchased Renewable Energy Certificates (RECs)	22,284	33,923	29,622
Scope 3	**525,773**	**580,018**	**852,258**
Indirect GHG emissions created in PIL's value chain, including emissions calculated across:			
Category 3 – Fuel-and energy-related activities	525,751	575,918	672,887
Category 5 – Waste generated in operations	22	5	3
Category 6 – Business travel	–	1,765	1,522
Category 7 – Employee commute	–	2,330	3,098
Category 13 – Downstream Leased Assets	–	–	174,747

The primary source of PIL's emissions stems from fuel combustion onboard vessels, which accounts for 80% of the Group's Scope 1 emissions. Other sources of Scope 1 emissions include the consumption of fuel by land vehicles and the use of refrigerants onboard vessels and land facilities. Scope 1 emissions increased by 15% in 2025 compared to 2024, attributable an to increase in fleet size and fleet capacity (TEU).

The majority of our Scope 2 emissions come from electricity used for reefer storage at ports and at our global offices. Additional sources include shore power and warehouse electricity use. Our Scope 2 GHG emissions decreased in 2025, which was mainly attributable to the completion of office refurbishment and relocation to shared office across multiple locations. In 2025, power consumption per reefer was 3.17 kWh (based on a study done by the Logistics team). For our headquarters and regional offices in Singapore, China, Ghana, India, UAE and Chile, we have an annual target of 100% renewable energy, which we achieved. In 2025, we purchased 1,385.00 MWh of locally sourced Renewable Energy Certificates (RECs), covering 100% of the electricity consumption in these offices.

Starting from 2024, we included additional categories in Scope 3 emissions, categories 3 (Fuel- and energy-related activities) and 5 (Waste generated in operations), as well as 6 (Business travel) and 7 (Employee commute). To continue improving our inventory, we have included Scope 3 Category 13 (Downstream leased assets) in 2025. By incorporating this category, we have effectively accounted for the full life cycle emissions of fuel used on vessels, following the IMO's well-to-wake (WtW) approach to GHG accounting. The most material Scope 3 emissions category currently quantified is Category 3 (Fuel-and Energy-related Activities). Scope 3 emissions in 2025 increased compared to 2024, in line with increased business activity and the addition of a new category.

Our decarbonisation initiatives are primarily concentrated on fleet operations, which represent the largest scope of emissions.

DECARBONISATION STRATEGY

PIL's Decarbonisation Strategy, as outlined in the 2023 Sustainability Report, is designed to set us on a credible pathway toward net-zero emissions, balancing global ambitions with our available resources and the expected timing of technology readiness. We recognise the important role the shipping industry must play in supporting the transition to a low-carbon economy. While the shipping sector currently accounts for approximately 3% of annual global GHG emissions, emissions from the sector are projected to grow by up to 50%[6] by 2050 (vs. 2018) due to continued growth in global trade and transport demand. The outlook is based on the assumption that maritime shipping will remain a less carbon-intensive mode of transport compared to aviation.

To ensure our competitiveness in terms of carbon intensity, PIL's decarbonisation strategy is aligned with the IMO's 2023 revised GHG reduction strategy for global shipping. We have set targets to reduce our GHG emissions by 20% and 70% by 2030 and 2040 respectively, compared to a 2010 baseline, and to achieve net zero GHG emissions by 2050 on a well-to-wake basis. While mitigating the risks associated with the transition, we seek to capture opportunities arising from decarbonisation, including the adoption of new technologies, alternative fuels and other initiatives that support the long-term transformation of our business.

The Group has assembled a cross-functional team that integrates critical expertise across the organisation to ensure design of a cohesive strategy and its coordinated delivery. Our decarbonisation approach focuses on three key levers – enhancing fleet and operational efficiency, harnessing of energy efficiency technologies, and investing in green fuels and fleet transition.

While shipping operations remain a primary focus of our decarbonisation efforts, we also seek opportunities to reduce emissions across our broader operations. In 2025, PIL Logistics operated with 100% electric material handling equipment (MHE) in its warehouses in Singapore, China and Egypt, reducing the reliance on conventional fuel-powered equipment and supporting the decarbonisation of our logistics operations, while our Togo office installed solar panels to ensure seamless power reliability. PIL Togo installed a cutting-edge hybrid solar energy system in their office building, which includes 56 solar panels on the rooftop, a three-phase hybrid inverter, and a 60 kWh lithium battery storage. This move helped to minimise unpredictable power outages while also delivering environmental benefits and cost savings, reducing our carbon emissions by about 1,200kg per month.

Hybrid solar energy system on the rooftop of PIL Togo office

PIL's decarbonisation journey encompasses People, Efficiency, Technology and Partnerships – which support the delivery of our long-term climate ambitions and transition towards net-zero GHG emissions.

[6] Fourth IMO GHG Study 2020. https://www.imo.org/en/ourwork/environment/pages/mid--and-long-term-ghg-reduction-measures.aspx

PIL'S DECARBONISATION STRATEGY

2021
Commitment

Net zero 2050 commitment in support of IMO's Initial Strategy

2022
Increase Efficiency of Vessels

Launch of the Centre for Maritime Efficiency (CME)

First biofuel trial conducted on Kota Megah

2023
GHG Emissions Inventory

Conducted the first GHG inventory calculation with assurance

Adopted the revised IMO GHG Strategy 2023

2024
Initiate Fleet Transition

Received two 14,000 TEU LNG dual-fuel vessels

100% Renewable electricity in HQ and regional offices

2025
Transition in Progress

Received two 14,000 TEU and four 8,000 TEU LNG dual-fuel vessels

2028
Fleet Transition Milestone

Almost 20% of fleet renewed with 20 LNG dual-fuel vessels by 2028, representing ~50% of current fleet TEU capacity

2030
Interim Target 2030

Reduce GHG emissions by 20% compared to 2010

2040
Interim Target 2040

Reduce GHG emissions by 70% compared to 2010

2050
Net Zero 2050

Achieve net zero GHG emissions on well-to-wake basis for fleet (Scope 1, Scope 3 Cat 3) and by sourcing renewable energy (Scope 2)

SCOPE 1

LEVER 1: Enhancing fleet operations efficiency

LEVER 2: Harnessing of energy efficiency technologies

LEVER 3: Investing in green fuel and fleet transition

SCOPE 2

Sourcing of renewable energy for offices

People

Building the necessary organisational capacity and expertise remains a key enabler of PIL's decarbonisation journey. Following the series of primers conducted for the senior management team on sustainability and materiality, climate risks and opportunities, and TCFD/IFRS S2 in 2024, PIL continued to strengthen climate capabilities across the organisation in 2025.

The Climate Risk and Response working group was duly trained on the internal risk management processes of PIL. They continued to support the identification of climate-related risks and opportunities and their integration into PIL's enterprise-wide risk management system.

In 2025, we collaborated with the following providers to educate our global shore staff about climate matters:

1. **Asuene.** We collaborated with Asuene for the global rollout of their emissions Measurement, Reporting and Verification (MRV) application. This includes specialised training of employees across our operations globally to ensure the robustness of PIL's emissions data.
2. **AXA Climate School.** For shore staff, PIL introduced EcoRise, a compulsory sustainability e-learning programme for employees, launched on 15 May 2025 in collaboration with PIL Academy and AXA Climate School.

Employees were trained on the basics of climate change and climate science, along with understanding the human impact on the natural environment and climate change's impact on human society.

This programme was designed to build climate and broader ESG awareness across the organisation. Furthermore, the completion of EcoRise modules was embedded into organisational KPI tracking, reinforcing follow-through and organisational coverage and reiterating the importance of ESG to the entire organisation.

For seafarers, a range of environmental-related training is mandatory prior to deployment onboard vessels. These training programmes equip seafarers with the knowledge and competencies required to manage environmental impacts and comply with relevant regulations and operational requirements. The training topics include but are not limited to:

- ISO 14001 – Environmental Management System (EMS) requirements
- PIL's KPIs as per ISO 14001
- MARPOL regulations, including waste and garbage management onboard vessels
- Shipboard Oil Pollution Emergency Plan (SOPEP) procedures for oil spill prevention and response

Efficiency

Enhancing Fleet and Operational Efficiency

A critical step in enhancing operational efficiency was the launch of the Centre for Maritime Efficiency (CME) in 2022. The CME leverages digitalisation to achieve better energy-efficient management of our vessels, contributing to lower GHG emissions. In 2025, the CME continued to optimise fleet performance through improved scheduling of activities and fleet management, including "just-in-time" arrivals, speed management alerts and efficient re-routing enabled by 24/7 real-time vessel tracking, weather monitoring and route analysis. These measures have brought about 37,221 tonnes of fuel savings in 2025. By integrating weather data into route planning, our ships are able to navigate more effectively while balancing safety, efficiency, costs, as well as environmental considerations.

Beyond standard efforts to enhance fleet efficiency through route optimisation and weather routing, the CME also undertook additional monitoring to identify anomalies in fuel bunker consumption performance. In 2025, several vessels were identified as reporting irregular or inconsistent fuel consumption figures, prompting the CME to initiate independent bunker forensic audits. These targeted, unannounced audits were conducted with the aim of validating fuel usage, inventory monitoring and management, and reporting accuracy onboard. These audits were specifically designed to uncover discrepancies between reported and actual fuel consumption, including potential under-reporting and/or measurement inaccuracies. Over the course of 2025, seven vessels were flagged for such audits based on their consumption profiles. The inspections subsequently identified discrepancies amounting to approximately 265 tonnes of fuel.

The findings reinforced the value of periodic independent audits in enhancing transparency, strengthening internal controls, and reducing the risk of fuel misreporting across the fleet.

Technology

Harnessing Energy Efficiency Technologies (EETs)

To maintain an efficient fleet, PIL engages in regular cross-functional discussions on efficiency improvement plans, including evaluation by our technical team to determine the suitability and efficacy of these EETs before implementation. The financial viability of these technologies is assessed using the Marginal Abatement Cost Curve (MACC) analysis, which helps us identify the most cost-effective options to reduce emissions.

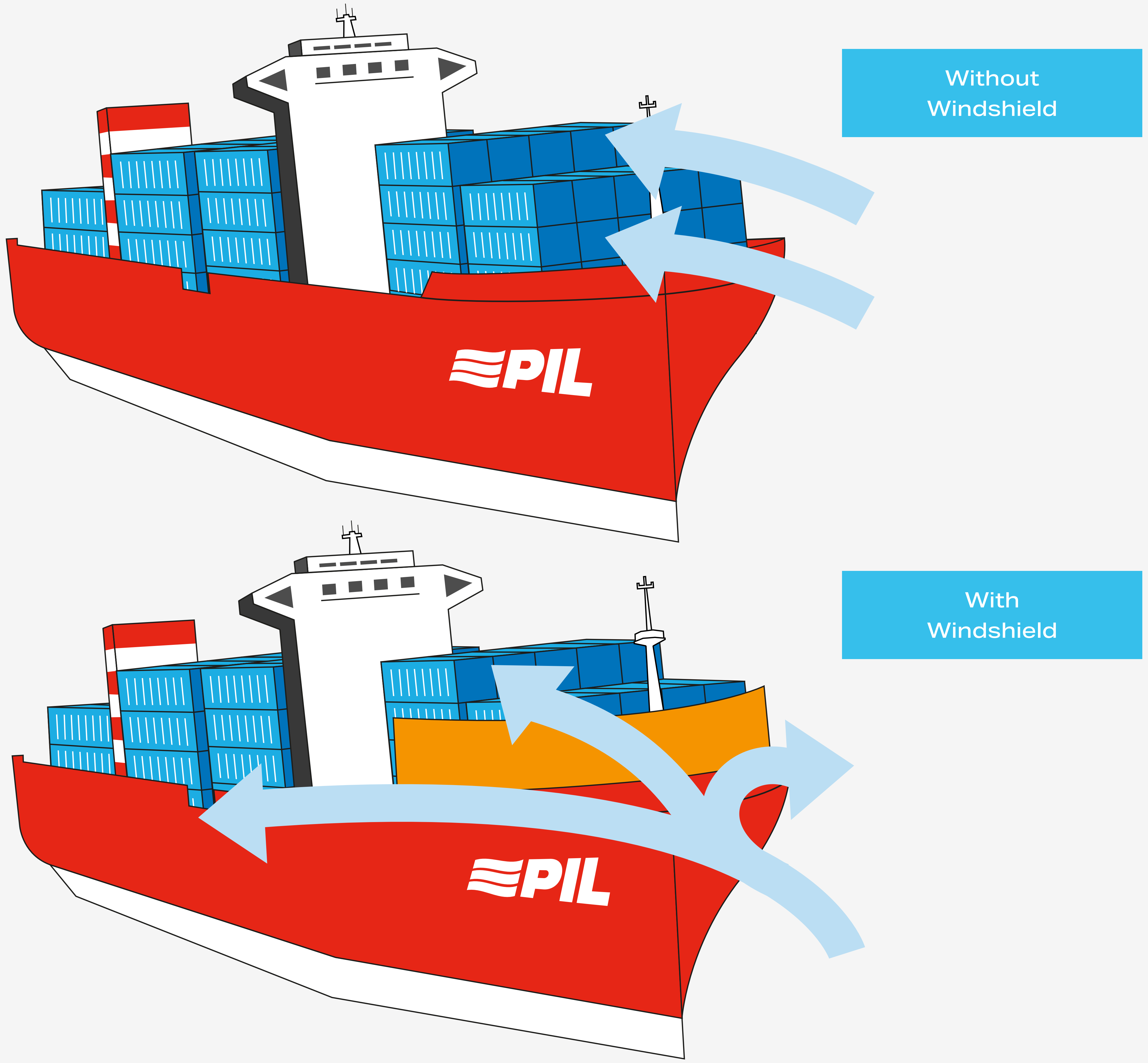
In 2025, we continued retrofitting existing vessels with EETs as they entered their scheduled 5-year dry docking cycles. These included propeller boss cap fins (PBCF) and pre-swirl vanes (PSV), all of which help reduce vessel fuel consumption while maintaining operational efficiency. During the year, three of our S class vessels were retrofitted with PSV and PBCF, while Kota Lumayan underwent propeller, PSV, and PBCF optimisation. Additionally, we upgraded high performance coating for ships that docked in 2025. Our newbuild vessels will also feature PSV to streamline water flow and reduce energy losses.

Our fleet renewal and decarbonisation strategy also advanced with the delivery of six LNG dual-fuel (DF) vessels in 2025 – four 8,200 TEU vessels (Kota Oasis, Kota Ocean, Kota Odyssey and Kota Orkid), and two 14,000 TEU vessels (Kota Ebony and Kota Embun). These vessels incorporate a range of energy efficiency technologies, including full-spade type rudder with twisted leading edge, rudder bulb, pre-swirl stator and optimised hydrodynamic hull form and high-performance anti-fouling hull coating. O class vessels are further equipped with XDF intelligent exhaust gas recirculation system (ICER) engines while E class vessels feature exhaust gas recirculation systems to further reduce emissions.

Looking ahead, all newbuilds will continue to be equipped with Alternative Marine Power (AMP) systems, enabling vessels to connect to shore power while berthed through cold ironing and switch off auxiliary engines during port calls. In 2025, existing vessels with AMP systems used 321 MWh from the shore power connection systems in several ports of China. As part of our long-term fleet renewal strategy, PIL remains committed to increasing the use of lower-carbon fuels through the deployment of 28 LNG dual-fuel vessels.

BOW WINDSHIELD ON KOTA ORKID AND KOTA ODYSSEY

In 2025, additional energy efficiency measures were introduced on selected vessels. Our 8,200 TEU vessels, Kota Orkid and Kota Odyssey, were fitted with bow windshields designed to reduce wind resistance by improving air flow around the vessel's bow as compared to the usual design. By reducing wind resistance against container stacks, this technology helps improve fuel efficiency during operations.



The following list features EETs that have been implemented in PIL's existing fleet or will continue to be featured in our upcoming newbuilds:

- **Exhaust waste heat recovery systems** capture and repurpose otherwise wasted thermal energy generated from the engine. The recovered heat is used to generate steam for various heating purposes onboard.
- **Shaft generators** efficiently convert mechanical energy from the rotating propulsion shaft into electricity, powering onboard systems and reducing reliance on auxiliary engines. These technologies allow for substantial fuel savings, resulting in lower operational costs and emissions footprint.
- **Variable Frequency Drive** motors installed on large pumps and ventilation fans.
- **Retrofits** such as propeller optimisation and bulbous bow optimisation to reduce hydrodynamic drag and improve fuel efficiency.
- **Full LED lighting** including the numerous high powered flood lights, deployed for safe cargo operations.
- **Premium low friction hull coatings** to reduce water resistance and improve fuel consumption.
- **Predictive maintenance** for turbochargers, in partnership with ARTC, A*Star and TruMarine.
- **Regenerative deck cargo crane** and winches.
- **Rudder modifications** such as rudder bulbs and rudders with a twisted edge to streamline water flow around the rudder and propeller, and to increase propulsion efficiency.
- **Ultrasonic anti-fouling system** to prevent marine organisms from colonising solid surfaces that are exposed to raw seawater to reduce biofouling.

Investing in Green Fuels and Fleet Transition

As part of PIL's commitment to achieving net zero by 2050, we continue to modernise our fleet through investments in more efficient and environmentally-friendly vessels. In 2022, PIL became the first Asian container shipping line to invest in LNG newbuild vessels. The first two 14,000 TEU LNG dual-fuel (DF) vessels were delivered in 2024, representing more than 7% of our TEU fleet capacity at the time. In 2025, a further six LNG DF vessels were delivered, comprising two 14,000 and four 8,200 TEU LNG DF vessels.

We have a total of 28 LNG DF vessels ordered, of which 2 were delivered in 2024, and 6 delivered in 2025. With another 20 vessels in the pipeline, we remain mindful of the potential impact of methane slip. To address this, our newbuilds are equipped with advanced technologies such as ICER to substantially reduce methane slip during LNG combustion.

Beyond LNG, PIL continues to evaluate a range of alternative fuel options to advance our decarbonisation goals, including methanol and ammonia, as well as their respective biogenic and synthetic variants. The decision-making landscape remains complex, as no single fuel option has emerged as a clear solution due to challenges relating to limited supply, nascency of infrastructure, technological maturity, and safety and security considerations, among others.

To navigate this evolving landscape, PIL remains flexible and proactive, actively engaging with stakeholders and industry experts through platforms such as the World Shipping Council (WSC) and Clean Cargo Working Group (CCWG). These collaborations contribute to industry-wide efforts to advance alternative fuels while informing the development of our decarbonisation strategy.

We acknowledge the urgency of addressing climate change and remain committed to playing our part by transitioning to lower-emission alternative fuels as required.

ADVANCING FLEET RENEWAL WITH LNG DUAL FUEL VESSELS

In 2025, PIL took delivery of six LNG DF vessels, comprising four 8,200 TEU vessels – Kota Oasis, Kota Ocean, Kota Odyssey and Kota Orkid, and two 14,000 TEU vessels – Kota Ebony and Kota Embun. These vessels form part of PIL's fleet renewal and modernisation programme, which comprises 106 vessels in total, and represent a significant milestone in our decarbonisation journey.

Designed with advanced EETs and cleaner-fuel capacity, the vessels support the reduction of greenhouse gas emissions while enhancing operational efficiency. Together with the two LNG DF vessels delivered in 2024, they strengthen PIL's ability to transition towards lower-emission shipping and contribute to our ambition of achieving net zero emissions by 2050.

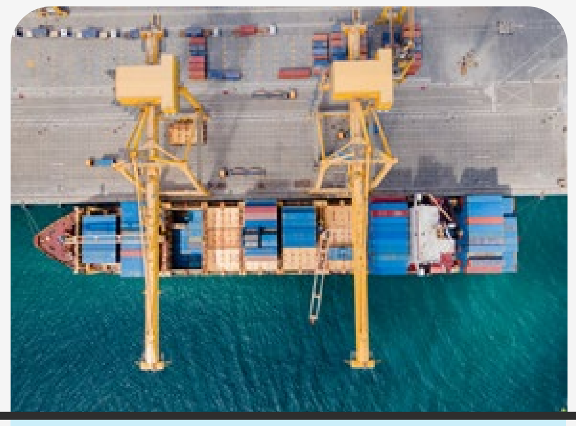
Delivery of LNG DF vessels in 2025

PARTNERSHIPS TO DECARBONISE

PIL'S KEY DECARBONISATION INITIATIVES

2022

PIL's trial use of marine biofuel on Kota Megah



PIL joined "The Silk Alliance" to develop a green corridor cluster beginning with intra-Asia container trade

PIL joined the World Shipping Council to support the progress of decarbonisation and other sustainability agenda

2023

PSA Singapore and PIL signed a Memorandum of Understanding (MoU) to jointly develop sustainable solutions

PIL and DP World have signed a Memorandum of Understanding (MoU) to jointly develop green solutions to decarbonise global supply chains

2024

As part of the MOU signed in 2023, PSA Singapore and PIL completed their first B24 biofuel trial on Kota Ratna

2025

PIL and ABS signed a Memorandum of Understanding (MoU) to collaborate on projects related to maritime technology, sustainability and safety management systems

PIL recognises that achieving IMO's ambition of net zero emissions by 2050 requires collective action across the maritime value chain. As such, we actively collaborate with like-minded industry and ecosystem partners including terminal operators, shippers, fuel suppliers, and regulatory bodies to accelerate the transition towards lower-carbon shipping. This collaborative approach was demonstrated by PIL at COP28 in the UAE, where we stressed the importance of integrating efforts across various stakeholders to amplify the impact of sustainability initiatives and achieve end-to-end low carbon cargo connections.

As an extension of this, we continue to foster deep collaborations with our industry partners across different spectrums of our value chain and ecosystem to advance various decarbonisation aspects. In 2025, we strengthened our network of strategic partnerships through several initiatives focused on technology, innovation, and emissions reduction.

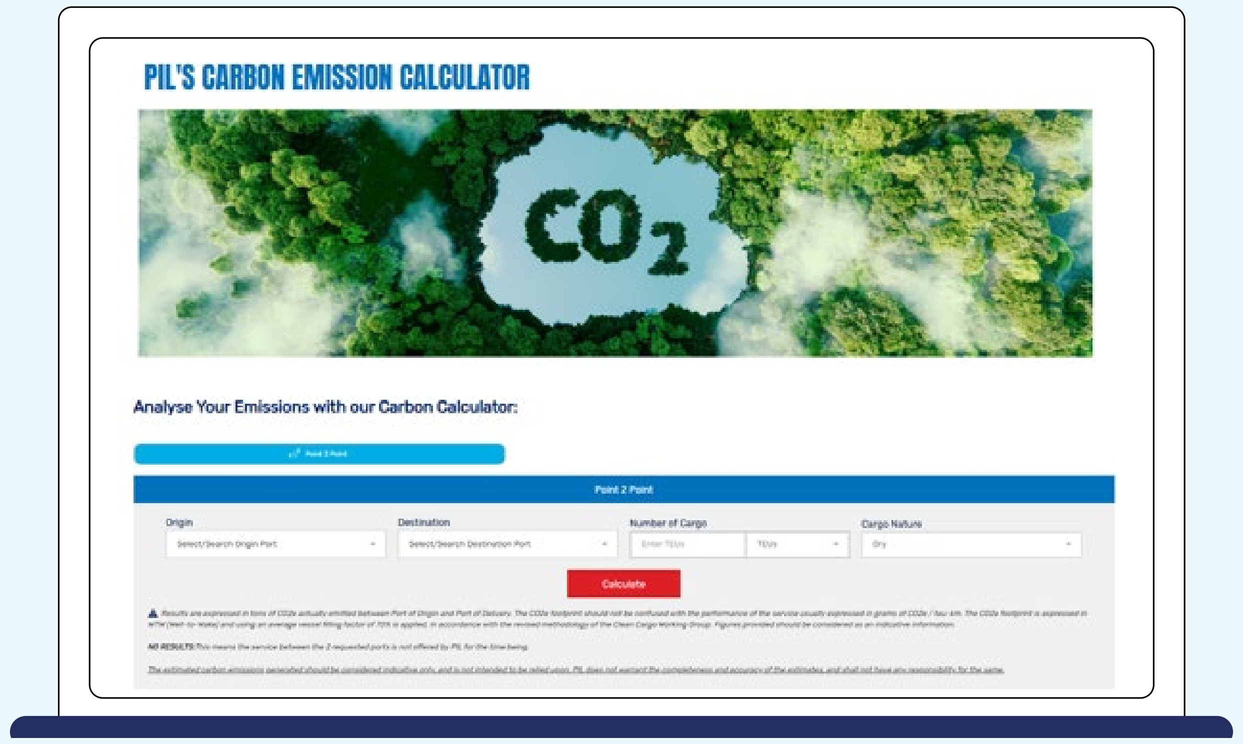
PIL entered into a MoU with ABS to collaborate and advance on maritime technology, sustainability, and safety management systems. This strategic partnership facilitates technical knowledge exchange and the joint exploration of innovative maritime technologies to enhance fleet performance, resilience and competitiveness. Areas of collaboration include new vessel design and retrofit optimisation, energy-efficiency strategies, techno-economic studies, implementation of practical decarbonisation measures, and safety management improvement. The parties also intend to develop a future Book and Claim framework to enhance credibility, consistency and transparency of emissions claims. Through this long-term collaboration with ABS, PIL aims to accelerate the adoption of innovative technologies, advance decarbonisation and enhance safety management while maintaining operational excellence and environmental responsibility.

PIL signed a MoU with PSA and DNV for digital collaboration on carbon MRV and development of sustainable solutions.

In March 2025, we also signed a MoU with PSA and DNV to collaborate on carbon MRV and the development of green service offerings (GSO). Through the partnership, the parties will work together to develop a viable model for tracking and verifying supply chain GHG emissions reductions, supporting greater emissions transparency and digital assurance of data across the value chain. By leveraging digital solutions and enhancing data transparency, the collaboration aims to accelerate the adoption of low-carbon solutions, facilitate more efficient and sustainable global trade flows, and support the transition towards greener supply chains. The partnership will also contribute towards developing GSOs, enabling customers to better understand and reduce their emissions footprint. Pilot initiatives planned for 2026 include trial voyages, emissions verification and tokenisation activities to further strengthen the tracking and validation of emissions reduction across the supply chain. This partnership reflects our commitment to collaborating across the value chain to advance digitalisation, enhance data transparency and contribute towards the sustainable decarbonisation of the maritime and logistics sector.

ONLINE CARBON CALCULATOR

In February 2025, PIL launched the Online Carbon Calculator (OCC) tool on our website as we put on our Future-Focused lens to show our commitment towards sustainability.



Customers can calculate the well-to-wake emissions of their container shipments on a port-to-port basis using our new OCC. The tool adopts the methodology developed by Clean Cargo, A Smart Freight Centre Partnership, and has been verified by international marine shipping classification Lloyd's Register to assess that the calculations are accurate and reliable.

As a programme under Smart Freight Centre (SFC), Clean Cargo is a collaborative partnership between ocean container carriers, freight forwarders, as well as cargo owners, which focuses on tracking and reducing greenhouse gas emissions from container shipping and sharing ocean container freight decarbonisation best practices. SFC is an international non-profit organisation focused on reducing the emission impacts of global freight transportation.

PIL is resolute in supporting the global transition to sustainable shipping and recognises that achieving meaningful progress requires collaboration across the value chain. With OCC, we empower our customers to better manage their environmental footprint by providing them with transparent insights of their shipments' environmental performance. Working hand in hand with our customers, we navigate the challenges of climate change and amplify our efforts in driving a greener future.

To further strengthen our commitment to sustainable operations, PIL signed a MoU with Asuene to roll out its Emissions Measurement, Reporting and Verification (MRV) platform across our global network. Through this collaboration, we aim to enhance emissions transparency across our maritime transportation value chain, starting with our suppliers and service providers. The platform has improved our understanding of emissions across both PIL headquarters and our individual agencies, enabling more informed decision-making and supporting our transition towards a more sustainable and future-ready organisation.

In addition, PIL signed a MoU with Pinnacle Marine (Singapore) to collaborate on long-term sea trials of B100 biofuel-powered harbour craft. The partnership will assess the performance, emissions profile and operational feasibility of using B100 biofuel under real-world operating conditions. Insights from the trials will help evaluate the potential of biofuels as a lower-carbon marine fuel, contribute to industry knowledge on alternative fuel pathways and support informed decision-making on future decarbonisation strategies.

Beyond these partnerships, PIL continues to participate in industry initiatives such as the Silk Alliance, which seeks to establish green corridors to seed and accelerate the maritime sector's transition towards low-carbon operations through regional and global collaboration. The shipping industry's role in mitigating global warming is multifaceted, requiring a concerted effort from all players. As PIL progresses towards our net zero by 2050 goal, we will continue to collaborate with players across the industry to advance innovation, share knowledge, and deepen decarbonisation efforts across a greater network.

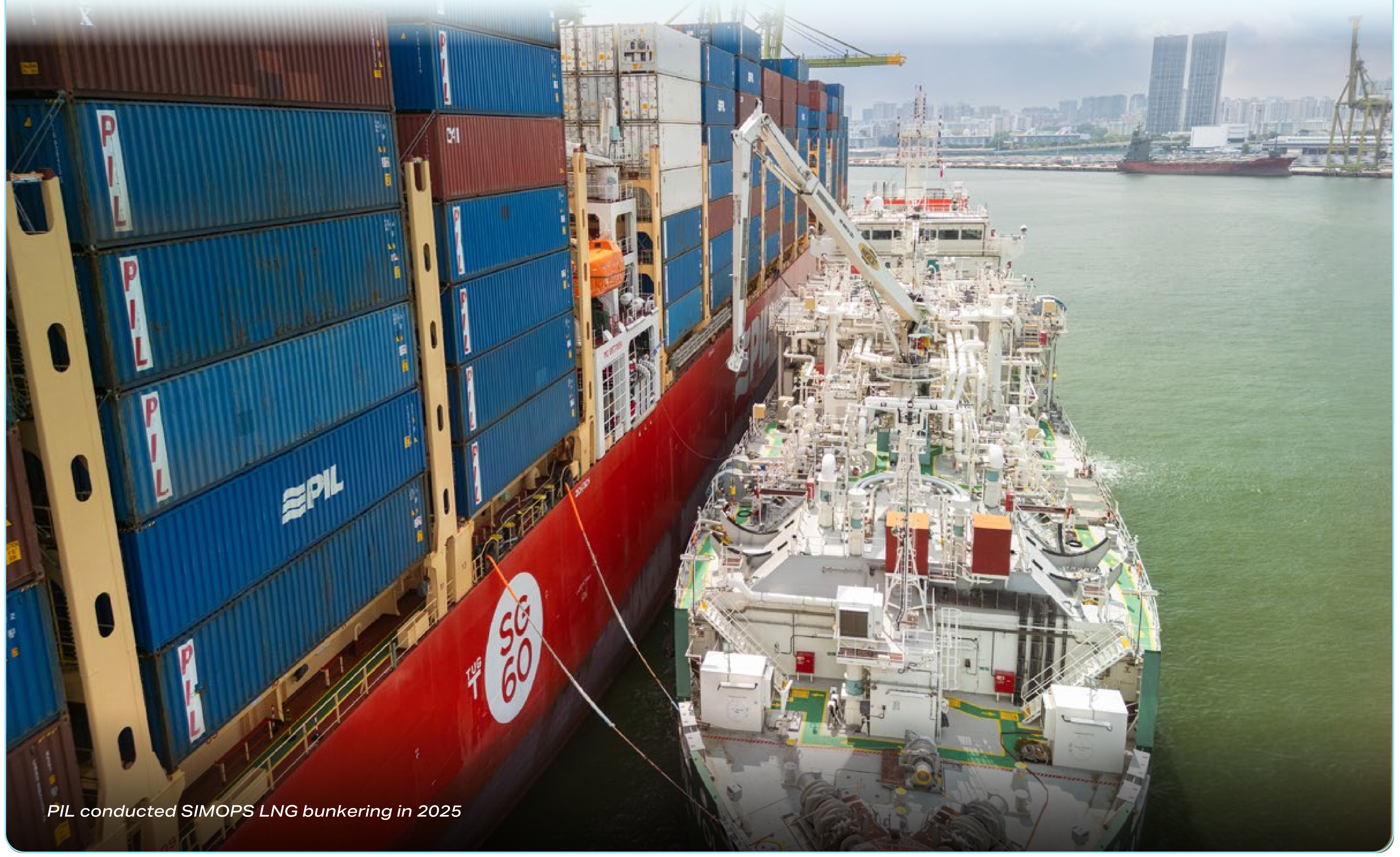
ADAPTATION STRATEGY

The impacts of climate change are already being experienced today. PIL is taking steps to strengthen the resilience of our fleet and operations to physical climate risks, including rising temperatures, unpredictable weather patterns and sea level rise. As part of our fleet renewal and modernisation programme, newbuilds are designed with climate adaptability considerations in mind. For example, the 9,000 and 13,000 TEU vessels will be equipped with larger seawater coolers and allow for an increased number of cooling plates in the future, preparing for times when seawater temperature rises and more cooling is required. The 9,000 TEU vessels in particular will be equipped with HVAC systems designed to account for higher ambient temperatures associated with global warming.

In 2025, PIL continued to assess the potential impacts of physical climate risks on our operations through climate scenario analysis, as further described in the Climate-Related Disclosures section on page 99. The findings of this exercise have strengthened our understanding of climate-related vulnerabilities across our operations and are being used to inform the development of adaptation measures and enhance the long-term resilience of our business.

ACHIEVING OUR FIRST SIMULTANEOUS OPERATIONS (SIMOPS) LNG BUNKERING WITH KOTA OCEAN AT PSA SINGAPORE

On 9 August 2025, PIL successfully completed its first ship-to-ship SIMOPS, involving the simultaneous cargo and LNG bunkering operations at PSA Brani Terminal in Singapore. Conducted with support from PSA Singapore, the Maritime and Port Authority of Singapore (MPA), and LNG supplier TotalEnergies, the operation enabled approximately 4,000 m^3 of LNG to be bunkered to our 8,200 TEU LNG DF vessel, Kota Ocean, while cargo operations were carried out concurrently. By eliminating the need for a separate bunkering call, the operation saved approximately 15 hours and improved overall operational efficiency. This milestone demonstrates the operational readiness of LNG fleet and supporting infrastructure, marking a major step forward in efficiency and sustainability.



PIL conducted SIMOPS LNG bunkering in 2025

MANAGEMENT APPROACH

PIL is dedicated to preserving air quality to ensure the health and safety of both our crew members and the communities where we operate, while adhering to international regulations. As part of our Integrated Environmental Management approach (IEM) and vessel SEEMPs (Ship Energy Efficiency Management Plan), we regularly review our practices, engage with stakeholders, and adopt further measures to enhance our air emission management.

COMMITMENT

We pledge to continually assess and improve our strategies to ensure that we not only meet but exceed regulatory air quality standards.

TARGETS

- 100% fleet compliance with IMO MARPOL Annex VI requirements on SOx, NOx and PM, including compliance with sulphur limits (0.50% global cap and 0.10% in EACs), with zero non-compliance incidents in 2026 **(NEW)**
- 40% of fleet-TEU capable of running on sulphur-free fuel vessels by 2030 **(NEW)**

PERFORMANCE 2025

Achieved 2025 target of 100% compliance with IMO requirements.

Alignment with GRI Standards: GRI 305

AIR QUALITY

PIL recognises that air pollution directly affects both our operational efficiency as well as the health and safety of our crew, port personnel and local communities. Our approach to managing air quality is guided by three core principles:

Compliance with International Standards

SOx emissions from shipping are regulated under the premises of the IMO International Convention for the Prevention of Pollution from Ships (MARPOL), with stricter limits imposed for designated Emission Control Areas (ECAs) which are close to populated locations. PIL maintains compliance with the requirements under IMO 2020 through the use of low-sulphur fuel, the installation of exhaust gas cleaning systems, and the implementation of energy-efficient operational measures. Through these efforts, we seek to minimise our impact on air quality by ensuring that our vessels meet the highest standards for emissions with minimal contribution to air pollution.

AIR POLLUTANTS	UNIT	2024	2025
Sulphur oxides (SOx)	Tonnes	48,255	53,382
Nitrogen oxides (NOx)	Tonnes	74,021	82,650
Particulate Matter (PM)	Tonnes	7,192	7,964
Particulate Matter (PM2.5)	Tonnes	6,611	7,321

In 2025, our emissions increased by about 11%, attributable to higher marine fuel consumption in line with an increased fleet size and fleet capacity. Even as our operations scaled, 100% of PIL vessels achieved Carbon Intensity Indicator (CII) ratings of A-D under the IMO CII calculations, demonstrating continued commitment to improving carbon efficiency across the fleet.

Innovation and Technology

We invest in technologies and solutions that reduce harmful tailpipe emissions from our operations. These include the use of emissions management technologies and the adoption of alternative fuels such as liquefied natural gas (LNG), which produces ~90% less pollutants compared to conventional marine fuels[7].

We also conduct biofuel trials to evaluate their operational feasibility and potential for wider adoption on a sustained basis, as part of our decarbonisation journey. As of 2025, PIL has placed orders for 28 new vessels, 8 of which have been delivered between 2024 and 2025. These vessels feature LNG dual-fuel (DF) capability, enabling them to operate on cleaner LNG fuels. LNG-capable vessels account for 19% of PIL's current fleet TEU capacity.

Where conventional fuels continue to be used, we install scrubbers and selective catalytic reduction (SCR) systems to mitigate the sulphur oxides (SOx) and nitrogen oxides (NOx) pollutant emissions respectively. As of 2025, 33 conventional ships and one LNG DF ship (Kota Orkid) were fitted with scrubbers to reduce SOx emissions. An additional 17 LNG DF newbuilds, comprising ten 13,000 TEU vessels and seven 9,000 TEU vessels were also equipped with scrubber systems, strengthening our ability to minimise air pollutant emissions across our fleet operations.

On top of our 28 newbuild vessels, 10 of our existing vessels are also equipped with shore power infrastructure, enabling them to connect to shore power where available, helping to reduce tailpipe emissions. By allowing vessels to switch off their auxiliary engines while at berth, shore power also helps in the reduction of noise pollution, thus improving the wellbeing of the community around, and creating a more conducive environment for port workers and nearby communities.

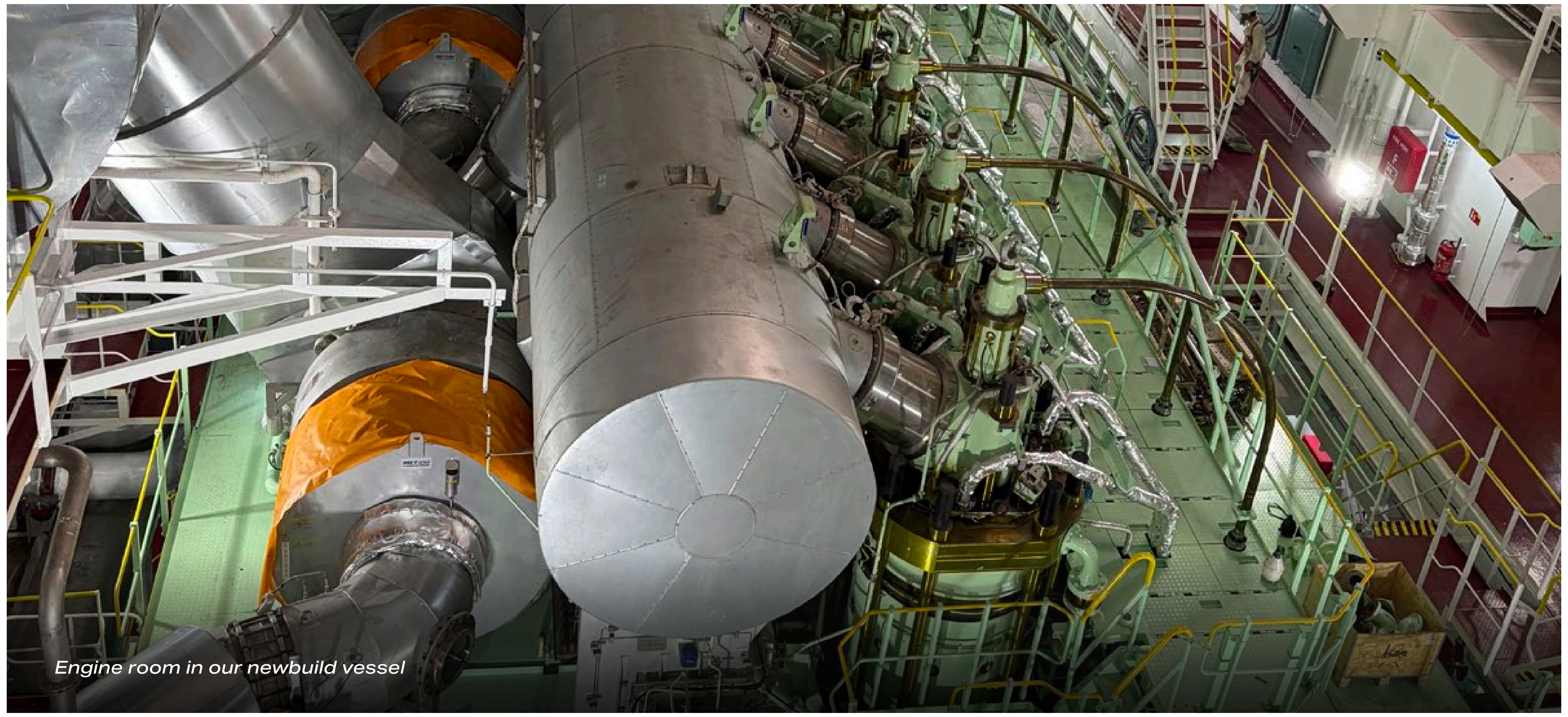
[7] Source: Wartsila. Compared to diesel fuel oil, LNG produces about 90% less NOx, 99% less SOx and almost no particulate matter. https://www.wartsila.com/insights/article/lng-fuel-for-thought-in-our-deep-dive-q-a

Continuous Improvement

Our seafarers play a critical role at the core of managing air pollution. To ensure compliance with the latest regulatory requirements and best practices, we provide our crew with essential **training** in critical areas such as fuel-efficient navigation techniques and comprehensive engine maintenance protocols. We adhere to regular **maintenance schedules** for engines to ensure high levels of engine efficiency and apply energy efficiency technologies and **voyage planning** to optimise routes, helping to reduce fuel consumption and reduce associated emissions. Our CME utilises artificial intelligence tools to ensure route optimisation and savings are realised through timely arrivals.

In 2025, key initiatives implemented by CME included:

- **Speed optimisation measures:** Through fleetwide implementation of speed controls aligned to Required Time of Arrival (RTA), coupled with proactive monitoring and intervention to prevent over-speeding, the CME enhanced operational efficiency and avoided excess fuel consumption. These measures resulted in a **total of 30,699 tonnes of fuel savings** in 2025, contributing to both cost efficiency and emissions reduction.
- **Voyage optimisation and weather routing:** By systematically applying weather routing and route optimisation practices and ensuring adherence to recommended routes, CME improved voyage planning and fuel efficiency across the fleet. Based on a comparison between actual main engine consumption and the Master's Intended Route (MIR), these measures delivered **37,221 tonnes of fuel savings** in 2025, contributing to lower greenhouse gas emissions and improved environmental performance.



Engine room in our newbuild vessel

VESSEL PERFORMANCE OPTIMISATION

In 2025, PIL enhanced its vessel performance monitoring capabilities through the use of vessel performance and maritime operations software platform that enables fleet-wide emissions tracking, fuel efficiency analysis, and regulatory compliance monitoring.

Providing us with a centralised dashboard, the platform allows us to monitor key environmental and regulatory indicators, including CII, AER, EU ETS exposure, FuelEU Maritime compliance metrics, fuel consumption, and vessel emissions. This enables shore teams to identify vessels requiring attention, facilitate proactive decision-making, and strengthen overall regulatory and environmental performance.

This platform also supports speed-consumption modelling, allowing vessel performance to be assessed under different speed, draft, and weather conditions. These insights help optimise voyage speed, improve fuel efficiency, and reduce emissions. Its machinery performance module further provides visibility of key engine parameters such as SFOC, engine load, and lubricating oil consumption trends, supporting maintenance planning and early detection of efficiency degradation.

In addition, the integrated distance and voyage planning tool enables assessment of alternative routes using vessel-specific fuel consumption models. This tool equips the team with the insights needed for route optimisation, fuel-use estimation, and emissions forecasting, contributing to more informed operational and sustainability decisions.

PIL will continue to invest in technologies and operational improvements that reduce air pollutant emissions, including the planned retrofit of EETs on selected vessels as they undergo dry docking in the future.

MANAGEMENT APPROACH

Our approach is rooted in the belief that sustainability extends beyond mere compliance; it is about creating a regenerative cycle that minimises waste and maximises resource efficiency. Through our Integrated Environmental Management system, we actively monitor, evaluate, and address negative environmental impacts, ensuring alignment with industry best practices and relevant laws, regulations, and conventions.

COMMITMENT

As we look to minimise our environmental footprint, we strive to reduce the amount of waste we generate and maximise diversion from landfills.

TARGETS

Zero containers lost at sea in 2026

PERFORMANCE 2025

Zero containers lost at sea

Alignment with GRI Standards: GRI 303, GRI 306

WASTE MANAGEMENT AND CIRCULARITY

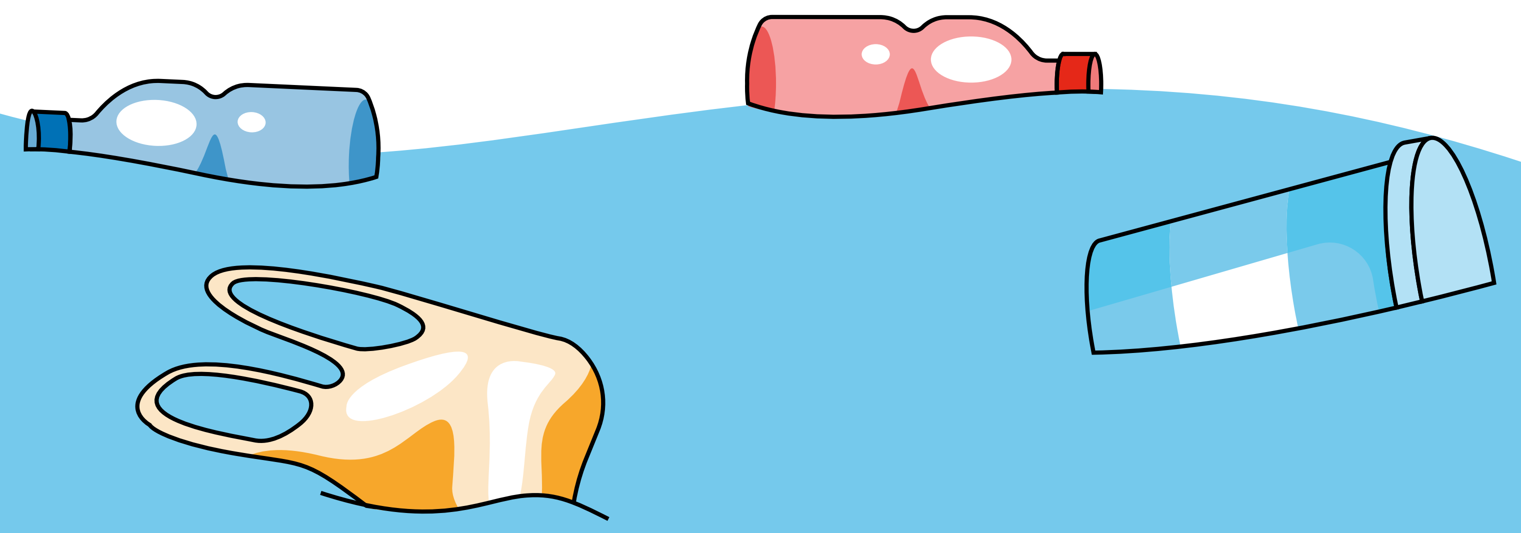
At PIL, we recognise that effective waste management and the adoption of circularity principles are essential to sustainable operations in the container shipping industry. We are committed to minimising our environmental footprint by going beyond regulatory compliance and implementing strategies that encompass reducing, reusing, and recycling waste generated from our operations.

Our waste management practices are guided by the International Convention for the Prevention of Pollution from Ships (MARPOL) and all applicable regulations in the jurisdictions where we operate.

In 2025, we accounted for 3,157 m^3 of solid waste generated onboard our vessels, down by 7% from 3,411 m^3 in 2024. About 53% of the solid waste was classified as hazardous waste, mainly plastics and operational waste. The reporting scope has been expanded since 2024 to include sludge generation, which amounted to 17,218 m^3 in 2025, an increase from 14,213 m^3 in 2024.

As we continue to strengthen our approach to waste management, we seek to broaden our focus to additional waste streams and reduce waste generated across our land and sea operations. Our efforts are guided by three principles:

1. **Minimisation of waste** – We implement strict waste sorting and reduction practices.
2. **Circular economy integration** – We aim to design out waste and extend the useful life of our assets as far as possible.
3. **Recycling and reuse** – Materials that can be recycled or reused are identified and processed accordingly.



Hazardous Material Management

The management of hazardous materials is critical to protecting the health, safety, and wellbeing of our people. In addition to complying with all applicable regulations and standards, such as MARPOL, all vessels are required to follow a standard procedure for the responsible handling of hazardous waste, including its storage, transport, and disposal.

As part of our waste management practices, garbage generated onboard vessels is segregated in accordance with MARPOL requirements to facilitate its proper handling, treatment, and disposal. We also provide regular training to keep crew members informed of waste management best practices and emergency response protocols. To strengthen our approach, we conduct regular audits and risk assessments to identify potential hazards and proactively implement corrective actions to prevent future recurrence. This helps minimise risks to both human health and the environment.

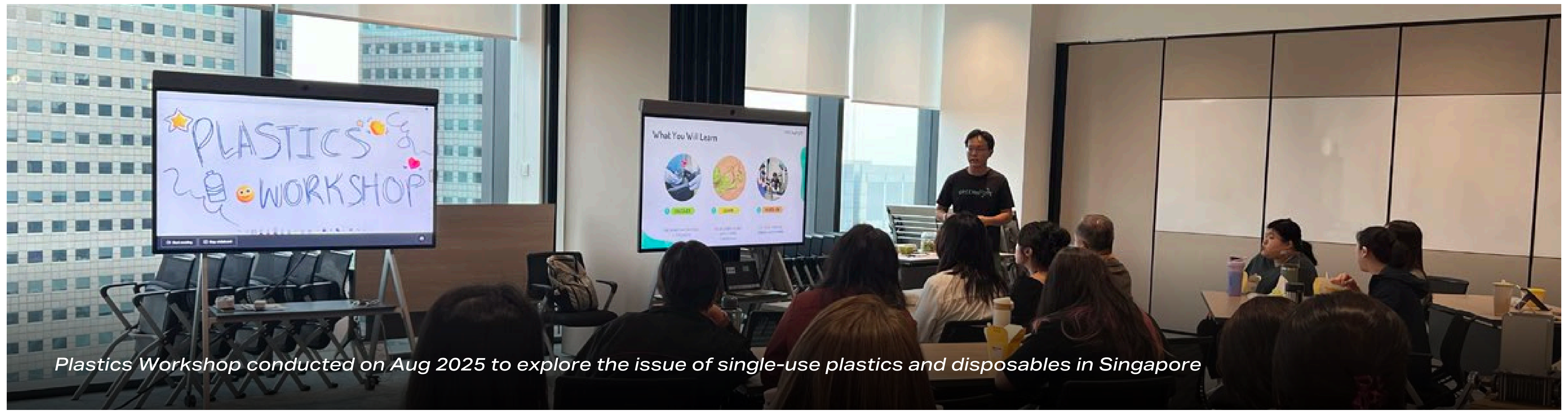
Plastic Waste

Plastic waste remained one of the primary waste streams in 2025, accounting for 35% of the solid waste generated onboard our vessels. Compared to 2024, plastic waste volume increased by 1% due to increase in fleet size.

To strengthen awareness of plastic waste management among shore-based employees, PIL organised two workshops focused on marine litter and plastic pollution in July and August 2025.

More than 40 colleagues participated in the marine litter awareness session, exploring the impacts of marine debris on oceans, ecosystems, and communities. The workshop examined the sources and consequences of marine litter while encouraging participants to reflect on how individuals and organisations can help reduce waste and protect marine environments.

To reinforce these learnings, a follow-up plastics workshop engaged over 20 participants in discussions on the environmental impacts of single-use plastics and the challenges associated with plastic recycling. Participants also transformed recycled plastics into marine-themed keychains, demonstrating how sustainability can be both practical and engaging.



Plastics Workshop conducted on Aug 2025 to explore the issue of single-use plastics and disposables in Singapore

DRIVING COLLECTIVE ACTION AS A FOUNDING MEMBER OF THE MARITIME ASSOCIATION FOR CLEAN SEAS (MACS)

In December 2025, PIL became a founding member of the **Maritime Association for Clean Seas (MACS)**, a collaborative alliance committed to measurable reductions in marine plastic pollution and operational waste. Through this partnership, we work alongside like-minded industry stakeholders to spearhead onboard and portside waste management practices and support the development of scalable circular solutions aligned with the IMO's Marine Plastic Litter Action Plan. Our participation in MACS complements ongoing efforts to reduce plastic waste across our operations. To minimise the use of single-use plastics, all PIL vessels are equipped with water filtration systems and crew members are provided with reusable stainless-steel water bottles. These measures help reduce plastic waste generation at source while improving waste management practices at sea.

Moving forward, through operational improvements and industry collaboration, we will continue to explore other solutions to reduce marine plastic pollution, contributing to cleaner oceans and support the transition towards a more circular maritime sector.


PIL visited the MACS recycling facility in Batam

Water Resource Management

At PIL, water resource management is primarily addressed on two fronts: water consumption, and water and waste discharge at sea.

Water Consumption

In 2025, we continue to report water consumption onboard vessels. During the reporting year, we consumed 155,870 m^3 of water, sourced from both municipal sources and desalinated water onboard ships. In addition, we bunkered 68,217 m^3 of freshwater. Going forward, we will continue to monitor water consumption levels, identify opportunities for improvement and optimise water usage across our operations.

Water and Waste Discharge at Sea

We ensure that our vessels are compliant with international conventions such as MARPOL, as well as applicable local regulations governing the treatment and discharge of waste and effluents. Any water and waste discharge at sea is managed in full compliance with MARPOL requirements and its annexes. Our vessels adhere to strict procedures to ensure that no discharge, including garbage or wastewater, occurs outside permitted conditions and 100% of our vessels have a sewage treatment plan in place.

PIL continued to prioritise water pollution prevention through vessel audits covering areas such as fuel tanks and ballast water treatment systems, ensuring that any issues identified were promptly escalated for rectification.

PIL also maintains a robust ballast water management system, which includes the deep-sea exchange of ballast water and the adoption of highly reliable ballast water treatment systems (BWTS) by 100% of our vessels. These measures significantly reduce the likelihood of introducing invasive non-native marine species into specific marine ecosystems, supporting the protection of local biodiversity and maintaining ecological balance.

To minimise our impact on water resources and the marine environment, we focus on three key measures – minimising onboard leakages through rigorous preventive maintenance practices, using air seals and environmentally friendly hydraulic oils for underwater machinery parts, as well as ensuring that seafarers are trained and adhere to operational best practices.

Ship Lifecycle and Recycling

Container vessels and shipping containers represent two of the most significant sources of material use across PIL's operations.

As part of our approach to waste minimisation and resource efficiency, we seek to maximise the operational lifespans of our vessels through regular preventive maintenance to ensure vessel integrity and performance, reducing the likelihood of major repairs and unplanned downtime. We also retrofit and upgrade our fleet with energy-efficient technologies to meet IMO's Carbon Intensity Indicator requirements, improving operational efficiency while reducing fuel consumption and emissions.

When our vessels reach the end of their operational life, they are sold to third parties for refurbishment and reuse. This reduces the need for premature dismantling and helps extend the vessel's lifecycle, supporting a more circular approach to resource use.

In 2026, PIL plans to strengthen its approach to responsible ship recycling through the development of an internal Ship Recycling Policy and a review of vessel retirement planning processes. We will also further align our practices with the Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships (HKC), including requirements related to Inventory of Hazardous Materials (IHM) and the use of authorised recycling facilities.

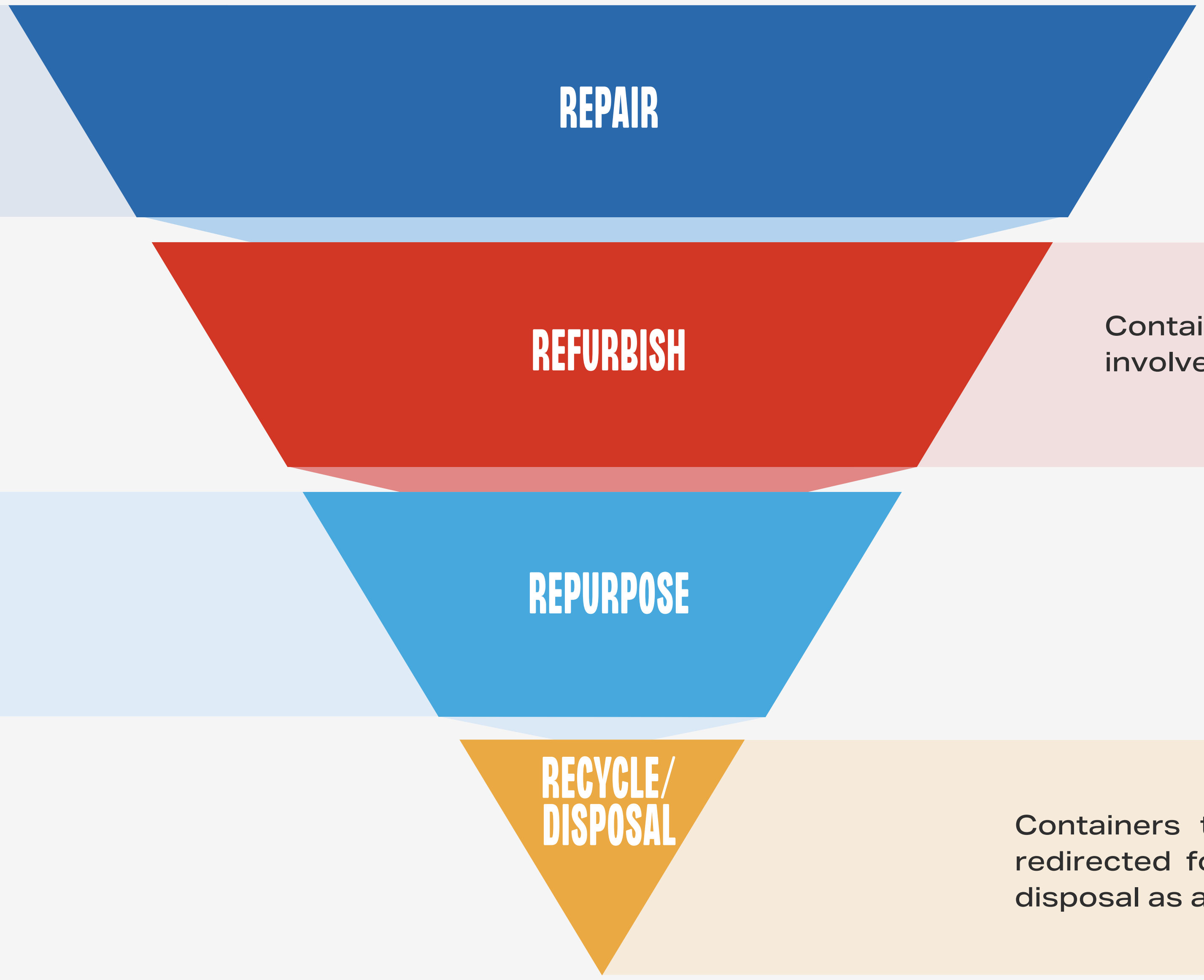
To inform its approach, PIL has actively engaged with the Smart Freight Centre's Ship Recycling Transparency Initiative (SRTI) to better understand industry best practices, disclosure expectations, and membership requirements. PIL is assessing participation in SRTI as part of its commitment to enhance transparency, accountability, and the responsible end-of-life management of its vessels.

Container Lifecycle and Recycling

PIL is committed to extending the useful life of our shipping containers. We aligned to industry best practices to enhance the longevity and performance of our containers.

To further maximise the lifespan of our containers, we apply the principles of: Repair, Refurbish, Re-purpose and Recycle. Through rigorous inspection protocols and maintenance programmes, we are able to identify and address wear and tear early, helping to maintain container integrity and extend service life. In 2025, we completed over 550,000 container repairs to keep containers in service for longer and reduce the need for replacement.

EXTENDING THE LIFECYCLE OF CONTAINERS



Containers that experience damage or wear and tear are repaired to restore them back to safe and serviceable working condition, enabling them to remain in operation.

Containers with more extensive damage undergo deeper refurbishment, which can involve the replacement or upgrading of parts to extend their service life.

Containers that are no longer suitable for their original use are sold or donated to organisations that repurpose them to fit their own needs. This prolongs the useful life of the containers and avoids waste.

Containers that are beyond practical repair, refurbishment or repurposing, are then redirected for end-of-life recycling, where materials are recovered where feasible, with disposal as a last resort.

Lost Containers

PIL had zero containers lost at sea in 2025. Container loss is a key area of concern for PIL, particularly as increasingly severe weather conditions and adverse climatic events attributable to global warming heighten operational risks across the shipping industry. These conditions have contributed to a noticeable increase in reported industry incidents involving containers being lost at sea in recent years.

To minimise the risk of container loss, we provide regular training to employees on proper container securing and handling procedures, and maintain our lashing equipment and systems to ensure their continued effectiveness. Our planners on shore provide support on operational loading through desktop modelling, assessing stability and optimising stowage plan before execution onboard. All our employees adhere to stringent handling and security measures, including the management of containers in storage or transit, to reduce the likelihood of incidents involving lost containers. As part of our commitment to zero container loss, our team continuously reviews and refines our operational procedures, ensuring alignment with industry best practices and evolving risk conditions.

Waste Management Training

All seafarers are required to undergo training on waste and garbage management as per standards set by the International Convention for the Prevention of Pollution from Ships (MARPOL), before sailing onboard our vessels. The training covers the proper segregation, handling, treatment and disposal of waste generated onboard, helping to ensure compliance with regulatory requirements and minimise environmental impacts. To reinforce understanding and accountability, seafarers are required to complete assessments following the training, ensuring that all PIL seafarers are equipped with the knowledge and competencies to implement waste management procedures effectively onboard vessels.

Proper maintenance of lashing equipment on our vessels allowed us to maintain zero container loss in 2025

MANAGEMENT APPROACH

We actively cultivate a culture of environmental consciousness among our employees. Together with our partners, we look to minimise the impact of our activities on biodiversity and ecosystems. PIL's Integrated Environmental Management (IEM) system enables continuous monitoring of our ecological impact and timely response to any negative effects, ensuring alignment with all relevant laws, regulations and standards.

COMMITMENT

We are committed to minimise the environmental footprint of our activities and ensure compliance with all relevant laws and regulations. Additionally, our Environmental policy covers and addresses biodiversity and ecological impact.

TARGETS

- 100% of vessels to have ballast water treatment systems (BWTS) in 2026
- Zero significant oil spills in 2026

PERFORMANCE 2025

- 100% of vessels have BWTS
- Zero significant oil spills

Alignment with GRI Standards: GRI 101, GRI 303

BIODIVERSITY AND ECOLOGICAL IMPACT

Biodiversity and Marine Life

PIL is committed to minimising our impact on biodiversity as part of our broader environmental sustainability goals. Recognising the vital importance of healthy marine ecosystems to global biodiversity, we implement various measures to reduce our operations' ecological footprint and ensure compliance with all applicable protocols to protect marine life set by maritime authorities at both local and regional levels.

Biofouling management is a key component of our approach. In 2025, **100% of our vessels have a biofouling management plan**, underpinned by staff training to ensure their effective implementation. Our biofouling management practices include regular hull inspections and cleaning to minimise the risk of spreading invasive marine species between ecosystems, helping to safeguard the integrity of marine ecosystems and maintain ecological balance.

WHALE AVOIDANCE ROUTING

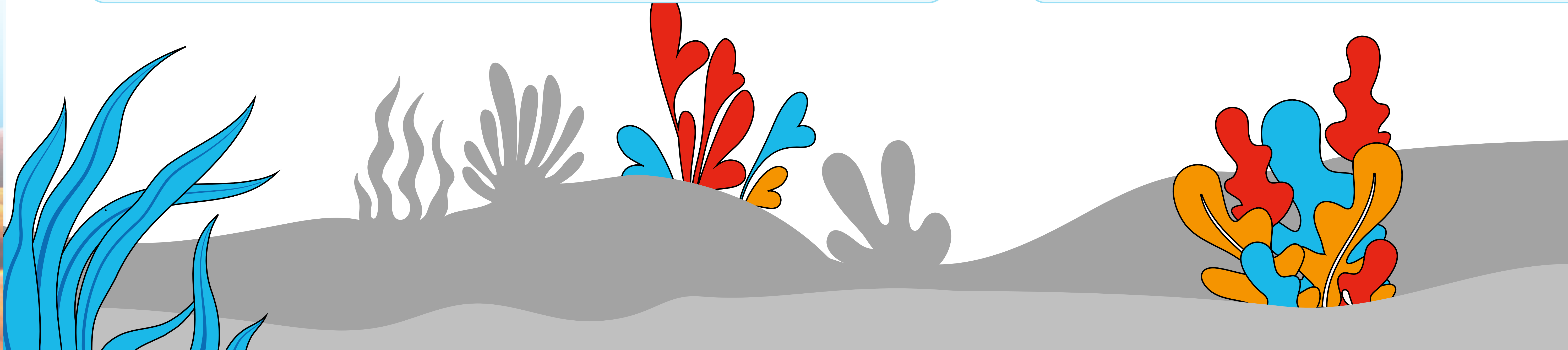
As a member of the World Shipping Council (WSC), PIL actively participates in its working groups and industry initiatives. Guided by recommendations from the World Shipping Council's Whale Navigation Group, we have adopted routing measures south of the Dondra Head Traffic Separation Scheme (TSS) to help vessels avoid key whale habitat areas. This approach complements traditional lookout practices, which may be subject to human error, and reflects our commitment to protecting marine biodiversity.

SUPPORTING MARINE BIODIVERSITY THROUGH BIOCIDE-FREE HULL COATINGS

Biofouling management plays an important role in maintaining vessel performance and reducing the risk of transferring invasive marine species between ecosystems. Traditionally, antifouling coatings have relied on biocides to prevent the growth of marine organisms on vessel hulls.

Building on the pilot programme introduced in 2024 to explore alternative biofouling management measures, PIL applied a biocide-free hull coating on Kota Suria in 2025. This forms part of our efforts to explore more environmentally friendly solutions for biofouling management. By reducing the use of biocidal substances, such coatings have the potential to minimise the impact on marine organisms while maintaining effective hull protection and operational performance. We will continue to evaluate innovative technologies and solutions that promote responsible biofouling management and contribute to the protection of marine ecosystems where our vessels operate.

Biodiversity protection also involves preventing the introduction of invasive marine species into native marine ecosystems. As part of our approach to minimising ecological impacts, 100% of our vessels are equipped with a ballast water treatment system. Together with ballast water exchange procedures, these measures help reduce the risk of transferring non-native species between regions, thereby safeguarding the delicate balance of local biodiversity in areas we trade to.



Oil Spills

PIL is committed to preventing any spills to safeguard marine ecosystems in which we operate. To avoid accidental discharges at sea from PIL's vessels, we implement preventive measures through our safety management system and environment management system, supported by regular vessel maintenance. All vessels maintain and follow the SOPEP manual, which sets out procedures for preventing, reporting and responding to oil pollution incidents. To ensure preparedness, we conduct regular simulations and exercises, ensuring that all seafarers are trained on spill response procedures and emergency actions, as per our emergency response plan. We also maintain appropriate spill response equipment onboard our vessels and screen fuel suppliers to ensure they meet our operational and environmental requirements. Through these measures, we seek to prevent oil spills and minimise potential environmental impacts. In 2025, there were zero cases of significant oil spills, and we remain committed to maintaining this performance moving forward.

Illegal Wildlife and Timber Trade

Illegal wildlife trade and sanctioned timber exports pose significant threats to global biodiversity, ecosystems and conservation efforts. PIL has prohibited shark fin shipments since 2015, and further affirmed our commitment by signing the Buckingham Palace Declaration with the United for Wildlife Transport Taskforce in 2021.

We continue to strengthen our due diligence processes through enhanced customer screening and by reinforcing requirements for accurate cargo declarations. As a member of the WSC and its Safety and Security Committee, PIL remains engaged in industry-wide efforts to combat wildlife trafficking and support responsible trade practices. We also work to raise awareness among employees on the risks and impacts of illegal wildlife and timber trade, helping to strengthen vigilance and understanding of these critical issues.

SOCIAL

- Labour and Human Rights
- Human Capital
- Occupational Health and Safety
- Community Impact

MANAGEMENT APPROACH

Respecting human rights is the first step to treating our employees fairly. We work to ensure that staff in PIL's global operations adhere to high standards of labour and human rights and expect the same from our business and ecosystem partners.

COMMITMENT

We aim to uphold high standards for our employees, including employment conditions, workplace facilities, health, safety and welfare.

TARGETS

100% of shore employees covered by annual living wage benchmarking analysis by 2030 **(NEW)**

PERFORMANCE 2025

Provided labour and human rights training to all seafarers as part of the onboarding process, while the rollout for shore managers was postponed to 2026 and expanded to cover all employees

LABOUR AND HUMAN RIGHTS

PIL maintains a firm zero-tolerance stance towards any violations of labour and human rights and we recognise the Singapore government's policy and national legislation in protecting human rights. Our practices are aligned with key international human rights principles, including the United Nations Guiding Principles on Business and Human Rights and the Maritime Labour Convention of 2006 by the International Labour Organisation (ILO).

As a participant of the United Nations Global Compact (UNGC) since 2022, we are committed to the Ten Principles in the areas of human rights, labour, environment and anti-corruption. We strive to ensure the protection of human rights and fundamental freedoms across all aspects of our operations, including those of our subcontractors and suppliers.

LABOUR AND HUMAN RIGHTS RISK ASSESSMENT

In 2025, we conducted a thorough Labour and Human Rights Risk Assessment, deepening our due diligence of actual and potential human rights impacts across our operations and value chain. The assessment examined six areas – modern slavery, child labour, discrimination and harassment, health and safety, working conditions, and freedom of association. Across three groups, our shore staff, our seafarers, and our suppliers, each risk was evaluated both before and after accounting for the controls we already have in place, and findings were validated through a stakeholder workshop.

The assessment reaffirmed the value of our existing safeguards, including our Labour and Human Rights Policy, Whistleblowing Policy, Supplier Code of Conduct, and mandatory trainings, in protecting the rights and wellbeing of our people. More importantly, it helped us identify where to focus next. We are prioritising the wellbeing of our seafarers, living wage benchmarking, and strengthened supplier assessment as areas for continued improvement.

As a key step in strengthening crew welfare, we launched our Seafarer Engagement Survey to gain direct insights into seafarers' working and living conditions, helping us identify areas for improvement and focus our efforts where they can have the greatest impact. Conducted independently by The Mission to Seafarers, the survey assessed seafarer wellbeing across the ten categories of the Seafarers Happiness Index, alongside three additional PIL-specific questions. Results were benchmarked against both the overall seafarer respondent average and the container shipping industry average. PIL's survey results in 2025 were above the industry average, underscoring our ongoing commitment to supporting the wellbeing of our seafarers.

EXTENDING OUR LABOUR AND HUMAN RIGHTS STANDARDS TO SUPPLIERS

Our approach to labour and human rights is anchored by our group-wide Labour and Human Rights Policy, introduced in 2024, which articulates our firm position on child and forced labour, fair working conditions, freedom of association and collective bargaining, anti-discrimination and harassment, and occupational and mental health and safety. It is complemented by our Whistleblowing Policy, accessible to all employees and external stakeholders to provide a confidential channel to raise concerns or complaints without fear of retaliation.

Beyond our own operations, we hold our partners to the same standards. As part of our ongoing efforts to promote sustainable and ethical supply chain practices, we enhanced our Group Procurement Policy to place greater emphasis on our Supplier Code of Conduct. In 2025, suppliers were required to sign a letter acknowledging and agreeing to comply with our Supplier Code of Conduct, which includes explicit labour and human rights requirements. This reflects our expectation that business and ecosystem partners uphold the same standards we set for ourselves, including provisions on child labour and modern slavery, collective bargaining, freedom from harassment and discrimination, and safe working conditions. From 2026 onwards, compliance will be further strengthened through our ProcureSMART platform, whereby all suppliers are required to digitally acknowledge the Supplier Code of Conduct prior to signing the contract.

MANDATORY LABOUR AND HUMAN RIGHTS TRAINING

As part of our Labour and Human Rights Training programme, all seafarers, regardless of rank, are required to complete training on the Maritime Labour Convention, 2006 (MLC, 2006) prior to deployment. This international treaty sets minimum working and living standards for seafarers, covering age, wages, working hours, rest periods, accommodation, and welfare. Our training is reinforced through follow-up sessions conducted onboard to maintain awareness of applicable regulatory and ethical standards.

Having established this training for our seafarers, we are now extending the same expectations to our shore-based workforce, so that every part of our organisation operates from a shared understanding of labour and human rights. In 2025, we have developed an e-learning training programme on Labour and Human Rights. The key topics include labour and human rights in the workplace, combating discrimination and harassment, ethical labour practices including child and forced labour, modern slavery, psychological safety, and reporting mechanisms. The rollout of the training, which was initially aimed at shore managers, has been expanded to cover all employees in 2026.

Beyond training, our seafarers are covered by an international collective bargaining agreement, which establishes minimum standards for employment terms and working conditions. The agreement includes provisions relating to wages, working hours, rest periods, leave entitlements, grievance mechanisms, and other key employment protections, helping to safeguard seafarers' rights and wellbeing while promoting fair and consistent labour practices across our fleet.

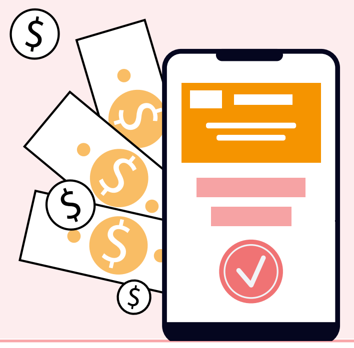
SUPPORTING A HARASSMENT-FREE MARITIME INDUSTRY

For Day of the Seafarer 2025, PIL supported the International Maritime Organisation (IMO) "My Harassment-Free Ship" campaign. The campaign reinforces our zero-tolerance stance on harassment and bullying set out in our Labour and Human Rights Policy, extending it from commitment into everyday practice at sea.

SHIPMONEY E-WALLET: INSTANT ACCESS TO WAGES – ANYTIME, ANYWHERE

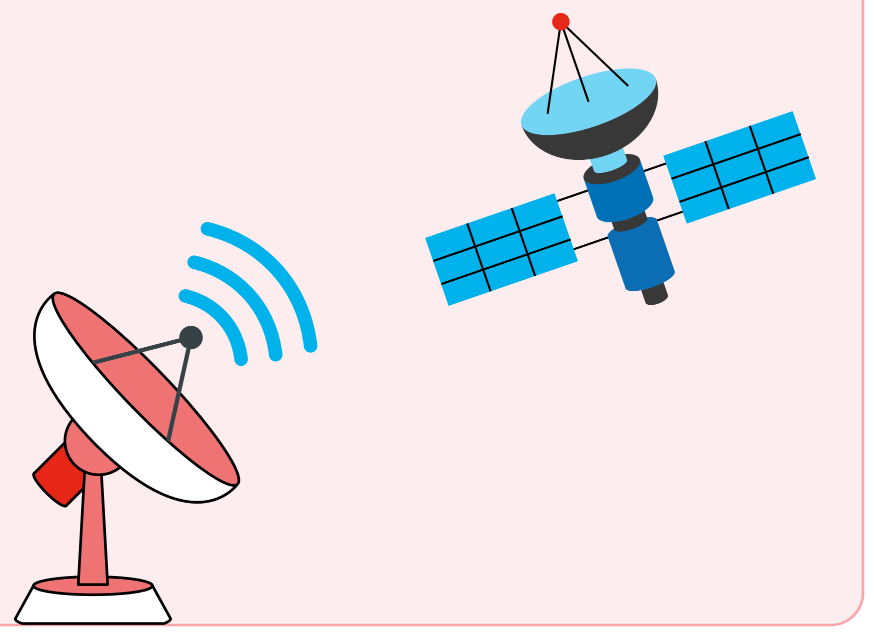
The ShipMoney e-wallet offers seafarers secure, instant access to their wages – anytime, anywhere. Designed to give seafarers flexibility in managing their earnings, PIL rolled this out specifically for seafarers from regions affected by sanctions, civil unrest, or conflict, leveraging this solution to bypass restrictive banking systems, enabling safe salary storage and internal fund transfers.

Initially rolled out for our Burmese seafarers, the solution was extended to Ukrainian crew members in 2025, promoting financial independence and dignity at sea.



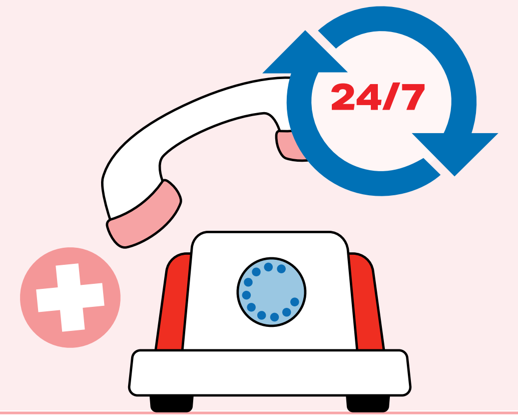
STARLINK INTERNET ACCESS: ENHANCING SHORE CONNECTIVITY FOR SEAFARERS

PIL provides Starlink internet access for personal use by crew members fleetwide. Each crew member receives 2GB of complimentary data monthly, bringing their total complimentary data to 4GB monthly when combined with the existing 2GB from another provider. This initiative enhances digital communication, helping seafarers maintain close ties with loved ones and reducing feelings of isolation.



INTERNATIONAL SOS SERVICES: 24/7 ACCESS TO MEDICAL HEALTH CONSULTATIONS

On top of the existing International Seafarers' Welfare and Assistance Network (ISWAN) that offers our seafarers round-the-clock access to free, confidential helplines for mental wellbeing support, PIL provides complimentary access to International SOS services for all seafarers as well. Through this added service, seafarers benefit from 24/7 access to medical consultation services, ensuring timely support and care while at sea. Together, these services help to foster a safer and more resilient working environment at sea.

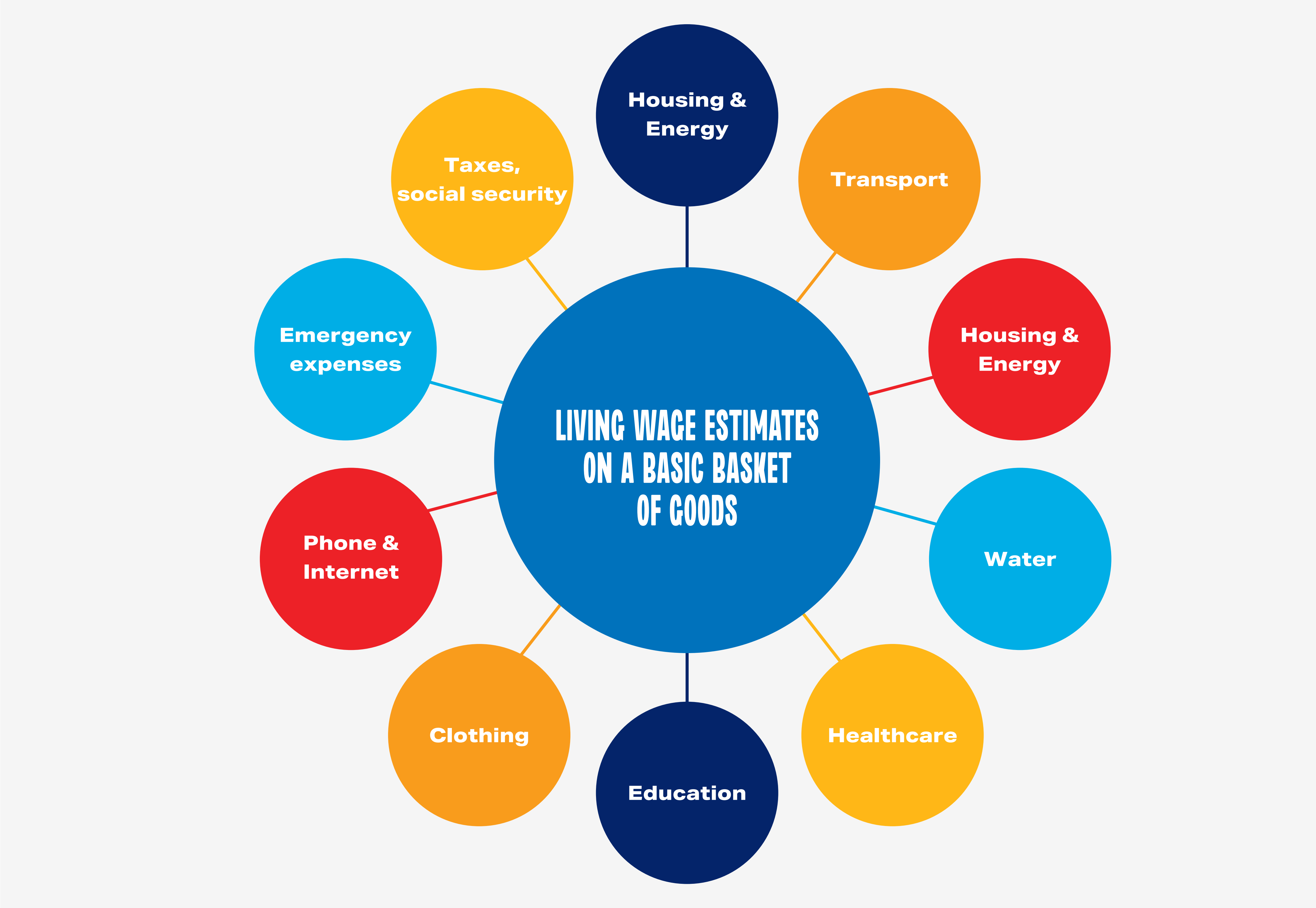


LIVING WAGE COMMITMENT

PIL is committed to providing fair and equitable compensation and ensuring employees receive wages that support a decent standard of living for themselves and their families. We review pay equity and market competitiveness annually and incorporate living wage benchmarking into our annual wage review process. Our target is to benchmark 100% of employees across all global entities each year through 2030.

In 2025, PIL partnered with WageIndicator to assess 100% of employees across all global entities using the Typical Family methodology, which is approved by IDH[8]. The assessment identified gaps between current wages and living wage benchmarks, and action plans were developed to address these gaps, with further wage-gap bridging measures targeted for 2026.

Through this initiative, PIL aims to enhance employee wellbeing and reinforce its commitment to fair compensation and responsible employment practices.



[8] IDH (Initiative for Sustainable Trade) recognises credible living wage methodologies through its Living Wage Benchmark Methodology Recognition Process, which assesses methodologies against established quality criteria.

MANAGEMENT APPROACH

Championing our people is both the right thing to do and a key driver of our long-term success and sustainability. Guided by our Culture Playbook, we are committed to fostering a positive workplace where our people feel valued, engaged, and supported. This is reinforced by our human resource processes that govern aspects such as Diversity, Equity and Inclusion (DEI), recruitment, remuneration, performance and appraisal, training and development, and career management.

COMMITMENT

We care about our employees and are committed to ensuring their growth and wellbeing. We are a people-centric company and aim to be an employer of choice.

TARGETS

- Provide at least 24 hours of training per employee per year by 2026
- Maintain 100% Employee Assistance Programme (EAP) access to all employees in 2026

PERFORMANCE 2025

- Provided an average of 44.7 hours of training per employee, achieving 2025 target of at least 18 hours of training per employee
- Annual employee survey extended to 40 countries, achieving 2025 target
- EAP expanded to all countries, achieving 2025 target

Alignment with GRI Standards: GRI 401, 404, 405

HUMAN CAPITAL

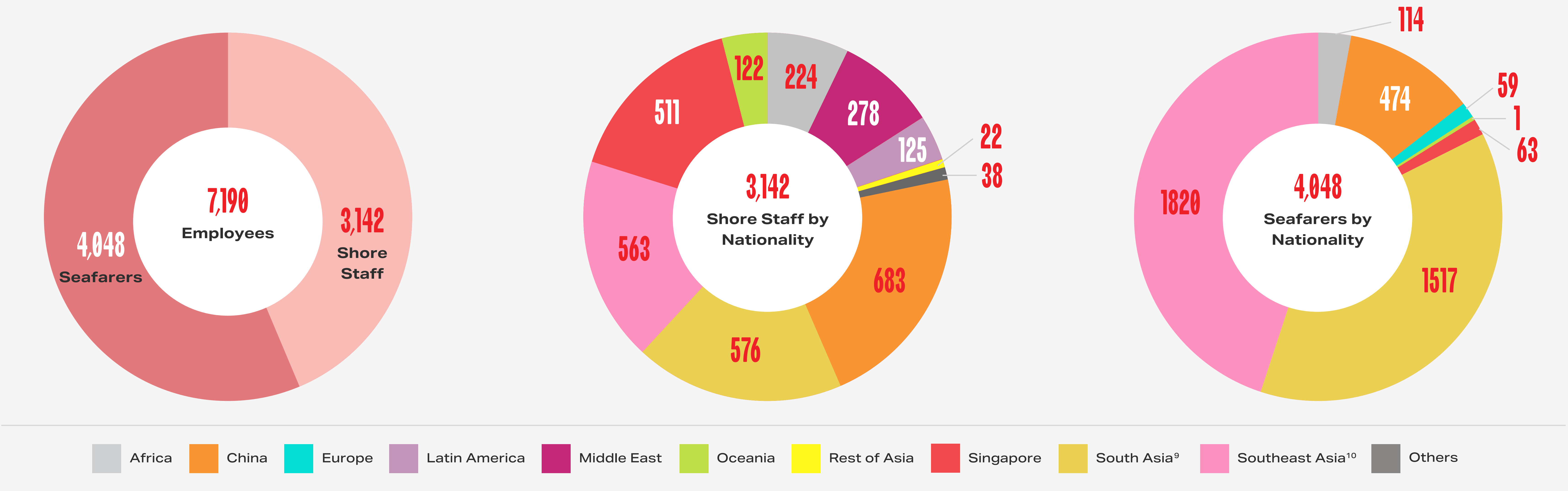
OUR PEOPLE

Our employees, including and especially our seafarers, are at the heart of our long-term growth and success. Our people strategy centers on fair recruitment, employee welfare, and career development to cultivate a resilient, high-performing and engaged workforce.

As of 2025, PIL employed 7,190 staff – 4,048 seafarers and 3,142 shore staff. Our workforce spans multiple geographies and comprises employees from diverse backgrounds and nationalities.

To sustain our market position and meet the evolving needs of the industry, we are focused on recruiting, developing and retaining exceptional, top-tier talent who can drive innovation and operational excellence. Through targeted talent acquisition initiatives and a strong values-driven culture, PIL seeks to attract and nurture high-calibre professionals seeking rewarding careers in shipping.

Retaining experienced employees is critical to maintaining operational continuity and supporting the development of future talent. PIL is committed to fostering a positive and inclusive work environment that supports professional growth, career development and employee wellbeing to encourage employee retention. In 2025, we welcomed 1,081 new hires.



[9] India, Pakistan, Bangladesh, Sri Lanka
[10] Except Singapore

PEOPLE STRATEGY

Our People Strategy is anchored in our Culture Playbook, which sets out the standards of conduct expected of all employees within our organisational control. It serves as a single, central reference point for the policies and practices that guide employees in their day-to-day responsibilities. Building on the Playbook, the Six Pillars of People Excellence shape the initiatives we implement to advance people excellence and strengthen PIL's position as an employer of top choice.

Compensation Management

PIL's compensation management approach involves designing and administering PIL's pay structure to attract and retain employees. This includes setting competitive salaries, managing bonuses and employee benefits, and ensuring fair and equitable compensation practices. To maintain salary competitiveness, we conduct annual reviews of pay equity and benchmark remuneration against industry standards.

Learning and Development

Learning and development are key to building a skilled, engaged, and future-ready workforce. At PIL, we invest in initiatives aimed at enhancing employees' knowledge, skills, and abilities. Learning focuses on improving specific job-related skills, whereas development adopts a broader, long-term approach to support overall employee growth and potential. These initiatives may include workshops, courses, on-the-job learning, and other methods. Through these efforts , we foster continuous learning and empower our employees to adapt to meet future challenges, contributing to the long-term success of the organisation.

Leadership Development

As part of our broader talent development efforts, we place a strong emphasis on cultivating future leaders. We have established a leadership framework to identify the key skills and competencies required for leadership roles across the organisation. To support leadership growth, employees may be provided with development opportunities such as international assignments and job rotations, that broaden perspectives, enhance capabilities and prepare them for future leadership responsibilities.

Culture Management

Workplace culture plays an important role in shaping employee experience, engagement, and workplace dynamics. PIL is committed to cultivating a positive and inclusive workplace culture that reflects our beliefs, purpose and values across all people-related matters, processes, systems and ways of working. Through prioritising employee wellbeing and addressing diversity, equity and inclusion (DEI) considerations, we strive to create an environment where our people can thrive. The continuous enhancement of our workplace culture remains central to our goal of becoming a great place to work.

Succession and Talent Management

This pillar is essential for maintaining organisational stability and achieving long-term success. It involves a systematic approach to identifying and developing individuals for key roles within PIL. By recognising high-performing employees and preparing them for seamless transitions into critical positions, we strengthen our talent pipeline and ensure that skilled and motivated employees are ready to step into leadership and specialised positions when the need arises.

Performance Management

Performance management is one of the key areas for assessing employee performance. To implement a systematic approach, PIL has established a policy that clearly defines relevant processes, roles, and responsibilities. Briefing sessions are conducted for employees to have a clear understanding of the appraisal process before the final appraisal itself. Performance monitoring is an ongoing process that includes goal setting, providing feedback and mid-year reviews, and performance evaluation over an agreed period to ensure alignment with PIL's business goals.

WORKPLACE CULTURE AND EMPLOYEE ENGAGEMENT

Following the introduction of our new values in 2023, we launched the PIL Symposium to promote employee engagement and knowledge-sharing across our global network. Building on the success of the fireside chats held in the previous year, the symposium provides a platform for internal and external experts to share industry insights, best practices, and emerging trends. By fostering continuous learning and the exchange of ideas, the initiative helps equip our employees with broader perspectives and supports PIL's ongoing pursuit of excellence in the maritime industry.

KEY HIGHLIGHTS FROM PIL SYMPOSIUM SESSIONS IN 2025:

2 SESSIONS	1,282 Staff attended at least 1 session	95.4% of participants would join future sessions	95.7% of participants agreed that the sessions were engaging	95.5% of the participants found the sessions useful

In its first year, the symposium series comprised two sessions. The first focused on our operations in West and South Africa, while the second, held later in the year, explored strategies for staying competitive in an everchanging maritime landscape. Looking ahead, we plan to conduct more symposium sessions by our other regional offices, enabling employees across our global network to gain deeper insights into our operations in different markets and share best practices across regions.

Session 1 PIL Symposium 2025: Sharing from West Africa Regional Office on business landscape, success stories & experiences of individuals living in Ghana

Members from our PIL China office joining virtually to listen to our PIL Symposium

[11] The Great Place to Work Model is a widely recognised global standard for measuring workplace culture, leadership impact and employee experience

PIL strives to understand employee sentiments on the company as a workplace and recognises the importance of listening to the voice of our workforce. Following the first pilot survey conducted at our headquarters in 2024, we expanded the employee engagement survey to all shore staff globally in 2025 using the Great Place to Work® model[11].

The survey achieved a 94% participation rate with 75% of respondents considering PIL a Great Place to Work. Covering key dimensions of the employee experience, including credibility, respect, fairness, pride and camaraderie, the survey provided valuable insights into employee perceptions across our global network.

The findings highlighted areas of strength while identifying opportunities for improvement, enabling us to better understand employee needs and priorities. These insights will inform our ongoing efforts to act on feedback, enhance employee engagement, and strengthen PIL's position as an employer of choice.

94%
Participation Rate

75%
Great Place to Work® Statement

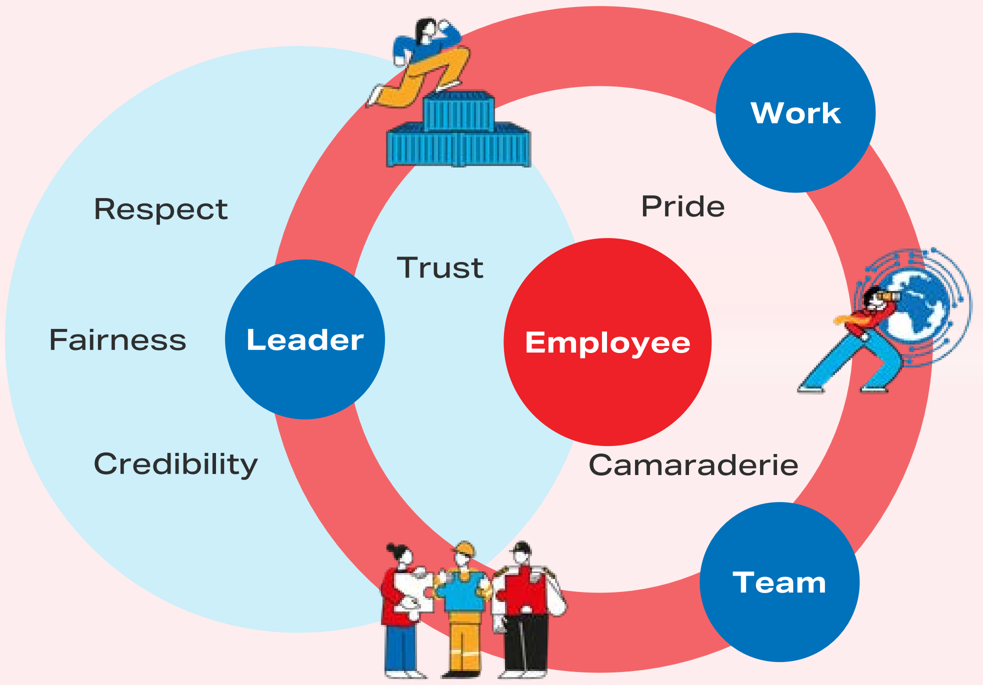
To ensure the voices of both shore and sea-based employees are heard, we also launched our Seafarer Engagement Survey in 2025. We tapped on the Seafarer Happiness Index survey to measure seafarer wellbeing and satisfaction across ten key areas: General Happiness, Connectivity, Shore Leave, Wages, Food Quality, Health and Exercise, Training and Development, Interactions, Workload Management and Welfare Facilities Ashore. The survey provided valuable insights into seafarers' workplace experience and working conditions, helping us to identify opportunities to enhance the wellbeing and improve the overall satisfaction for our seafarers.

PIL EMPLOYEE ENGAGEMENT SERIES BASED ON GREAT PLACE TO WORK MODEL

PIL's Employee Engagement Series is a culture-building initiative anchored on the Great Place to Work® model and its five pillars: Credibility, Respect, Fairness, Pride, and Camaraderie.

Communicated through regular employee email broadcasts, the PIL Heartbeat intranet, digital workspace displays, and company laptop screensavers, the series provides practical action guides and dedicated toolkits to help employees and people managers strengthen the mindsets and behaviours that build trust, inclusion, and collaboration.

Through these channels, PIL continues to strengthen a positive workspace culture across our global workforce.



In 2025, our HR team organised its first ever global HR conference, bringing together representatives from four regional offices to align expectations and goals for all PIL HR teams around the world. The conference also provided an opportunity to establish a shared understanding of the Global HR People agenda for the new financial year and foster team bonding between the HR teams at the Head Office and Regional Offices.

During this conference, our global HR colleagues held robust discussions to explore new ways of working in areas such as employee engagement, performance management, learning and development, HR operations, and business partnering, ensuring that the PIL global network is aligned on growing and promoting employee wellbeing.

Anchors UP!

In May 2025, PIL welcomed 50 new colleagues to its Singapore headquarters for a two-day orientation programme designed to support their transition into the organisation. The programme introduced participants to PIL's business, values, culture and strategic priorities, while providing opportunities to connect with senior leaders and colleagues across different functions. Through a combination of sharing sessions from various division representatives to introduce what each shipping function does, to a visitation to a third-party depot, new employees gained a deeper understanding of their roles in supporting PIL's growth and transformation journey. The orientation also helped foster a sense of belonging from the outset, enabling participants to build relationships and integrate more effectively into the organisation. By investing in structured onboarding experiences, PIL aims to create a positive employee experience, strengthen engagement and support the attraction and retention of talent.

As part of our onboarding programme, new HQ employees undergo a two-day training to support their transition into the organisation

PIL SEAFARER SEMINAR IN QINGDAO, CHINA

The PIL Seafarer Seminar was held from 21 to 23 April in Qingdao, China. About 80 sea colleagues from China, Malaysia, Myanmar, and India attended the training event under the theme of "Bridging Oceans, Building Futures".

The seminar provided a valuable platform for our leaders to engage with our seafaring community. In addition to equipping our seafarers with the knowledge and skills that are critical for the future, it provided an opportunity for our leaders to share PIL's vision and strategic direction for the years ahead.

PIL CEO Lars Kastrup opened the seminar with his welcoming remarks, followed by an in-depth training programme delivered by our PIL leaders, colleagues, and external guest speakers. The programme covered a wide range of topics, including business updates, regulatory developments, maritime safety, cybersecurity, pollution prevention, environmental sustainability and crew welfare. Several of these topics relate to areas where seafarers may have limited exposure while at sea, helping them stay informed of developments beyond their onboard duties. Moving forward, the seminar will continue to be held three times a year to keep seafarers engaged and informed of the latest business developments, industry trends and Company policies.

To keep our seafarers engaged regardless of their location, PIL conducts periodic fleet-wide safety video competitions to encourage active learning, teamwork and engagement among seafarers to ensure they stay connected. Through self-produced short videos, seafarers share practical seamanship practices and highlight safety topics that they consider important, helping to strengthen safety awareness and promote a proactive safety culture onboard.

PIL Seafarer Seminar for 2025 held in Qingdao, China

ENGAGING THE NEXT GENERATION OF MARITIME TALENT

PIL engaged tertiary students in Singapore at the Maritime Youth Forum 2025 on 23 January as part of its efforts to connect with future talent and promote careers in the maritime industry. Organised by the Singapore Maritime Foundation (SMF), the Forum brought together university and polytechnic students from diverse disciplines to learn more about the shipping sector and its opportunities. At the event, around 250 students visited PIL's booth to engage with colleagues and gain a better understanding of the industry and the career pathways it offers.

PIL continued its regular engagement with tertiary students in the reporting year by participating in NTU Career Fair 2025 and NUS Career Fest 2025, two recruitment events for graduating students from Nanyang Technological University (NTU) and the National University of Singapore (NUS). Through these events, PIL strengthened its outreach to future talent and introduced students to the diverse opportunities available within the shipping industry.

At both fairs, colleagues from across PIL's divisions and departments shared their experiences and engaged with hundreds of prospective hires, highlighting how the company is committed to "Putting Customers First" by being People-Centric, Pushing Boundaries, and Future-Focused. Through regular engagement with young people, PIL continues to build a strong talent pipeline for the maritime industry and inspire the next generation to consider careers in shipping.

Students engaging with PIL colleagues at the Maritime Youth Forum 2025

PIL colleagues promoting career opportunities at NTU's career fair booth

Diversity, Equity and Inclusion

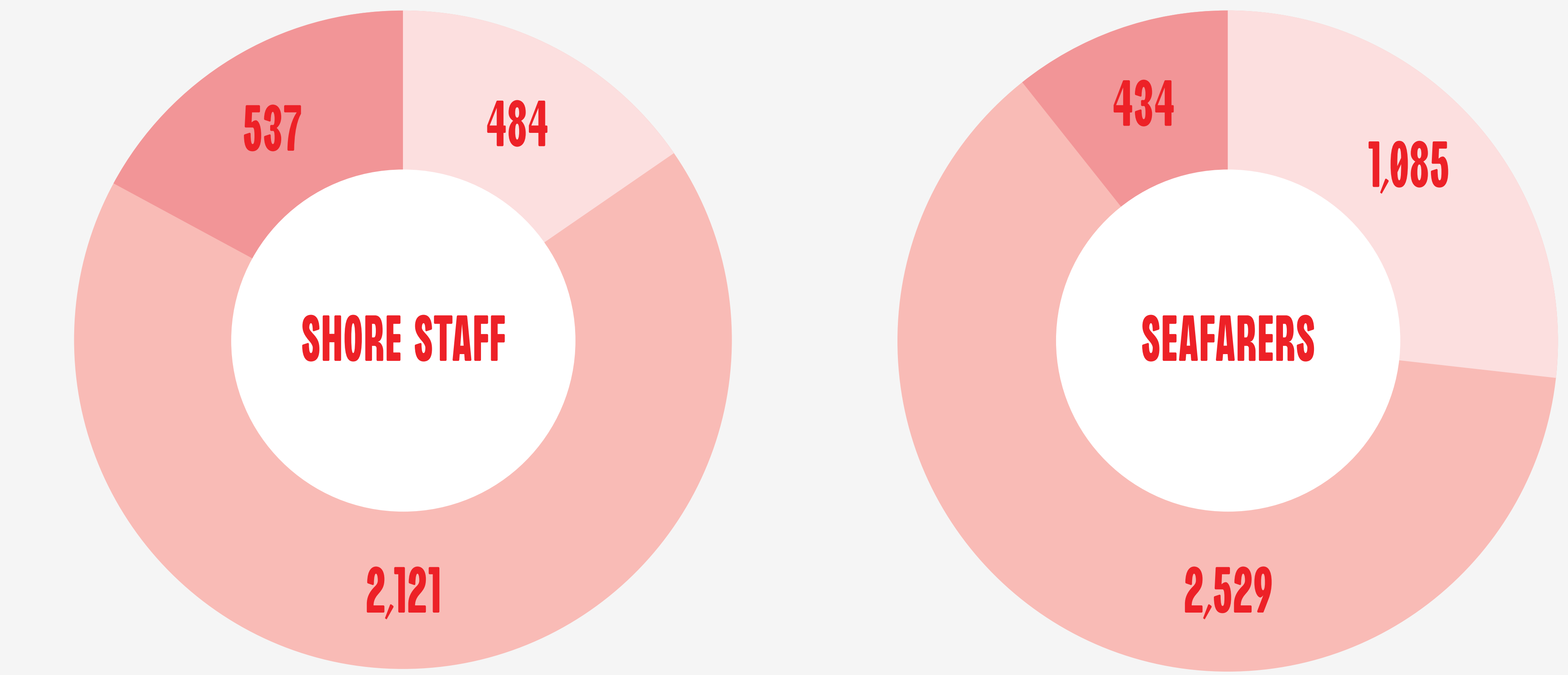
PIL operates across regions with employees from more than 35 countries, making consistency in standards across all entities essential. To support this, our Culture Playbook serves as a central reference that sets out our core values of mutual respect and support, inclusivity, and fairness for all. Our employment practices are guided by Singapore's Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) guidelines, under which we uphold fairness, responsibility, and progressiveness in the workplace. We are committed to treating employees with respect, rewarding merit in hiring and promotion, and fostering a diverse and inclusive working environment. Discrimination, bullying, harassment, and any conduct that runs counter to our values are not tolerated.

Our employees are encouraged to report any cases of discrimination or other concerns through multiple avenues, including their managers, HR, Legal or Compliance, or confidentially through the Whistleblower[12] channels available via email, online form, and phone. We are committed to fostering a speak-up culture and do not tolerate retaliation against colleagues for voicing concerns or reporting issues in good faith.

0
incidents of discrimination reported in 2025

In terms of age diversity, most of our seafarers and shore staff are between 30 and 50 years old.

AGE DIVERSITY



<30 years old | 30 to 50 years old | >50 years old

[12] PIL's whistleblowing channel is accessible from our website: https://www.pilship.com/whistleblower/

In 2025, women represented approximately 20% of our total workforce, including 45% of shore-based staff, along with 53 female seafarers, a figure that has more than doubled since 2024. In the same year, a dedicated committee for developing and supporting female seafarers was set up, showcasing PIL's commitment to fostering a diverse and inclusive workforce and advancing gender diversity across all roles.

Female Seafarer committee met multiple times in 2025 in our PIL HQ

At the leadership level, two out of 11 Senior Management Committee members are women. At the Board level, the appointment of Ms. Tan Beng Tee has further strengthened the Board's diversity of perspectives and industry expertise. Her extensive experience in maritime development complements the Board's existing capabilities and supports effective governance and strategic oversight.

GENDER DIVERSITY	MALE	FEMALE	TOTAL
Shore Staff	1,722	1,420	3,142
Seafarers	3,995	53	4,048
Senior Management	9	2	11
Board	8	1	9

Our employment practices are guided by principles of fairness and merit, and equal opportunity, ensuring that employees are recognised based on their performance, capabilities and contributions. We firmly believe that gender should not be a barrier to career progression in PIL and remain committed to fostering an inclusive workplace where talent is valued, opportunities are accessible to all, and diversity is actively supported.

AN OCEAN OF OPPORTUNITIES FOR WOMEN: CELEBRATING IMO'S INTERNATIONAL DAY FOR WOMEN IN MARITIME

In line with our commitment to diversity, equity and inclusion, PIL supports efforts to advance gender equality across the maritime industry. To commemorate the International Maritime Organization's International Day for Women in Maritime, we featured the voices and experiences of our female colleagues from across the world, highlighting their journeys and contributions within the shipping sector. This global observance recognises the important role of women in maritime, raises the profile of women in the industry, and supports efforts to address gender imbalance in a traditionally male-dominated field.

The 2025 theme, "An Ocean of Opportunities for Women", underscores the potential for greater inclusion, innovation and equality across the maritime ecosystem. At PIL, this resonates strongly with our people-centric commitment to providing equal opportunities and recognising contributions based on merit, regardless of gender. Across our business functions, our female colleagues continue to make meaningful contributions as they grow, lead and thrive in the organisation. By sharing their stories, we aim to celebrate their achievements, inspire greater inclusion, and reaffirm our commitment to fostering a workplace where all employees are empowered to succeed.

As part of our commitment to providing an inclusive and supportive working environment, we supported our female seafarers with care kits and improved Personal Protective Equipment (PPE), including female-sized safety shoes and work suits.

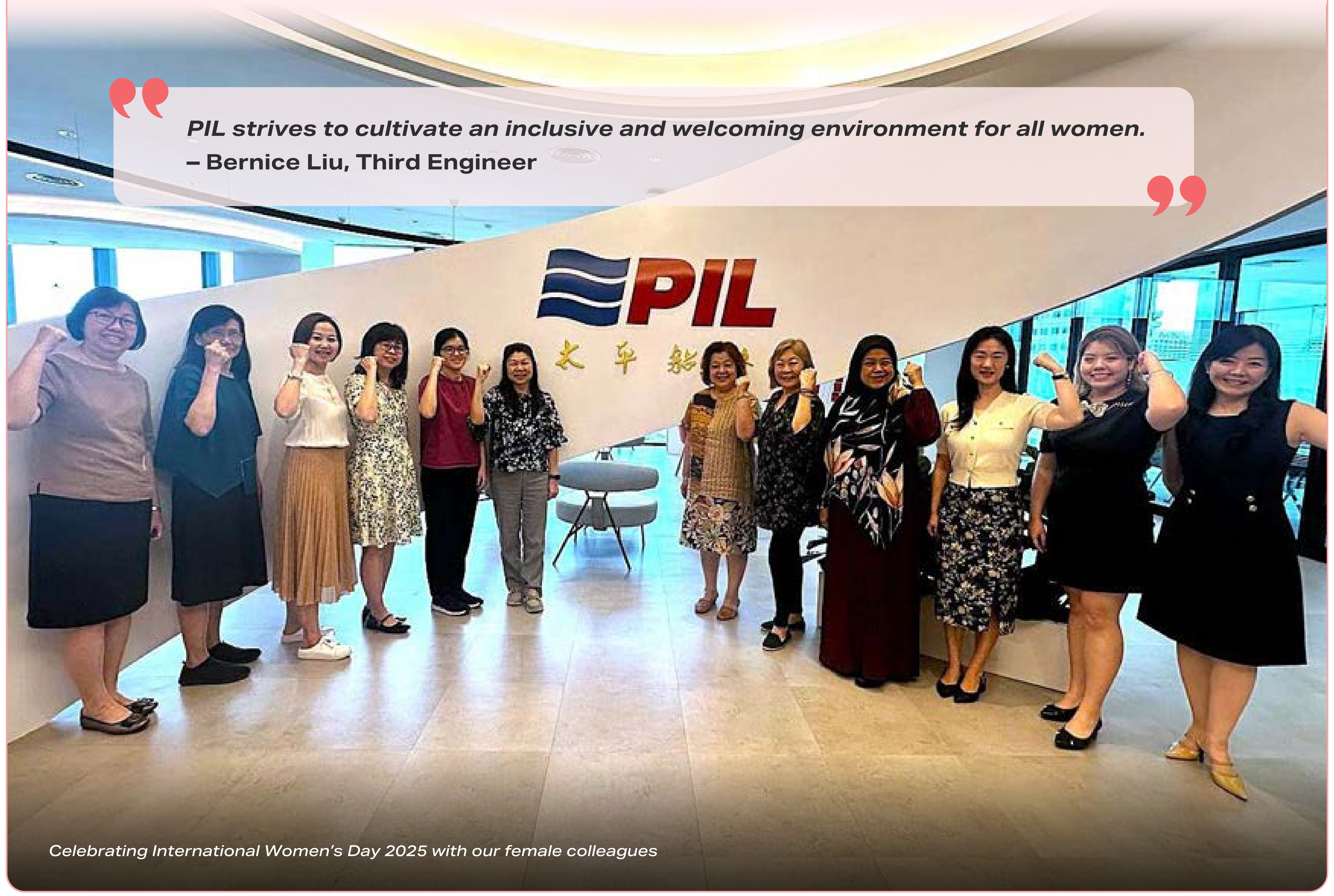
Female seafarers with care kit

Training for female seafarers in Singapore

INTERNATIONAL WOMEN'S DAY 2025

In celebration of International Women's Day 2025, PIL recognises and honours the achievements of our female administrative colleagues, whose dedication and hard work play an essential role in supporting our operations behind the scenes. Their contributions enable the wider organisation to remain focused on "Putting Customers First," and their efforts are a vital part of PIL's success. Guided by this year's theme, "Accelerate Action," we reaffirm our commitment to advancing gender equality and fostering a workplace where diversity is valued, employee wellbeing is supported, and women are empowered to thrive. With almost half of our global shore workforce made up of women, PIL remains committed to creating opportunities that inspire, uplift and advance women across the organisation.

> ***PIL strives to cultivate an inclusive and welcoming environment for all women.***
> **– Bernice Liu, Third Engineer**



Celebrating International Women's Day 2025 with our female colleagues

WALK FOR WORK 2025

In November 2025, PIL was a proud sponsor of the inaugural Walk for Work charity walk organised by the Singapore Business Federation (SBF) Foundation, an initiative aimed at promoting inclusive hiring and employment reintegration in Singapore.

As part of its contribution, PIL donated $10,000 to support programmes that help vulnerable individuals in Singapore overcome barriers to employment and access meaningful work opportunities. Demonstrating the company's commitment to the cause, 60 employees in Singapore, including Executive Chairman Mr S.S. Teo, participated in the 4km walk which was flagged off by Singapore's President Tharman Shanmugaratnam. Our participation at this meaningful event reflects PIL's "People-Centric" and "Future-Focused" values, creating positive social impact beyond our operations. By supporting programmes that foster workforce inclusion and uplift communities, PIL contributes to building a more inclusive and resilient society.

PIL colleagues participating in Walk for Work 2025 in support of inclusive hiring and employment reintegration

Employee Wellbeing

At PIL, employee wellbeing is central to our ambition of becoming an employer of choice and driving operational excellence. To this end, our Employee Assistance Programme (EAP) provides 24/7 confidential mental health support to employees across our global offices. The programme offers access to counselling services, wellness resources, guided meditations, and digital learning tools, and has been expanded to all countries, successfully achieving our 2025 target.

Support for our seafarers is equally important. PIL works with the International Seafarers' Welfare and Assistance Network (ISWAN) to provide round-the-clock helplines, and we further support their welfare through competitive victualling allowances, a dedicated shipboard recreation fund, and family engagement initiatives. Onshore, employee engagement is strengthened through local programmes such as Club Pacific in Singapore and China, which provide a range of recreational, cultural, and learning activities for colleagues.

HONOURING OUR SEAFARERS AT THE 8TH INTERNATIONAL SEAFARER AWARDS

Two PIL seafarers were recently recognised at the 8th International Seafarers Awards in Singapore, a prestigious event organised by The Mission to Seafarers to honour the dedication, sacrifices, and contributions of seafarers worldwide. Chief Officer Moe Khaine Htun Naung received the Seafarer Award for his significant contribution to welfare at sea, while Fourth Officer Han Shuyue was presented with the Cadet Award in recognition of her outstanding contribution to seafarers' welfare both at sea and ashore.

Moe played a key role in coordinating the rollout of digital banking cards for Burmese seafarers in 2024, helping them retain their wages in US dollars rather than having them forcibly converted into Myanmar kyat at an unfavourable rate. This initiative is now being progressively extended to PIL seafarers of other nationalities. He also led emergency relief efforts with fellow seafarers, raising funds and delivering aid to support seafarers and their families affected by the earthquake in Myanmar in March 2025. Meanwhile, Shuyue has demonstrated professionalism, strong commitment, and a genuine passion for learning since joining PIL as a cadet in 2023. She contributed valuable ideas to improve onboard working conditions and amenities for female seafarers, and her suggestions have since been implemented across the fleet. Her recognition is a reflection of both her dedication and the strength of PIL's training and development pathway.

As a people-centric shipping line, PIL places its seafarers at the heart of the organisation and remains committed to supporting their safety, welfare, and professional growth. Through initiatives such as PIL Academy and partnerships with organisations like The Mission to Seafarers, PIL continues to invest in the development of its cadets and seafarers while contributing to the wellbeing of the wider maritime community.

Two of our PIL seafarers were honoured at the 8th International Seafarers Awards in 2025

Wellness at Work: Enhancing Employee Health

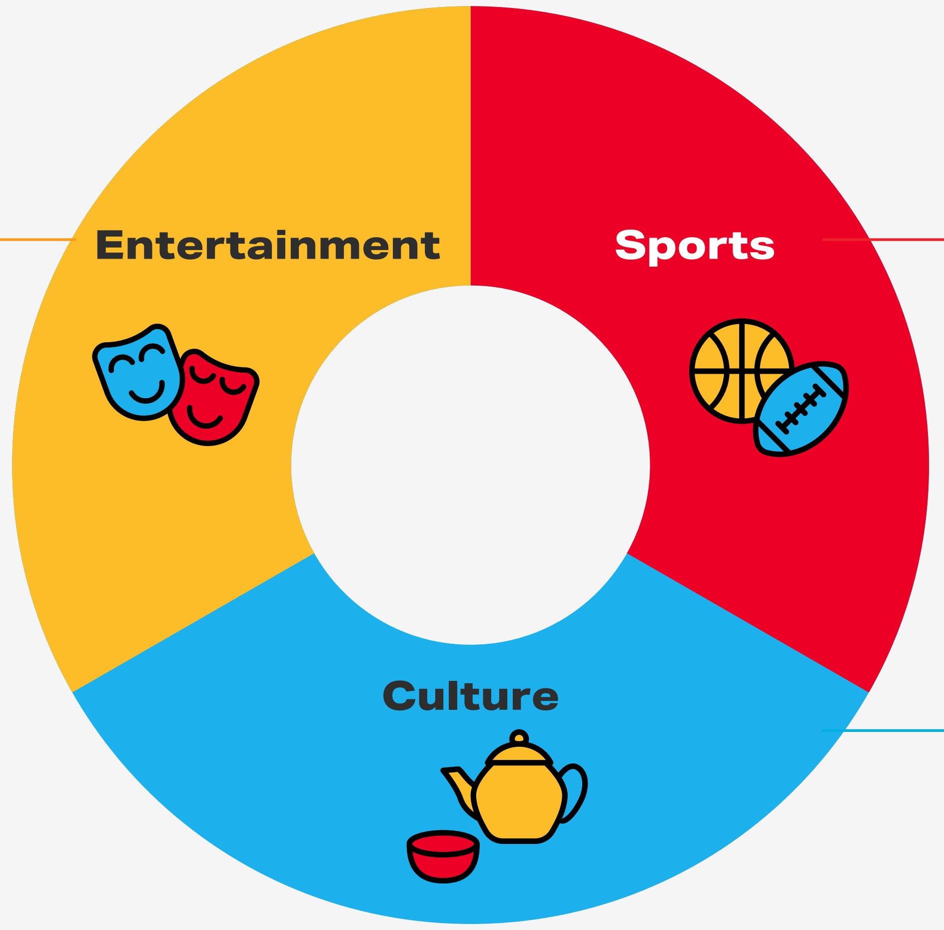
Dedicated to ensuring PIL employees remain engaged and support their wellbeing, Club Pacific, PIL's in-house recreation club organises recreational and wellness programmes for PIL employees annually. Split into three different categories, Club Pacific's activities focus on fostering a sense of community, keeping them healthy and physically active, and staying up to date on current trends.

PIL's inaugural Sports Day in 2025

The activities were varied to cater to our diverse workforce, such as movie nights to rock climbing, ensuring that employees of all ages have something to enjoy.

A 2025 highlight for Club Pacific was the inaugural PIL Sports Day where over 300 employees participated in captain's ball, fun relay, shuttle run, tug-of-war, and dodgeball, promoting wellness throughout the organisation.

CLUB PACIFIC CATEGORIES



Engaging in fun activities such as movie nights, keyboard building workshops and other activities that allow PIL employees to let their hair down

Keeping our employees fit and healthy through activities such as rock climbing, yoga, and many others

Allowing our employees to experience something new such as whiskey appreciation workshop, tea appreciation night, and others

PROMOTING EMPLOYEE HEALTH AND WELLBEING

To support the health and wellbeing of our people, PIL organised a two-day wellness carnival at our head office, encouraging colleagues in Singapore to take a proactive approach to managing their health. The event brought together a range of services designed to make wellness more accessible, including health screenings in partnership with Parkway Shenton, as well as chiropractic adjustment, eye screening, body composition analysis, and neck and shoulder massage offered by participating vendors.

In addition to these services, colleagues were invited to join lunchtime HIIT workouts, giving them the chance to stay active and recharge during the workday. Through initiatives such as this, PIL reinforces its "People-Centric" commitment to creating a workplace that supports healthy habits, encourages self-care, and enables employees to thrive both personally and professionally while fulfilling our Purpose of "Putting Customers First".

The PIL Standard continues to establish a global framework that sets minimum guarantees across key employee welfare areas, including leave entitlements, remuneration, training, and workplace safety, amongst others, supporting a consistent employee experience across our global operations.

PIL HQ employees undergoing their annual health screening

TALENT MANAGEMENT

PIL promotes continuous learning and development through internal job rotation opportunities that enable employees to broaden their skillsets and expand their career pathways within the company. We also support global mobility through employee transfers across our regional offices, including opportunities for qualified employees from other countries to work at our headquarters. This approach helps build stronger relationships across geographies and encourages knowledge sharing and cross-learning throughout the organisation.

For seafarers, PIL offers a sea to-shore job rotation programme that places selected seafarers in shore-based roles at our headquarters between their sea assignments. Through these attachments, they gain a deeper understanding of office-based operational considerations while also being exposed to broader strategic perspectives.

Management Associate Programme

Launched in 2022, the Management Associate (MA) programme is designed to accelerate the careers of fresh graduates and early-career talent into future-ready Maritime Generalists and Leaders. It offers a structured development journey that combines strategic job rotations, overseas attachments, and real-case project exposure, all aimed at building a good shipping foundation, gaining a global perspective and contributing to the business, and broadening their enterprise perspective. A defining feature of the programme is its rotational structure. Over the course of two years, Management Associates complete two eight-month attachments in PIL's core shipping business functions, followed by a final eight-month placement at one of PIL's regional offices. These rotations provide immersive exposure to different areas of the business, including commercial activities, operations, and logistics.

Exciting activities were organised in 2025 for our Management Associates, such as PIL Hackathon, trips to our regional offices, along with a shipboard attachment which also allowed the management associates to have a glimpse into our operations at sea.

Management Associate Orientation in 2025


Management Associates during the PIL Hackathon

Shipboard Attachment Programme

In 2025, three colleagues participated in the Shipboard Attachment Programme, sailing onboard Kota Pelangi from Singapore to Shanghai from 30 May to 12 June 2025, providing them with the unique opportunity to gain first-hand experience into the life as a seafarer. During the voyage, participants were exposed to various aspects of shipboard operations and gained valuable insights into the challenges and responsibilities of seafarers. The experience enabled them to better appreciate the critical role that shipboard teams play in delivering safe, reliable and efficient services to customers. By fostering greater understanding and collaboration between shore-based and seafaring employees, the programme supports cross-functional learning, strengthens operational knowledge and reinforces PIL's people-centric culture.

The Management Associate Programme broadened my understanding of PIL and the maritime industry by providing exposure across functions and locations. A key highlight was the shipboard attachment, which provided firsthand insight into our operations and people.
– Ashley Goh Rui Qi, Management Associate

Participants of the Shipboard Attachment Programme with the crew of Kota Pelangi, gaining first-hand insights into shipboard operations and life at sea.

Sea-to-Shore Career Advancement For Seafarers

To support the professional growth of seafarers and facilitate their transition into shore-based roles, a structured pathway has been established that offers both exposure and development opportunities within the company's headquarters. For several years, the company has operated a roving attachment programme that gives seafarers first-hand exposure to a range of shore-based functions. Typically lasting at least three months, these attachments place participants in key departments such as the Centre for Maritime Efficiency (CME), the Marine Personnel Department (MPD), and the Fleet Technical team, the Quality, Safety, Security and Environment (QSSE), the Fleet Process and Systems (FPS) and the Marine Procurement and Contracts (MPC).

Senior officers, in particular, are attached to the head office before assuming command onboard, allowing them to prepare for greater responsibilities through immersion in fleet operations, commercial decision-making, and corporate strategy. These attachments provide valuable exposure to shore-based functions, enabling seafarers to better understand the broader business and strengthen collaboration between ship and shore.

For example, through this attachment, Roving Officer Joseph Chew gained an insight into the transition process of the fleet management system, allowing him to understand the change management process from the shore perspective while appreciating how the changes would affect seafarers onboard. This enabled him to provide practical feedback based on his onboard experience, helping to shape and contribute to safer and more efficient fleet operations. On the other hand, Roving Officer Christina Tan also gained a deeper understanding of the processes involved when seafarers submit requests and seek assistance. Witnessing firsthand the round-the-clock support provided to vessels reassured her of the shore team's commitment to supporting seafarers.

This exposure helps them develop a more holistic understanding of the business and align their operational perspective with the company's broader vision and mission. In turn, the programme supports a smoother transition into leadership roles onboard while strengthening cross-functional collaboration and long-term strategic thinking.

The Management Associate Programme has been a very positive experience, giving me valuable exposure, broadening my perspective, and helping me grow both professionally and personally.
– Pyei Thiha, Management Associate

Management Associate Programme for Seafarers

Extended to seafarers in 2024, the Management Associate (MA) programme marks a significant enhancement in career development for seafarers. Mirroring the MA programme designed for shore-based staff, this initiative offers a comprehensive rotational experience across multiple departments at headquarters. Leveraging on the valuable experience of our seafarers, PIL builds complementary business capabilities for successful transition into shore-based roles.

The first seafarer selected commenced the programme in 2025, embarking on a journey that includes an 8-month overseas posting, designed to broaden their global perspective and strategic acumen. This programme is built with three attachments that combines both sailing time to ensure they retain their core skillset while complementing it with a shore-based core shipping rotation between various departments to build shore-ready maritime talent with integrated sea and business experience.

Aimed at expanding the knowledge of seafarers to commercial terminology, business strategies, and liner shipping operations, our management associates were rotated not only between departments but different divisions. This programme allows them to gain a deeper understanding of onshore operations and better exposure to various trainings. They are trained in skills such as project management and AI tools, allowing them to connect their seafaring knowledge to decisions made in the office and equipping them with skillsets beyond the traditional post-seafaring career path.

PIL As A Career Builder

In 2025, PIL was ranked among the **top 20% of 1,500 organisations** in the inaugural **Singapore Opportunity Index (SOI)** by the **Ministry of Manpower.**

The SOI highlights the **top 300 organisations** in Singapore that excel in creating **meaningful career growth opportunities** and delivering **positive workforce outcomes.**

Highlighted as a career builder, PIL creates opportunities for our staff to advance in their careers, whether it be people moving vertically or gaining a different skillset. Ranked in terms of pay, progression, hiring, retention, and gender parity, PIL consistently scored highly in terms of wage growth, and advancement probability.

People are our greatest strength, and obtaining this recognition provides us with the confidence that we are investing in the right areas to develop our people and reaffirms our commitment to:

- Engaging and nurturing our employees in their career development
- Embracing diversity and fostering an inclusive workplace
- Providing continuous learning and upskilling opportunities
- Supporting the wellbeing of our people

Supporting Our People and Their Families

Our reward philosophy is grounded in merit and performance, while remaining aligned with market standards. To attract and retain talent, we conduct annual salary reviews informed by industry benchmarks and feedback from our staffing agents and seafarers. Complementing our remuneration framework, we offer benefits that support the health, well-being and financial security of our employees. Shore-based employees receive insurance coverage aligned with domestic market practices, while seafarers benefit from coverage that extends to their families and continues during periods away from sea service. In 2025, we further enhanced our support for seafarers by expanding medical insurance coverage to include Traditional Chinese Medicine (TCM).

In early 2025, we also enhanced our flexible benefits programme in Singapore by introducing incentive features that encourage healthier lifestyle choices. To further support employees through significant life stages and promote work-life balance, PIL will introduce a global minimum of 16 weeks' maternity leave for all female employees in 2026.

Alongside the Wives and Kids Club, a special network for seafarers' families to socialise and provide mutual support, PIL launched the Seafarers' Children's Education Grant in 2025. Through this grant, PIL provides financial assistance to support the educational aspirations of seafarer's children. The grant reflects our People-Centric commitment to caring for our seafarers and their families, helping to create opportunities for future generations while supporting the wellbeing of our workforce. A total of 160 children received the grant, with up to a value of US$230,000.

Seafarers Wives and Kids Club outing in Melaka, Malaysia 2025

TALENT DEVELOPMENT

We believe that organisational strength is built not only on operational excellence, but also on the continuous development of our people. By recognising the unique strengths of each employee and investing in their growth, we seek to unlock their full potential and enable more meaningful contributions to the organisation. At the same time, we are committed to developing leaders who can guide PIL through transformation and equipping the next generation of maritime professionals with the capabilities needed to support the future of the industry.

We provide employees with diverse learning and development opportunities that extend beyond formal training. These include on-the-job learning, participation in cross-functional and cross-departmental projects, and involvement in business process excellence and transformation initiatives that enable employees to broaden their skills while contributing to organisational improvement. Employees may also gain international exposure through short- and long-term overseas assignments, participation in regional and global projects, and collaboration with colleagues across our international network, helping them develop cross-cultural competencies and gain a deeper understanding of our global operations.

We are committed to providing equal opportunities for all employees to grow and develop in their careers. In 2025, we achieved an average of 9.6 hours of training per shore-based staff and 72 hours per seafarer. We remain committed to advancing learning and development, with a target to provide a minimum of 24 training hours annually to each employee, on average, by 2026.

	2024	2025
Average training hours per employee	**39.8**	**44.7**
- Shore staff	7.4	9.6
- Seafarers	63.5	72.0
Total training hours	**270,201**	**321,678**
- Shore staff	21,406	30,167
- Seafarers	248,795	291,511

PIL Academy

PIL Academy was established as a centre of excellence for learning and development, supporting our workforce with the skills and knowledge needed to thrive in a rapidly evolving maritime and logistics environment. The Academy offers comprehensive development opportunities for employees, with a focus on building core capabilities relevant to the maritime industry, while also supporting PIL's broader strategic objectives. Through accredited courses, flexible learning pathways, and strategic collaborations with industry organisations and technology partners, PIL Academy provides a structured yet adaptable approach to staff development. This enables employees to strengthen their competencies in ways that are aligned with both their individual learning needs and the future direction of the business. As part of PIL's commitment to continuous learning, talent development and operational excellence, PIL Academy collaborates with external partners to expand access for professional and industry-relevant training opportunities for employees across our global workforce. These partnerships support the development of relevant skillsets that enable employees to pursue lifelong learning and career advancement. Key collaborations include:

- **Singapore Institute of Technology (SIT):** Co-development of micro-credentials under the Competency-Based Stackable Micro-credential pathway, where staff can choose specialist certificates based on their current roles and potentially stack them towards a degree or higher qualification.
- **JobKred:** An AI-powered skills management and development platform that contains the skills inventory for the respective job families. It enables employees to assess their skills competencies and identify relevant courses to address identified skills gaps.
- **Maritime Training Academy:** Collaboration to offer bespoke remote-learning diplomas in maritime studies, expanding access to specialised education for our global workforce.

PIL Academy is the cornerstone of building a skilled, agile, and motivated workforce, ensuring PIL's long-term success in the maritime industry

Mission

Empower the PIL team with the key skills and knowledge to excel in maritime transport and logistics sectors

Vision

A leading academy distinguished for innovative and superior training in maritime transport and logistics

What We Want to Achieve

Increased Productivity

- Streamlined operations through advanced skills and innovative solutions
- Reduced operational inefficiencies with expert-trained staff

Enhanced Employee Engagement

- Upskilled workforce aligned with organisational goals
- Greater career satisfaction through structured growth paths

Maritime Industry Growth

- Advocacy for the maritime sector as a career of choice
- Collaboration with partners to strengthen industry standards

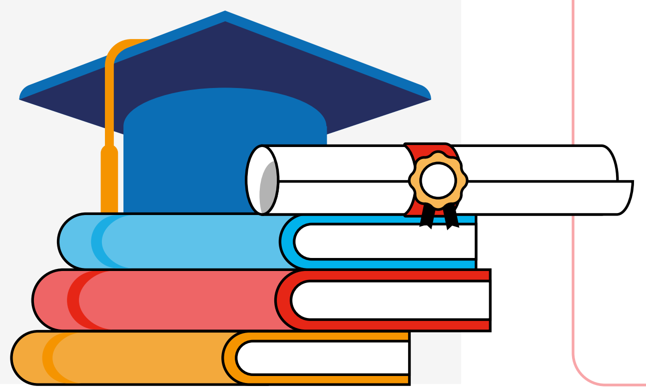
Strategic Initiatives

Custom Learning Pathways
Tailored programs for diverse roles

In-house Expertise Development
Empowering employees as trainers

Global Exposure
Collaborations with industry leaders and institutions

Innovation Labs
Practical applications driving sector transformation



2025 Achievements

59 in-house developed courses:

- 40 Maritime 101 modules
- 19 Non-Maritime 101 modules

Diverse topic courses, including:

- Workplace Safety and Health
- Risk Management
- Labour and Human Rights
- Anti-Bribery and Corruption
- Sanctions Compliance
- Competition Compliance
- Data Privacy
- Data Visualisation
- Environmental Management, e.g. ISO 14001 and MARPOL regulations

Moving forward, PIL Academy will continue to expand its course offerings and progressively roll them out across our global workforce. We will also continue to focus on developing internal trainers within their respective areas of expertise, enabling us to strengthen in-house capability and deliver learning that is more closely tailored to the PIL context. In parallel, we will continue to engage specialised trainers from the maritime industry to support the ongoing development of our workforce.

MANAGEMENT APPROACH

PIL places the utmost importance on our people, recognising them as our most valuable asset. We are committed to the health, safety, and wellbeing of our employees, both on shore and at sea, with a strong emphasis on respecting labour and human rights. This commitment extends to both maritime and onshore activities, complying with the International Safety Management (ISM) Code, International Ship and Port Facility Security (ISPS) Code, and applicable local health and safety regulations.

COMMITMENT

We are committed to protecting the wellbeing and safety of our crew, staff, and partners.

TARGETS

- Lost Time Injury Frequency (LTIF) of not more than 0.7 in 2026
- Zero fatality and zero major accident in 2026

PERFORMANCE 2025

- LTIF of 0.57, achieving 2025 target of not more than 0.8 LTIF
- Zero fatality and zero major accident[13]

Alignment with GRI Standards: GRI 403

OCCUPATIONAL HEALTH AND SAFETY

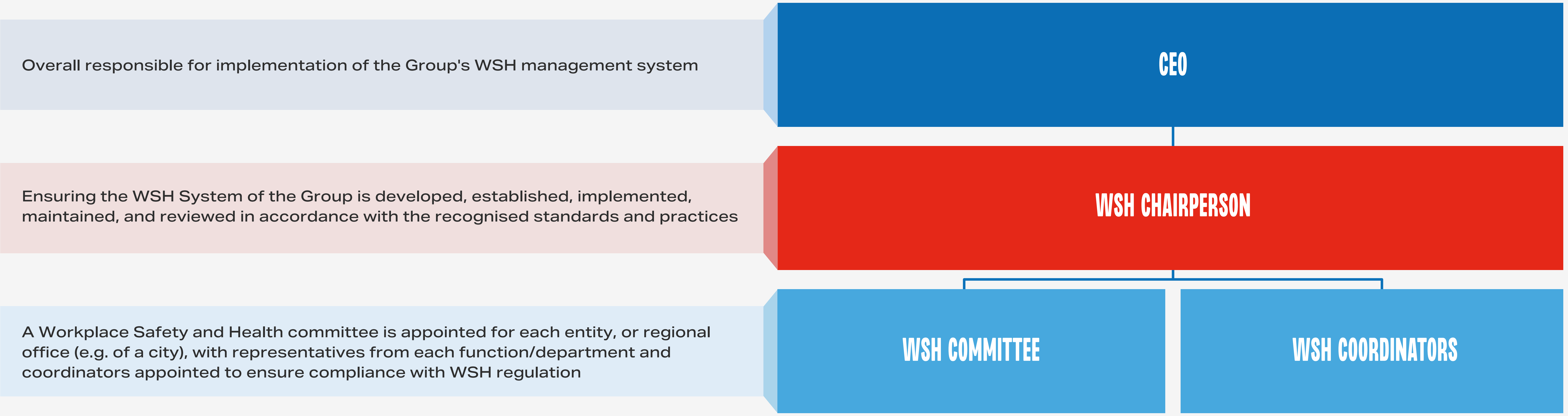
HEALTH AND SAFETY MANAGEMENT SYSTEM

Our health and safety management is anchored in our Workplace Safety and Health Policy, which applies across all operational contexts, both shore-based and offshore. The policy mandates strict adherence to Standard Operating Procedures (SOPs) and comprehensive risk assessments, particularly for all offshore activities where risk exposure is elevated.

The Workplace Safety and Health Committee operationalises this policy and serves as our formal oversight mechanism. This joint management-worker body represents all employees and plays a central role in upholding operational integrity, ensuring legal compliance, and cultivating a proactive culture of safety. Employees are encouraged to raise any safety concerns with the Committee, including feedback on SOPs, ensuring that safety decisions are informed by operational realities and addressed transparently.

GROUP WSH ORGANISATIONAL CHART

PIL Group believes in providing a safe and healthy environment for all of our employees, suppliers, contractors and customers. We will take measures to protect, and ensure that no harm is caused to all persons, the environment, and our physical assets.



[13] Accidents resulting in at least the loss of one life, or at least 3 casualties (life threatening or long-term impact) due to operations

Strengthening Operational Safety Credentials

In 2025, we attained ISO 45001 certification for our Singapore headquarters and fleet management system for all our vessels, marking a significant milestone in our occupational health and safety journey. Awarded following an independent audit covering our ship management operations, this certification confirms that our health and safety management system is effectively implemented and maintained. This builds on our BizSAFE Level 4 certification, obtained in 2022 from Singapore's Workplace Safety and Health (WSH) Council, which recognised that PIL has conducted risk assessments for all work activities and processes in line with the WSH Risk Management Regulations.

As part of our commitment to safety within the wider industry, PIL has been an active part of the Container Ship Safety Forum (CSSF), discussing topics such as cargo fires, port state control developments, and many more to ensure no harm is caused to people, ships, cargo, and the environment. In November 2025, PIL participated in the second CSSF annual Members Meeting, covering topics such as cargo fires, global security concerns, port state control developments, port of refuge challenges, and the potential of AI to support safer operations, strengthened security and improved crew training.

Capt Peng, PIL, participated in CSSF annual Members Meeting in Nov 2025

In parallel, we maintained 100% compliance with the ISM and ISPS codes for our fleet, including health and safety risk assessments onboard our ships.

Mandatory Occupational Health and Safety Training

We implemented mandatory health and safety training for all employees in 2025, maintained as an annual standard across the organisation to support a consistent and informed safety culture.

100%

of staff and seafarers globally trained on occupational health and safety in 2025, through our annual Global Workplace Safety and Health course

Driving a 'Safety First' Culture

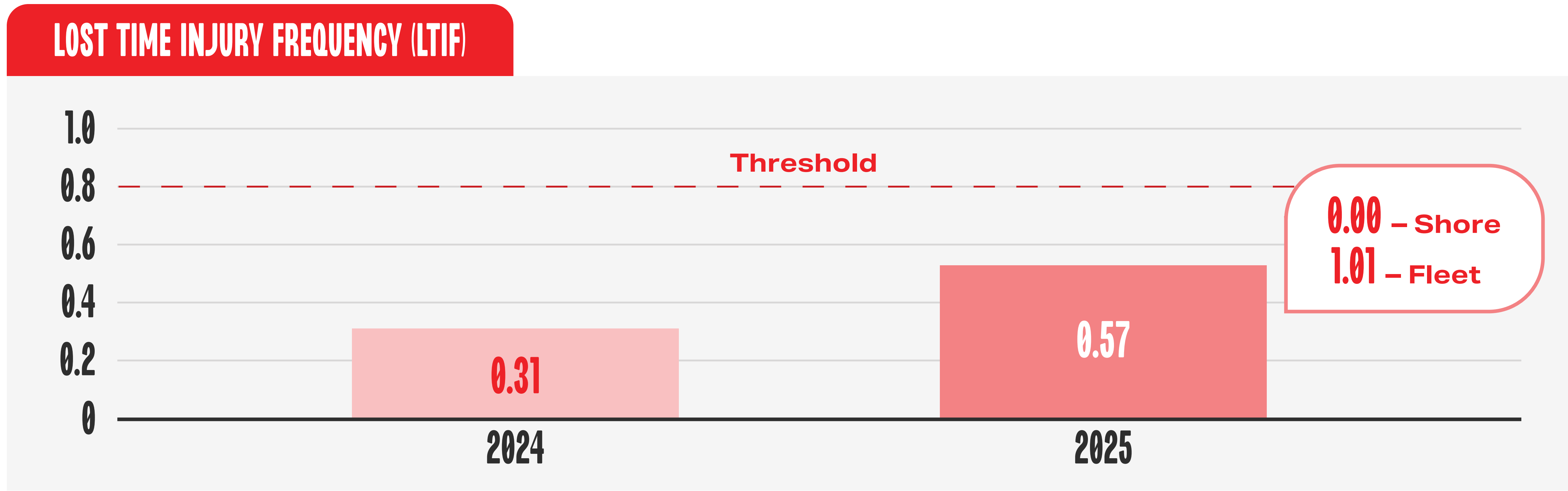
Beyond mandatory training, we foster our shared culture of safety through dedicated engagement events. In 2025, PIL Fleet and QSSE held its Safety Day in Malacca in conjunction with our 2nd seafarer seminar. A full day dedicated to safety through workshops conducted by internal and external experts from ABS, Skuld, and Marine Fuels and Services. The day focused on topics such as safety on board, loss prevention, and safe handling of marine fuels. Through this full day workshop, it brought both shore and sea-based staff together to reinforce safe practices and shared responsibility.

In addition, in February 2025, there was a focus on building fire safety culture throughout PIL. Teams across the global conducted comprehensive fire safety training in their offices to ensure that their teams were equipped with the necessary skills to handle emergencies effectively to foster a safe and secure working environment. In addition, offices around the world conducted fire drills.

Looking ahead, we are planning our first Global Safety Day in 2026, extending this culture of safety across our worldwide operations.

Fire safety workshop in PIL Egypt office

To reinforce our commitment to ensuring a safe workplace and a robust health and safety management system, our QSSE team conducted WSH audits conducted on 73% of the global offices. Not only does this help to maintain consistency throughout our global network, it also ensures that the offices are up to PIL's safety standards while reinforcing our safety culture.



Looking ahead, the QSSE department will continue to collaborate closely with the Fleet department and other operational units to strengthen our safety systems, enhance reporting mechanisms, and drive continuous improvement in workplace health and safety performance.

Emergency Preparedness and Response

Our emergency preparedness and response is governed by our Safety and Emergency Manual (SEM). This manual is built on a foundational directive: the safety of life shall be the foremost priority in all emergency situations. The SEM covers thirteen categories of shipboard emergencies from fire and flooding to spills, collisions, serious injuries and rescue operations.

Each vessel follows a Ship Specific Contingency Plan, with designated officers responsible for executing emergency procedures and clear reporting channels to head office. All shipboard emergencies shall be reported as soon as practicable with urgency to safeguard life, vessel, and the marine environment.

To ensure preparedness of staff, PIL conducts shipboard training and emergency response drills in compliance with relevant requirements, including the Convention for the Safety of Life at Sea (SOLAS Convention). In addition, we conduct annual emergency ship-shore exercises to ensure that vessel crew and shore teams remain well coordinated in the event of an emergency. Records of all drills exercises are kept and evaluated, with lessons learnt promptly disseminated to the Shore Emergency Response Team and vessels.

In 2025, we had zero major accidents at sea and on shore.

Search and Rescue Operations

PIL's commitment to safety extends beyond our own operations. We recognise the importance of safety across the maritime industry and stand ready to assist others when called upon.

PIL's Search and Rescue Efforts

PIL was awarded "Outstanding Contribution to Search and Rescue Efforts in 2024" at the International Safety@ Sea Week 2025. Organised by the Maritime and Port Authority of Singapore (MPA), this award was given in recognition of the successful search-and-rescue operation carried out by our vessel Kota Kamil on 29 June 2024. Kota Kamil was en route from Mombasa, Kenya to Singapore when it received an urgent request to render assistance to two fishermen in critical condition on a Sri Lankan fishing vessel in the Indian Ocean.

PIL received the "Outstanding Contribution to Search and Rescue Efforts in 2024"

SUCCESSFUL SEARCH-AND-RESCUE

On 10 November 2025, the Kota Cantik, under the command of Captain Anatolii Panchenko, carried out a successful rescue operation, saving three fishermen found adrift in the Gulf of Guinea off the coast of Lagos, Nigeria. Our crew skilfully manoeuvred the vessel towards the distressed fishermen and successfully brought them aboard. The rescued fishermen were cared for by our crew who provided them with food, water, a warm shower and dry clothing, until the arrival of the Nigerian Navy to send them safely back to shore. We understand the fishermen had been drifting for several hours after capsizing from their fishing boat, before they were spotted by our vessel. The fishermen were cared for onboard until the Nigerian Navy returned them safely to shore.

MANAGEMENT APPROACH

PIL has a presence in over 500 locations in more than 90 countries around the world and our business has an impact on many local communities. Our Grant-Giving Policy, Culture Playbook and social commitments guide our efforts in creating a lasting positive impact on these communities.

COMMITMENT

We strive to provide the best support we can, not only to our partners, employees, and their families, but also to the communities at large.

TARGETS

At least 60% of donations directed to long-term causes in 2026 **(NEW)**

PERFORMANCE 2025

US$807,000 committed to focus areas

Alignment with GRI Standards: GRI 413

COMMUNITY IMPACT

With a presence spanning over 500 locations across more than 90 countries, PIL embraces its role as a responsible corporate citizen. We are committed to creating positive and lasting impacts in the communities we serve by promoting sustainable development, supporting local economies, and conducting our business that is guided by both ethical standards and legal integrity. Our efforts to contribute positively to communities are guided by our Grant-Giving Policy and Culture Playbook.

Our Grant-Giving Policy focuses on four areas: Empowering Communities, Humanitarian Aid, Conservation of the Natural Environment, and Supporting Seafarers. Added in 2024, the Supporting Seafarers pillar recognises the vital role seafarers play in the maritime industry and global economy. PIL continues to prioritise long-term initiatives and recurring grants for flagship projects to maximise positive impact and deliver lasting benefits to our target beneficiaries.

FOCUS AREAS

1. Empowering communities
- Providing communities in need with necessities with the aim to enhance food security and public health
- Investing in education and capacity-building

2. Humanitarian aid
- Providing relief to victims of natural disasters and geopolitical conflicts through logistical support and partnerships with non-governmental organisations (NGOs)

3. Conservation of the natural environment
- Contributing to projects that protect and improve the environment, with a particular focus on marine ecosystems

4. Supporting Seafarers
- Contributing to initiatives that champion the wellbeing of seafarers across the globe

~USD$807,000
Total value of donations committed in 2025

~800 HOURS
Total volunteer hours in 2025

23
Countries assisted via donations in 2025

Empowering Communities

In 2025, PIL continued to support communities across the globe through a range of community engagement initiatives, including employee volunteering, charitable donations and in-kind contributions. Through these efforts, we remain committed to creating positive social impact and contributing to the wellbeing of the communities in which we operate.

TANA RIVER LIFE FOUNDATION – KENYA

To improve learning opportunities for underprivileged youths in Kenya, PIL sponsored the shipment of three 40-foot containers carrying donated classroom desks and chairs from Singapore to public schools in Kenya's Tana River District. The donation helps create more conducive learning environments, providing students with the resources they need to learn and thrive. Through our long-standing partnership with the Tana River Life Foundation (TRLF), PIL has supported the transportation of donated goods to Kenya since 2015. By leveraging our logistics expertise, we help connect essential resources with the communities that need them most, contributing to better educational outcomes and brighter futures for young people in under served communities.

KING HUSSEIN CANCER FOUNDATION – JORDAN

In 2025, PIL renewed its long-standing partnership with the King Hussein Cancer Foundation (KHCF) to support access to treatment for underprivileged cancer patients at the King Hussein Cancer Centre (KHCC). Through this agreement, PIL-Jordan customers may voluntarily donate JOD1, with PIL matching every donation dollar-to-dollar to amplify its impact. By combining the support of our customers with our own contributions, we help enable patients in need to access critical cancer treatment and care. This continued partnership is a reflection of our commitment to support vulnerable communities and improving access to quality healthcare for those in need.

AUTISM ASSOCIATION – SINGAPORE

In 2025, PIL commemorated Singapore's national milestone by supporting Autism Association (Singapore), an independent charity and social service agency dedicated to serving individuals on the autism spectrum and helping them maximise their potential to lead meaningful and quality lives in society. Established by a group of parents and registered as a charity in Singapore in the 1990s, the Association delivers support across life stages through Eden Children's Centre, Eden School, Eden Centre for Adults, Eden Activity Club and Eden for Life. These programmes cover early intervention for children, special education for students, day activity and social-leisure programmes for adults, and longer-term life planning support.

MARACA ASSOCIATION – MOZAMBIQUE

As part of our Future-Focused commitment to creating a better world for future generations, PIL funded the reconstruction of a school in Cabo Delgado, Mozambique, that was damaged by Cyclone Chido in December 2024. The school serves more than 210 children daily in the local community and suffered significant damage to the school's main building and toilets, disrupting access to education.

In partnership with the MARACA Association, PIL donated funds to restore the school's learning environment. The reconstruction project included rebuilding the roof, reinforcing the main building structure, installing new windows and repairing the toilets. With the project completed, students are now able to return to a safe and conducive learning environment and continue their education. Through such initiatives, PIL seeks to support community resilience and help create positive, lasting outcomes for future generations.

HUMANITARIAN AID

Gaza Relief Efforts

In 2025, PIL signed a Memorandum of Understanding (MoU) with Humanity Matters (HM), a Singaporean humanitarian organisation, to support relief and community upliftment efforts in ASEAN and the Middle East, committing up to S$1,000,000 in shipping, logistics and related support for humanitarian relief programmes serving communities affected by conflict or extreme climate events.

The partnership will also explore initiatives in ASEAN countries where PIL operates, including education, clean water access and coastal protection, to uplift vulnerable communities and improve lives.

Since 2024, PIL has supported HM's humanitarian efforts as its official shipping and logistics partner, providing sea freight and land logistics for five container shipments from Singapore to Gaza via Aqaba, Jordan. These shipments carried essential supplies, including medical supplies, water, ready-to-eat meals and children's care packs.

PIL also supported HM's Gaza Street collection in Singapore on 20 December 2025, which mobilised close to 200 volunteers to raise funds for relief efforts and led to the transport of 18 tonnes of relief supplies to Jordan for distribution to civilians affected by the conflict in Gaza. Packed by volunteers in Singapore, including more than 25 PIL employees, the shipment comprised two 40-foot containers carrying ready-to-eat meals, collapsible jerry cans and other essential supplies.

PIL volunteers, along with Singapore Coordinating Minister for National Security and Minister for Home Affairs K Shanmugam, and PIL Executive Chairman SS Teo (both centre), supporting the loading of relief cargoes for conflict-stricken Gaza in end 2025

CONSERVATION OF THE NATURAL ENVIRONMENT

Protecting Ecosystems and Communities

In 2025, PIL supported environmental conservation efforts in Singapore through its participation in the Plant-A-Tree Programme under the Garden City Fund. Together with SMF's MaritimeONE scholars and other maritime industry representatives, our employees helped plant 122 trees along the Rail Corridor, contributing to Singapore's goal of planting one million more trees by 2030.

Complementing our urban greening efforts, PIL also contributes to the protection of Singapore's waterways and aquatic ecosystems. In 2025, PIL supported Waterways Watch Society (WWS) by providing a container for its operational needs and sponsoring six kayaks used for waterway clean-up activities. These resources help volunteers remove litter from Singapore's waterways, contributing to a cleaner and healthier aquatic environment. Through initiatives such as these, PIL helps foster cleaner waterways and a healthier natural environment for the communities we serve.

PIL supports EcoFaxina, an organisation working to combat marine pollution in Santos, Brazil, by improving the waste collection systems, conducting environmental educational programmes and organising community clean-up activities. Through its initiatives, EcoFaxina collects more than 1,400kg of waste annually, with approximately 50% comprising recyclable plastics, helping to prevent waste from entering the marine environment. By supporting EcoFaxina's efforts, PIL contributes to the protection of marine ecosystems and promotes environmental stewardship within local communities.

PIL Singapore posing with the 6 kayaks that we sponsored after a fulfilling day of cleaning up our waterways.

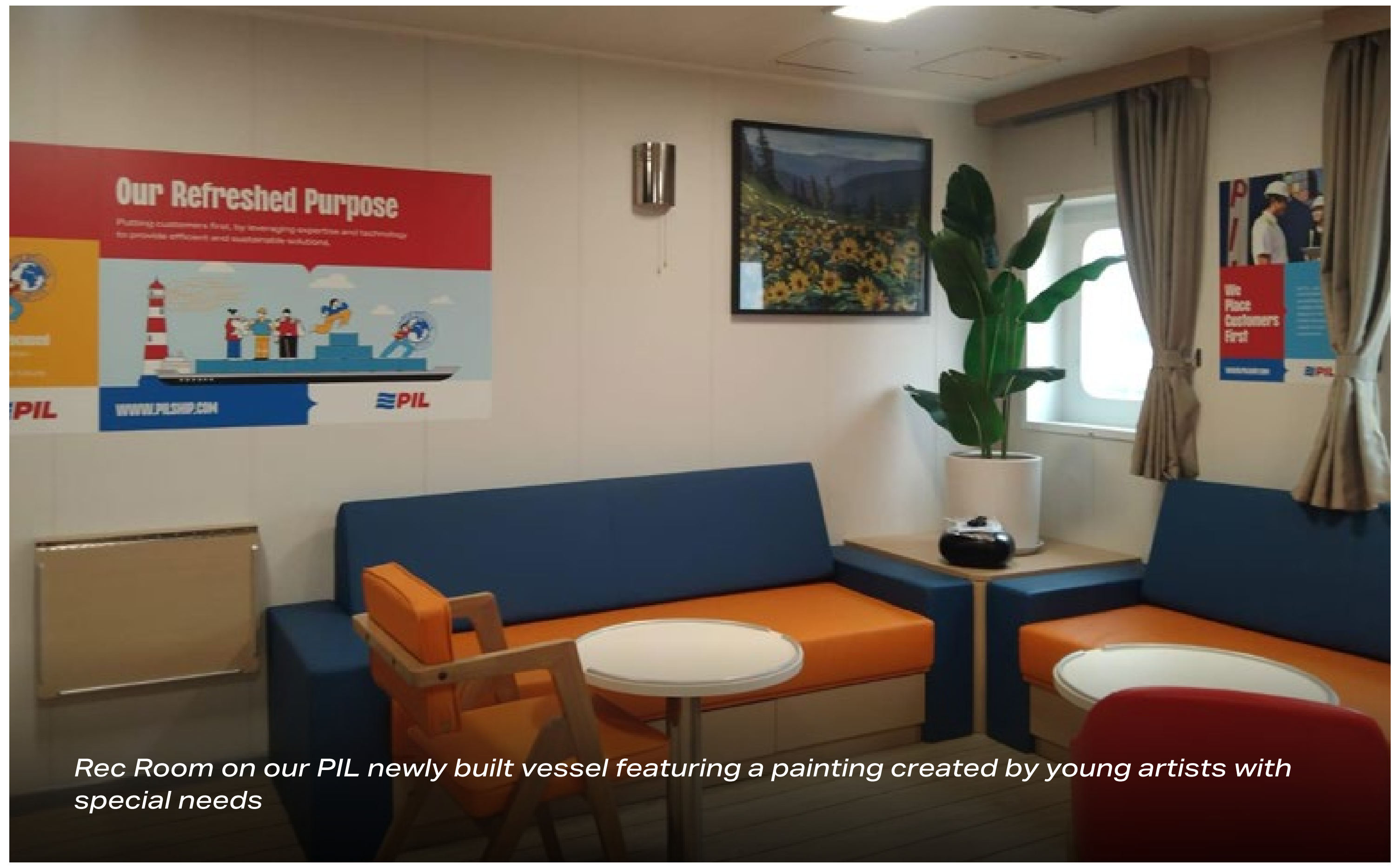
SUPPORTING SEAFARERS

Supporting the Mission to Seafarers Singapore

In 2025, PIL continued its support through donations to the Mission to Seafarers Singapore (MtSS), an organisation which aims to improve the physical and mental wellbeing of all seafarers passing through Singapore's ports. MtSS plays a vital role in seafarer welfare, conducting ship visits to care for seafarers' welfare, providing counselling services, basic necessities and recreational facilities through its international drop-in centres in Jurong and Pasir Panjang ports, and the upcoming centre at Tuas port.

MtSS plays an important role in supporting seafarers' wellbeing who spend extended periods away from home. The organisation also loans portable internet routers to ships, helping seafarers stay connected with their families and loved ones while at sea, access news and online information, and reduce feelings of isolation. Not only does PIL support MtSS financially, we also support them through our leadership with Chief Executive Officer Lars Kastrup taking over as Chairman of the MtSS Management Committee.

In addition, we beautified our newbuild vessels through the purchase of paintings created by young artists with special needs through ExtraOrdinary People. PIL's contribution is intended to encourage these young artists in developing the skills required to foster greater independence and sustainable livelihoods. The vibrant artworks will also contribute to a more welcoming environment onboard and support the mental wellbeing of our seafarers. Through this meaningful contribution, PIL reaffirms its commitment to the global maritime community, recognising the vital role seafarers play in the industry.



Rec Room on our PIL newly built vessel featuring a painting created by young artists with special needs

GOVERNANCE

- Ethics and Compliance
- Risk Management
- Information Security and Data Protection
- Sustainable Procurement

MANAGEMENT APPROACH

Our governance framework supports compliance with applicable laws and regulations across the Group. We run a risk based ethics and compliance programme spanning policies and training, third party due diligence and screening, monitoring and testing of controls, accessible speak up and investigation channels, and regular reporting to the Audit and Risk Committee, with continual enhancements as risks evolve.

COMMITMENT

We believe in achieving our corporate goals with integrity and in accordance with all laws and regulations by embedding compliance tenets into our policies, systems, and processes.

TARGETS

At least 95% of in-scope shore staff[14] trained on anti-bribery and corruption, sanctions, and competition compliance by 2026.

PERFORMANCE 2025

- % of in-scope shore staff[15] trained on:
  - Anti-bribery and corruption: 98.3%
  - Sanctions compliance: 99.1%
  - Competition compliance: 96.3%

Alignment with GRI Standards: GRI 205, GRI 206

ETHICS AND COMPLIANCE

At PIL, we firmly believe that good governance and responsible business practices are fundamental to achieving sustainable, long-term success. We conduct our operations with integrity and remain committed to full compliance with all applicable laws and regulations. Accountability, fairness and transparency guide all our business engagements and stakeholder interactions.

Strong governance fosters a culture of ethical conduct and responsible decision-making across the organisation. As we continue to grow our business globally, we recognise that responsible business practices are essential not only for people and the planet, but also for maintaining stakeholder trust, managing risks and ensuring long-term business resilience. By embedding strong oversight and governance into our operations, we reinforce our commitment to sustainable growth and value creation.

Going Beyond Compliance

As a global corporation, we strive to go beyond basic compliance with laws and regulations by upholding the highest standards of governance and ethical business conduct throughout our organisation. Through strong corporate governance practices and a culture rooted in integrity, transparency and accountability, we aim to build and maintain the trust and respect of all our stakeholders and the communities we serve, while supporting the long-term sustainability of our business.

Our Culture Playbook shares what PIL believes in and our unique way of doing things. Guided by our core values of people-centric, pushing boundaries, and future-focused, the playbook embodies our commitment to living our values in action. It serves as a guiding compass for how we conduct business and respect each other at PIL.

Anti-bribery and Corruption

Bribery and corruption can have significant adverse impacts on businesses, economies, the environment and society.

PIL adopts a zero-tolerance approach to bribery and corruption and is committed to conducting business with professionalism, fairness and integrity. As part of this commitment, PIL is a member of the Maritime Anti-Corruption Network (MACN), reinforcing our dedication to promoting transparency and ethical business practices across the maritime industry.

PIL complies with all applicable anti-bribery and corruption laws and regulations, including the Singapore Prevention of Corruption Act 1960 (the "PCA"), UK Bribery Act 2010 and U.S. Foreign Corrupt Practices Act 1988, as well as any relevant local legislation in all jurisdictions where PIL operates in. These commitments are reflected in PIL's Anti-Bribery and Corruption Policy which applies to all employees, agents, subsidiaries and associates across our global operations. To strengthen employee awareness of compliance risks and ethical conduct, PIL continues to provide mandatory training for all shore employees on key topics via our Compliance Workplan, covering anti-bribery and corruption, competition, sanctions, and data privacy and protection. In 2025, PIL achieved our target, with 98.3% of all in-scope shore staff completing the anti-bribery and corruption training, demonstrating our ongoing commitment to ethical business practices.

In addition, we conduct comprehensive risk assessments, implement protective controls such as contractual safeguards, perform risk-based due diligence screening, and maintain vigilant monitoring for any breaches of our anti-bribery and corruption policies. In 2025, there were zero public legal cases regarding corruption brought against PIL. We also expect all our suppliers to uphold the same standards of ethical conduct and fully comply with all applicable laws and regulations related to anti-corruption, anti-bribery, anti-trust (competition), sanctions, and trade export controls. Through the PIL Supplier Code of Conduct, we communicate our zero-tolerance stance on bribery and corruption and our expectations for suppliers to comply with all applicable laws and regulations, and seek their acknowledgement and endorsement of these requirements.

Competition Law Compliance

Competition law is designed to protect businesses and consumers from anti-competitive behaviour and promote fair and effective competition. This is particularly relevant to the liner shipping sector which has been subject to heightened regulatory scrutiny in various jurisdictions.

All employees and those working for and with PIL are guided by our Competition Compliance Policy, which clearly outlines their responsibilities in complying with applicable competition laws and regulations. The policy provides guidance on key competition compliance principles relevant to the Group's business activities and applies across operations that are under PIL's operational or financial control.

As part of our Compliance Workplan, training sessions were conducted in 2025, with 96.3% of in-scope shore staff completing the competition compliance training.

Whistleblowing Programme

PIL upholds a firm zero-tolerance approach towards misconduct, including malpractice, impropriety, statutory non-compliance, or any form of unethical behaviour. Employees are encouraged to speak up against such cases and report concerns, helping not only to protect the interests of our organisation but also foster a culture of integrity, transparency and accountability throughout the organisation.

Our Whistleblowing Policy and reporting channels have been facilitating anonymous, responsible and secure whistleblowing, enabling employees and external stakeholders to report concerns or complaints without fear of retaliation. In 2025, we have received 45 whistleblower reports, of which 11 were from internal and 34 from external stakeholders. Of the reports received, 17 cases were assessed to be in-scope based on our Whistleblowing Policy and were investigated accordingly. The remaining reports were assessed as non-whistleblowing matters and were redirected to the relevant functions for appropriate follow-up. There were zero cases related to corruption reported through our whistleblowing channels during the reporting period. To reinforce the speak up culture within the organisation, regular communications are conducted, including awareness broadcasts and internal audits, promoting awareness of available reporting channels and ensuring whistleblowing information posters are prominently displayed across PIL's overseas offices.

The whistleblowing programme is overseen by the PIL Whistleblower Committee comprising the Executive Chairman and the Chief Executive Officer, with dedicated support from the Internal Audit Department. All investigated cases are reported to the Audit & Risk Committee, which comprises Independent Directors, ensuring impartial oversight and governance.

Our whistleblowing form is publicly accessible, enabling employees, partners and external stakeholders to confidentially report any concerns. Reports can be submitted anonymously and are reviewed and handled in accordance with our internal investigation procedures.
For more information, visit **https://www.pilship.com/whistleblower/**.

Sanctions Compliance

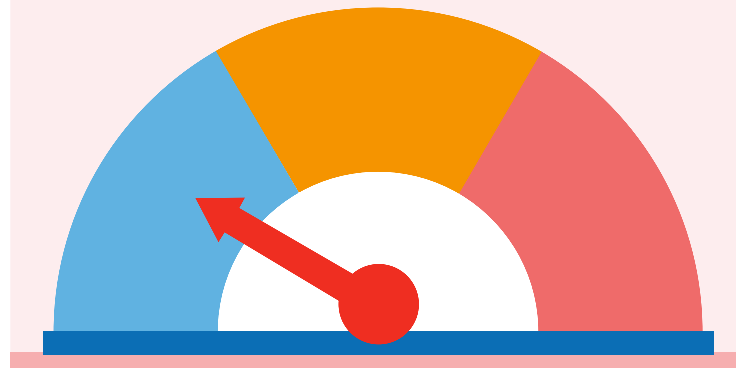
With our global network and operations, PIL remains committed to full compliance with all applicable sanctions law. In an increasingly complex geopolitical environment, we continue to strengthen our sanctions compliance programme to proactively identify and manage emerging risks. We maintain a strict policy against engaging in any business that could breach sanctions regulations and have established comprehensive policies, controls, and procedures to support compliance, which includes:

Leadership endorsement

Support and oversight from senior management on our sanctions policy

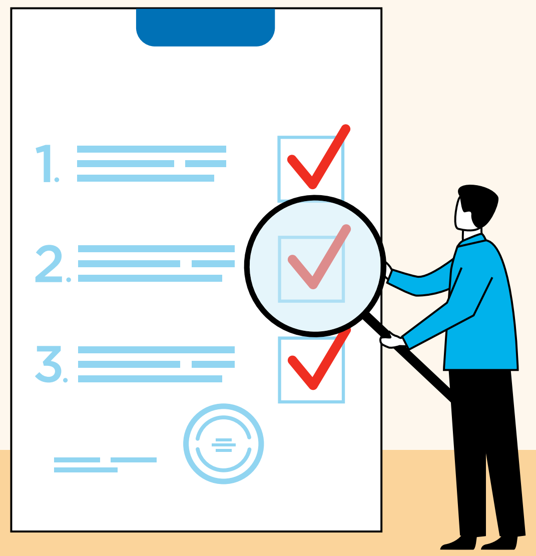
Targeted risk assessments

Regular evaluations of sanctions related risks, especially in high-risk jurisdictions where we operate



Screening and due diligence

Rigorous processes to screen and assess customers, counterparties, and suppliers

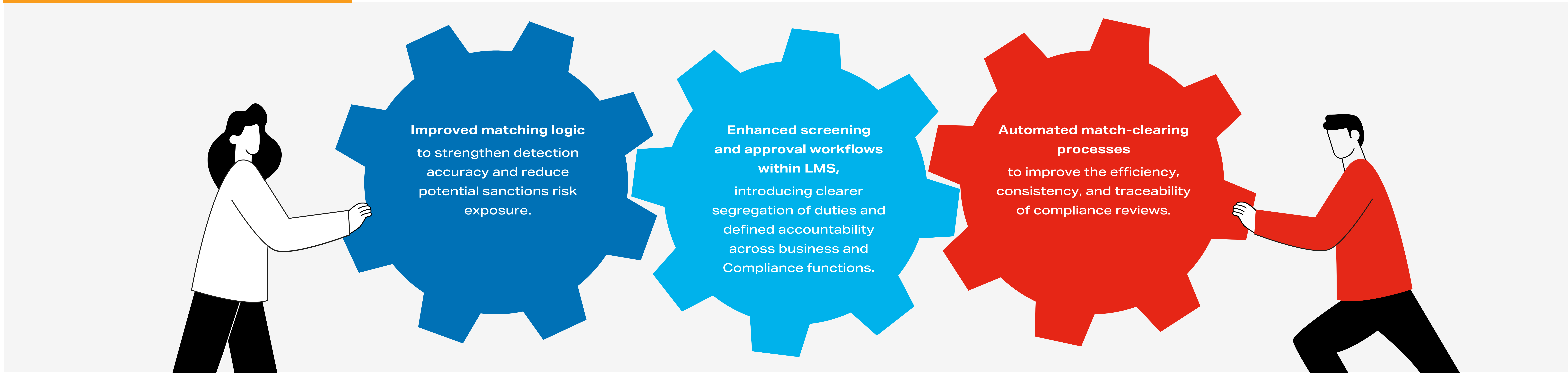


As part of our Compliance Workplan, PIL continues to build employee awareness and understanding of sanctions-related obligations. In 2025, we achieved our target with a strong completion rate of 99.1% among in-scope shore staff for sanctions compliance training. This reflects our ongoing commitment to fostering a strong culture of compliance and ethical business conduct, reducing potential risks and reinforcing our reputation as a responsible and trustworthy organisation.

Our due diligence process plays a critical role in our sustainability strategy, designed to identify, assess, and manage potential environmental, social, and governance (ESG) risks across our operations and supply chain. It supports informed decision-making by strengthening our ability to identify and assess red flags or potential risks when engaging with our business partners. This helps ensure compliance with applicable legal and regulatory requirements and mitigates the risk of PIL's involvement in prohibited or unethical activities. PIL has digitalised and implemented an automated solution that generates instant due diligence screening results for searched entities or individuals. Leveraging machine learning and generative AI, the system enhances accuracy of detection during assessments and automates intervention, allowing more reliable screening and blocking of sanctioned entities, thus lowering the sanctions risk exposure. In addition to improving the precision and efficiency of our due diligence process, it also enables consistency and traceability of compliance reviews, ensuring that potential issues are addressed proactively and systematically.

In 2025, PIL further enhanced its sanctions compliance framework through the expanded integration of FinScan with key business systems. This included integration with the Liner Management System (LMS) for customer screening, bookings and cargo release, as well as with ProcureSMART for supplier screening, enabling more consistent and automated screening across onboarding and procurement processes.

KEY SANCTIONS COMPLIANCE ENHANCEMENTS IN 2025



These enhancements have strengthened PIL's ability to identify and manage sanctions-related risks while supporting robust governance, effective risk management and regulatory compliance across our operations.

Looking ahead, PIL plans to further strengthen its compliance framework through the implementation of a Gift and Hospitality Policy and declaration portal along with an Anti-money laundering (AML) policy.

MANAGEMENT APPROACH

Risk management is a critical enabler for PIL by ensuring that we manage all relevant risks while conducting our business activities. PIL adopts the Integrated Assurance Framework (IAF) to robustly identify and manage risks across the organisation. During the continuous assessment of risks, emerging risks like climate risks are identified and subsequently added to the IAF as deemed appropriate.

COMMITMENT

We create a risk-aware strategy and integrate climate risk into our IAF to support the transition to a low-carbon economy.

TARGETS

Align with IFRS S2 standard by 2029[16]

PERFORMANCE 2025

Advanced on climate scenario analysis and climate adaptation[17]

RISK MANAGEMENT

Approach to Risk Management

PIL seeks to safeguard the safety and wellbeing of our people, deliver reliable services to our customers and create value for all stakeholders through responsible and effective operations. Our Integrated Assurance Framework (IAF) remains central to our approach to effective risk management and mitigation, enabling the identification, assessment and management of key risks to minimise disruptions and maintain operational continuity and excellence.

The IAF is directly overseen by our Board-level Audit and Risk Committee (ARC), which provides steer and accountability over risk management matters at PIL. The ARC meets every quarter. As part of the IAF governing body, the ARC is supported by management via the Management Risk Committee (MRC) and its working group which also meets formally on a quarterly basis. These meetings provide a platform to review PIL's risk landscape, including current and emerging risks, as well as align on corresponding mitigation measures.

We continued to strengthen our IAF to enhance our ability to anticipate and respond to emerging risks across our global operations. Building on the existing foundation, we refined our IAF's risk universe to reflect the evolving risk landscape and include additional emerging risks that may materially affect our operations and business activities, supporting more comprehensive risk identification and management across the organisation. Procurement risks, pandemic risks as well as physical climate risks, among others, remain embedded within the IAF as standalone risk categories, reflecting their continued relevance to PIL's operational resilience and governance priorities.

In 2025, the IAF highlighted global events such as changes in tariff policies, environmental climate and fuel related, regional conflicts, natural disasters and extreme weather as part of the risk landscape presented to the ARC throughout 2025. The team also published their crisis management policy and procedure in line with the IAF's focus on business resilience and response to adverse events.

As part of an ongoing IAF review initiative, in 2025, the Group performed Management Control Attestation on its key risks to support management's assessment that internal controls are adequate and effective.

To ensure that management stays abreast of risk management knowledge, IAF training or workshop sessions were conducted during the year. An online e-learning was also rolled out to relevant groups of employees in 2025 to promote awareness of IAF and to ensure that employees integrate risk management into daily decision making. In 2026, IAF e-learning will be rolled out globally.

IAF workshop conducted in 2025

Procurement risks are managed as part of our proactive approach towards responsible supply chain management and the integration of ESG principles. In 2025, we continued enhancing our group procurement system, including making improvements to the PIL spending analytics dashboard and the implementation of intelligent contract alerts, which further strengthened governance and process efficiency across our Group's procurement operations. In addition, a review of the manual key control of vendor due diligence identified an opportunity for automation. This is planned to be rolled out in 2026.

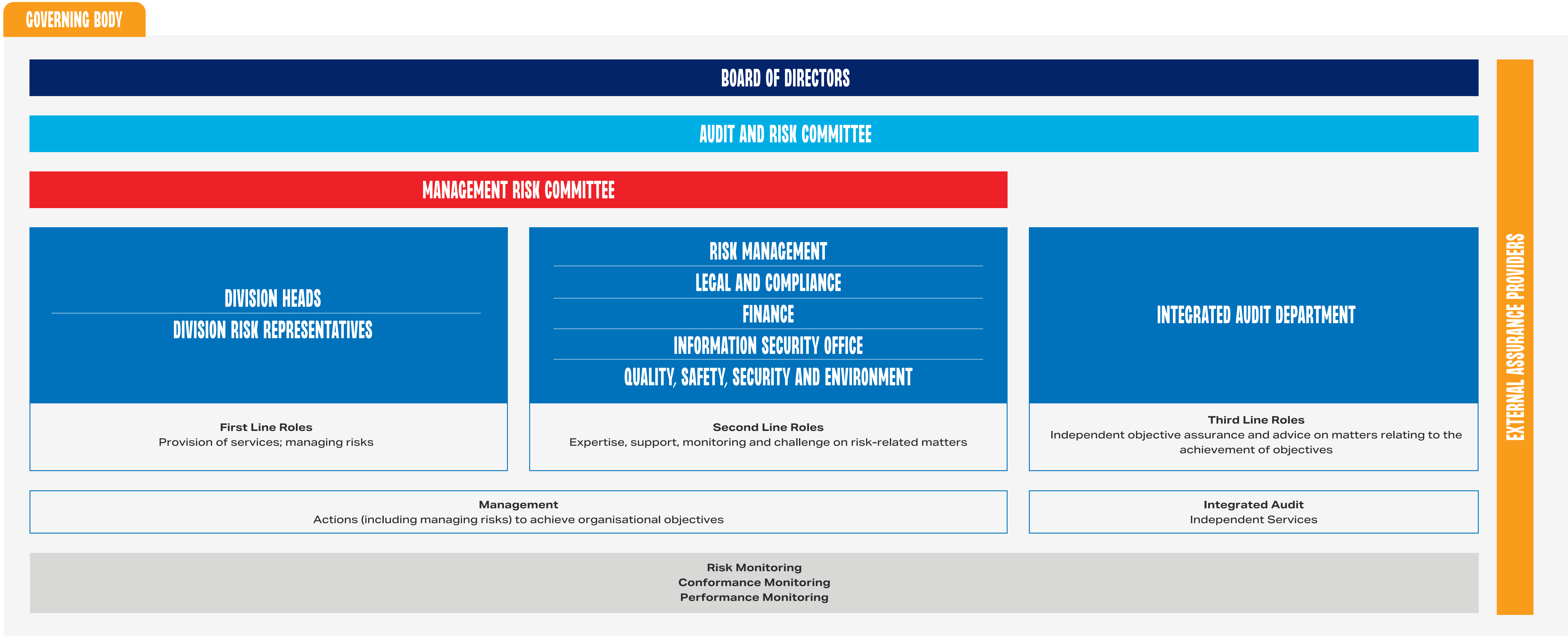
Physical risk remains embedded within the IAF, in line with evolving regulatory expectations, and is overseen by the cross-functional Climate Risk and Response Working Group. In 2025, the Group continued to assess and address climate-related risks at both strategic and operational levels, including extreme weather events, rising sea levels, and shifting climate patterns. Through in-depth assessments of the potential impacts of these physical hazards on our global operations, the Group enhances operational resilience and informs its risk mitigation measures (page 99).

[16] The target timeline has been revised from 2025 to 2029 to align with Singapore's revised timeline for mandatory climate-related disclosures for large non-listed companies.

[17] Our Climate-related disclosures are built on the recommendations of the TCFD and are prepared with reference to the IFRS S2 standard (page 99)

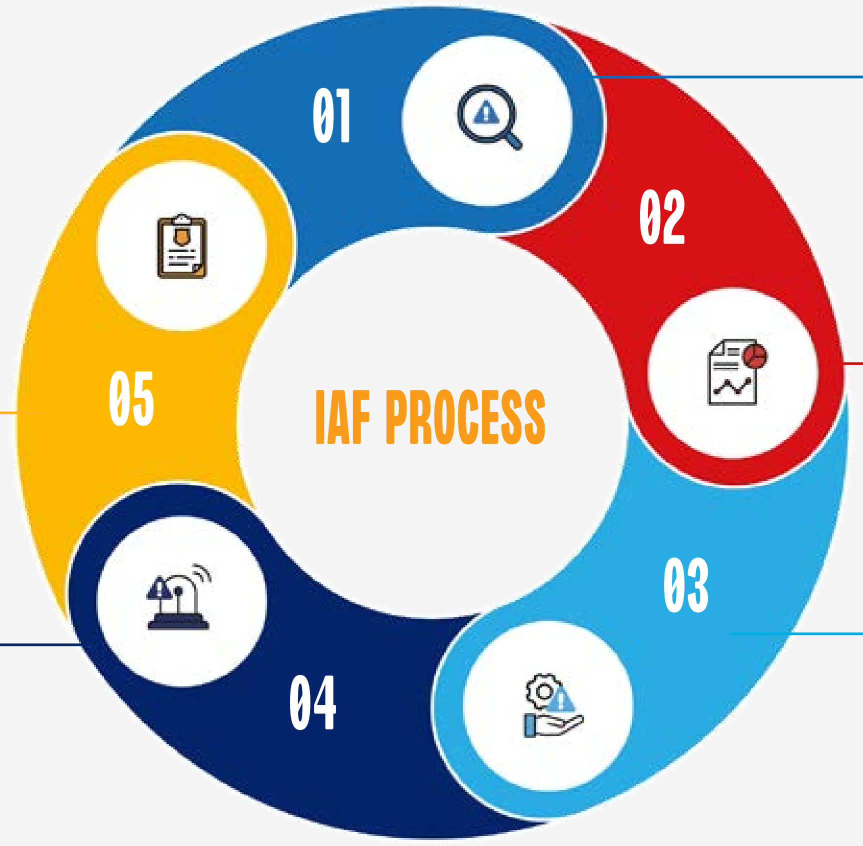
Risk Governance

Our Integrated Assurance Framework (IAF) continues to adhere to the Institute of Internal Auditors' Three Lines Model, implementing a well-defined structure with clearly delineated roles and a clear responsibility matrix to ensure effective risk governance throughout PIL.



We maintain an extensive risk management process, which follows an iterative cycle of identifying, analysing, managing and monitoring risks, ensuring a structured approach is in place to effectively manage and contain risks across the organisation. On top of this, we conducted an IAF workshop with the Board of Directors in 2025 to ensure that they are kept up-to-date on how the IAF is applied to PIL's risk management processes, reinforcing the importance of effective risk management at the leadership level.

THE 5 STEP IAF APPROACH



- **Identify the Risks**
  Identifying key risks that are material to the business, taking into consideration internal and external context
- **Analyse the Risks**
  Analysing risk drivers, consequences, current controls, and inherent, residual and target risk ratings
- **Managing the Risks**
  Determine appropriate risk treatment based on PIL's risk appetite and strategy
- **Key Risk Indicators**
  Early warning signals to indicate potential increase in likelihood or impact of a risk event before it materialises
- **IAF Dashboard**
  Reporting and escalation of risks to governing bodies within PIL

Business Continuity and Crisis Management

Business continuity management at PIL operates as an integral component of its enterprise risk management framework. Crisis management initiatives, including defined governance structures, incident classification, and the Crisis Management Group (CMG), are coordinated under the oversight of the Management Risk Committee. This unified approach ensures the protection of critical business objectives and supports the maintenance of organisational resilience during crises.

To strengthen the management of health and safety risks, particularly for business travel, PIL partnered with International SOS (ISOS) in 2024. ISOS provides services such as 24/7 medical assistance, emergency evacuation, travel risk management, and safety training. In 2025, we refreshed the training for PIL travellers so that PIL employees are well aware of the benefits that this program brings. These services ensure staff receive timely support and are informed of medical or security risks wherever they are located. In the event of an emergency, an auto emergency check in is activated for ISOS to locate and support the PIL employee. ISOS also issues real-time alerts and up-to-date information on pandemics, security incidents, and natural disasters, enabling PIL to respond promptly and safeguard employee wellbeing.

PIL's plan to further enhance its IT Business Continuity Plans (BCP) is guided by a strategic roadmap encompassing several critical phases, including the simultaneous enhancement of recovery strategies, alignment with the IT Disaster Recovery Plan, and integration of relevant support functions.

In 2025, PIL reviewed its IT business continuity programme which aimed at ensuring minimal business continuity objectives are fulfilled. This included refresh of identification of critical systems and applications, business impact analysis and recovery strategies. A cybersecurity tabletop exercise was also conducted in 2025 which tested our readiness using realistic scenarios and strengthened cross-departmental collaboration. These exercises provided valuable insights that were integrated into the IT BCP and action plans to further enhance the organisation's resilience and ability to maintain critical activities during disruptions.

In addition, PIL conducts annual IT disaster recovery plan to ensure a high level of preparedness for potential IT disruptions.

MANAGEMENT APPROACH

PIL is focused on delivering data-driven, innovative, and efficient digital solutions with robust data security. Our Information Security Policy guides our stringent security practices, including regular risk assessments and mandatory adherence to our standards by third-party partners. Our Data Protection Policy sets out our responsibilities and provides guidance to ensure protection of personal data. Additionally, all employees are required to complete cybersecurity and data protection trainings.

COMMITMENT

We are committed to securing our information, assets, and records by adopting a three-pronged approach of stakeholder engagement, investing in technology and upskilling, and risk management.

TARGETS

- At least 95% of in-scope employees trained on data protection by 2026
- At least 95% of in-scope employees complete cybersecurity awareness training **(NEW)**
- Conduct annual cybersecurity assessments and penetration testing **(NEW)**
- Zero significant data breaches **(NEW)**

PERFORMANCE 2025

>98% of employees trained on data protection[18], achieving 2025 target

Alignment with GRI Standards: GRI 418

INFORMATION SECURITY AND DATA PROTECTION

PROTECTING OUR DATA AGAINST THREATS

At PIL, we recognise the critical importance of securing our information, assets and records. We prioritise the security and protection of information as a core component of our sustainability strategy.

PRINCIPLES OF CYBERSECURITY

Our cybersecurity approach is guided by clearly defined organisational parameters and robust governance structures, including an established Cybersecurity Council and a dedicated cybersecurity team. Core cybersecurity principles are embedded within a comprehensive set of policies and procedures, ensuring a holistic approach to risk management in cybersecurity operations across the organisation. This integrated framework drives ongoing cybersecurity assurance and underpins our transformation towards a resilient and secure digital environment.

1. Identify

- Identify crown jewels
- Cyber risk assessment
- Asset management
- Supply chain risk management

2. Protect

- Security by design
- Secured access
- Cyber defence technologies
- Data security
- Policies & procedures
- Standards & certifications
- Awareness & training

3. Detect

- Continuous security monitoring
- Detection technology
- Data events & exceptions management

4. Respond

- Business continuity management
- Cyber investigations
- Cyber incident response
- Cyber improvements

5. Recover

- Disaster recovery
- Recovery testing
- Cyber communication

Our cybersecurity policies are implemented both within the organisation and externally, reflecting an ecosystem-centric approach to managing cyber risks across all touch points. To effectively manage external threats, PIL evaluates and mitigates risks posed by vendors by ensuring they comply with contract security requirements, performing regular risk assessments, and creating incident response plans for handling third-party incidents.

[18] Please refer to the methodology section for more information on how training completion is calculated.

In 2025, PIL updated and expanded its formal Information Security Policy to provide clear and enforceable standards across the Group. This overarching policy establishes the Group-wide baseline requirements for protecting information confidentiality, integrity, and availability. Complementing this, PIL introduced and refreshed a suite of specialised policies and procedures, spanning areas such as application security management, cloud security, vulnerability management and third-party access controls. A Zero Trust Security Policy was formalised, adding threat intelligence integration aligned with ISO 27001:2022 requirements. Additional supplementary policies and procedures governing user behaviour and technical security controls – including encryption, privileged account management, and cybersecurity incident response – were introduced or maintained during the reporting year. Furthermore, the Generative AI Acceptable Use Policy was implemented, governing responsible AI use and preventing inadvertent data leakage.

PIL's Data Protection Policy sets responsibilities and guidelines to safeguard personal data in compliance with applicable privacy regulations. All employees are required to comply with this policy and complete its respective training.

Risk Management in Cybersecurity Operations

As a prominent global shipping and logistics company, PIL places high priority on risk management in cybersecurity operations. The National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0, updated in February 2024, remains the foundation of our cybersecurity strategy and operations. This updated framework strengthens cybersecurity governance by recognising cybersecurity as a key enterprise risk and promoting the integration of cybersecurity considerations into organisational strategy, policy, risk management and decision-making processes.

The framework ensures alignment with international cybersecurity standards and best practices while adding a layer of digital risk evaluation in our ESG assessments. By focusing on high-level cybersecurity outcomes, it provides comprehensive guidance on how to manage and reduce cybersecurity risks, allowing organisations to better understand, assess, prioritise and communicate their cybersecurity efforts.

Implementing Risk Mitigation Strategies

The Group assesses and prioritises potential cybersecurity risks, including system vulnerabilities and ranks them based on their potential impact and likelihood to occur. Based on this assessment, risk mitigation strategies are then developed and implemented to address identified risks, reduce potential disruptions, and safeguard the continuity of operations. This proactive and risk-based approach supports the Group's long-term resilience and the continued reliability of our services.

To support continuous improvement, our Cybersecurity team monitors a set of internal key performance indicators (KPIs) to assess the effectiveness of cybersecurity controls and identify areas of improvement. These KPIs are reviewed regularly to inform risk-based decision making, strengthen our overall security posture and support the continuous improvement of our cybersecurity capabilities.

In 2025, PIL successfully achieved ISO 27001 certification, following the completion of two stages of rigorous independent audits. This significant milestone reflects PIL's strong commitment to ensuring and continuously improving a robust and well-governed Information Security Management System (ISMS). It provides independent validation that PIL has established comprehensive controls and processes to safeguard data, ensure business continuity, and protect the organisation against evolving cybersecurity threats. It also demonstrates to our customers, partners, and stakeholders that information security is managed in accordance with internationally recognised standards and best practices.

As part of PIL's drive to integrate AI into our workforce, a pilot programme was launched in 2025, consisting of an initial guidance policy and a risk "tiering" approach for AI related projects. As PIL officially embarks on its AI workshop at a company-wide level, the Responsible AI Policy has been further refined and will be rolled out in 2026.

PIL received the ISO 27001 certification in 2025

Looking ahead, we will continue to build on our mature cybersecurity foundation by shifting focus from basic protection to resilience and staying ahead of emerging threats.

Key priorities include strengthening **defences against AI-driven attacks**, such as deepfake scams, AI-written phishing, and misuse of AI tools by employees. This will be done through training to improve staff awareness, tighter controls on how AI is used internally, and monitoring for AI-specific risks.

The plan also introduces **Content Disarm and Reconstruction (CDR) technology**, which makes incoming files safe by rebuilding them from scratch rather than just scanning for known threats, closing a gap that traditional antivirus can miss.

Alongside this, the company will continue **refining its incident response processes**, running regular tabletop exercises, tightening vendor and third-party oversight, and ensuring ongoing compliance with regulatory expectations.

Overall, the year's focus is on sharpening existing controls, closing blind spots around AI and file-based threats, and enhancing resilience through testing and continuous improvement.

Compliance Checking

To ensure adherence to regulations and adopt best practices, our data protection and cybersecurity policies are developed in alignment with various standards and frameworks:

- Singapore Personal Data Protection Act (PDPA)
- NIST (National Institute of Standards and Technology) – Framework for handling cybersecurity risks across different functions
- Singapore Cybersecurity Act
- Singapore Computer Misuse Act
- European Union General Data Protection Regulation (GDPR)
- Payment Card Industry (PCI) Standards
- ISO 27000 / 31000
- IACS – UR E26/E27
- Any other relevant Personal Data Protection regulations

Aligning with industry best practices, PIL takes a proactive approach to managing cybersecurity risks. All applicable information security policies, frameworks, and best practices are communicated and implemented across all our global operations to promote consistent cybersecurity practices, strengthen governance and enhance organisational resilience.

Cybersecurity Awareness Training

Cybersecurity awareness training is provided to equip PIL employees with the knowledge and skills to recognise and respond to cyber threats, such as phishing and malware, while promoting safe and responsible digital practices. By fostering a culture of cybersecurity awareness and vigilance, the training strengthens our resilience against evolving cyber threats and helps safeguard PIL's systems, data, and overall business interests. All new employees are required to complete cybersecurity training via our internal training platform as part of onboarding, and all employees are required to undergo annual refreshers to ensure that knowledge remains current and to reinforce best practices. The training covers key topics such as data protection and privacy requirements. In addition, PIL's email campaigns on cybersecurity awareness are designed around certain themes tailored to specific functions.

In 2026, we plan to roll out company-wide Cybersecurity awareness engagement workshops to reinforce the fundamental knowledge covered in employees' mandatory cybersecurity training.

In 2025, more than 98% of employees completed the data protection training, reflecting our strong dedication to safeguarding data privacy.

Cybersecurity Phishing Exercises

PIL conducts cybersecurity phishing exercises across our global shore workforce to enhance employee awareness of phishing threats and reinforce informed decision-making when handling suspicious emails and communications. These exercises form part of the Group's ongoing efforts to foster a culture of cybersecurity awareness, vigilance, and individual accountability, helping to prevent individuals from falling victim to phishing attacks. These exercises are bolstered with regular cybersecurity awareness training and email newsletters sent out by the team. The effectiveness of these exercises is reflected in a significant improvement in employee performance. The percentage of employees who clicked on links in phishing tests sharply reduced from 12.71% in Q1 2025 to 3.49% in Q3 2025, demonstrating increased awareness of phishing risks and improved ability to identify and respond appropriately to potential cyber threats. Ultimately, this initiative plays a critical role in safeguarding employees' personal information, assets, and identities across the organisation.

Vulnerability Management

Effective vulnerability management is essential to safeguarding the security and resilience of our organisation. PIL adopts a structured framework for identifying, assessing, managing and mitigating vulnerabilities in our IT infrastructure. Through regular vulnerability scanning and patch management, we are able to better identify weaknesses in systems and implement updates to close security gaps, ensuring that critical threats are prioritised and addressed in a timely manner.

In addition, Vulnerability Assessment and Penetration Testing (VAPT) is conducted for all key application systems on an annual basis, to evaluate the effectiveness of existing security controls and identify potential vulnerabilities. Identified vulnerabilities are prioritised based on their risk level and rectified to an acceptable level within defined timelines, according to 'critical', 'high' or 'medium' risk categories.

Incident Response

PIL has also established a Security Incident Response Plan (SIRP) to provide a structured and systematic approach to managing cybersecurity incidents. The plan sets out clear processes for incident identification, assessment, escalation, response and recovery, enabling the Group to provide an expedited response and minimise potential impacts on our operations, information assets and stakeholders. Our cybersecurity risk management plan ensures adherence to security protocols whilst enhancing the Group's resilience against cyber threats.

A dedicated Incident Management Team with clearly defined roles and responsibilities is in place to facilitate an efficient response to cybersecurity incidents. The team ensures timely escalation and communication with relevant stakeholders throughout the incident lifecycle.

Upon notification of a potential cybersecurity incident through designated reporting channels, the Security Incident Response Officer classifies the incident into one of three pre-determined severity levels, based on its potential impact on the organisation. These impacts may be assessed in terms of financial loss, risk exposure, operational disruption, service continuity or other related factors. Each severity level is supported by clear criteria and corresponding risk management and response protocols are established to ensure incidents are handled in an appropriate and effective manner.

PIL maintains an incident response checklist to guide the timely handling of cybersecurity incidents in a structured and consistent manner. This four-step approach outlined below guides the organisation's response to cybersecurity incidents:

01. Preparation	02. Detection and Analysis	03. Containment and Recovery	04. Post Incident Review
Develop incident response policies and training to prevent incidents by ensuring systems, networks and applications are sufficiently secure	Identify and examine security incidents to assess their severity, understand their impact and determine appropriate response actions	Implement action plan to contain incidents, eradicate threats and restore affected systems based on analysis findings, minimising disruption and supporting the resumption of normal operations	Conduct a thorough post-mortem analysis, document lessons learned, identify gaps and implement improvements to strengthen future response capabilities and overall security posture

The board-level tabletop exercise conducted in September 2025 reflected our commitment to ensuring the Group's resilience against incidents.

PIL held a Board offsite meeting in Chennai, India which included a Cybersecurity Table-Top Exercise

In 2025, one confirmed information security incident was recorded and managed in accordance with our incident response procedures. We continue to strengthen our cybersecurity capabilities to maintain a secure and resilient digital environment.

DIGITALISATION

Efficient use of resources is central to our sustainability efforts. In today's rapidly changing environment, leveraging software solutions, data and process optimisation are essential in driving performance. As such, PIL is continually enhancing operational efficiency by streamlining and optimising our business processes.

Customer Solutions

The electronic bill of lading (eBL) enables a more seamless documentation process for customers, reducing delivery times and increasing operational efficiency. PIL is also collaborating with Infosys and Infosys Consumer, Retail & Logistics on our digital transformation to further enhance the online experience for our customers. This initiative includes the revamp of PIL's existing customer portal and the deployment of a scalable and modern technology platform for PIL.

ADVANCING DIGITAL TRADE THROUGH ELECTRONIC BILLS OF LADING (EBLS)

In 2025, PIL participated in the first end-to-end interoperable trade digitalisation pilot between China, Singapore, and the Middle East, demonstrating the use of eBLs in a cross-border trade transaction.

As part of the pilot, PIL transported a firefighting equipment container by sea from Shanghai Port to Dammam/Jeddah Port in Saudi Arabia, and then by land to the project location in Jazan. Enabled through blockchain technology and the introduction of the "China-Singapore Cooperation + Middle East Application Scenario" integration model, the pilot showcased how eBLs can facilitate the secure and efficient exchange of trade documentation across multiple jurisdictions.

The pilot demonstrated significant benefits, including:

- **Improve the efficiency of cargo rights transfer by** 80%
- **Reduced compliance costs by** 40%
- **Shortened the eBL circulation time from approximately** 7 DAYS TO 8 HOURS
- **Achieved visibility in goods-in-transit management to** 100%
- **Improve customs clearance efficiency by** 60%

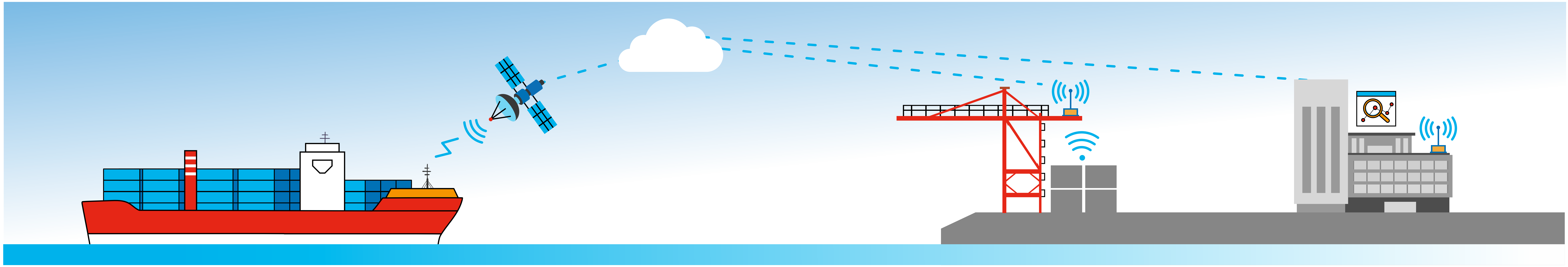
The pilot was successfully completed on 11 March 2025 and serves as model for advancing international trade digitalisation and cross-border collaboration among Belt and Road countries. It highlights the potential of eBLs to streamline documentation processes, enhance efficiency, transparency and resilience across global supply chains, while reducing reliance on paper-based documentation and supporting the broader digitalisation of international trade.

Digitalisation Onboard

To advance digitalisation across our fleet, robust and reliable ship-to-shore connectivity is essential. As part of our efforts to strengthen communications between sea and shore, PIL has upgraded vessel connectivity by deploying Starlink on our vessels. As of 2025, 100% of PIL vessels are equipped with Starlink connectivity. Leveraging the world's largest low Earth orbit (LEO) satellite constellation, Starlink provides high-bandwidth, low-latency connectivity across global sea lanes, including international waters, and ensures continuous operational connectivity and crew welfare for our vessels.

In addition, we continued the fleet-wide implementation of remote surveillance system (CCTV), enabling real-time monitoring of safety-critical and security-sensitive areas onboard. Enhanced visibility of gangways, access points, and operational blind spots allows both onboard personnel and shore-based teams to proactively identify potential risks and improve oversight of personnel and visitor movements. To further strengthen onboard safety management, PIL is exploring AI-enabled CCTV systems that utilise computer vision technology to automatically detect safety non-compliance. By analysing live video feeds, the system can identify whether crew members are wearing the required PPE in designated areas such as engine rooms. This capability enables ship masters and shore-based monitoring teams to intervene promptly and mitigate potential incidents before they occur.

As part of our enhancement to navigational safety, PIL has commenced pilot trials of an advanced navigation platform. The system integrates AI-powered optical sensors and situational awareness capabilities to enhance the detection and identification of maritime targets, even in low-visibility conditions and congested traffic environments. By providing navigational watchkeepers with additional decision-support information, the technology enhances navigational safety and supports timely, informed manoeuvring decisions.



Together, these digital capabilities, underpinned by enhanced ship-to-shore connectivity, contribute to improved operational safety, navigational awareness, and security across our fleet.

PIL has also completed the fleet-wide implementation of the Electronic Record Book (ERB), a digital platform that replaces traditional paper-based logbooks used in vessel operations. The ERB streamlines record-keeping processes through real-time data entry, automated reporting functionalities, and secure access to historical records, improving both operational efficiency and data accuracy. The digitalisation of operational and statutory records reduces administrative burden onboard, minimises manual-entry errors, and supports more effective decision-making by vessel operators and shore management teams. The platform is highly scalable and has been designed to comply with applicable IMO, MARPOL, and other relevant maritime regulatory requirements.

The use of the ERB onboard PIL vessels has been approved by the respective Flag Administrations, confirming compliance with regulatory requirements for data accuracy, cybersecurity, record integrity, and auditability. Looking ahead, PIL will continue exploring additional applications within an integrated fleet management system to further enhance fleet management, regulatory compliance, and operational efficiency across our fleet.

PIL COOL: TELEMATICS SOLUTION ON REEFER CONTAINERS

In 2025, PIL implemented a telematics solution on our reefer containers, enabling customers to have end-to-end visibility of their reefer cargo.

Utilising Global System for Mobile (GSM) technology, this provides customers with near real-time monitoring and sends alerts via the PocketPIL application in the event of anomalies, allowing customers to stay connected to their cargo at all times. This provides customers with insights on:

1. Container Operational Status
2. Container Location Tracking
3. Real-Time and Historical Sensor Readings

Beyond enhancing the services offered to customers through this telematics solution, the operational data collected will support the continuous improvement of PIL's reefer maintenance strategies. These insights will strengthen lifecycle management, potentially enhancing the longevity of our containers and fleet utilisation.

As we continue our digital transformation journey, PIL remains committed to leveraging technology to enhance operational efficiency, safety, and digital capabilities across our fleet, creating long-term value for our customers and stakeholders.

PIL's telematics solution on reefer containers allows for near real-time monitoring by customers

MANAGEMENT APPROACH

We acknowledge our suppliers, vendors, and contractors as indispensable allies in our journey towards sustainable operations. Our Sustainable Procurement Policy serves as a guide for our sustainability considerations in procurement processes, while our Supplier Code of Conduct outlines our environmental, social and governance (ESG) related expectations from our suppliers.

COMMITMENT

We aim to cultivate a supply chain that mirrors our ESG considerations and commitment to environmental protection, social responsibility and ethical practices.

TARGETS

- 100% of buyers for strategic suppliers trained on sustainable procurement by 2030
- At least 95% endorsement of Supplier Code of Conduct by new and renewed suppliers[19] by 2030
- 100% of new and renewed suppliers[20] screened for ESG risks by 2030 **(NEW)**
- 100% of high-risk and/or high-spend suppliers[21] assessed for ESG performance by 2030 **(NEW)**

PERFORMANCE 2025

- 100% of buyers for strategic suppliers trained on sustainable procurement
- Supplier Code of Conduct implementation is in progress

SUSTAINABLE PROCUREMENT

PIL places strong value on sustainable procurement and remains committed to upholding its responsibilities as a responsible business. We continuously evaluate our impact across ESG dimensions to drive positive change throughout our supply chain.

Building on the Sustainable Procurement Framework introduced in 2024, we continued to strengthen our supplier management processes in 2025. The framework provides a structured four-step approach to sustainable procurement strategy, supplier onboarding and renewal, supplier evaluation and engagement, and performance tracking and monitoring. In preparation for the 2026 launch of ProcureSMART's Source-to-Contract (S2C) platform to offices apart from our headquarters, a five-day workshop was held at our Singapore headquarters with colleagues from regional offices, Logistics, and Operations & Procurement. The workshop gathered user requirements and feedback to support the design of a more efficient, transparent and controlled procurement process. The S2C platform is expected to streamline manual tasks, improve tracking across procurement stages, strengthen audit controls and serve as a central contract repository.

OUR SUSTAINABLE PROCUREMENT FRAMEWORK IN 4 STEPS:

1. Sustainable Procurement Strategy	• Governance structure • Employee Training	• Sustainable Procurement Policy & SOP • Supplier Mapping
2. Supplier Onboarding and Renewal	• Supplier Code of Conduct (SCoC) • Screening of New Suppliers	
3. Supplier Evaluation and Engagement	• ESG Assessment • ESG Audit	
4. Tracking and Monitoring	• Track and Report KPIs	

Sustainable Procurement Strategy

PIL established a Group Procurement Committee (GPC) in 2023 to harmonise procurement practices across the Group and drive the consistent implementation, ongoing review and evaluation, and continuous improvement of procurement policies. Operating under a clearly defined Terms of Reference (ToR) and reporting to the Senior Management Committee (SMC), the GPC serves as a governance body for procurement within PIL, ensuring consistency, fairness, and strategic alignment in purchasing practices across the organisation. This reflects our commitment to transparent governance and embeds sustainability and accountability throughout our procurement operations. It plays a key role in shaping the procurement strategy, upholding compliance standards, and driving the digitalisation of procurement practices across PIL.

[19, 20] Covers new and renewed suppliers fully-onboarded onto ProcureSMART
[21] Covers suppliers identified as high-risk (presence within the 7 high-ESG risk categories) and/or high-spend (contract value of >USD500,000 and contract tenure of >3 months).

The GPC comprises representatives from various divisions across the organisation, enabling cross-functional collaboration for more holistic and informed decision-making. By incorporating diverse perspectives, the committee strengthens procurement governance and supports the development of procurement practices that are inclusive, equitable, and aligned with business objectives.

The committee plays a pivotal role in ensuring alignment of procurement activities with broader organisational objectives, including our commitment to sustainability. It supports the integration of sustainability considerations into procurement activities through responsible sourcing practices, supplier engagement and conscious investment choices, contributing to PIL's long-term sustainability goals. Board governance of sustainable procurement is supported through the establishment of the Sustainability Committee.

To strengthen accountability and governance, PIL applies the 'four eyes principle' within its procurement process. Individual business units at the Group headquarters maintain separate procurement teams to ensure that purchasing decisions are independently reviewed and approved. This segregation of duties enhances transparency through dual approvals and ensures clear documentation of procurement decisions. It promotes accountability and reduces the risk of conflicts of interest by ensuring that no single individual has unchecked authority over procurement decisions.

In addition, regular training and communications are provided to buyers responsible for strategic suppliers to enhance awareness and understanding of applicable ESG considerations in procurement activities. In 2025, 100% of buyers responsible for strategic suppliers were trained on sustainable procurement. The training introduced key sustainable procurement concepts and PIL's four-step sustainable procurement framework, covering sustainable procurement strategy and processes for supplier onboarding and renewal, supplier evaluation and engagement, and tracking and monitoring of KPIs.

Recognising procurement as a key lever for advancing sustainability throughout our supply chain, our Sustainable Procurement Policy guides all procurement processes within PIL, and establishes minimum standards for the procurement of goods, services and works. The policy promotes fairness, transparency and accountability throughout the procurement process. Moreover, as PIL operates and procures across multiple jurisdictions, the policy also defines and integrates sustainability considerations into our global procurement framework, clearly defining roles and responsibilities whilst guiding consistent, responsible practices across the organisation.

Supplier Risk Mapping

In 2024, we conducted a supplier mapping exercise to gain deeper insights into our high-risk and strategic suppliers, and to assess their exposure to ESG-related risks.

This evaluation identified key risk areas faced by our suppliers, including:

1. Health and Safety
2. Labour and Human Rights
3. Environmental impacts
4. Business Ethics and Corruption
5. Sanctions and Compliance

The findings continue to inform our supplier risk management approach in 2025.

By gaining deeper insights into potential challenges within our supply chain, we are better positioned to take proactive steps to strengthen resilience, foster stronger supplier relationships, and uphold our commitment to sustainable and responsible procurement practices. Based on the assessment, we identified the following **top 7 high-risk supplier categories:**

1. Fuels and chemicals

This category includes suppliers of marine fuels, chemicals, and gases, with primary risks involving environmental impacts like oil spills, collisions, safety incidents, siphoning, and purchases from sanctioned countries.

2. Operational and logistical facilities

Facilities like depots, warehouses, and terminals may face risks related to employee health and safety, human and labour rights practices, environmental impacts such as spills and hazardous materials, waste, air pollution, high energy use, and ethical issues like bribery, conflicts of interest, fraud, money laundering, and trade embargoes.

3. Marine services

Marine service providers like ship chandlers and pilotage face risks such as non-compliance with environmental and safety protocols, excessive overtime, child labour in some areas, and working with companies from sanctioned countries.

PRIORITY

4. Shipyard services

Suppliers offering shipyard services and vessel spare parts might encounter risks related to bribery, corruption, or anti-competitive practices. Additional concerns encompass compliance with working hours, workplace safety, along with significant energy consumption and emissions.

5. Chartering

The key risks in this category include ensuring adherence to regulatory requirements, sanctions and preventing corruption and bribery. Additionally, it is crucial to follow health and safety protocols and manage the environmental impact of chartered vessels.

6. Trucking/Intermodal

Trucking and intermodal service partners face ESG risks such as failing to adhere to occupational health and safety standards, unfair wages and poor working conditions, incidents of bribery and anti- competitive behaviour, money laundering and fraud, violations of trade regulations and sanctions, and growing pressure to reduce GHG emissions from transportation.

PRIORITY

7. Ship recycling services

Ship demolition and recycling companies might face risks including non-compliance with environmental and safety protocols, long working hours, child labour in some regions, as well as issues like corruption, bribery, and anti-competitive practices.

With the high-risk supplier categories identified, we mapped the suppliers associated with these categories to define the overall population of high-risk suppliers for further review and engagement. This targeted approach enables us to prioritise engagement with suppliers that have the greatest potential impact on our business and sustainability objectives.

To support these efforts, we are developing mechanisms to enhance visibility into our suppliers' sustainability practices and performance. Through ongoing engagement and collaboration, we aim to share resources and encourage the adoption of responsible business practices across our supply chain, strengthening accountability and encouraging continuous improvement across our supply network.

By fostering transparency, collaboration, and constructive dialogue, we seek to build a resilient and responsible supply ecosystem that supports sustainable development while upholding our commitment to ethical business conduct.

Supplier Onboarding and Renewal

As part of our commitment to ethical and sustainable procurement, supplier onboarding and renewal forms a key step in our sustainable procurement framework. This process incorporates comprehensive due diligence measures to help ensure that suppliers align with our sustainability standards, strengthening the resilience and integrity of our supply chain.

Key measures under this step include:

01. Due diligence screening

All prospective suppliers undergo a compliance review to assess ethical and regulatory alignment.

02. Contractual safeguards

We embed minimum sustainability requirements into supplier contracts to ensure consistent standards are maintained across our procurement practices.

03. Code of Conduct acknowledgement

All new and renewed suppliers are requested to acknowledge and adhere to the PIL Supplier Code of Conduct, reinforcing our shared values on occupational health and safety, labour and human rights, environmental stewardship, and business integrity.

04. Targeted assessments

High-risk and/or high-spend suppliers are subjected to pre-qualification screenings to ensure alignment with our sustainability standards and responsible sourcing practices. For goods related to IT and assets, a technical assessment to ensure a minimum standard of security must be conducted.

To support the integration of ESG principles into PIL's procurement processes, PIL Supplier Code of Conduct is mapped to include various ESG principles as follows: Labour and Human Rights, Business Integrity, Health and Safety, and Environmental Management.

Our Supplier Code of Conduct sets out the minimum requirements expected of our suppliers in respect of the four categories above. It also provides information on our whistleblower channels, enabling our suppliers to raise concerns confidentially. To ensure alignment with our sustainability objectives, the PIL Supplier Code of Conduct, along with ESG-related clauses are included in new or renewal contracts. In addition, business units are expected to incorporate sustainability factors when selecting suppliers, considering criteria such as relevant ISO certifications, ESG ratings, alignment with internationally recognised reporting standards, and performance against sustainability targets where applicable.

Following the reporting period, we revised our Supplier Code of Conduct to include specific Labour and Human Rights (LHR) expectations.

STREAMLINING PROCUREMENT THROUGH PROCURESMART

In 2025, PIL completed preparations for the launch of ProcureSMART, a new S2C procurement platform that supports the digital transformation of procurement processes across the Group. During the year, we configured and integrated sustainability considerations into key procurement workflows, including SCoC endorsements, ESG screening and assessments. Designed to drive automation and streamline supplier onboarding and due diligence processes, the platform enables a more structured and harmonised approach to procurement and supplier management across multiple geographies.

The platform implements standardised compliance checklists and controls to strengthen compliance, support contract adherence and enable robust supplier risk and performance measurement. By establishing a single source of truth for supplier and contract data, it allows more informed sourcing decisions, improves monitoring of procurement-related metrics, and enhances overall operational efficiency. Collectively, these capabilities support PIL's commitment to responsible procurement by enabling the more effective identification, assessment and management of ESG risks across the supply chain. The platform was subsequently launched at headquarters in December 2025 and will be rolled out to the rest of our offices in 2026.

Looking ahead, we will continue to embed sustainability considerations into our procurement processes through enhanced supplier risk management and engagement practices, supporting continuous improvement in sustainability performance and the development of a more resilient and responsible supply chain. Further updates on the platform's full-year implementation progress will be disclosed in PIL Sustainability Report 2026.

PROCURESMART PROGRESS 2026 JAN–JUL PROGRESS

95.9%
of new suppliers aligned with the Supplier Code of Conduct

99.6%
of new suppliers screened for ESG risks

83.3%
of new suppliers assessed for ESG performance

Supplier Evaluation and Engagement

We conduct ongoing performance monitoring and assessment of our suppliers to verify continued compliance with our specifications. Business units are required to maintain records of procurement activities to support performance tracking, facilitate oversight, and identify opportunities for continuous improvement.

As part of our sustainable procurement framework, all strategic suppliers in the identified high-risk categories are subjected to ESG assessments through the ProcureSMART platform. Where potential concerns or risks are identified, on-site audits may be conducted to further evaluate supplier practices and performance.

At PIL, ESG on-site audits follow a structured framework and playbook comprising four steps to ensure the consistent implementation of the process, as detailed below:

01. Pre-screening and preparation	The assessment begins with pre-audit planning, including the selection of strategic suppliers, definition of scope, and review of ESG assessment results and relevant documentation.
02. On-site audits	An on-site audit is conducted, during which information provided by the supplier is verified and evaluated for completeness and consistency. Supplier practices, processes, and controls are also assessed on-site to verify compliance with our sustainability requirements and standards.
03. Corrective action plans and review	The audit concludes with the issuance of a findings report, which includes recommendations and corrective action plans where necessary.
04. Continuous monitoring	Progress against these corrective actions is subsequently monitored to support continuous improvement and ongoing supplier oversight.

ProcureSMART Source-to-Contract procurement tool design workshop in August 2025

Corrective action plans will be developed in collaboration with our suppliers, accompanied by ongoing monitoring to support long-term ESG improvement and ensure sustained compliance.

In 2025, we continued to integrate ESG assessment components into the supplier evaluation and selection criteria for our logistics suppliers. This included reviewing the appropriate weighting and complementary evaluation elements to support a more meaningful evaluation of suppliers' sustainability performance prior to contract awarding. We will continue to expand the application of this initiative across all business units as part of our source-to-contract process, reinforcing our commitment to embedding sustainability into procurement practices enterprise-wide.

Looking ahead, we will adopt a targeted and contract-driven approach to supplier ESG audits by focusing efforts on prioritised high-risk suppliers where such audits are relevant to the nature and scope of PIL's engagement. For shipyards, onsite ESG audits will form part of our broader engagement toolkit through the key stages of the vessel life cycle, including newbuilding, dry docking and ship recycling activities. This approach enables us to direct due diligence efforts towards suppliers with higher potential ESG risk exposure, while ensuring that audit activities remain practical, proportionate and aligned with actual contract activity. Where feasible, ESG audits will be integrated into supplier evaluation and qualification processes, enhancing visibility of supplier ESG performance and supporting continual ongoing engagement to improve practices over time.

Tracking and Monitoring

Tracking and reporting on KPIs strengthens our sustainable procurement performance, supports improvements in ESG ratings and assessments, enhances compliance and helps mitigate supply chain risks. It also promotes transparency, reinforces accountability and enables us to monitor progress against our sustainable procurement commitment and targets.

Selected sustainable procurement KPIs are subjected to independent external assurance as part of our commitment to transparency in sustainability reporting. The assured KPIs are presented on page 106.

As we continue to advance our sustainability journey, PIL will periodically review and enhance our internal procurement processes to identify opportunities for the further integration of sustainability considerations into procurement decision-making and supplier management practices.

Through establishing robust processes for supplier selection, assessment, audit and engagement, we uphold the rigorous standards we expect of our suppliers, strengthen supply chain resilience, and foster collaborative partnerships that support our shared commitment to sustainability throughout our supply chain.

ANNEXES

ESG DATA

ENVIRONMENT INDICATORS	UNIT	2023	2024	2025
Environmental Management and Compliance				
% of fleet operations covered by ISO 14001	%	100	100	100
% of owned vessels for which an environmental risk assessment was conducted	%	100	100	100
% of owned vessels compliant with EEDI and EEXI	%	100	100	100
Energy Consumption				
Total Energy Consumption	**MJ**	**36,873,121,091**	**40,061,421,599**	**46,250,585,075**
Total Fuel Consumption	**MJ**	**36,703,358,178**	**39,791,177,767**	**46,018,535,015**
- Vessels	MJ	36,690,418,067	39,778,334,133	46,008,044,162
- Heavy fuel oil	MJ	31,187,029,926	36,358,738,664	40,280,873,013
- Light fuel oil	MJ	4,431,565,309	1,810,029,382	1,935,908,193
- Diesel/Gas oil	MJ	1,071,822,833	1,515,616,167	1,878,924,476
- Liquefied Petroleum Gas (LPG)	MJ		–	–
- Liquefied Natural Gas (LNG)	MJ	–	93,949,920	1,912,338,480
- Natural Gas	MJ		–	–
- Biofuels	MJ		–	–
- Green Methanol	MJ		–	–
- Hydrogen	MJ		–	–
- Land	MJ	12,940,111	12,843,634	10,490,853
- Petrol	MJ	10,533,121	8,942,692	6,945,811
- Diesel	MJ	2,406,989	3,899,572	3,543,415
- Natural gas	MJ	–	1,369	1,627
Total Electricity Consumption (MJ)	**MJ**	**169,762,912**	**270,243,832**	**232,050,060**
- Vessels	MJ	1,280,413	1,428,901	1,156,178
- Land	MJ	168,482,499	268,814,931	230,893,881

[22] Refers to the fleet's fuel-related emissions across Scope 1 and Scope 3 Category 3

	UNIT	2023	2024	2025
Total Electricity Consumption (MWh)	**MWh**	**47,156**	**75,068**	**65,840**
- Grid Electricity Consumption matched with Renewable Energy Certificates (RECs)	MWh	2,445	1,427	1,385
Carbon Management				
Total GHG Emissions	**tCO_2e**	**3,437,384**	**3,750,887**	**4,485,565**
Scope 1 emissions	tCO_2e	2,888,162	3,136,226	3,602,957
Scope 2 emissions (location-based)	tCO_2e	23,449	34,643	30,351
Scope 2 emissions (market-based)	tCO_2e	22,284	33,923	29,622
Scope 3 emissions	tCO_2e	525,773	580,018	852,258
- Category 3: Fuel- and energy-related emissions	tCO_2e	525,751	575,918	672,887
- Category 5: Waste generated	tCO_2e	22	5	3
- Category 6: Business Travel	tCO_2e	–	1,765	1,522
- Category 7: Employee Commute	tCO_2e	–	2,330	3,098
- Category 13: Downstream Leased Assets	tCO_2e	–	–	174,747
Reduction in absolute GHG emissions[22] against 2010 baseline	**%**	**–**	**33%**	**23%**
Air Quality				
Sulphur oxides (SOx)	tonnes	44,936	48,255	53,382
Nitrogen oxides (NOx)	tonnes	68,470	74,021	82,650
Particulate matter (PM)	tonnes	6,692	7,192	7,964
Particulate matter (PM2.5)	tonnes	6,151	6,611	7,321
Fleet compliance with IMO requirements	%	100	100	100

	UNIT	2023	2024	2025
Waste Management and Circularity				
Total Fleet waste	**m^3**	**4,239**	**3,411**	**3,157**
Total hazardous waste	**m^3**	**2,491**	**1,938**	**1,683**
- Plastics	m^3	1,354	1,120	1,127
- Incinerator ashes	m^3	41	27	19
- Operational waste	m^3	1,061	776	524
- E-waste	m^3	35	15	12
Total non-hazardous waste	**m^3**	**1,748**	**1,473**	**1,474**
- Food waste	m^3	536	444	436
- Domestic waste	m^3	1,187	1,013	1,021
- Cooking oil	m^3	25	16	17
% of vessels with water filtration systems	%	100	100	100
Number of containers lost at sea	Number	2	0	0
Volume of sludge produced by fleet	m^3	–	14,213	17,218
Total water consumption onboard vessels	m^3	–	211,164	155,870
Biodiversity and Ecological Impact				
% of vessels with sewage treatment system	%	100	100	100
% of vessels with ballast water treatment system	%	100	100	100
Number of uncontained hydrocarbon spills >10 m^3	Number	0	0	0
Total volume of hydrocarbon spills	m^3	0	0	0

<table>
<tr><th>SOCIAL INDICATORS</th><th>UNIT</th><th>2023</th><th>2024</th><th>2025</th></tr>
<tr><td colspan="5">Labour and Human Rights</td></tr>
<tr><td>% of seafarers covered by collective bargaining agreement</td><td>%</td><td>100</td><td>100</td><td>100</td></tr>
<tr><td colspan="5">Human Capital - Headcount</td></tr>
<tr><td>Total number of employees</td><td>Headcount</td><td>6,960</td><td>6,794</td><td>7,190</td></tr>
<tr><td colspan="5">Employees by Gender</td></tr>
<tr><td>- Male</td><td>Headcount</td><td>5,438</td><td>5,439</td><td>5,717</td></tr>
<tr><td>- Female</td><td>Headcount</td><td>1,522</td><td>1,355</td><td>1,473</td></tr>
<tr><td colspan="5">Employees by Segment</td></tr>
<tr><td>Seafarers</td><td>Headcount</td><td>3,881</td><td>3,916</td><td>4,048</td></tr>
<tr><td>- Male</td><td>Headcount</td><td>3,869</td><td>3,892</td><td>3,995</td></tr>
<tr><td>- Female</td><td>Headcount</td><td>12</td><td>24</td><td>53</td></tr>
<tr><td>Shore staff</td><td>Headcount</td><td>3,079</td><td>2,878</td><td>3,142</td></tr>
<tr><td>- Male</td><td>Headcount</td><td>1,569</td><td>1,547</td><td>1,722</td></tr>
<tr><td>- Female</td><td>Headcount</td><td>1,510</td><td>1,331</td><td>1,420</td></tr>
<tr><td colspan="5">Shore Staff by Region</td></tr>
<tr><td>China</td><td>Headcount</td><td>637</td><td>567</td><td>644</td></tr>
<tr><td>Singapore</td><td>Headcount</td><td rowspan="4">1,824</td><td>699</td><td>696</td></tr>
<tr><td>South Asia[23]</td><td>Headcount</td><td>465</td><td>487</td></tr>
<tr><td>Southeast Asia (except Singapore)</td><td>Headcount</td><td>468</td><td>452</td></tr>
<tr><td>Rest of Asia</td><td>Headcount</td><td>22</td><td>21</td></tr>
<tr><td>Africa</td><td>Headcount</td><td>512</td><td>490</td><td>234</td></tr>
<tr><td>Middle East</td><td>Headcount</td><td>66</td><td>72</td><td>339</td></tr>
<tr><td>Latin America</td><td>Headcount</td><td>8</td><td>63</td><td>137</td></tr>
<tr><td>Oceania</td><td>Headcount</td><td>32</td><td>32</td><td>132</td></tr>
<tr><td>Others</td><td>Headcount</td><td>0</td><td>0</td><td>0</td></tr>
</table>

[23] Includes Bangladesh, India, Pakistan, Sri Lanka

	UNIT	2023	2024	2025
Seafarers by Nationality				
China	Headcount	491	449	474
Singapore	Headcount	3,240	74	63
South Asia[24]	Headcount		1,423	1,517
Southeast Asia (except Singapore)	Headcount		1,828	1,820
Africa	Headcount	99	96	114
Others	Headcount	51	46	60
Shore staff by Nationality				
China	Headcount	–	598	683
Singapore	Headcount		516	511
South Asia[25]	Headcount		555	576
Southeast Asia (except Singapore)	Headcount		579	563
Rest of Asia	Headcount		23	22
Africa	Headcount		474	224
Middle East	Headcount		20	278
Latin America	Headcount		61	125
Oceania	Headcount		31	122
Others	Headcount		21	38
Employees by age				
<30 years old	Headcount	–	1,743	1,569
30-50 years old	Headcount		4,121	4,650
>50 years old	Headcount		930	971
New hires	**Headcount**	**1,125**	**976**	**1,081**
- Male	Headcount	826	796	821
- Female	Headcount	299	180	260
Turnover	Headcount	**1,326**[26]	**1,350**	**1,206**
- Male	Headcount	1,037	1,026	865
- Female	Headcount	289	324	341

	UNIT	2023	2024	2025
Human Capital - Training and Development				
Total training hours per year	**Hours**	**263,547**	**270,201**	**321,678**
Training for Seafarers	Hours	240,622	248,795	291,511
Training for Shore Staff	Hours	22,925	21,406	30,167
Average training hours per employee	**Hours / Employee**	**38.0**	**39.8**	**44.7**
Seafarers	Hours / Employee	62.0	63.5	72.0
Shore staff	Hours / Employee	7.5	7.4	9.6
Employee Engagement				
Employee engagement survey participation rate	%	87	94	94[27]
% of staff who undergo regular performance and career development reviews	%	100	100	100
% of locations (countries) with Employee Assistance Programme (EAP)[28]	%	–	–	100
Occupational Health and Safety				
Fatalities	Number	0	0	0
Major Accidents	Number	0	0	0
Recordable Injuries	Number	44	47	63
High-consequence Injuries	Number	0	0	5
Lost Time Injury Frequency (LTIF)	**Rate**	**0.39**	**0.31**	**0.57**
- Lost Time Injury Frequency (LTIF) at sea	Rate	0.71	0.56	1.01
- Lost Time Injury Frequency (LTIF) on shore	Rate	0	0	0

[24, 25] Includes Bangladesh, India, Pakistan, Sri Lanka
[26] 2023 Turnover figures have been restated due to erroneous reporting in Sustainability Report 2023
[27] In 2025, we rolled the survey out globally. This percentage is both for agency and Singapore engagement survey
[28] The number of locations with EAP access was 1 in 2023 and 6 in 2024. This metric is now measured as a percentage of coverage

	UNIT	2023	2024	2025
Health and Safety Preventive Measures				
% of employees who completed health and safety training	%	100	100	100
% of employees represented in joint management-worker health and safety committees	%	100	100	100
% of all operations for which an employee health and safety risk assessment has been conducted	%	100	100	100
Community Impact				
Donations				
Total amount committed to CSR initiatives	USD	329,847	220,450	807,088
Volunteering				
Total volunteering hours	Hours	283	514	800

GOVERNANCE INDICATORS

	UNIT	2023	2024	2025
Corporate Governance				
Board Composition	**Headcount**	**7**	**8**	**9**
Executive Directors	Headcount	2	2	2
Non-executive Directors	Headcount	5	6	7
- Of which are independent	Headcount	4	5	5
Board Composition by Gender				
- Male	Headcount	7	7	8
- Female	Headcount	0	1	1
Senior Management[29] Composition by Gender				
- Male	Headcount	12	11	9
- Female	Headcount	4	3	2

	UNIT	2023	2024	2025
Senior Management Composition by Nationality				
Australian	Headcount	1	0	0
Chinese	Headcount	1	1	1
Danish	Headcount	1	1	1
French	Headcount	1	1	1
Singaporean	Headcount	12	11	8
Business Ethics				
Shore staff trained on Ethics and Compliance topics				
Anti-bribery and corruption	%	–	98.5	98.3
Sanctions compliance	%	–	99.6	99.1
Competition compliance	%	–	98.8	96.3
Whistleblowing				
- Number of whistleblower reports	Number	24	35	45
- Number of in-scope whistleblower reports	Number	18	21	17
Case of Corruption				
- Number of public legal cases of corruption	Number	0	0	0
- Number of confirmed incidents of corruption	Number	–	1	0
Total number of confirmed information security incidents	**Number**	**0**	**0**	**1**
Shore staff and Seafarers trained on data protection	**%**	**–**	**98.9**	**98.4**
Sustainable Procurement				
Buyers for strategic suppliers trained on sustainable procurement	%	–	100	100
% of ESG audits conducted on targeted suppliers	%	–	–	9.8

[29] Senior Management refers to employees that are part of PIL's Senior Management Committee

METHODOLOGY

BASIS OF REPORTING

Reporting Period

This report covers PIL activities from 1 January 2025 to 31 December 2025 and outlines the environmental, social and governance (ESG) strategy, initiatives, and performance material to PIL and its stakeholders. It was published on 15 September 2026.

Reporting Boundaries and Use of Reporting Frameworks

This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021. The GRI Content Index can be found on page 94. This report also makes reference to global reporting standards and frameworks such as the UN Sustainable Development Goals (SDGs), the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the IFRS Sustainability Standards, namely IFRS S2.

This report is recommended to be read together with the sustainability section on our corporate website, as well as additional annexes including the ESG Data, the GRI Content Index, the Climate-related Disclosures (IFRS S2) and the Independent Assurance Statement.

Scope and Consolidation

Unless stated otherwise, the scope and consolidation methods of the Environmental section of this report correspond with financial reporting principles of PIL. The report covers any assets or operations that PIL treats as wholly owned or controlled, and that are operated by PIL, including offices and vessels. The entities referred to as “PIL” include:

- Pacific International Lines
- Mariana Express Lines
- Malaysia Shipping Corporation
- PIL Logistics

Singamas is excluded from this report, as they fulfil the requirements of Hong Kong Stock Exchange (HKEX) since 2017.

The scope of GHG inventory entails all transportation-related business and operational activities of PIL based on the financial control approach as described in the GHG Protocol’s guidance. Vessels chartered in for at least one year are included in PIL’s GHG scope.

The scope of social data covers all PIL staff from entities under the Group’s management control. The shore staff headcount reported is based on entities utilising the global Human Resource platform (iHR). As of 31st December 2025, 6 entities have not been onboarded on this platform and coverage is expected to increase moving forward. Initiatives to connect and unify the systems and records from these locations have commenced.

Occupational Health and Safety data is consolidated based on operational control method that covers offices, logistics facilities as well as vessels owned and operated by PIL, including chartered out vessels.

Restatements

There were no restatements in Sustainability Report 2025 that impact our previous Sustainability Reports.

ENVIRONMENT

Environmental Management and Compliance

% of fleet operations covered by ISO 14001

Refers to the percentage of fleet operations that are certified to the ISO 14001:2015 Environment Management Systems (EMS) standard.

% of owned vessels for which an environmental risk assessment has been conducted

Refers to the percentage of owned vessels that underwent an environmental risk assessment, a process that is conducted annually by our QSSE department. This assessment evaluates environmental impacts from all stages of our fleet operations.

% of owned vessels compliant with EEDI and EEXI

Refers to the percentage of owned vessels that comply with Energy Efficiency Design Index (EEDI) and the Energy Efficiency Existing Ship Index (EEXI), both of which are regulatory measures established by the IMO to indicate and improve vessel energy efficiency.

Energy Consumption

Total Energy Consumption

Total Energy Consumption refers to the sum of the Total Fuel Consumption and Total Electricity Consumption, measured in Megajoule (MJ).

Fuel Consumption

Total Fuel Consumption encompasses the use of fossil fuels such as heavy fuel oil, light fuel oil, gas oil, diesel and petrol, liquefied natural gas and natural gas in the vessel engines, boilers, land vehicles, incinerators and electricity generators of PIL. The amount of biofuels used for pilot projects in 2023 to 2025 was insignificant and therefore omitted.

Electricity Consumption

Electricity consumption refers to the use of electricity on land and the use of shore power by vessels. The source of electricity is the national grid. The use of renewable energy is separately reported as the electricity consumption matched with Renewable Energy Certificates (RECs).

Carbon Management

Scope 1: Direct Greenhouse Gas (GHG) Emissions

Direct GHG emissions for Scope 1 comprise CO_2 equivalent emissions from mobile combustion of sea and land vehicles, incineration of waste onboard vessels, on-site electricity generators and fugitive emissions from air-conditioning on vessels, offices and reefers. Emission factors for different types of fuel were sourced from IMO 2024 LCA Guidelines, DEFRA 2025 and 2014 IPCC Fifth Assessment Report.

Scope 2: Indirect GHG Emissions (Location-based)

Indirect GHG emissions in Scope 2 are the CO_2 equivalent emissions based on purchased electricity in the offices and other facilities, PIL-owned reefers during port storage and vessels, using the location-based approach from the GHG Protocol. Emission factors were sourced from IEA 2025, IRENA 2021 and JICA 2025.

Scope 2: Indirect GHG Emissions (Market-based)

Market-based Scope 2 emissions equal location-based Scope 2 emissions reduced by the amount of purchased Renewable Energy Certificates (RECs), in accordance with RE100 guidelines and with reference made to the Singapore Standard (SS) 673.

Scope 3: Indirect GHG Emissions in the Value Chain

Indirect GHG emissions of Scope 3 include CO_2 equivalent emissions from PIL's value chain. In 2025, the following categories were calculated:

- Category 3 (Fuel and energy-related activities): Upstream emissions related to the production of fuel and energy consumption reported in Scope 1 and Scope 2, and generation and T&D losses of electricity (i.e. well-to-tank emissions). Emission factors were sourced from IMO 2024 LCA Guidelines, DEFRA 2025 and IEA 2025.
- Category 5 (Waste generated in operations): Reported based on amounts, types and treatment of waste generated onboard vessels and in the HQ office. Emission factors were sourced from DEFRA 2025.
- Category 6 (Business travel): Emissions from flights taken by our staff for business travel purposes. Emission factors were sourced from DEFRA 2025.
- Category 7 (Employee commuting): Emissions from employee commuting to and from the workplace. Emission factors were sourced from DEFRA 2025 and several national sources.
- Category 13 (Downstream Leased Assets): Emissions from vessels and other assets owned by PIL and leased to third parties, where operational control rests with the lessee and the emissions are not included in Scope 1 or 2. Emission factors were sourced from IMO 2024 LCA Guidelines, DEFRA 2025, IEA 2025, IRENA 2021, and JICA 2025.

Reductions in absolute GHG emissions against 2010 baseline

Refers to the reduction of absolute fuel-related fleet GHG emissions, measured against a 2010 baseline year. This includes Scope 1 emissions and Scope 3 (Category 3) emissions, covering the well-to-wake emissions of vessel fuels. The 2010 baseline was calculated using emission factors from IMO 2024 LCA Guidelines.

Air Quality

Total Weight of Air Pollutants

The weight of sulphur oxides (SOx), nitrous oxides (NOx), particulate matter (PM and PM2.5) was calculated based on the methodology outlined in the IMO Fourth GHG Study 2020.

Fleet compliance with IMO requirements

Refers to the percentage of vessels in the fleet in compliance with IMO requirements on air pollutant emissions, including sulphur limits under IMO 2020 and applicable requirements under MARPOL Annex VI.

Waste Management And Circularity

Total Fleet Waste

The total volume of waste from vessels was reported in cubic metres, split into hazardous and non-hazardous waste and categorised as per MARPOL Annex V.

Vessels with Water Filtration Systems

Percentage of vessels that have a water filtration system installed onboard as part of a voluntary initiative to reduce the use of plastic bottles on vessels.

Number of Containers Lost at Sea

Total number of containers lost at sea during the reporting year.

Volume of sludge produced by fleet

The total volume of sludge produced by vessels whereby sludge disposal is arranged by PIL. Chartered in and chartered out vessels are included or excluded depending on contractual arrangements.

Total Water Consumption Onboard Vessels

Total volume of water consumed onboard vessels, sourced from both municipal sources and desalinated water onboard vessels. This includes chartered in and chartered out vessels.

Biodiversity And Ecological Impact

Vessels with Sewage Treatment System

The percentage of vessels with sewage treatment systems in place to treat black water in compliance with MARPOL Annex IV.

Vessels with Ballast Water Treatment System

The percentage of vessels with ballast water treatment systems in place, in compliance with the Ballast Water Management Convention.

Hydrocarbon Spills

Hydrocarbon spills refer to the total number of uncontained hydrocarbon spills over 10 m^3, and the total volume of those spills in cubic metres.

SOCIAL

Labour And Human Rights

% of seafarers covered by collective bargaining agreement

Refers to the percentage of seafarers whose working conditions and terms of employment aligned with the standards set forth by one or more collective bargaining agreements.

Human Capital - Headcount

Number of Employees

Consolidated numbers of PIL employees include shore staff and seafarers as of the end of the reporting period. This includes all employees who had an employment contract with PIL entities that are under the Group's management control at year end. The shore staff headcount reported is based on entities utilising the global Human Resource platform (iHR). As of 31 December 2025, 6 entities have not been onboarded on this platform and coverage is expected to increase moving forward.

Employee data is further broken down by gender, employee segment, region, nationality and age. New hires and employee turnover are also measured on a headcount basis and reported by gender.

Training and Development

The total number of hours of training provided during the year, including in-house, external and e-learning. The average training hours per employee is the total number of training hours divided by the headcount. Training data is further broken down by employee segment and gender.

Employee Engagement

The Employee engagement survey participation rate represents the percentage of employees who participated in the annual employee engagement survey. In SR 2023, the reported data covered employees at our Singapore headquarters. In SR 2024, we provided information concerning the same survey for the rest of our shore staff outside of headquarters. The data presented in the SR 2025 reflects our global shore staff.

Performance and career development reviews

Percentage of staff who undergo regular performance and career development reviews.

% of locations (countries) with Employee Assistance Programme (EAP)

Refers to the percentage of locations (countries) where the EAP has been implemented and is formally available to employees during the reporting period.

Occupational Health And Safety

Fatalities

Fatalities are calculated as the headcount number of work-related accidents leading to employee death whether at sea or on shore.

Major Accidents

Major accidents refer to accidents resulting in at least the loss of one life, or at least 3 casualties (life threatening or long-term impact) due to operations.

Recordable Injuries

Number of recordable injuries includes work-related injury with or without lost time. This excludes suicide, commute to and from work.

High-consequence injuries are those work-related injuries from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

Lost Time Injury Frequency (LTIF)

Lost-time injury frequency is the number of lost-time injuries occurring in workplace per 1 million hours worked. Lost-time injuries (LTI) include all injuries that occur on the job and that require a person to stay away from work for more than 24 hours or which result in death or permanent disability. LTIF data is further broken down by LTIs occurring at sea and on shore.

Health and Safety Preventive Measures

% of employees who completed health and safety training
Refers to the proportion of employees who successfully completed the mandatory occupational health and safety training within the required deadlines during the reporting year.

% of employees represented in joint management-worker health and safety committees
Refers to the percentage of employees with formal representation in joint committees comprising of both management and worker representatives to address occupational health and safety matters.

% of all operations for which an employee health and safety risk assessment has been conducted
Refers to the percentage of operations that have completed the risk assessment for occupational health and safety risks, in accordance with the WSH Risk Management Regulations.

Community Impact

Donations

The total monetary amount committed by the company to beneficiaries during the reporting year. This aligns with the company's commitment to creating a positive community impact, focusing on areas such as humanitarian aid, underprivileged communities, marine or coastal conservation and supporting seafarers.

Volunteering

Total volunteering hours refers to the total number of hours contributed by employees towards company-supported volunteering activities during the reporting year.

GOVERNANCE

Corporate Governance

Board Composition

The data disclosed under Board Composition provides a breakdown of the company's Board members by their role (Executive, Non-Executive, and Independent) and gender. This metric provides insight into the Board's diversity and governance structure as of 31 December 2025.

Senior Management Composition

Senior Management refers to employees that are part of PIL's Senior Management Committee. The data disclosed under Senior Management Composition provides a demographic breakdown of the committee based on gender and nationality as of 31 December 2025.

Business Ethics

Shore staff trained on Ethics and Compliance topics

Refers to the percentage of in-scope shore staff who have completed Ethics and Compliance training within the required deadlines during the reporting year. The training covers topics including Anti-bribery and corruption, Sanctions compliance and Competition compliance. In-scope employees exclude certain employee positions that are non-office based staff (e.g. drivers, security staff). Training completion is based on employees that were enrolled within the 2-year cycle that the training ran from (2024-2025) and completed it by 2025. As the training is conducted on our global HR platform, entities that are not on our global platform are also excluded from the training completion rate.

Whistleblowing

Number of all whistleblowing cases recorded in the whistleblowing system regardless of whether they were reported by internal or external stakeholders and how they were received through any of the whistleblowing channels. Whistleblowing reports are further classified as in-scope based on the definition of reportable incidents set out in our Whistleblowing Policy under the Governance page on our corporate website.

Public Legal Cases of Corruption

Number of public legal cases regarding corruption brought against the organisation or its employees, including but not limited to the cases raised through the Singapore Corrupt Practices Investigation Bureau (CPIB).

Number of confirmed incidents of corruption

Confirmed incidents of corruption are the number of substantiated cases of corruption recorded through PIL's whistleblowing system during the reporting year.

Confirmed information security incidents

Total number of confirmed information security incidents including leaks, thefts and losses of customer data.

Shore staff and Seafarers trained on Data Protection

Refers to the percentage of shore staff and seafarers who have successfully completed training on data protection within the required deadlines during the reporting year. The training covers key topics including data privacy, cybersecurity, identification of threats (e.g. phishing, malware), safe online practices, and regulations such as Singapore PDPA. In-scope employees exclude certain employee positions that are non-office based staff (e.g. drivers, security staff). Training completion is based on employees that were enrolled within the 2-year cycle that the training ran from (2024-2025) and completed it by 2025. As the training is conducted on our global HR platform, entities that are not on our global platform are also excluded from the training completion rate.

Sustainable Procurement

Buyers for strategic suppliers trained on sustainable procurement

Refers to the percentage of buyers responsible for strategic suppliers who have successfully completed training on sustainable procurement. The training encompasses key ESG topics relevant to procurement, and may be delivered through various formats, such as in-house, external and e-learning.

% of ESG audits conducted on targeted suppliers

Refers to the percentage of targeted suppliers in the identified high-risk categories that underwent an ESG audit during the reporting period.

GRI CONTENT INDEX

Statement of Use	Pacific International Lines (Pte) Ltd has reported the information with reference to the GRI Standards for the period 1 January 2025 to 31 December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI STANDARD	DISCLOSURE	PAGE
GRI 2: General Disclosures 2021	**The organisation and its reporting practices**	
	2-1 Organisational details	02 – About this report 08-11 – Company Profile
	2-2 Entities included in the organisation's sustainability reporting	89 – Methodology
	2-3 Reporting period, frequency, and contact point	02 – About this report
	2-4 Restatements of information	89 – Methodology
	2-5 External assurance	106 – Sustainability Assurance
	Activities and Workers	
	2-6 Activities, value chain and business relationships	08-11 – Company Profile
	2-7 Employees	47 – Human Capital
	Governance	
	2-9 Governance structure and composition	15-16 – Our Board of Directors 17-18 – Sustainability Governance
	2-10 Nomination and selection of the highest governance body	15-16 – Our Board of Directors
	2-11 Chair of the highest governance body	15-16 – Our Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	17-18 – Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	17-18 – Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	17-18 – Sustainability Governance
	2-15 Conflict of interest	15-16 – Our Board of Directors
	2-16 Communication of critical concerns	68 – Whistleblowing Programme
	2-18 Evaluation of the performance of the highest governance body	15-16 – Our Board of Directors
	2-19 Remuneration policies	15-16 – Our Board of Directors
	2-20 Process to determine remuneration	15-16 – Our Board of Directors

GRI STANDARD	DISCLOSURE	PAGE
GENERAL DISCLOSURES		
	Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	06-07 – Conversation with Chief Executive Officer 13-14 – ESG Strategy
	2-23 Policy commitments	13-14 – ESG Strategy
	2-24 Embedding policy commitments	17-18 – Sustainability Governance
	2-25 Processes to remediate negative impacts	19-20 – Materiality Assessment 22 – Stakeholder Engagement 68 – Whistleblowing Programme
	2-26 Mechanisms for seeking advice and raising concerns	68 – Whistleblowing Programme
	2-27 Compliance with laws and regulations	67-69 – Ethics and Compliance
	2-28 Membership associations	23 – Partnerships, Certifications and Awards
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	22 – Stakeholder Engagement
	2-30 Collective bargaining agreements	86 – ESG Data – Social Indicators
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	19-20 – Materiality Assessment
	3-2 List of material topics	19-20 – Materiality Assessment
ENVIRONMENTAL		
Climate Response		
GRI 3: Material Topics 2021	3-3 Management of material topics	26-34 – Climate Response
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	85 – ESG Data – Environment Indicators
	302-4 Reduction of energy consumption	26-34 – Climate Response 85 – ESG Data – Environment Indicators

GRI STANDARD	DISCLOSURE	PAGE
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	26-34 – Climate Response 85 – ESG Data – Environment Indicators
	305-2 Energy indirect (Scope 2) GHG emissions	26-34 – Climate Response 85 – ESG Data – Environment Indicators
	305-3 Other indirect (Scope 3) GHG emissions	26-34 – Climate Response 85 – ESG Data – Environment Indicators
	305-5 Reduction of GHG emissions	26-34 – Climate Response 85 – ESG Data – Environment Indicators
Air Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	35-36 – Air Quality
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	35-36 – Air Quality 85 – ESG Data – Environment Indicators
Waste Management and Circularity		
GRI 3: Material Topics 2021	3-3 Management of material topics	37-40 – Waste Management and Circularity
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	38 – Waste Management and Circularity 41-42 – Biodiversity and Ecological Impact
	303-2 Management of water discharge-related impacts	38 – Waste Management and Circularity 41-42 – Biodiversity and Ecological Impact 86 - ESG Data – Environment Indicators
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	37-40 – Waste Management and Circularity
	306-2 Management of significant waste-related impacts	37-40 – Waste Management and Circularity
	306-3 Waste generated	86 – ESG Data – Environment Indicators
Biodiversity and Ecological Impact		
GRI 3: Material Topics 2021	3-3 Management of material topics	41-42 – Biodiversity and Ecological Impact
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	41-42 – Biodiversity and Ecological Impact
	101-2 Management of biodiversity impacts	41-42 – Biodiversity and Ecological Impact 86 – ESG Data – Environment Indicators
	101-6 Direct drivers of biodiversity loss	41-42 – Biodiversity and Ecological Impact

GRI STANDARD	DISCLOSURE	PAGE
SOCIAL		
Labour and Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	44-46 – Labour and Human Rights
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	44-46 – Labour and Human Rights
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	44-46 – Labour and Human Rights 80-83 – Sustainable Procurement
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	44-46 – Labour and Human Rights 80-83 – Sustainable Procurement
Human Capital		
GRI 3: Material Topics 2021	3-3 Management of material topics	47-59 – Human Capital
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	87 – ESG Data – Social Indicators
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54-55, 58 – Human Capital
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	58 – Human Capital 87 – ESG Data – Social Indicators
	404-2 Programs for upgrading employee skills and transition assistance programs	56-59 – Human Capital
	404-3 Percentage of employees receiving regular performance and career development reviews	87 – ESG Data – Social Indicators
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	51-53 – Human Capital 86-87 – ESG Data – Social Indicators 88 – ESG Data – Governance Indicators
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	51 – Human Capital
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	60-62 – Occupational Health and Safety
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	60-62 – Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	60-62 – Occupational Health and Safety 88 – ESG Data – Social Indicators
	403-3 Occupational health services	54-55, 58 – Human Capital 60-62 – Occupational Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	60-62 – Occupational Health and Safety 88 – ESG Data – Social Indicators
	403-5 Worker training on occupational health and safety	60-62 – Occupational Health and Safety 88 – ESG Data – Social Indicators

GRI STANDARD	DISCLOSURE	PAGE
	403-6 Promotion of worker health	54-55, 58 – Human Capital 60-62 – Occupational Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60-62 – Occupational Health and Safety
	403-8 Workers covered by an occupational health and safety management system	60-62 – Occupational Health and Safety
	403-9 Work-related injuries	60-62 – Occupational Health and Safety 87-88 – ESG Data – Social Indicators
Community Impact		
GRI 3: Material Topics 2021	3-3 Management of material topics	63-65 – Community Impact
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	63-65 – Community Impact

GOVERNANCE

GRI STANDARD	DISCLOSURE	PAGE
Ethics and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	67-69 – Ethics and Compliance
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	67-69 – Ethics and Compliance (Anti-bribery and Corruption)
	205-2 Communication and training about anti-corruption policies and procedures	67-69 – Ethics and Compliance (Anti-bribery and Corruption) 88 – ESG Data – Governance Indicators
	205-3 Confirmed incidents of corruption and actions taken	88 – ESG Data – Governance Indicators
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	67-69 – Ethics and Compliance
Risk Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	70-72 – Risk Management
Information Security and Data Protection		
GRI 3: Material Topics 2021	3-3 Management of material topics	73-79 – Information Security and Data Protection
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	88 – ESG Data – Governance Indicators
Sustainable Procurement		
GRI 3: Material Topics 2021	3-3 Management of material topics	80-83 – Sustainable Procurement
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	83 – Sustainable Procurement
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	83 – Sustainable Procurement

CLIMATE-RELATED DISCLOSURES

PIL's **voluntary climate-related disclosures are prepared with reference to IFRS S2** Climate-related Disclosures, in anticipation of the regulatory requirement mandating compliance for large non-listed Singaporean companies from financial year 2030. Our disclosures build on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which informed the development of IFRS S2. Climate resilience and the integration of climate considerations into governance and strategic decision-making are our priorities on a continuous basis.

GOVERNANCE

[IFRS S2 6(a)(i)-(iii) and (v), 6(b), and 29(g)(i)]

Board oversight

The Board holds primary accountability for overseeing PIL's climate-related matters. Topics like decarbonisation and environmental pollution risks, and establishment of a Board Sustainability Committee were among the agenda items reviewed during quarterly Board meetings in FY2025. To inform their oversight of climate-related matters, Board members draw on relevant expertise from shipping, finance, risk management, and regulatory compliance. Where specific technical or scientific expertise is required, management provides briefings and engages external advisors to support informed decision-making.

Existing Board Committees address specific climate-related issues that fall within the scope of their respective mandates. The ARC, which meets quarterly, oversees all material risk types including climate risk, reviews climate-related risk assessments and response measures, and monitors the adequacy of PIL's risk management framework. The NRC ensures that remuneration structures for senior management are aligned with PIL's climate-related targets, including progress on decarbonisation milestones.

In 2025, foundations were laid for establishment of a dedicated Board Sustainability Committee with mandate to embed sustainability as a strategic priority.

Chaired by an independent director to enhance transparency and stakeholder confidence, especially among investors and regulators, the committee’s responsibilities include overseeing PIL’s material ESG topics and providing a single forum to set vision, targets and KPIs while safeguarding disclosure integrity.

For more details, please refer to Sustainability Governance of this report.

Management's role

Implementation of the ESG strategy along with management of climate-related issues is led by the ESG Steering Committee, chaired by CEO Lars Kastrup. The Steering Committee is responsible for reviewing strategy, approving initiatives, and monitoring progress against PIL's climate targets. It operates in coordination with the Global Sustainability and ESG (GSE) department, which drives initiatives, manages data collection, regulatory reporting, and disclosure.

The Steering Committee is further supported by cross-functional working groups, among which two specialise in climate issues: the Decarbonisation Working Group, which addresses mitigation strategies and progress against emissions reduction targets, and the Climate Risk and Response Working Group, which addresses physical risk assessment and adaptation planning. Both groups assist in meeting IFRS S2 disclosure requirements. Members are drawn from fleet, finance, occupational health and safety, operations, procurement, risk management, and strategy and transformation. In FY2025, membership was expanded to include representation from the Centre for Maritime Efficiency (CME).

The climate risk assessment from the working groups feeds into PIL's IAF managed by the Risk Management Department and reviewed by the Management Risk Committee, ensuring it is considered across all significant management decisions rather than treated as a standalone compliance obligation. The ESG Steering Committee reports to the Board on climate-related matters on a regular basis, with material risks and opportunities escalated to the ARC and the Board as appropriate.

Remuneration of the Senior Management team incorporates performance and progress against PIL’s climate-related targets. To determine their remuneration, adjustments are made based on achieved KPIs, as pre-defined by the NRC.

To calibrate management’s perspectives on climate-related developments and what they mean for PIL, members of the Senior Management team receive dedicated primers, three to four times per year. In April 2025, the Climate Risk and Response primer informed them about the progress of the TCFD framework implementation, climate scenario analysis and the next steps in response planning.

STRATEGY

[IFRS S2 10, 13, 14 (a) (i) and (v), 15(b), 22(a)(i)-(ii)]

Climate-related Risks and Opportunities

Building on the climate-related risks and opportunities (CROs) identified in SR 2023 and SR 2024, PIL refreshed this assessment in 2025. The tables below set out how these risks and opportunities map to PIL's business.

CLIMATE RISKS FOR PIL

RISK CATEGORY	RISK DESCRIPTION	RISK DRIVERS	TIME HORIZON			FINANCIAL IMPACT		IMPACT ON STRATEGY AND FINANCIAL PLANNING
			ST	MT	LT	SSP1-1.9	SSP2-4.5	
Decarbonisation Risk	Risk that PIL does not meet decarbonisation targets and expectations set by the International Maritime Organization (IMO), other regulators, investors and customers, as well as PIL's own internal commitments, potentially resulting in regulatory penalties, higher compliance and operating costs, and reputational impact.	Carbon pricing and tighter emissions regulation		✓	✓	High	High	• Raises operating costs due to carbon pricing under the proposed IMO Net Zero Framework which applies to fleet emissions • Accelerates investment in fuel-efficient vessels and low-carbon fuels to reduce exposure
		Changes to international law, bilateral agreements and environmental legislation	✓	✓		High	Medium	• Increases compliance and reporting costs as GHG-related requirements proliferate across jurisdictions • May result in lost or delayed revenue as legal and regulatory scrutiny of operations and supply chain slows business
		Sanctions, litigations and non-compliance exposure	✓	✓		Medium	Medium	• Exposes PIL to fines, sanctions and litigation in the event of non-compliance with regulatory standards • Requires stronger compliance controls across operations and the supply chain
		Technology transition to lower-emissions technology and products		✓	✓	Very high	High	• Requires major capital investment in newbuilds, retrofits and alternative-fuel capability • Risks stranded or suboptimal assets if fuel and technology pathways shift. requirements proliferate across jurisdictions • Raises procurement costs for low-emission equipment and technologies
		Reputational and market pressure from environmental performance	✓	✓		High	Medium	• Risks loss of customers and access to financing if PIL is seen to lag peers on decarbonisation
		Negative press coverage related to activities with negative environmental impacts	✓	✓		High	Medium	• Risks loss of commercial opportunities, customers and broader brand impacts

RISK CATEGORY	RISK DESCRIPTION	RISK DRIVERS	TIME HORIZON			FINANCIAL IMPACT		IMPACT ON STRATEGY AND FINANCIAL PLANNING
			ST	MT	LT	SSP1-1.9	SSP2-4.5	
Physical Climate Risk	The potential for financial losses and operational disruptions due to the physical impact of climate change. This includes health and safety incidents and damage to PIL's assets or its critical value chain. This risk impacts decision-making on future investments related to climate adaptation as well as business strategy in general.	Severe weather events including cyclones, hurricanes, typhoons and storms	✓	✓		Medium	High	• Raises repair and maintenance costs from increased wear and tear and damage to vessels and equipment • Increases provisions for insurance and compensation as exposure to acute weather events grows • Disrupts vessel schedules and operations, resulting in productivity and commercial losses
		Flooding and sea level rise		✓	✓	Medium	High	• Disrupts access to port berths, resulting in productivity and commercial losses • Raises operational expenditure from additional fuel consumption for rerouting and delays • Increases capital investment in newbuilds and retrofits to enhance long-term resilience
		Changing precipitation patterns		✓	✓	Low	Medium	• Increased operational expenditure and commercial losses from disruptions to terminal operations and cargo handling
		Changing wind patterns		✓	✓	Low	Medium	• Raises risks to crew safety as adverse weather creates unsafe working conditions at sea • Increased operational expenditure and commercial losses as route reliability and port operations are disrupted

CLIMATE OPPORTUNITIES FOR PIL

OPPORTUNITY CATEGORY	OPPORTUNITY DESCRIPTION	OPPORTUNITY DRIVERS	TIME HORIZON			FINANCIAL UPSIDE		IMPACT ON STRATEGY AND FINANCIAL PLANNING
			ST	MT	LT	SSP1-1.9	SSP2-4.5	
Climate-Related Opportunities	The potential to create commercial and financial value from the low-carbon transition through improved operational efficiency, low-carbon service offerings, green financing and stronger positioning within the low-carbon maritime ecosystem. These opportunities inform PIL's fleet investment, fuel strategy and commercial positioning as the sector decarbonises.	Low-carbon / green service offerings		✓	✓	Very high	High	• Creates a new revenue stream as customer demand for low-carbon shipment supports premium green service offerings (GSOs) • Wins new business and market share as customers seek partners aligned with their decarbonisation goals
		Fleet and operational efficiency improvements	✓	✓	✓	Very high	High	• Supports both cost efficiency and emissions reduction, lowering operating costs and reducing GHG emissions, with an emphasis on speed and route optimisation initiatives by Centre for Maritime Efficiency (CME)
		Alternative fuels and future-ready fleet transition		✓	✓	Very high	High	• Achieves dual goals of decarbonisation and optimising compliance costs under the proposed IMO Net Zero Framework
		Green financing and sustainability-linked capital access	✓	✓	✓	Very high	Medium	• Improves access to capital and funding flexibility through green financing tied to low-carbon assets which meet green taxonomy criteria • Lowers cost of capital over time as financing conditions are increasingly linked to emissions performance
		Stakeholder collaboration and ecosystem positioning	✓	✓	✓	Very high	High	• Unlocks access to alternative fuels, infrastructure and partnerships across the maritime ecosystem

Anticipated Financial Impacts

In 2025, PIL took a further step by assessing the potential financial impact of each risk across four scenarios and three time horizons. The ratings reflect the relative severity of financial impact and were developed with the support of an external consultant and reviewed internally. The analysis is qualitative at this stage and covers PIL's business and operations in general.

Financial Assessment of Physical Risks

The financial impact ratings indicate that the severity of physical climate risks to PIL is expected to increase over time, particularly under higher-emissions scenarios. In the near term, ratings remain relatively moderate across scenarios, reflecting limited divergence between climate pathways and more manageable financial impacts. From 2040 onwards, scenario differences become more apparent, with higher-emissions pathways associated with greater operational and financial exposure. By 2050, SSP5-8.5 records the highest ratings across most risk drivers, reflecting the increasing severity and persistence of climate-related hazards.

Among the risks assessed, severe weather events and flooding and sea level rise are rated highest over time, as they present the clearest pathways to financial impacts through port disruption, vessel delays, asset damage, increased repair and insurance costs, and supply chain interruption. Changing precipitation patterns and changing wind patterns are assessed as comparatively lower, although their potential financial impacts also increase over the medium to long term.

Overall, the assessment indicates that acute weather-related and coastal hazards are likely to be the most financially material physical climate risks to PIL, particularly under higher warming scenarios and over longer time horizons.

Financial Assessment of Transition Risks

The financial impact ratings indicate that transition risks are expected to remain material to PIL across all time horizons, with higher ratings generally observed under lower emissions scenarios where the pace of global decarbonisation is assumed to be faster and more stringent. In the near term, risks associated with carbon pricing, tighter emissions regulation and technology transition are already evident, reflecting increasing regulatory, market and customer pressure on the shipping sector. Over the medium to long term, these risks become more pronounced under SSP1-1.9 and SSP1-2.6, where stronger policy ambition and faster adoption of low-carbon technologies are expected to drive higher compliance, operating and capital costs.

Among the transition risks assessed, carbon pricing and emissions regulation, changes to law and legislation, technology transition to lower emissions technology and products are rated the highest over time. These risks present the clearest pathways to financial impact through increased fuel and compliance costs, fleet renewal and retrofit requirements, investment in new technologies and potential competitiveness impacts. Sanctions, litigation and non-compliance exposure, as well as reputational and market pressures are assessed as moderate in the near term but increase in significance over time as climate-related obligations and stakeholder expectations continue to strengthen.

Overall, the assessment indicates that transition risks to PIL will be driven primarily by the pace and scale of decarbonisation across the shipping sector, particularly under more ambitious transition pathways.

Financial Assessment of Opportunities

On the other hand, climate-related opportunities identified could also provide increasing strategic and financial upside to PIL over time, particularly under lower-emissions scenarios where the transition to low-carbon shipping is expected to be faster and more coordinated. In the near term, opportunities are already evident, especially in fleet and operational efficiency improvements, which offer clear benefits through fuel savings, emissions reduction and improved compliance readiness. Over the medium to long term, opportunity ratings generally strengthen under SSP1-1.9 and SSP1-2.6, reflecting stronger market demand, policy support and ecosystem development for low-carbon shipping solutions.

Among the opportunities assessed, fleet and operational efficiency improvements, low-carbon or green service offerings and future-ready fleet transition are rated the highest over time, as these are expected to support cost efficiency, business resilience and longer-term commercial relevance. In addition, green financing and sustainability-linked capital access is also expected to become more material over time, reflecting closer alignment between financing conditions and emissions performance. Stakeholder collaboration and ecosystem positioning is similarly assessed as an important opportunity, as progress in shipping decarbonisation is expected to depend increasingly on partnerships across the maritime value chain.

Overall, the assessment indicates that the most material opportunities for PIL are those linked to operational efficiency, future fuel readiness and stronger positioning within the low-carbon maritime ecosystem.

Climate Resilience to Transition Risk

PIL's business strategy is informed by a Well Below 2°C pathway (IPCC SSP1-2.6) and the industry decarbonisation targets set by the IMO's 2023 GHG Strategy and the proposed IMO Net Zero Framework, which target net zero GHG emissions from international shipping by around 2050. In support of these targets, PIL strives to advance technological innovation, alternative fuel adoption and operational efficiency across its fleet and operations. This strategic alignment is translated into concrete targets, investment commitments and operational measures through PIL's decarbonisation strategy on page 27.

While we are committed to aligning our strategy with these industry targets, we remain cognisant of the possibility of a prolonged business-as-usual scenario (IPCC SSP5-8.5), characterised by minimal policy intervention and continued high emissions, which would bring more severe physical climate impacts. A more accelerated 1.5°C pathway (IPCC SSP1-1.9), by contrast, would demand significant acceleration of investment and fuel transition across the industry. Across this range, PIL's measures seek to support its resilience: adherence to IMO decarbonisation milestones manages regulatory risk and total cost of compliance, while operational optimisation and energy efficiency measures generate financial benefit independently of the regulatory outcome.

Given the uncertainties inherent in the pace of the climate transition, PIL recognises the importance of being prepared for all eventualities. We continuously monitor global policy developments and climate trends to ensure our strategy remains resilient and adaptable, even in the face of less favourable climate outcomes, enabling us to manage risks effectively, meet stakeholder expectations and maintain our financial sustainability.

As international shipping remains a hard-to-abate sector and the conditions for effective decarbonisation are still emerging, PIL has decided not to pursue an SBTi-approved target at this stage. We will continue to review this stance as market and technological conditions evolve.

Climate Resilience to Physical Risk

Physical climate hazards pose a growing risk to PIL’s operations. Its service network is largely concentrated in the Global South, which faces disproportionate exposure to climate change, and the nature of shipping means physical hazards, from high winds and rough seas to storms and rising sea levels, translate directly into operational and financial impact. Recent years have seen more frequent extreme weather events affecting maritime operations, resulting in container losses and vessel damage across the industry.

With current divergent policy developments trending toward a middle-of-the-road trajectory rather than the Paris-aligned pathways, an intermediate scenario (IPCC SSP2-4.5), where social, economic and technological trends do not shift markedly from historical patterns, is becoming an increasingly likely baseline. Under such a pathway, warming of around 2.7°C would materially increase the frequency and intensity of the physical hazards to which PIL is exposed. Recognising that this scenario is becoming increasingly likely, PIL treats early preparation as essential and is strengthening its capacity to assess and adapt to physical climate risks across its operations.

To sharpen its assessment, PIL built on its qualitative assessment of financial impact by procuring a dedicated climate risk tool, enabling location-specific analysis of exposure across 28 at-risk locations identified by the Climate Risk and Response Working Group. As the tool becomes operational in 2026, PIL will move from assessment to action, translating risk data into targeted adaptation measures.

This is supported by growing readiness at the leadership level. In 2026, PIL convened a climate adaptation primer for senior management, embedding adaptation awareness at the leadership level.

This focus is timely. Singapore's designation of 2026 as the Year of Climate Adaptation reflects a growing recognition across government, business and society that adaptation can no longer be deferred, a priority PIL shares as it continues to strengthen the resilience of its operations.

RISK MANAGEMENT

[IFRS S2 10(d), 15(b), 22(b)(i),(iii), 25(a)(iv)-(v), (b), and (c)]

Management and Integration of Climate-related Risks and Opportunities

As detailed under the Risk Management topic, PIL uses the IAF framework for identification, assessment, prioritisation and monitoring of various risks facing our business and operations. Risks from natural disaster and decarbonisation are continuously assessed and monitored as part of the risk register since 2024. The identification and assessment of specific climate risks are conducted and validated by the Climate Risk and Response Working Group. In 2024 and 2025, senior management and representatives from relevant functions participated in primers and workshops on climate risks and opportunities, building a common understanding of climate impacts and the low-carbon transition across the organisation. A new set of primers were scheduled in 2026, with climate adaptation being one of the main topics.

2025 marks the third year of PIL’s climate-related assessment journey and we believe climate-related assessment would continue to inform our risk management. Building on this qualitative scenario analysis, we plan to further our assessment by assessing key operating locations under selected scenarios in greater detail. As part of an evolving process, PIL will continue to enhance its assumptions, methodologies and internal capabilities over time as climate science, regulatory expectations and market conditions develop.

Enhancing our scenario analysis approach

In 2025, we further refined the parameters of our climate scenario analysis to strengthen our understanding of how different climate futures may affect PIL over time. Building on the approach established in the previous reporting cycle, we considered four IPCC Shared Socioeconomic Pathway (SSP) scenarios to assess the resilience of our business under a broader range of transition and physical risk outcomes. In consideration of the divergent policy developments and the progress of global climate actions, we have added an additional scenario of SSP2-4.5 to reflect the increasingly likely baseline scenario in our analysis.

This scenario framework enables PIL to better evaluate the potential implications of climate change on its operations, strategy and long-term resilience. By considering a wider range of future pathways and time horizons, we are better positioned to identify where climate-related pressures may intensify and where strategic responses may be needed across the business and value chain.

SCENARIO	DESCRIPTION	LONG TERM TEMPERATURE ESTIMATE (2081–2100)	
		BEST ESTIMATE (°C)	VERY LIKELY RANGE (°C)
SSP1-1.9	Very ambitious scenario representing the 1.5°C goal of the Paris Agreement, with CO_2 emissions declining to net zero around 2050.	1.4	1.0 to 1.8
SSP1-2.6	Stays below 2.0°C warming relative to 1850–1900 (median) with implied net zero CO_2 emissions in the second half of the century.	1.8	1.3 to 2.4
SSP2-4.5	Intermediate emissions where social, economic and technological trends do not shift heavily from historical patterns.	2.7	2.1 to 3.5
SSP5-8.5	Fossil-fuelled development scenarios with very high greenhouse gas emissions and limited adoption of climate change mitigation policies.	4.4	3.3 to 5.7

In addition, we updated the definitions of short-term, medium-term and long-term horizons in support of a more structured analysis to inform our risk assessment and management. The short-term horizon is extended to cover up to 2030, reflecting risks that are already emerging or may affect the business soon. Over the medium term, we expected the effects of scenario divergence would become clearer as differences in policy development, technology adoption and physical hazards increase. By the long term, both transition and physical risks are expected to become more pronounced, depending on the pathway considered.

TIME HORIZON	RISK INTERPRETATION
Short term by 2030	Risk is already visible now or could affect the business in the near future. Dominated by currently locked-in climate hazards and current regulatory measures.
Medium term 2031 - 2040	Risk is expected to become more relevant over the next several years. Stronger divergence between scenarios in both policy and physical hazards.
Long term 2041 - 2050	Risk is likely to intensify or become material over a longer timeframe. Scenario divergence is more pronounced, physical risks will escalate materially in higher emissions pathways and transition requirements are expected to intensify in low emission pathways.

METRICS AND TARGETS

[IFRS S2 29(a), (e)-(f), 33(a)-(h), 35 and 36(a)-(c)]

We recognise our part in decarbonising the shipping industry. PIL's decarbonisation strategy centres on three key levers: enhancing fleet operational efficiency, deploying energy efficiency technologies, and investing in green fuel and fleet transition. We strive to strengthen the robustness of our GHG emissions data so as to monitor our progress towards our net zero target. While the fuel consumption of our fleet are third-party verified yearly for Carbon Intensity Indicator (CII) calculation, we also participate in Clean Cargo Reporting twice a year and enhance our shore-based emissions inventory through adoption of a MRV. This year, we achieved a 23% reduction in fleet-based Scope 1 and Scope 3 Category 3 emissions compared to our 2010 baseline.

Our GHG emissions data can be found in the Annexes under ESG Data, while our decarbonisation initiatives and targets are detailed under the Climate Response topic. For GHG measurement approach, please refer to Methodology in the Annexes.

Beyond emissions performance, PIL monitors a broader set of group-wide metrics to assess its exposure to climate-related risks and opportunities and to inform strategy and financial planning. These metrics are monitored against internal thresholds set in alignment with PIL's defined risk appetite. The table on the right summarises PIL's performance against these metrics in 2025.

METRICS	UPDATE 2025
Decarbonisation Risks	
Fleet's Annual Efficiency Ratio (AER)[30]	**Within threshold** We monitor performance against internal thresholds which are reduced annually, in support of the transition.
CO_2e Emissions per TEU of Effective Capacity	
Bunker Consumption per TEU of Effective Capacity	
Breach of Annual Emissions Cap	**On track** We monitor performance against a GHG emissions cap at 80% of 2010 levels by 2030, as informed by the IMO 2023 GHG Reduction Strategy.
Physical Climate Risks	
Climate Heatmap Rating, based on: 1. Severity of health and safety incidents 2. Financial losses as % of revenue 3. Duration of delays and business disruptions	**On track** An initial qualitative climate heatmap has been developed, covering PIL's business and operations in general. Going forward, PIL plans to conduct location-specific risk assessments across additional locations and climate hazards.
Capital Allocation	
Internal Carbon price	**On track** We adopted an Internal Carbon Price of US$100 per tonne CO_2e, aligned with the Tier 1 Remedial Unit price under the proposed IMO Net-Zero Framework.
Amount invested in transition	**On track** We monitor the amount of investments under the decarbonisation strategy. In 2025, US$623,100,000 was allocated to investments supporting the transition.

[30] AER = CO_2 emissions / (Deadweight x Distance Travelled). Note: Covers all owned vessels, includes chartered out vessels but excludes chartered in vessels.

INDEPENDENT ASSURANCE STATEMENT

Independent Verification and Limited Assurance Report of American Bureau of Shipping to Pacific International Lines Pte Ltd

We were engaged by Pacific International Lines Pte Ltd ("the Company") to assure selected environmental, social and governance metrics ("the Metrics") and disclosures of the Company's Sustainability Report 2025 ("the Report"), relating to the year ended 31 December 2025 in the form of a limited assurance conclusion about the proper preparation of the Metrics, in all material respects, in accordance with the Company's own methodology for sustainability report development ("the Methodology").

This independent limited assurance report is issued solely to the Company in accordance with the terms of our engagement (Doc. No: QUO-52613-W1L2M). Our work has been undertaken so that we might provide limited assurance to the Company on those matters that we have been engaged to consider in this report only and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the Company for our work, for this independent limited assurance report, or for the conclusions we have reached.

Responsibilities of the directors of the company

The directors of the Company are responsible for the proper preparation of the Report, and the Metrics, information and statements contained therein, in accordance with the Methodology.

It is the directors' responsibility to develop, operate and maintain internal systems and processes relevant to the proper preparation of a Report that is free from material misstatement, whether due to fraud or error.

Responsibilities of American Bureau of Shipping

Our responsibility is to independently express a limited assurance conclusion to the Company, based on the procedures performed and evidence obtained, as to the proper preparation of the Report, in all material respects, in accordance with the Methodology. We conducted our work over the course of several months from May to August 2026, in accordance with the International Standard on Sustainability Assurance (ISSA) 5000: General Requirement for Sustainability Assurance Engagements ("Standard"), issued by the International Auditing and Assurance Standards Board. The Standard requires that we obtain sufficient and appropriate evidence related to the Metrics that is free of material misstatement on which to base our conclusion.

Scope of work

The limited assurance engagement for the Company involves planning and performing procedures to obtain sufficient appropriate evidence for a meaningful level of assurance over the Metrics stated below, as disclosed in the company's Sustainability Report:

- Scope 1 GHG emissions from direct emissions sources
- Scope 2 GHG emissions from indirect emissions source
- Scope 3 GHG emissions: Categories 3 Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 and Categories 6 Business Travel
- Air Pollutants: Sulphur oxides (SOx), Nitrogen oxides (NOx), Particulate matter (PM), Particulate matter (PM2.5)
- Total number of employees
- Total number of fatalities
- Recordable Injuries
- Lost Time Injury Frequency (LTIF)
- Percentage of shore staff trained on anti-bribery and corruption
- Percentage of buyers for strategic suppliers trained on sustainable procurement
- Percentage of ESG audits conducted on targeted suppliers
- Percentage of targeted suppliers screened for compliance (incl. corruption)

The procedures selected depend on our judgment, on our understanding of the activities of the Company, the context of the Report and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. The procedures performed included:

- Investigating, observing, inspecting, and reporting on the processes and documents reviewed, and agreeing or reconciling with the underlying records to check errors or omissions in data analysis, consistency, and reasoning of reporting
- Reviewing the Metrics disclosed in the Company's Sustainability Report for FY2025
- Inquiries to the Company's management and personnel involved in the sustainability report's preparation process, the internal control system governing this process, and selected disclosures in the sustainability report
- Data collection, including limited substantive testing, on a selective basis of Company's owned and chartered fleet to verify the Metrics stated in the report. Calculations were re-checked for limited data sets to verify the data accuracy

The procedures performed in a limited assurance engagement vary in nature and timing and are not as extensive as a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Other Information

Management of the Company is responsible for the report and assurance of any other information outside our scope of work. The other information comprises the information outlined in the Company's Annual Report, including the financial statements and notes thereto, chairman's statement, and the sustainability information in the Sustainability Report, other than the Metrics subject to assurance and our assurance report thereon.

Our conclusion on the Selected Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the Selected Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Selected Sustainability Disclosures or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

Inherent limitations

In providing our limited assurance conclusion, we relied on the information and documents provided to us by the Company. To the best of our knowledge, there are no circumstances which would render such information or documents unreliable. Because of such reliance, there may be errors or irregularities which may not have been detected.

Limited assurance engagements are based on selective testing of the information being examined and it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-adherence to the GRI Standards reporting framework, as the assurance engagement is not performed continuously throughout the year and the procedures performed are on a test basis. The conclusion expressed in this report must be read in conjunction with the inherent limitations stated in this assurance statement.

Practitioner's Responsibilities

Our objectives are to plan and perform the assurance engagement to obtain limited assurance about whether the Selected Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Selected Sustainability Disclosures.

As part of a limited assurance engagement in accordance with ISSA 5000, we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the Company's internal control; and
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. 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 control.

Conclusion

Based on the procedures performed and evidence obtained, and subject to the key assumptions and inherent limitations set out above, nothing has come to our attention that causes us to believe that the Metrics submitted to ABS by 14 August 2026 for the year ended 31 December 2025 have not been properly prepared, in any material respects, in accordance with the Methodology.

On behalf of American Bureau of Shipping:

Dominic Wen

Dominic Wen
Lead Assurer

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Dated: 14 August 2026