



COSCO SHIPPING International (Singapore) Co., Ltd.
中远海运国际（新加坡）有限公司
(Incorporated in the Republic of Singapore)
(Company Registration No.: 196100159G)

NAVIGATING RECOVERY CHARTING SUSTAINABILITY



2025 COSCO SHIPPING International (Singapore) Co., Ltd.
Annual Report

VISION

To become the best-integrated shipping and logistics service provider in South and Southeast Asia.

MISSION

To provide customers with professional one-stop shipping and logistics solutions.



Investor Relations Contact
COSCO SHIPPING International (Singapore) Co., Ltd.

Mr Wang Hui
Vice President

Mr Tan Guan Lin
Investor Relations Executive

Tel: (65) 6885 0888
Fax: (65) 6885 0858
Email: enquiry@coscoshipping.com.sg

Contents

OVERVIEW

- 02 Corporate Profile
- 03 Corporate Structure
- 04 Financial Highlights

KEY MESSAGE

- 08 Chairman and President's Statement

OPERATIONS AND FINANCIAL REVIEW

- 14 Operations Review
- 16 Financial Review

CORPORATE GOVERNANCE AND TRANSPARENCY

- 19 Corporate Governance
- 59 Board of Directors
- 63 Key Management
- 66 Corporate Information
- 67 Investor Relations
- 68 Risk Management

SUSTAINABILITY REPORT

- 71 Sustainability Report

FINANCIAL STATEMENTS

- 151 Directors' Statement
- 156 Independent Auditors' Report
- 161 Consolidated Statement of Financial Position
- 162 Consolidated Statement of Profit or Loss
- 163 Consolidated Statement of Comprehensive Income
- 164 Consolidated Statement of Changes in Equity
- 165 Consolidated Statement of Cash Flows
- 167 Notes to the Financial Statements
- 229 Five-Year Summary
- 230 Shareholding Statistics
- 232 Notice of Annual General Meeting
- 239 Proxy Form for Annual General Meeting

Corporate Profile

COSCO SHIPPING International (Singapore) Co., Ltd. (the “**Company**”), along with its subsidiaries (referred to as the “**Group**”), aspires to establish itself as a leading integrated logistics service provider with a significant footprint in both South and Southeast Asia.

One of our notable subsidiaries, Cogent Holdings Pte. Ltd. (“**Cogent**”), which we acquired in 2018, takes pride in serving a diverse clientele, ranging from local SMEs to multinational corporations. As the owner of Cogent Logistics Hub, Singapore’s largest one-stop integrated logistics hub, its core operations encompass warehousing, container depot services, automotive logistics, transportation, and property management within Singapore.

To align with our expansion goals of fostering collaborative relationships within the region’s logistics landscape, Cogent oversees all subsidiaries in Malaysia through its wholly-owned subsidiary, SH Cogent Logistics Pte Ltd. These subsidiaries include SH Cogent Logistics Sdn. Bhd., Dolphin Shipping Agency Sdn. Bhd., East West Freight Services Sdn. Bhd., Gems Logistics Sdn. Bhd., Guper Integrated Logistics Sdn. Bhd, and Golden Logistics & Storage Sdn. Bhd. (“**Golden Logistics**”) This strategic expansion of Cogent enhanced our logistics services in Malaysia to encompass container haulage, freight forwarding, forwarding agency services, container depot operations, and warehousing. Cogent has fully acquired Golden Logistics in 2023.

COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd. (“**CSME**”), a subsidiary of the Company, engages in ship repair and marine engineering activities, including annual inspection, ship store supply, fabrication work services, and production of outfitting components.

We also offer property management services through Harington Property Pte Ltd, a wholly-owned subsidiary of our Company. Furthermore, we have a 40% ownership in PT Ocean Global Shipping Logistics, an Indonesian shipping logistics company specializing in services such as logistics, freight forwarding, ship agency, and container depot services.

The Company’s joint venture company, COSCO SHIPPING Southeast Asia Container Logistics Services Pte. Ltd., owns 30% of SINOVNL Company Limited (formerly known as TAN CANG-

COSCO-OOCL Logistics Company Limited). This Vietnamese company offers storage and warehouse services, container station and depot services, equipment maintenance and repair, and freight transport agency services.

Since 2022, we have held a 40% ownership in COSCO SHIPPING Bulk (Southeast Asia) Pte. Ltd., an associated company. They specialize in dry bulk shipping, primarily focusing on voyage charter and time charter arrangements.

In 2023, the Company expanded its regional logistics capabilities by establishing Goldlead Supply Chain Development (Southeast Asia) Pte. Ltd., with a 49% stake, to deliver specialized supply chain solutions and advance digital logistics across South and Southeast Asia.

In April 2024, Cogent formed a joint venture with Eastern (1961) Holding Pte. Ltd. to establish a company, Cogent Eastern Precision Pte Ltd, focused on providing container body repairs, maintenance, and modifications. This strategic partnership aims to serve customers in Singapore and expand into other Southeast Asian markets, strengthening the Group’s service offerings and regional presence.

In July 2025, the Company successfully completed the renounceable non-underwritten rights issue to support business expansion and strengthen its financial position, raising approximately S\$272.2 million. Part of the proceeds have been used to repay bank borrowings and to fund the construction of logistics facilities such as Jurong Island Logistics Hub Phase 2 (“**JILH Phase 2**”). In June 2025, construction for JILH Phase 2 commenced. The piling works for JILH Phase 2 was completed in December 2025.

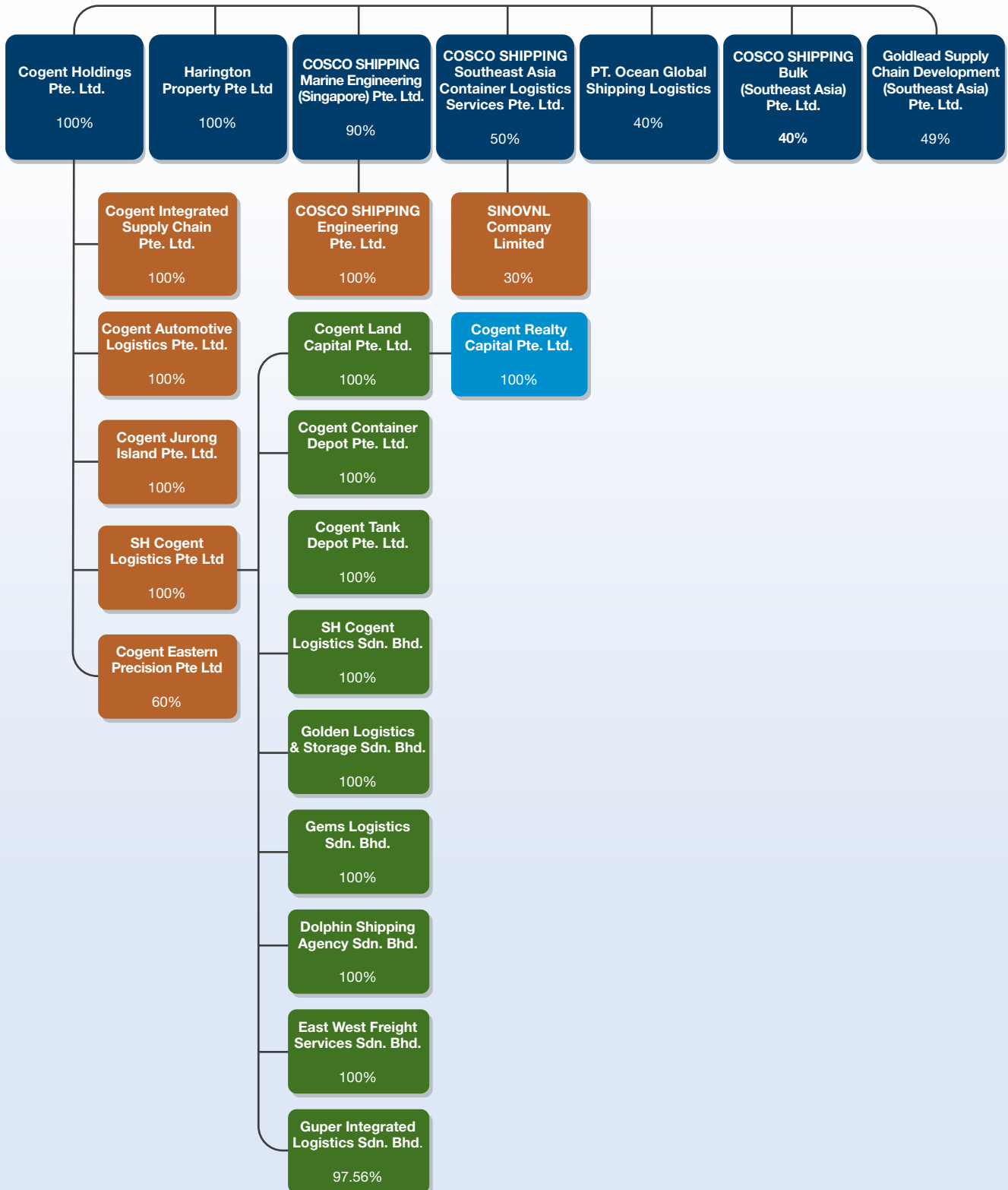
The Company is focusing efforts on restructuring the Malaysia counterparts to increase efficiency. These efforts aim to reinforce operational management and drive regional growth. Additionally, the development of JILH Phase 2 will bolster the Company’s capabilities in delivering integrated logistics services and digital supply chain solutions.

The Company is ultimately controlled by China COSCO SHIPPING Corporation Limited (“**Parent Company**”), a state-owned enterprise headquartered in the People’s Republic of China (“**PRC**”).

Corporate Structure

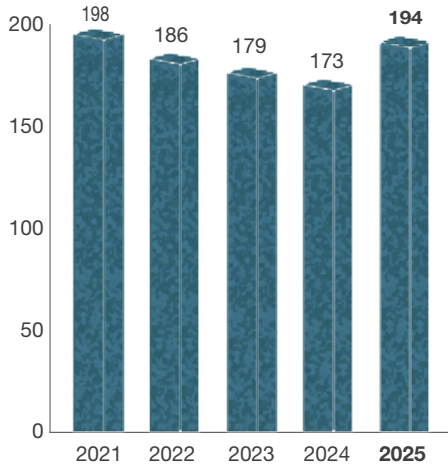


COSCO SHIPPING INTERNATIONAL (SINGAPORE) CO., LTD.

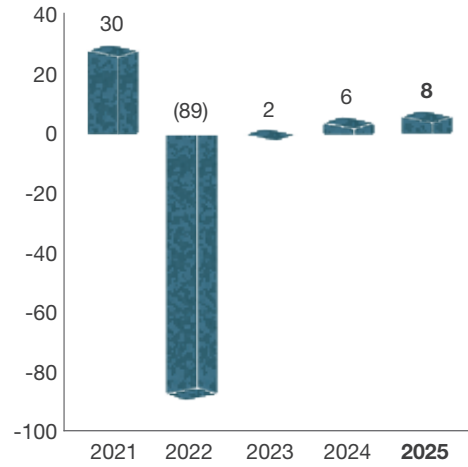


Financial Highlights

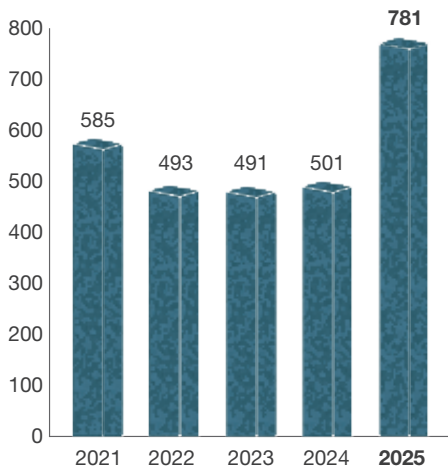
Revenue (\$'million)



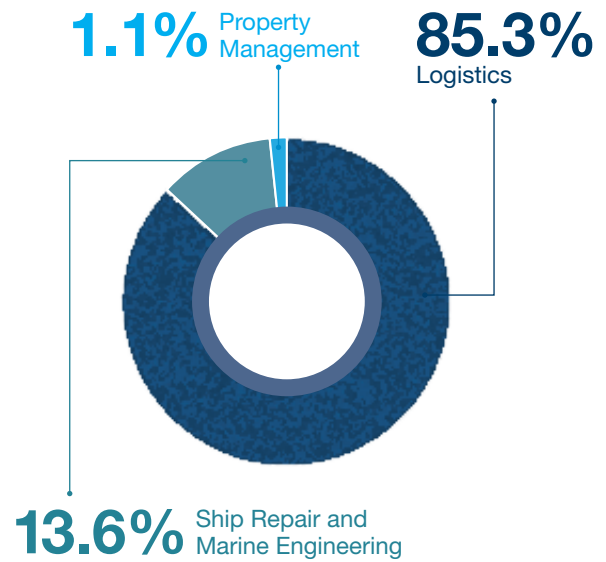
Net Profit / (Loss) Attributable to Equity Holders (\$'million)



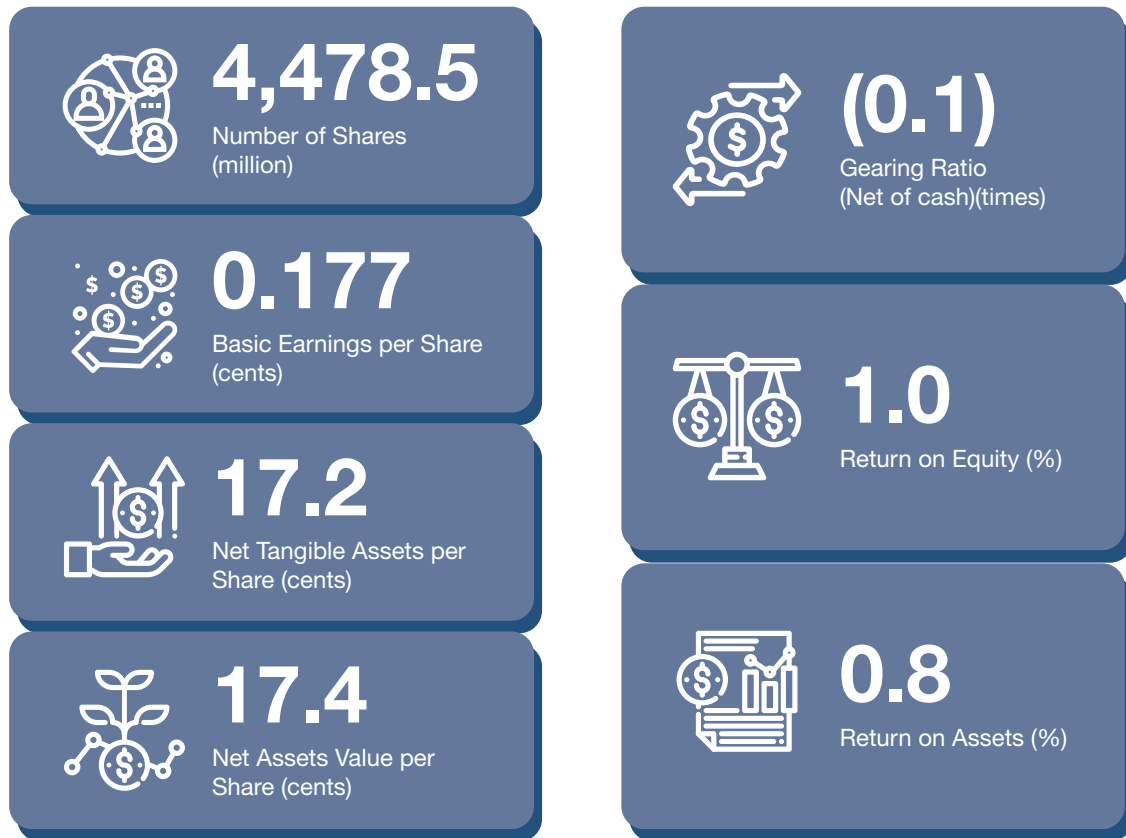
Net Assets (\$'million)



Revenue by Activities (%)



Financial Highlights



5-YEAR PROFIT OR LOSS ACCOUNTS (\$'million)	2021	2022	2023	2024	2025
Revenue	198.5	185.6	178.7	173.0	194.0
Total profit / (loss)	30.8	(87.8)	2.6	6.6	9.1
Profit / (Loss) attributable to equity holders of the Company	30.1	(88.6)	1.9	5.5	7.9

OTHER KEY STATISTICS	2021	2022	2023	2024	2025
Number of Shares (million)	2,239.2	2,239.2	2,239.2	2,239.2	4,478.5
Basic Earnings / (loss) per Share (cents)	1.3	(4.0)	0.08	0.2	0.177
Net Tangible Assets per Share (cents)	20.1	20.9	21.0	21.8	17.2
Net Assets Value per Share (cents)	25.6	21.8	21.8	22.2	17.4
Gearing Ratio (net of cash)(times)	0.4	0.5	0.4	0.4	(0.1)
Return on Equity (%)	5.4	(16.7)	0.4	1.1	1.0
Return on Assets (%)	2.9	(9.5)	0.2	0.7	0.8

Anchoring Asia's logistics future.

2025 was a pivotal year for COSCO Shipping International. In Malaysia, we stabilized operations and advanced restructuring by centralizing warehousing, depot, and transport businesses. This transformation has strengthened efficiency and sharpened our competitive edge, laying the groundwork for long-term growth across Southeast and South Asia.

Meanwhile, Phase II of the Jurong Island Logistics Hub highlights our bold investment in Singapore's logistics ecosystem. With advanced automation, enhanced cargo-handling, and sustainable practices, the facility reinforces COSCO's leadership and positions us to meet rising demand in petrochemical, chemical, and general cargo sectors.





Chairman and President's Statement



We will continue to create greater value for our shareholders and realize the long-term sustainable development of the Company.



WANG SHAN HE

Executive Chairman
(Left)

JIANG KAI

Executive Director and President
(Right)

DEAR SHAREHOLDERS,

We are pleased to present the performance of the Company for the financial year ended 31 December 2025.

In 2025, global economic growth remained broadly stable. According to the World Economic Outlook released by the International Monetary Fund (“IMF”) in January 2026, global economic growth in 2025 was 3.3%, unchanged from the previous year. During the year, evolving trade policies in certain economies posed challenges to the global economic recovery. Nevertheless, investments in emerging technologies such as artificial intelligence, together with accommodative fiscal and monetary policies, helped to mitigate these headwinds. Overall, the global economy demonstrated resilience in 2025.

According to the announcement released by Singapore’s Ministry of Trade and Industry (“MTI”) on 10 February 2026, Singapore’s economy grew by 5.0% in 2025, easing from the 5.3% growth recorded in 2024. Growth in the transportation and storage sector moderated to 3.3%, compared with 6.6% in 2024.

COMPANY PERFORMANCE

Despite a challenging operating environment, the Group delivered steady growth in both revenue and profitability in 2025. Revenue increased by 12% year-on-year to S\$194.0 million, from S\$172.9 million in 2024. The increase was primarily driven by the integrated logistics segment, particularly contributions from automotive logistics and container depot services. Revenue from the integrated logistics segment amounted to S\$165.5 million, representing a year-on-year increase of 10%. Revenue from ship repair and marine engineering services rose by 30% to S\$26.3 million. Revenue from property leasing decreased by 25% to S\$2.18 million.

Alongside revenue growth, the Group continued to strengthen cost control measures through implementation of lean management initiatives. Profit attributable to shareholders increased by 45% to \$7.9 million compared with S\$5.5 million in 2024.

In recognition of the shareholders’ continued support, the Board has proposed a final dividend of 0.089 Singapore cents per share for the financial year ended 2025, representing approximately 50% of the Group’s earnings for the year. The proposed dividend is subject to shareholders’ approval at the Annual General Meeting to be held on 27 April 2026.

Chairman and President's Statement



Cogent Fleet

INTEGRATED LOGISTICS AND SUPPLY CHAIN BUSINESS

In 2025, against a backdrop of a complex and volatile external environment, the Group's wholly owned subsidiary, Cogent Holdings Pte. Ltd. ("**Cogent Holdings**"), remained focused on its core logistics business, guided by a customer-centric and results-oriented approach. The company coordinated its operations, market expansion, project development and internal management, achieving steady progress across all areas.

Cogent Holdings recorded sustained improvements in both revenue and profitability in 2025. Operations in Singapore achieved stable progress and remained the key contributor to the Group's overall performance. Operations in Malaysia continued to face challenges, whilst the Company progressed in restructuring and integration efforts as planned, resulting in gradual improvements to the operating foundations.

The Group further strengthened its one-stop logistics service capabilities across its three core segments, container depot, warehousing and automotive logistics. By deepening engagement with existing customers and expanding its customer base, new businesses such as container repair services, automotive logistics, Singapore-Malaysia cross-border transportation and third-

party logistics (3PL) warehousing in Malaysia achieved strong growth, further enhancing the Group's integrated supply chain capabilities.

In terms of cost optimisation and efficiency enhancement, the Group advanced lean management initiatives by optimising land and equipment utilisation, reducing rental expenses and improving operational efficiency. Following the completion of the Rights Issue in July 2025, Cogent Holdings fully repaid all bank borrowings, further strengthening the Group's Consolidated Statement of Financial Position and providing a solid foundation for sustainable growth.

Construction of Phase II of the Jurong Island Logistics Hub commenced in June 2025 and progressed according to plan, with key regulatory approvals and construction milestones successfully achieved. At the same time, the Group accelerated its digitisation efforts through the rollout of various management systems, resulting in further improvements in operational and management efficiency.

In support of sustainability, Cogent advanced its green and low-carbon initiatives. In 2025, 730 solar panels were installed and connected to the grid in April. As at the end of December 2025, cumulative electricity generation amounted to approximately 382,700 kilowatt-hours, contributing to lower electricity costs and reduced carbon emissions.

Chairman and President's Statement

SHIP REPAIR AND MARINE ENGINEERING SERVICES

In 2025, COSCO SHIPPING Marine Engineering (Singapore) Co., Ltd. ("**CSME**") capitalised on favourable market conditions and achieved marked yearly growth in revenue.

In addition to routine ship repair services, CSME completed five full-vessel repair projects during the year, enhancing the overall profitability of its repair segment. Approximately 300 vessel supply services were completed, with supply revenue recording substantial growth. Capabilities in ship stores supply, catering services and spare parts transshipment expanded. Additionally, CSME secured several high value-added fabrication contracts from major shipyards in Singapore, resulting in meaningful increases in revenue and profit.

CSME also expanded its market presence through proactive customer engagement and participation in industry events, including the Shanghai Maritime Exhibition. Through sustained business development efforts, CSME successfully arranged dry-docking repair services in Singapore for both internal and external customers and secured steel fabrication contracts directly from leading international offshore engineering contractors.

ASSOCIATED COMPANIES

In 2025, the Group's associated company in Indonesia, PT Ocean Global Shipping Logistics ("**PT Ocean**"), intensified market development efforts, retaining existing customers and acquiring new ones. At the same time, it optimised procurement processes and strengthened cost controls across spare parts, fuel and maintenance services. These initiatives resulted in steady growth in both revenue and profit, contributing positively to the Group's overall performance.

COSCO SHIPPING Southeast Asia Container Logistics Services Pte. Ltd. also recorded steady growth in its depot operations in Vietnam, further contributing to the Group's profitability for the year.



Cogent Automotive Transportation

2025 HIGHLIGHTS

Rights Issue

To support future investments in integrated logistics and supply chain infrastructure and to reduce bank borrowings, the Group initiated the Rights Issue in 2024.

In April 2025, the controlling shareholder completed the required investment approval procedures in China and provided the necessary undertaking letter and confirmation of bank funds. The Rights Issue proposal subsequently received approval from Singapore Exchange Securities Trading Limited ("**SGX-ST**") and the Company's Extraordinary General Meeting in June 2025, and it was successfully completed in July 2025.

Through the Rights Issue, the Group raised approximately S\$272 million. The proceeds were used to fully repay all bank borrowings, thereby reducing interest expenses and strengthening the Group's financial position. The remaining funds will be utilised to support the construction of logistics infrastructure, including the construction of Phase II of the Jurong Island Logistics Hub.

Chairman and President's Statement



Jurong Island Logistics Hub Phase 2

Jurong Island Logistics Hub Phase II

Following comprehensive planning, construction of Phase II of the Jurong Island Logistics Hub commenced in June 2025. The project occupies a land area of 25,000 square metres and has a gross floor area of approximately 62,500 square metres. Upon completion, it will comprise warehouse facilities as well as laden and empty container depots. The facility will become the largest integrated logistics centre on Jurong Island, enabling the Group to further enhance operational efficiency and deliver higher quality one-stop logistics services to customers.

As at the end of January 2026, the construction of the first and second floor slabs and columns had been completed. Based on the current construction schedule, Phase II is expected to be completed in the fourth quarter of 2026.

ECONOMIC OUTLOOK

According to the IMF's World Economic Outlook released in January 2026, global economic growth is expected to remain resilient, with growth in 2026 projected at 3.3%, unchanged from 2025. MTI forecasts that Singapore's economy will grow between 2.0% and 4.0% in 2026.

BUSINESS OUTLOOK

The Group's vision is to become a leading integrated logistics and supply chain service provider in Southeast Asia. To achieve this, the Group will continue to strengthen its integrated logistics operations in Singapore while accelerating the restructuring and integration of its Malaysia operations to enhance operational efficiency and profitability. The Group will also prioritise the timely completion of Phase II of the Jurong Island Logistics Hub and its subsequent commencement of operations.

CSME, PT Ocean and container logistics service businesses will continue to focus on improving revenue and profitability, contributing to sustained earnings growth. In addition, the Group's associated company, Goldlead Supply Chain Development (Southeast Asia) Pte. Ltd., will continue to advance logistics and supply chain infrastructure projects, including the Tuas logistics park warehouse project in Singapore as well as other initiatives with the aim of generating new growth drivers for the Group.

CLOSING REMARKS

In the year ahead, key priorities will include the continued integration of the Malaysia integrated logistics business, the construction of Phase II of the Jurong Island Logistics Hub and the advancement of logistics infrastructure projects across Southeast Asia. The Group remains committed to enhancing operational efficiency and achieving sustainable growth to create long-term value for shareholders.

On behalf of the Board of Directors and management, we would like to express our sincere appreciation to our employees for their dedication and hard work throughout the year, and to our shareholders for their continued support and trust.

WANG SHAN HE
Executive Chairman

JIANG KAI
Executive Director and President

Shaping the future of logistics in Asia.



Our commitment to long-term growth continues to shape both our investments in infrastructure and our focus on emerging logistics trends across the region. Guided by resilience and ambition, we are building a stronger future as an integrated logistics leader in Southeast and South Asia.

In Malaysia, we have progressed the centralisation of warehouse, depot and transport operations, while continuing to consolidate and integrate logistics companies acquired in recent years. This has strengthened our operational efficiency and scale, positioning us for accelerated growth and long-term value creation.





Desaru
Education, Sport
Security, Health,
Tourism

Integrated
Complex

10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100



Operations Review



LOGISTICS

In 2025, integrated logistics continued to be the Company's core business focus. The Group delivers its logistics services primarily through its wholly owned subsidiary, Cogent Holdings Pte. Ltd. ("**Cogent**"), operating in both Singapore and Malaysia. Beyond these markets, the Group also provides logistics services in Indonesia and Vietnam through its associated companies, PT Ocean Global Shipping Logistics and SINOVNL Company Ltd.

Cogent operates nine subsidiaries in Singapore and six in Malaysia, supported by a workforce of over 700 employees. Together, these entities offer comprehensive logistics solutions including land transportation, warehousing, container and tank depot operations, automotive logistics, bulk cargo transportation, and end to end supply chain management.

As at end 2025, Cogent managed a fleet of nearly 200 prime movers and over 800 trailers across both markets, enabling an annual container trucking capacity of approximately 184,500 TEUs. The company also operated nine warehouses covering a total area of 245,198 square meters and seven container depots with a combined stacking capacity of 26,100 TEUs. In Singapore, Cogent further managed seven car storage facilities with space for more than 4,900 vehicles.



Warehouse operations in Cogent

In 2025, Cogent strengthened its commercial presence in Singapore and Malaysia, securing over 239 new clients during the year. To address rising production and operating costs, the company implemented a revised fee structure for land transport, warehousing, and depot services. These adjustments contributed to higher operating income, while enhanced cost control measures helped reduce overall expenditure. These efforts reflect the Group's commitment to sustainable growth, customer service excellence, and operational efficiency.

The commencement of construction for Phase 2 of the Jurong Island Logistics Hub ("**JILH**") in 2025 further solidified Cogent's position as a leading logistics provider on Jurong Island. Scheduled for completion in the fourth quarter of 2026, this expansion will enable the Group to strengthen its integrated logistics offerings and support the development of a more collaborative and resilient supply chain ecosystem for stakeholders on Jurong Island. Through this strategic investment, the Group aims to enhance supply chain value, broaden its service capabilities, and deliver higher standards of end to end customer service across the region.



Cogent 1BC Sky Depot

Operations Review

SHIP REPAIR AND MARINE ENGINEERING

COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd. (“**CSME**”), a subsidiary of the Company, is engaged in ship repair and marine engineering services, including annual inspections, ship stores supply, ship provisions supply, crew services, fabrication works, and the production of outfitting components.

In recent years, CSME has expanded its ship repair and inspection services beyond its existing markets in Singapore, Malaysia and Indonesia to additional countries across Southeast Asia, South Asia and the Middle East. Meanwhile, CSME has been enhancing its ERP system to improve operational efficiency and has implemented a financial management system to strengthen internal controls. CSME has also entered into strategic cooperation agreements with other maritime enterprises to support its business development.

In 2025, CSME carried out its operations in a disciplined and systematic manner, delivering a range of marine services across different regions. These included project-related works, emergency response support, and scheduled maintenance activities for their clients’ vessels.



Daily operations briefing in CSME

PROPERTY MANAGEMENT

The Group owns office units in Suntec City, operated under the Company’s wholly owned subsidiary, Harington Property Pte Ltd. The office units are currently rented out, and in 2025, the revenue of the subsidiary remained stable.

DRY BULK SHIPPING

As an associated company, COSCO SHIPPING Bulk (Southeast Asia) Pte. Ltd. (“**COSCO SHIPPING BULK SEA**”) operates three Supramax vessels with a combined capacity of 163,000 tonnes and an average age of 20 years as of 31 December 2025. In 2025, the BSI (Baltic Supramax Index) recorded an annual average of 1,129.36 points, with an average time charter (“**TC**”) level of US\$12,241 BSS 58K SUPRAMAX.

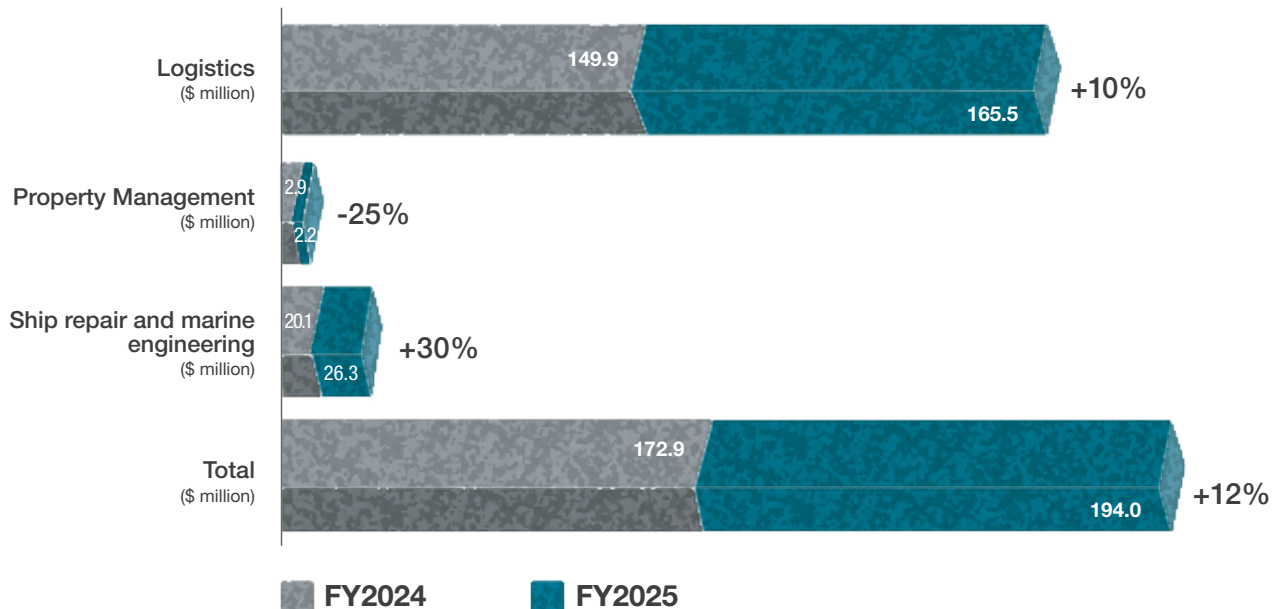
The company has made significant strides in optimizing its fleet performance, achieving a US\$12,608 TC level for its three owned vessels, US\$1,894 lower than the previous year and 3% above the market average. Additionally, to strengthen market operations, the company keeps chartered six vessels on a period basis, same as the previous year.

In 2025, the annual cargo transportation volume achieved 7 million metric tons, 1 million metric tons more than the previous year.



Welding processes done by a worker in CSME

Financial Review



Group revenue for FY 2025 totalled \$194.0 million, 12% higher than FY 2024. The increase of revenue was attributed to the increase in revenue from the Logistics segment as well as Ship repair and marine engineering segments.

Logistics activities accounted for approximately 85% of the Group's revenue in FY 2025. Revenue from logistics activities increased by 10% to \$165.5 million. This increase was mainly attributed to a higher revenue contribution from Automotive Logistics and Container Depot management services in Singapore and Malaysia due to an increased volume of business activities from key customers.

Revenue from the Property management segment decreased by 25% or \$2.91 million to \$2.18 million mainly due to the decrease in revenue from Cogent Land Capital Pte. Ltd. and Cogent Realty Capital Pte. Ltd. under Cogent.

The increase in revenue from Ship repair and marine engineering by 30% from \$20.1 million to \$26.3 million was driven by an increase in volume of ship repair jobs in Singapore.

COSTS AND PROFITABILITY

The cost of sales increased by 13% while revenue increased by 12% as compared to FY 2024, mainly due to the increase in staff costs and other administration expenses because of global inflation.

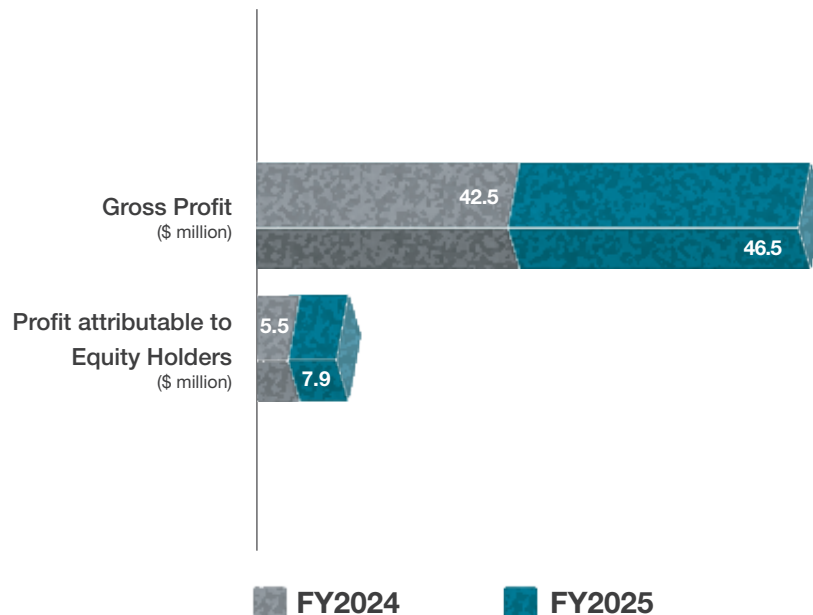
The gross profit margin decreased slightly from 25% in FY2024 to 24% in FY2025 due to lower margins from the Ship repair and marine engineering segments.

The decrease in other income was mainly due to decrease in sundry income and government grants, partly offset by an increase in interest income. Interest income increased by 83% in FY 2025 mainly due to increase in bank deposit placements with the proceeds from rights issue in July 2025.

There were other losses in FY2025, primarily due to an increase in foreign exchange losses and losses in disposal of property, plant and equipment.

Distribution expenses increased by 14% due to business volume increased in year 2025. Whereas administrative expenses increased by 2% mainly due to higher staff costs and global inflation.

Financial Review



Finance costs decreased by 35% to \$7.5 million mainly due to lower borrowing costs resulting from repayment of the borrowings.

Share of profit of associated companies of \$4.3 million was contributed by the Group's 40% shareholdings in COSCO SHIPPING Bulk SEA, 40% shareholdings in PT. Ocean Global Shipping Logistics and 30% shareholdings in SINOVNL Company Limited. The decrease in share of profit of associated companies was mainly due to lower profit contribution from COSCO SHIPPING Bulk SEA.

Income tax expense increased by 78% as compared to FY 2024 mainly due to higher profit before tax.

In FY 2025, the net profit attributable to equity holders amounted to \$7.9 million, a significant increase compared to the net profit of \$5.5 million in FY 2024. The increase was mainly attributed to higher sales revenue from Logistics, Ship repair and marine engineering segment, as well as lower distribution and finance costs.

STATEMENT OF FINANCIAL POSITION

(31 December 2025 vs 31 December 2024)

Cash and cash equivalents increased from \$47.6 million to \$179.0 million mainly due to the cash proceeds from rights issue. This was partially offset by the net cash used in investing activities. Please refer to Consolidated Statement of Cash Flows for more details.

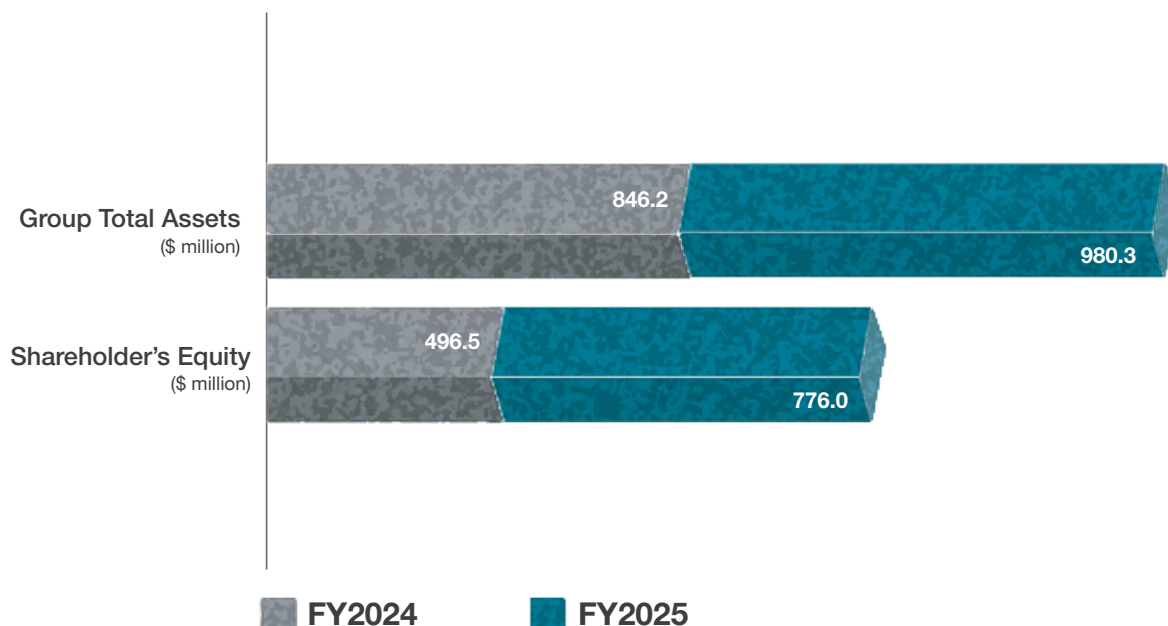
Trade and other receivables decreased to \$45.9 million (compared to \$46.4 million on 31 December 2024). The decrease in trade and other receivables is mainly attributed to lower balances from non-trade debtors.

Property, plant and equipment increased by \$4.6 million to \$662.2 million mainly due to additions, offset by depreciation expense recognised in FY 2025.

Trade and other payables have increased by \$14.1 million to \$40.9 million, primarily due to increase in business activities.

Total borrowings decreased by \$160.4 million to \$93.5 million mainly due to the repayment of bank borrowings and lease liabilities.

Financial Review



Shareholder's equity increased by \$279.5 million to \$776.0 million mainly due to issuance of rights shares and increased profit for the year.

CASH FLOW

Net cash provided by operating activities for FY 2025 was \$52.6 million. This was mainly due to operating profits generated during the financial year. Please refer to Consolidated Statement of Cash Flows for details.

Net cash used in investing activities for FY 2025 was \$11.6 million. This was mainly due to payments for property, plant and equipment and offset by dividend income received from associated companies.

Net cash generated in financing activities for FY 2025 was \$90.7 million. This was mainly due to the proceeds from rights issue offset by repayment of bank borrowings and lease liabilities.

SUMMARISED CASH FLOWS (\$'MILLION)	2024	2025
Net cash from operating activities	34.3	52.6
Net cash used in investing activities	(14.8)	(11.6)
Net cash (used in)/from financing activities	(38.8)	90.7
Net (decrease)/increase in cash and cash equivalents	(19.3)	131.8

Corporate Governance

COSCO SHIPPING International (Singapore) Co., Ltd. (the “**Company**”, and together with its subsidiaries, the “**Group**”) believes that good corporate governance is essential to the sustained growth and the long-term success of the Group’s business. The Group is committed to maintaining a high standard of corporate governance, professionalism, integrity and commitments within the Group to ensure greater transparency and protecting shareholders’ interests.

This report outlines the Company’s corporate governance process and activities that were in place, with specific reference to the Code of Corporate Governance 2018 (“**Code**”), and as applicable, the Listing Manual of the Singapore Exchange Securities Trading Limited (“**Listing Rules**”) (“**SGX-ST**”) and the Singapore Companies Act 1967 (“**Act**”).

The Board of Directors of the Company (“**Board**”) confirms that, throughout the financial year ended 31 December 2025 (“**FY2025**”), the Company has adhered to the principles and provisions set out in the Code, save as otherwise highlighted (if any) in the report in relation to certain provisions of the Code.

BOARD MATTERS

THE BOARD’S CONDUCT OF AFFAIRS

Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.

Provision 1.1

The directors of the Company (“**Directors**”) are fiduciaries who make decisions objectively in the best interests of the Company and have exercised due diligence and independent judgment in so doing. The Board has put in place a code of conduct and ethics and hold Management accountable for the performance of the Group including the achievement of financial and non-financial targets relating to *inter alia* revenue, profit, cashflow, risk management, internal controls and human resource. The Board also sets appropriate tone-from-the-top for the Group in respect of ethics, values and desired organisational culture, and ensures proper accountability within the Group.

Any Director who faces a conflict of interest or a possible conflict of interest, in relation to a matter, must promptly declare his interest at a meeting of Directors or send a written notice to the Company containing details on the nature, character and extent of his interest in the transaction or proposed transaction with the Company in accordance with the provisions of the Act and recuses himself from discussions and decisions on the matter involving the issues of conflict.

The primary function of the Board is to provide effective leadership and strategic direction and work with the Management to enhance long-term value of the Group to shareholders of the Company and other stakeholders. Governance is overseen by the Board together with Management, led by the Group’s President and accountable to the Board.

Corporate Governance

Apart from its fiduciary duties and statutory responsibilities, the principal functions of the Board are to:

- a) provide entrepreneurial leadership and guidance on the Group's overall long-term strategic objectives and directions, corporate policies and authorisation matrix of the Company as well as operational initiatives to ensure that the necessary financial and human resources are in place to meet its objectives, taking into consideration sustainability issues (e.g. environmental, social and governance factors and sustainability-related risks and opportunities);
- b) approve the nominations to the Board and appointment of key management, as may be recommended by the Nominating Committee;
- c) oversee the processes for risk management, financial reporting and compliance and evaluate the adequacy of internal controls; approve annual budget, key operational matters, major acquisition and divestment proposals, major funding proposals of the Company;
- d) assume responsibility for corporate governance framework of the Company and establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders' interests and company's assets;
- e) oversee and review management of the Group's business affairs, financial controls, performance and resource allocation;
- f) identify the key stakeholder groups and recognise that their perceptions affect the Company's reputation and ensure transparency and accountability to key stakeholder groups;
- g) set values and standards (including ethical standards) of the Company and ensure that obligations to shareholders and others are understood and met;
- h) monitor and manage potential conflict of interest between the key management personnel, the Board and the shareholders; and
- i) promote corporate social responsibilities throughout the Group and consider sustainability issues such as environmental and social factors as part of its strategic formulation.

Provision 1.2

The Company conducts orientation programs for new directors to familiarize them with their duties and the Group's structure, its business activities, strategic direction, policies and risks, as well as governance practices. To obtain a better understanding of the Group's business, the new Directors will also be given the opportunity to visit the Group's operational offices and meet with key management personnel.

Corporate Governance

The Company also ensures that for new Directors appointed by the Board, who had no prior experience as a director of a listed company, will undergo training in the roles and responsibilities of a listed company director as prescribed by the SGX-ST. Mr Wang Shan He, who was appointed Executive Chairman on 10 January 2025, has completed the prescribed mandatory training specified under Schedule 1 to Practice Note 2.3 of the Listing Rules of the SGX-ST. Mr Jiang Kai, who was appointed Non-Independent Executive Director on 13 November 2025, will complete the relevant mandatory training within one year from the date of his appointment to the Board.

The Directors receive training, briefing and/or updates on applicable laws, regulations and practices, financial reporting standards, risk management, corporate governance, sustainability issues as well as industry-specific knowledge, issues and risks from time to time rules so as to update and refresh them on matters that may affect or enhance their performance as Board or Board Committee members. In addition, the Executive Directors update the Board at each meeting on the business and strategic developments of the Group.

The Directors are also encouraged to attend appropriate courses, conferences and seminars, at the Company's expense that will assist them in developing their skills and knowledge, executing their obligations to the Company and effectively discharging their duties as Directors, this includes program run by the Singapore Institute of Directors and other professional bodies.

Provision 1.3

The Company has adopted internal guidelines setting forth matters which are reserved for the Board's decision and given clear directions to Management on matters that must be approved by the Board. These matters include, amongst others, the following:

- the recommendations of the Strategic and Sustainable Development Committee;
- the Group's long-term objectives and commercial strategies;
- the making of any decision to cease to operate all or any material part of the business of the Group or to extend the Group's activities into new business;
- the consideration of any proposal to merge or amalgamate the Company with any other company;
- the approval of any acquisition of any investment, asset or business by the Company or any of its subsidiaries which would involve the commencement of an activity of a substantially different nature or character to any activity from time to time carried on by the Company or any of its subsidiaries;
- the approval of any changes relating to the Group's capital structure including changing the amount or currency of the Company's share capital, reduction of capital, share issues (except under employee share option scheme);
- the approval of risk management policy for the Group;

Corporate Governance

- the approval of the Company's interim financial results, annual audited financial statements and other appropriate statements for inclusion in the Company's Annual Report as well as the issuance of Annual Report;
- the recommendation of the payment of any dividend by the Company or any exercise of the powers of the Board in relation to reserves or capitalisation of profit;
- the appointment or removal of director from the Board (with recommendation made by the Nominating Committee) and the appointment or removal of the Company Secretary;
- the making of any changes to the structure and size of the Board, following receipt of recommendation from the Nominating Committee;
- in the case of any conflict of interest that the Board, after receiving appropriate advice, considers to be material, the Board shall decide whether to authorise such conflict and, if so, authorise it upon such terms and conditions as the Board deems appropriate;
- determining the remuneration packages for senior executives of the Company (following receipt of recommendation by the Remuneration Committee);
- reviewing the performance of the Board annually; and
- any matter required to be considered or approved by the Board as a matter of law or regulation.

Provision 1.4

To facilitate effective management, the Board has delegated specific responsibilities to the following committees, namely:

- Audit and Risk Management Committee;
- Nominating Committee;
- Remuneration Committee; and
- Strategic and Sustainable Development Committee.

These Committees operate under clearly defined terms of reference and operating procedures. The terms of reference are reviewed on a regular basis and accordingly revise when necessary.

The Chairman of the respective Committees reports to the Board with their recommendations.

Corporate Governance

The present Board Committees members are as follows:

Directors	Audit and Risk Management Committee	Nominating Committee	Remuneration Committee	Strategic and Sustainable Development Committee
Wang Shan He	N.A.	Member	N.A.	Chairman
Jiang Kai	N.A.	N.A.	N.A.	Member
Lim Lee Meng	Chairman	Member	Member	Member
Hoon Tai Meng	Member	Chairman	Member	Member
Chen Seow Phun, John	Member	Member	Chairman	Member

Provision 1.5

The Board and Board committees meet on a regular basis and as and when necessary to address any specific significant matters that may arise. The Board and the Board Committees may also decide on matters by way of circular resolutions. The Directors attend and actively participate in Board and Board Committee meetings.

All Directors are required to declare their board representations on an annual basis and as soon as practicable after the relevant facts have come to their knowledge. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of the Company. Where a Director has multiple board representations, and in considering the nomination of Directors for appointment, the Nominating Committee will evaluate whether or not the Director is able and has been adequately carrying out his duties as a Director, as well as sufficient time and attention are given to the affairs of the Company, taking into consideration the Director's number of listed company board representations and other principal commitments. Despite some of the Directors having other board representations, the Nominating Committee is satisfied that these Directors are able to and have adequately carried out their duties as Directors of the Company by attending the Board and Board Committees and to attend to the decision-making within the Group as and when necessary.

Corporate Governance

During the financial year, the Board held four (4) meetings and had on various occasions used circular resolutions in writing to address any specific matters that may arise. Day to day management of the Group has been delegated to the Group President. The attendance of the Directors at meetings of the Board and Board Committees for FY2025 is set out in the table below:

	Board	Audit and Risk Management Committee	Nominating Committee	Remuneration Committee	Strategic and Sustainable Development Committee
Number of meetings held	4	4	1	1	1
Attendance:					
Wang Shan He	4	NA	1	NA	1
Guo Hua Wei ⁽¹⁾	3	NA	NA	NA	0
Lim Lee Meng	4	4	1	1	1
Chen Seow Phun, John	4	4	1	1	1
Hoon Tai Meng	4	4	1	1	1
Jiang Kai ⁽²⁾	1	NA	NA	NA	1

NA - Not Applicable

Notes:

- (1) Mr Guo Hua Wei stepped down as Non-Independent Non-Executive Director on 13 November 2025.
- (2) Mr Jiang Kai was appointed as President and Non-Independent Executive Director of the Company on 13 November 2025.

Provision 1.6

The Directors are from time to time furnished with detailed information concerning the Group to support their decision-making process. Prior to each Board meeting, members of the Board are each provided with the relevant documents and information necessary for them to comprehensively understand the issues to be deliberated upon and make informed decisions thereon. Such information includes budgets, forecasts, interim and annual financial statements, related materials, facts, risk analysis, financial impact, expected outcomes, conclusions and recommendations.

The Group President also briefs and updates Directors on an ongoing basis about the Group's businesses, operations, policies and regulatory and environment to assist them to discharge their duties and responsibilities effectively. In addition, all relevant information on material events and transactions is circulated to the Directors as and when they arise.

For effective planning, the schedule of all Board and Board Committees meetings for the next calendar year is always planned well ahead. A special Board meeting will be conducted for a special project whenever it is required. The Company's Constitution allows Board meetings to be conducted by way of telephone and video conferencing.

Corporate Governance

As a general rule, notices are sent to the Directors at least 10 days in advance of Board and Board Committees meetings. The Board papers are provided to the board at least five business days in advance of board meetings, in order for the Directors to be adequately prepared for the meetings.

Provision 1.7

All Board members have separate and independent access to the senior management of the Company and the Group.

The Board members also have separate and independent access to the advice and services of the Company Secretaries. The Company Secretaries attended all Board and Board Committees meetings during the financial year. They are responsible for ensuring that Board procedures are followed and that the Company complies with the requirements of the Act, the Code and other applicable rules and regulations. The appointment and the removal of the Company Secretary is a decision of the Board as a whole.

Should the Directors, whether as a group or individually, need independent professional advice in furtherance of their duties and responsibilities, the Company will appoint such professional adviser to render the appropriate professional advice. The cost of such professional advice will be borne by the Company.

BOARD COMPOSITION AND GUIDANCE

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.

Provision 2.1

The Board of the Company comprises five (5) members, majority of whom are Independent Non-Executive Directors, namely:

Wang Shan He	Chairman and Non-Independent Executive Director
Jiang Kai	President and Non-Independent Executive Director
Lim Lee Meng	Lead Independent Non-Executive Director
Chen Seow Phun, John	Independent Non-Executive Director
Hoon Tai Meng	Independent Non-Executive Director

The Directors' profiles are set out on pages 59 to 62 of this Annual Report.

Under Provision 2.1 of the Code, an "independent" Director is one who is independent in conduct, character and judgement, and has no relationship with the Company, its related corporations, its substantial shareholders, or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement in the best interests of the Company.

Corporate Governance

The independence of each Director is reviewed annually by the NC. Each year, every Director is required to assess his own independence by completing a “Confirmation of Independence” checklist, which is drawn up in accordance with the guidelines set forth in the Code. The Directors are required to disclose to the Board any such relationship as and when arises and the Board will state the reasons if it determines that a director is independent notwithstanding the existence of relationships or circumstances which may appear otherwise.

The Independent Directors enhance the Board process by overseeing and evaluating Management’s performance against goals and objectives. Their insights and opinions provide alternative perspectives to the Group’s business. When assessing Management’s proposals or decisions, they bring independent judgment to business activities and transactions involving conflicts of interest and other complexities.

The NC and the Board, after extensive deliberation and observation, are of the opinion that there is a strong independence in the Board that allows the Board to exercise objective judgment on corporate affairs independently from Management as all key issues and strategies are thoroughly reviewed and discussed by all Board members and constructively challenged by the Independent Directors. The NC and the Board are satisfied that all the Independent Directors of the Company are independent in accordance with Provision 2.1 of the Code and Rule 210(5)(d) of the Listing Rules.

To-date, none of the Independent Directors have served on the Board beyond nine years from the date of his appointment.

Provision 2.2

Independent Directors make up a majority of the Board. The Board exercises independent judgement on corporate affairs and provide the Management with a diverse and objective perspective on issues.

Provision 2.3

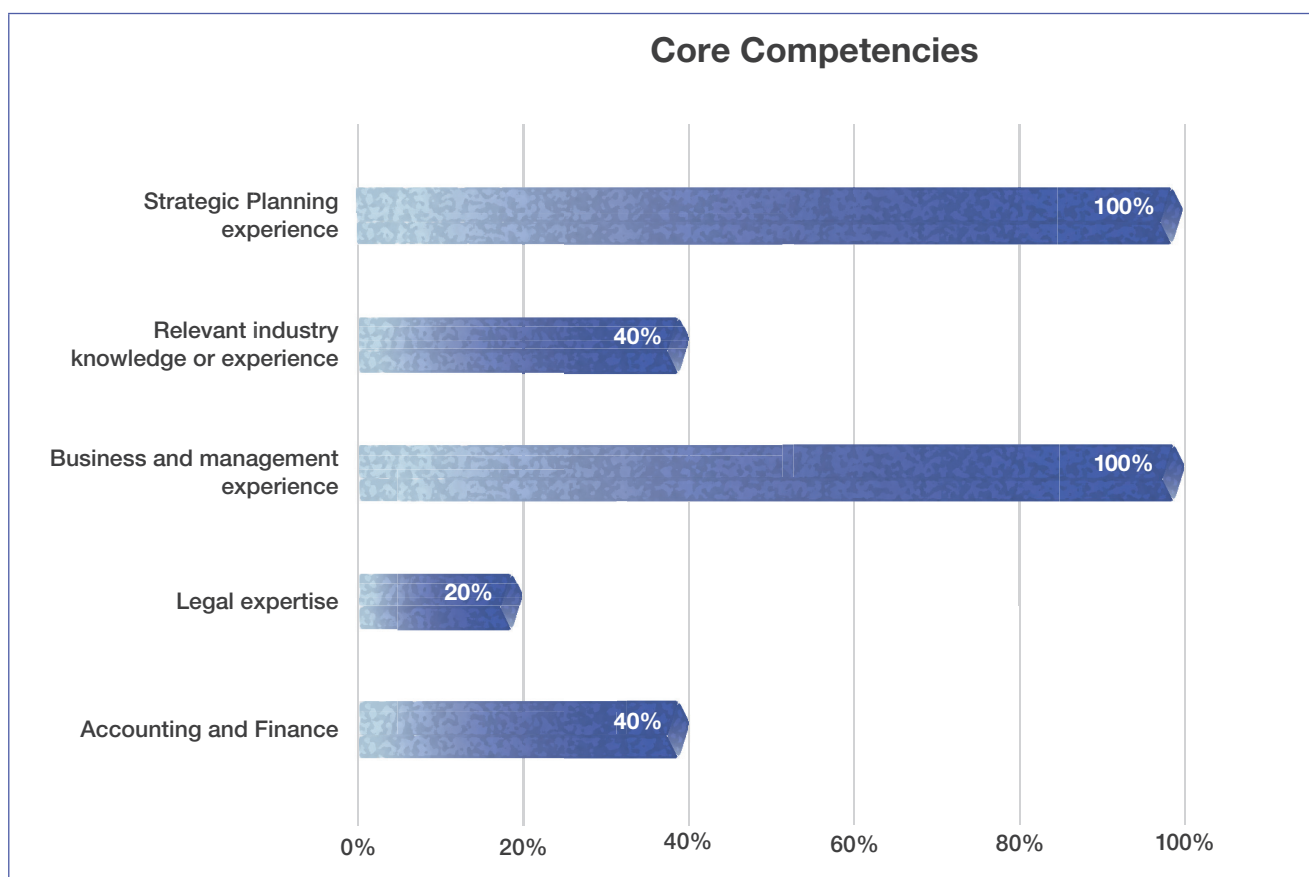
Non-Executive Directors make up a majority of the Board. The Non-Executive Directors constructively challenge and assist in the development of business strategies and assist the Board in reviewing the performance of the Management in meeting goals and objectives and monitoring the reporting of performance.

Corporate Governance

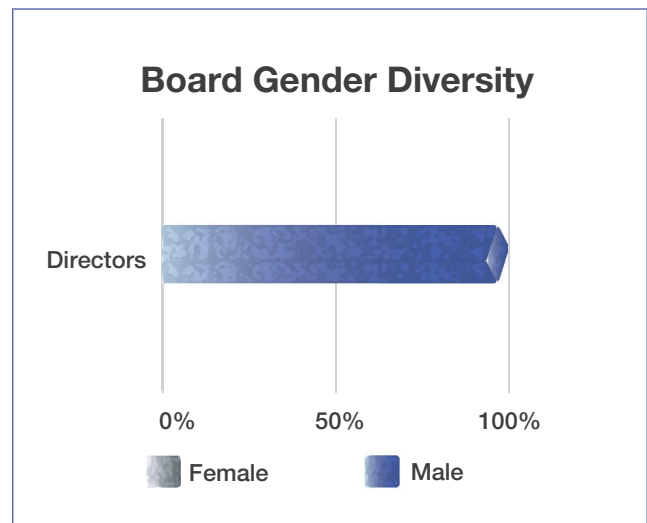
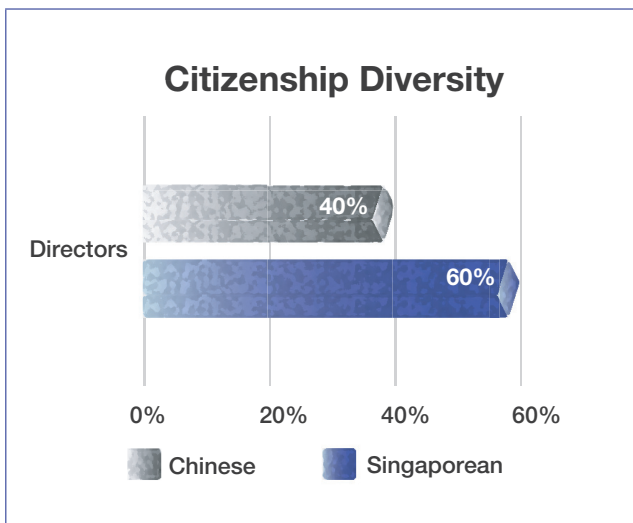
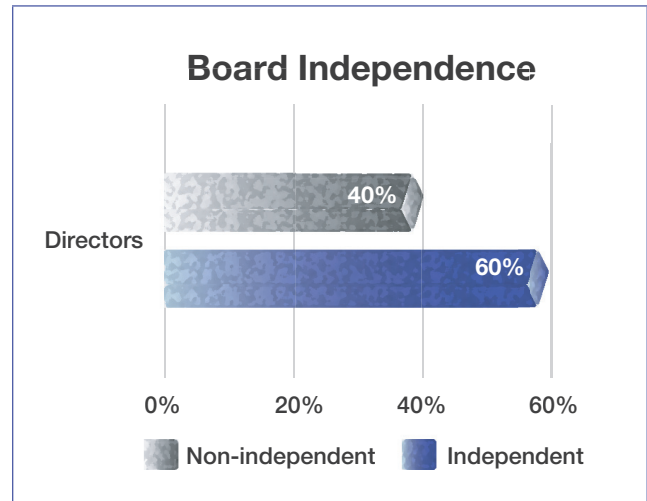
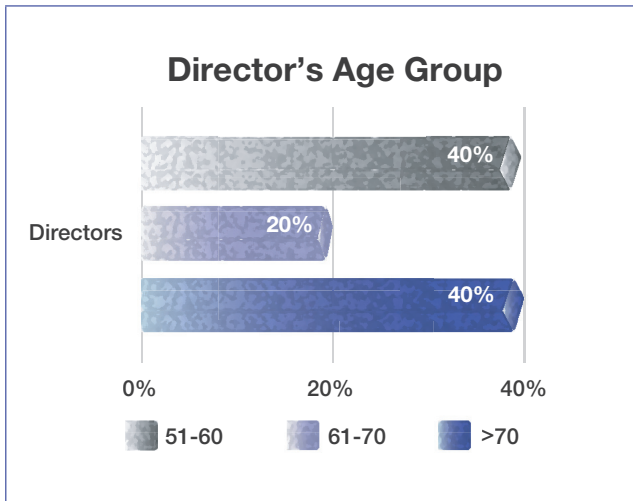
Provision 2.4

The Board has a formal Board Diversity Policy which recognises the importance of having effective and diverse board. The principal objective of the policy is to achieve an optimum and balanced Board composition to avoid groupthink and foster constructive debate, and ensures that Board is well positioned to support the long-term success and sustainability of the Group.

The Board has considered the background and core competencies of each member of the current Board. This includes backgrounds in accounting or finance, legal expertise, business and management experiences, relevant industry knowledge or experience and strategic planning experience. The Board has considered them competent as they are respected individuals from different backgrounds, different nationalities and cultures, whose core competencies, qualifications, skills and experiences are diverse, extensive and complementary to the Company. The diversity of the Board as at the date of this Annual Report is as follows:



Corporate Governance



The profile of each Director including their academic and professional qualifications and other appointments is set out in the section entitled "Board of Directors".

The NC and the Board recognise the importance and value of gender diversity. However, they are collectively of the view that it should not be considered the sole criterion in the selection of potential candidate. The Board is guided by the fundamental principle that the candidate must be of the right fit and must meet the relevant needs and vision of the Board and the Company at the material time. The Board does not appoint directors solely for the purpose of meeting gender or age quotas. New directors are selected based on merits and the potential contributions they can bring to the Board, after giving due regard to the benefits of diversity on the Board.

Corporate Governance

The NC and the Board regularly review and determine the targets, plans and timelines set for achieving various aspects of Board diversity. Progress against these objectives is assessed at least annually, or more frequently when circumstances so require. As at 31 December 2025, the following Board diversity targets had been achieved:

- (i) A majority of the Board members to be independent;
- (ii) To ensure that the Board comprises Directors across diverse age groups; and
- (iii) To ensure that Board members possess diverse qualifications and backgrounds, including experience and expertise areas such as industry knowledge, financial and business, legal and corporate governance, business development and strategic growth.

Given the diverse qualifications, experience, background, and profile of the Directors, the NC is of the view that the current Board members as a group provides an appropriate balance and diversity of the relevant skills, experience and expertise required for effective management of the Group. This diversity enables effective decision-making and having regard the scope and nature of the current operations of the Group, the Board is of view that its current size and composition are appropriate to facilitate informed and balanced deliberations that are in the best interest of the Company and aligned with its strategic objectives. The NC will continue to review the Board Diversity Policy, as appropriate, to ensure its effectiveness, and will recommend appropriate revisions to the Board for consideration and approval.

STRATEGIC AND SUSTAINABLE DEVELOPMENT COMMITTEE

The Strategic and Sustainable Development Committee (“SSDC”) is established with written terms of reference which clearly set out its authority and duties, and reports to the Board directly. It assists the Board in fulfilling its responsibilities for developing, evaluating and monitoring the Company’s long and short-term strategic goals, as well as to overseeing the Company’s sustainability strategy and practices. The SSDC shall operate at the Board level but shall not assume the Board’s governance accountability or to make final strategic decisions. The SSDC acts solely to address and develop current and future strategy-related and sustainability issues.

The SSDC comprises the following Board members, majority of whom are Independent Directors:

Wang Shan He (Chairman)	Non-Independent Executive Director
Jiang Kai	Non-Independent Executive Director
Lim Lee Meng	Lead Independent Non-Executive Director
Chen Seow Phun, John	Independent Non-Executive Director
Hoon Tai Meng	Independent Non-Executive Director

The SSDC assumes the responsibility for creating and driving the Company’s strategic and sustainable development. Management is responsible for implementing the Company’s strategies once the SSDC has obtained approval from the Board. Additionally, Management ensures that environmental, social and governance (“ESG”) factors as well as climate-related risks and opportunities, are monitored on an ongoing basis and properly managed.

The SSDC meets at least once a year to discuss its strategic and sustainable planning and development, and its decision was recorded by way of minutes.

Corporate Governance

Provision 2.5

Where necessary or appropriate and at least once a year, the Non-Executive and Independent Directors, led by the Lead Independent Director, will meet without the presence of the Management. The Non-Executive and Independent Directors communicate regularly to discuss matters related to the Group, including the performance of the Management. Where appropriate, the Lead Independent Director will provide feedback to the Executive Chairman after such meetings.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

Provision 3.1

The roles of the Executive Chairman and President are held by separate individuals to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. The Chairman does not share any family ties with the President.

Provision 3.2

The Board establishes and sets out in writing the division of responsibilities between the Executive Chairman and the President.

As the Executive Chairman, Mr Wang Shan He leads the Board and provided strategic oversight, guiding the Group's long-term directions as well as its growth and expansion plans. As Chairman of the Board, he ensures:

- that Board meetings are held as and when necessary to enable the Board to perform its duties responsibly, while not interfering with the flow of the Company's operations;
- that the agenda for Board meetings are prepared, with the assistance of the Company Secretaries;
- the exercise of control over the quality, quantity and timeliness of information between the Management and the Board and the facilitation of effective contribution from the Non-Executive and Independent Directors; and
- that effective communication with shareholders and compliance with corporate governance best practices.

As President, Mr Jiang Kai has full executive responsibilities over the business directions and operational decisions of the Group. He leads Management to implement the Company's strategies and policies set by the Board for the long-term success of the Company.

Corporate Governance

The Executive Chairman and the President confer with each other and with senior management on significant matters and, where appropriate, jointly formulate proposals for Board consideration. Acting in their capacities as Executive Directors, they brief and update the Board on key issues. The Board deliberates on these matters and makes the final decisions.

All major decisions are made in consultation with the Board, and with the establishment of the Board Committees, the Board is of the view that there are adequate safeguards and checks in place to ensure that the process of decision-making by the Board is independent and based on collective decision-making without any individual being able to exercise considerable concentration of power or influence.

The Board has no dissenting views on the Chairman's Statement for the financial year in review.

Provision 3.3

For good corporate governance, the Board has appointed a Lead Independent Director to provide leadership where circumstances arise in which the Executive Chairman may be, or may be perceived to be, conflicted. The Lead Independent Director also provides feedback to the Executive Chairman after meetings of independent Directors. Mr Lim Lee Meng is the Lead Independent Non-Executive Director of the Company and is available to stakeholders should they have concerns which cannot be resolved through the normal channel of the Chairman or for which such contact is inappropriate. He can be contacted at leemeng@leemengcapital.com.

BOARD MEMBERSHIP

Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

NOMINATING COMMITTEE

Provision 4.1

The Board established the Nominating Committee (“**NC**”) with written terms of reference which clearly set out its authority and duties, and reports to the Board directly.

The terms of reference of the NC sets out its duties and responsibilities. Amongst them, the NC is responsible for:

- a) regularly and strategically reviewing the structure, size and composition (including the skills, gender, age, qualification, experience and diversity) of the Board and Board Committees;
- b) identifying and nominating candidates to fill Board vacancies as they occur;
- c) requesting nominated candidates to disclose any existing or expected future business interest that may lead to a conflict of interest. This disclosure is to be included in any recommendations to the Board;

Corporate Governance

- d) sending the newly-appointed Director a formal appointment letter which clearly sets out his or her roles and responsibilities, authority, and the Board's expectations in respect of his or her time commitment as a Director of the Company;
- e) recommending the membership of the Board Committees to the Board;
- f) reviewing the independent status of Independent Directors annually, or when necessary, along with issues of conflict of interest;
- g) developing the performance evaluation framework for the Board, the Board Committees and individual Directors and propose objective performance criteria for the Board, the Board Committees and individual Directors;
- h) recommending that the Board removes or re-appoints a Director at the end of his term, and recommend the Directors to be re-elected under the provisions of the Company's Constitution on the policy of retirement by rotation. In making these recommendations, the Nominating Committee should consider the Director's performance, commitment and his ability to continue contributing to the Board;
- i) reviewing other directorships held by each Director and decide whether or not a Director is able to carry out, and has been adequately carrying out, his duties as a Director;
- j) reviewing the Board with its succession plans for the Board Chairman, Directors, CEO and key management personnel of the Company;
- k) reviewing of training and professional development programmes for the Board and its Directors;
- l) keeping up to date with developments in corporate governance initiatives, changes to relevant legislations, strategic issues and commercial changes that may affect the Company and the industry in which it operates; and
- m) undertaking such other functions and duties as may be required by the Board under the Code, Listing Rules and the Act.

Provision 4.2

The NC comprises four (4) Directors, majority of whom including the Chairman are independent, namely:

Hoon Tai Meng (Chairman)	Independent Non-Executive Director
Wang Shan He	Non-Independent Executive Director
Lim Lee Meng	Lead Independent Non-Executive Director
Chen Seow Phun, John	Independent Non-Executive Director

Corporate Governance

The NC meets at least once a year. During the financial year, the NC held one (1) meeting and had on various occasions used circular resolutions in writing to resolve certain decisions which were then recommended to the Board.

Provision 4.3

The responsibilities of the NC are, among other things, to make recommendations to the Board on all Board appointments, re-appointments and oversee the Board and key management personnel's succession and leadership development plans. The NC is responsible for identifying candidates and reviewing all nominations for the appointment of new directors. The NC seeks potential candidates widely and beyond Directors/management recommendations and is empowered to engage external parties, such as professional search firms, to undertake research on or assessment of candidates as it deems necessary.

The process for selection, appointment and re-election of Directors is as follows:

- (a) The NC, in consultation with the Board, conducts a need analysis and identifies the current requirements of the Board in terms of skills, experience and knowledge, with a view to complementing and strengthening the Board.
- (b) The NC considers candidates proposed by the Directors, key management personnel or substantial shareholders, and where appropriate, engages external search consultants to assist in the evaluation of suitable candidates.
- (c) In assessing candidates, the NC considers the candidates' ability to contribute effectively to the deliberations and activities of the Board and Board Committees, taking into account the diversity consideration set out in the Board Diversity Policy, the existing composition of the Board, the need for progressive renewal of the Board and Board Committees, and the appropriate balance of Independent Directors, qualification and experience.
- (d) The NC meets, interviews and assesses the suitability of shortlisted candidates, including their potential contributions to the effectiveness of the Board.
- (e) The NC recommends the selected candidate to the Board for consideration and approval.
- (f) The NC assesses the performance of the Director in accordance with the performance criteria approved by the Board.
- (g) In considering the re-appointment, the NC takes into account the need for progressive renewal and the current requirements of the Board.
- (h) Subject to satisfactory assessment, the NC recommends the re-appointment of the Director to the Board for consideration and approval.

Corporate Governance

The above process will be reviewed periodically at the discretion of the Board.

In accordance with the provisions of the Company's Constitution, one-third of the Directors are required to retire by rotation at every Annual General Meeting ("AGM") and, being eligible, may offer themselves for re-election. In addition, Directors appointed by the Board during the financial year hold office only until the next AGM and are eligible for re-election.

At the forthcoming AGM, Mr Lim Lee Meng and Mr Jiang Kai (the "**Retiring Directors**") will retire pursuant to the Company's Constitution. Being eligible, both Retiring Directors have offered themselves for re-election.

The Board has accepted the recommendation of the Nominating Committee to seek shareholders' approval at the forthcoming AGM for the re-election of Mr Lim Lee Meng and Mr Jiang Kai as Directors of the Company.

Key information regarding the Retiring Directors, including their shareholdings in the Company, is set out in the "Board of Directors" section and "Directors' Statement" section of this Annual Report.

Provision 4.4

The Company has established a process to continuously monitor the independence of its Directors. Directors must promptly report any changes in their external appointments that could impact their independence on the Board. The NC reviews each Director's independence annually, based on the definition set out in the Code. Additionally, each independent Director completes an annual checklist to confirm their independence according to the Code's guidelines.

The NC and the Board have assessed the independence of the independent Directors. Based on their assessment and the NC's recommendation, the Board concluded that each independent Director has contributed constructive to Board discussions, offered relevant and reasoned input, and exercised independent judgement. In forming this view, the Board considered the criteria of independence as set out in the Code and each independent Director's demonstration of independence in character and judgement through both formal and informal discussions on matters concerning the Group. Each independent Director expressed constructive viewpoints, objectively raised issues and demonstrated independent mindedness in conduct at Board and committee meetings.

Based on the above, the NC and the Board are satisfied that for FY2025, Mr Lim Lee Meng, Dr Chen Seow Phun, John and Mr Hoon Tai Meng were independent in light of the provisions of the Code and Rule 210(5)(d) of the Listing Rules of the SGX-ST.

As of the date of this report, there are no Independent Directors who have served for an aggregate period of nine years or more from the date of their first appointment.

Corporate Governance

Provision 4.5

The NC ensures that new Directors are aware of their duties and obligations. Newly-appointed Directors would receive a formal letter setting out the Director's duties and obligations and receive comprehensive and tailored induction and training in areas such as accounting, legal and industry-specific knowledge on joining the Board. They will also be given an orientation program with materials provided to familiarise themselves with the profile of the Group and the Management, business and organizational structure of the Group, strategic plans and mission as well as the expectations of the Company.

The NC has ascertained that all Directors, including those who have multiple board representations, have devoted sufficient time and attention to the Group's affairs and have discharged their duties and responsibilities adequately. As time requirements of each Director are subjective, the NC has decided not to fix a maximum limit on the number of directorships a Director can hold. The NC considered that the multiple board representations held presently by its Directors do not impede their respective performance in carrying out their duties to the Company.

Currently, no alternate director is appointed on the Board.

The directorships and principal commitments of each of the Directors are set out below:

Name of Director	Current directorship in other listed companies	Principal Commitments
Wang Shan He	Nil	COSCO SHIPPING group of companies
Jiang Kai	Nil	COSCO SHIPPING group of companies
Lim Lee Meng	Nil	LeeMeng Capital Pte. Ltd. (Executive Director)
Chen Seow Phun, John	<ul style="list-style-type: none"> Sinostar Pec Holdings Ltd (Lead Independent Director) 	NIL
Hoon Tai Meng	<ul style="list-style-type: none"> Hock Lian Seng Holdings Limited (Lead Independent Director) Spindex Industries Limited (Independent Director) 	RHTLaw Asia LLP (Senior Consultant)

Corporate Governance

BOARD PERFORMANCE

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that each of its board committees and individual directors.

Provisions 5.1 and 5.2

During the year, the NC conducted an evaluation of the performance and effectiveness of the Board and Board Committees, as well as the contribution of each Board member. The NC also reviewed the Board's succession plans to ensure their continued relevance and effectiveness.

A formal assessment process is in place to assess the effectiveness of the Board as a whole, as well as the contribution of the Chairman and each Director to the effectiveness of the Board. The NC uses objective and appropriate quantitative and qualitative criteria to assess the performance of the Board as a whole and the contribution of each Director to the effectiveness of the Board. Assessment parameters include evaluation of the Board's access to information, risk management, accountability, the Board's performance in relation to discharging its principal functions, communication with management and stakeholders, the business performance of the Company, the quality of Board processes, the attendance records of the Directors at Board and Committee meetings and the level of participation at such meetings.

In carrying out the assessment, each Director completes an assessment and evaluation form based on the assessment criteria recommended by the NC and approved by the Board. The completed evaluation form is submitted to the Company Secretary for collation. The consolidated responses are reviewed and discussed by the NC before key observations and recommendations are presented to the Board for discussion, with a view to identifying areas for improvement and implementing measures to further enhance the effectiveness of the Board and Board Committees.

To-date, the Board does not consider it necessary to engage an external facilitator for the Board evaluation process.

REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No Director is involved in deciding his or her own remuneration.

Corporate Governance

Provisions 6.1 and 6.2

REMUNERATION COMMITTEE

The RC comprises all Independent Directors of the Company, namely:

Chen Seow Phun, John (Chairman)	Independent Non-Executive Director
Lim Lee Meng	Lead Independent Non-Executive Director
Hoon Tai Meng	Independent Non-Executive Director

The Remuneration Committee (“**RC**”) is guided by its terms of reference which sets out its responsibilities. The functions of the RC include the following:

- (a) reviewing and recommending to the Board a framework of remuneration for the Board and key management personnel;
- (b) reviewing and recommending to the Board the specific remuneration packages for each Director as well as for the key management personnel;
- (c) reviewing and recommending to the Board the terms of renewal of the service contracts of Directors;
- (d) reviewing and recommending to the Board whether Executive Directors and key management personnel should be eligible for benefits under long-term incentive schemes, and evaluating the costs and benefits of long-term incentive schemes; and
- (e) reviewing the Company’s termination clauses of the Executive Directors’ and key management personnel’s contracts of service to ensure that such contracts are fair and reasonable.

Provisions 6.3 and 6.4

The RC considers all aspects of remuneration including but not limited to director fees, salaries, allowances, bonuses, options, share-based incentives and awards, benefits-in-kind and termination terms to ensure they are fair. The RC meets at least once a year to discuss the performance assessment of the Executive Directors as well as to discuss the level of emoluments to pay. During the year, the RC discussed various remuneration matters and recording its decisions by way of minutes or through the circular resolutions in writing. The issues deliberated included reviewing the Option Scheme and options granted, the bonus payments to key management personnel and the compensation programme for the Directors and key management personnel. All the Committee members were involved in the deliberations. Each member of the RC shall abstain from voting on any resolutions in respect of his own remuneration package.

The recommendations for approval of the remuneration of the Executive Directors are forwarded to the Board. The RC also reviews and approves the remuneration of senior management. Directors’ fees are recommended by the RC and are submitted for endorsement by the Board. Directors’ fees are subjected to approval by shareholders at the AGM.

Corporate Governance

External remuneration consultant's advice will be sought, where necessary, when a major remuneration review is conducted. No remuneration consultants were engaged by the Company in FY2025.

LEVEL AND MIX OF REMUNERATION

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

Provisions 7.1 and 7.3

The Company adopts a remuneration strategy that supports a pay-for-performance philosophy. The remuneration for Executive Director and key management personnel is structured to link rewards to corporate and individual performance. The Company has key performance indicators to link with the Company's performance and shareholders' returns. Executives participate in an annual performance review process that assesses the individual's performance and contributions. The RC also exercises its discretion and independent judgment in ensuring that the amount and mix of compensation are aligned with the interests of shareholders, in a manner that promotes stewardship and long-term value creation.

In setting the remuneration packages of the Executive Directors and key management personnel, the RC takes into consideration their responsibilities, effort, time spent, skills, expertise and contribution, industry practices and norms in compensation. Remuneration for the Executive Directors includes a basic salary component, allowances together with other benefits in kind and a variable component based on the performance of the Group as a whole.

The RC ensures that the remuneration is appropriate to attract, retain and motivate the Directors to provide good stewardship of the Company and key management personnel to successfully manage the Company for the long term.

Provision 7.2

The Independent Non-Executive Directors receive Directors' fees for their effort and time spent, responsibilities and contributions to the Board, subject to shareholders' approval at annual general meetings. Given the size and operations of the Group, the RC considers the current fees adequately compensate the Independent Non-Executive Directors, without over-compensating them as to compromise their independence. The fees to the Non-Executive Directors are put forward to shareholders for approval on an annual basis at the Company's annual general meeting.

The Board concurred with the RC that the proposed Directors' fees of S\$245,000 for the financial year ended 31 December 2025 payable to the Independent Non-Executive Directors are appropriate to the level of contribution and are not excessive, taking into account factors such as consideration the level of contributions by the Independent Non- Executive Directors and factors such as effort and time spent for serving on the Board and Board committees, as well as responsibilities and obligations of the Directors.

Corporate Governance

DISCLOSURE ON REMUNERATION

Principle 8: The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Provision 8.1

DIRECTORS' AND KEY MANAGEMENT PERSONNEL REMUNERATION

The names, amounts and breakdown of remuneration of each Director for FY2025 are disclosed below:

Name of Director and Remuneration	Directors' Fees %	Base/Fixed Salary %	Bonus %	Other Benefits %	Total %
Wang Shan He S\$585,745.98	–	23	48	29	100
Lim Lee Meng S\$85,000	100	–	–	–	100
Chen Seow Phun, John S\$80,000	100	–	–	–	100
Hoon Tai Meng S\$80,000	100	–	–	–	100
Guo Hua Wei ⁽¹⁾	–	–	–	–	–
Jiang Kai ⁽²⁾ S\$108,601.70	–	23	45	32	100

Notes:

- (1) The remuneration of Mr Guo Hua Wei was paid by COSCO SHIPPING (South East Asia) Pte Ltd., a Group related entity. Mr Guo Hua Wei stepped down as Non-Independent Non-Executive Director of the Company on 13 November 2025.
- (2) Mr Jiang Kai was appointed as President and Non-Independent Executive Director of the Company on 13 November 2025.

Corporate Governance

The names, amounts (in bands no wider than S\$250,000) and the breakdown of the remuneration of the top three (3) key management personnel who are not Directors or the CEO for FY2025 are set out below:

Remuneration Bands and Name of Key Management	Base/Fixed Salary (%)	Bonus (%)	Other Benefits (%)	Total (%)
S\$250,000 to S\$500,000				
Lan Chun Hai	27	42	31	100
Zhang Jie ⁽¹⁾	27	42	31	100
Wang Hui	25	37	38	100
S\$0 to \$250,000				
Pan Zhigang ⁽²⁾	23	35	42	100

Notes:

(1) Mr Zhang Jie was appointed as Chief Financial Officer and Chief Risk Officer of the Company on 22 May 2025.

(2) Mr Pan Zhigang stepped down as Chief Financial Officer and Chief Risk Officer of the Company on 10 April 2025

The aggregate total remuneration paid to the four (4) key management personnel (who are not Directors or CEO) of the Company for the financial year ended 31 December 2025 was approximately S\$1,200,000.

Provision 8.2

None of the employees of the company who are substantial shareholders of the Company, or are immediate family members of a director, the CEO or a substantial shareholder of the Company whose remuneration exceeded S\$100,000 during the financial year ended 31 December 2025.

For the financial year under review, there were no terminations, retirements or post-employment benefits granted to the Directors and key management personnel.

Provision 8.3

During 2025, the Group paid basic salaries, allowances, and performance/variable bonuses to the Executive Chairman and President and key management personnel.

The Company adopted the COSCO SHIPPING Group Executives Share Option Scheme 2020 on 25 June 2020 (“**the Scheme**”). The Scheme remains in force for a maximum of 10 years unless extended. The RC oversees and administers the Scheme in accordance with their terms. For additional details on the Scheme, please refer to the section of the Directors’ Statement entitled “Share Options” on pages 152 to 154 set out in this Annual Report.

Corporate Governance

ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its shareholders.

Provision 9.1

The Board, supported by the ARMC, is responsible for the overall risk governance, risk management and internal control framework of the Group including monitoring the Group's risk of becoming subject to, or violating, any sanctions law and ensuring timely and accurate disclosures to SGX-ST and other relevant authorities. The Board ensures that Management maintains sound system of risk management and internal controls to safeguard shareholders' interests and the Company's assets, and should determine the nature and extent of significant risks which the Board is willing to take in achieving its strategic objectives.

The Board and the AC recognise that they have overall responsibility to ensure proper financial reporting for the Group and adequacy and effectiveness of the Group's system of internal controls, including financial, operational, compliance, information technology and sanctions-related controls, sustainability and risk management policies and systems. With regard to sanctions related risks, the Board and the AC are responsible for (a) monitoring the Company's risk of becoming subject to, or violating, any sanctions-related law or regulation; and (b) ensuring timely and accurate disclosures to SGX-ST and other relevant authorities. The Board confirms that there has been no material change in its risk of being subject to any sanctions-related law or regulation as at the date of this Annual Report, and if there is any material change this would be immediately announced on SGXNET.

The Group maintains a robust and effective system of internal controls, addressing financial, operational, compliance and information technology controls, and risk management systems, for all companies within the Group, but recognises that no internal control system will preclude all errors and irregularities. The system is designed to manage rather than to eliminate the risk of failure to achieve business objectives. The controls are to provide reasonable, but not absolute, assurance to safeguard shareholders' investments and the Group's assets.

The Board has overall responsibility to shareholders for ensuring that the Group is well managed and guided by its strategic objectives. In presenting the Group's interim and annual financial results to shareholders, the Board aims to provide shareholders with a balanced and understandable assessment of the Group's performance, position and prospects. Management provides the Board with management accounts and other financial statements on a quarterly basis or as and when required by the Board. The Board takes adequate steps to ensure compliance with legislative and regulatory requirements, including but not limited to requirements under the listing rules of the securities exchange and sanctions law.

Corporate Governance

The Group's key internal controls include:

- a) establishment of risk management policies and systems;
- b) establishment of policies and approval limits for key financial and operational matters, and issues reserved for the Board;
- c) documentation of key processes and procedures;
- d) segregation of incompatible functions which give rise to a risk of errors or irregularities not being promptly detected;
- e) maintenance of proper accounting records;
- f) safeguarding of assets;
- g) ensuring compliance with appropriate legislation and regulations; and
- h) engaging qualified and experience persons to take charge of important functions.

Operational risk management measures implemented by the Group include the implementation of safety, security and internal control measures and taking up appropriate insurance coverage.

Details of the Group's financial risk management measures are outlined on pages 217 to 222 in the Notes to the Financial Statements.

The Board notes that the system of internal controls and risk management put in place by the Group provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that could be reasonably foreseen. In this regard, the Board also notes that no system of controls and risk management can provide absolute assurance against irregularities especially those arising from poor judgment in decision-making, human error and fraud.

The ARMC and the Board of Directors, with the assistance of internal and external auditors, reviews the effectiveness of the key internal controls, including financial, operational, compliance, information technology controls and risk management systems on an on-going basis. There are formal procedures in place for both the internal and external auditors to report independently their findings and recommendations to the ARMC.

During the year, the ARMC reviewed, together with Management and the internal and external auditors, the major business risks and effectiveness of the Group's internal controls, including controls for managing financial, operational, compliance and information technology controls, as well as sanctions related risks and risk management systems. Internal Control Standards are set with the objective of providing reasonable assurance that risks are effectively managed by the Group.

Corporate Governance

Based on the existing practices and reviews conducted by the Management and the Group's internal auditors and external auditors for FY2025, the Board with the concurrence of the ARMC, is of the opinion that as at 31 December 2025, the Group's framework of internal controls including financial, operational, compliance and information technology controls, and risk management systems, are adequate and effective to provide reasonable assurance of the integrity and effectiveness of the Group in safeguarding its assets and shareholders' value. In overall internal control assessment for FY2025, ARMC and the Board of Directors noted that no material control deficiencies were identified.

Provision 9.2

For FY2025, the Board has received assurance from the President and Chief Financial Officer that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances.

The Board has also received assurance from the President and the key management personnel responsible for the risk management and internal control systems that the Group's risk management and internal control systems were adequate and effective to address financial, operational, compliance, information technology and sanctions-related controls.

AUDIT AND RISK MANAGEMENT COMMITTEE

Principle 10: The Board has an Audit Committee which discharge its duties objectively

Provision 10.1

The role of the Audit and Risk Management Committee ("**ARMC**") is to, *inter alia*, assist the Board in discharging its responsibilities to safeguard the Group's assets, maintain adequate accounting records, develop and maintain effective systems of internal controls.

The ARMC has written terms of reference and meets periodically to perform the following functions including but not limited to:

- (a) review significant financial reporting issues and judgments to ensure integrity of the financial statements of the Company; and any announcements relating to the Company's financial performance;
- (b) review the audited financial statements of the Company and the consolidated statement of financial position and profit and loss account, before submission to the Board for approval;
- (c) discuss problems and concerns, if any, arising from interim and annual financial statements, in consultation with the internal and external auditors, where necessary;

Corporate Governance

- (d) review the interim and annual financial statements of the Company before submission to the Board for approval, focusing in particular, on:
- (i) changes in accounting policies and practices;
 - (ii) major risk areas;
 - (iii) significant adjustments resulting from the audit;
 - (iv) key audit matters;
 - (v) the going concern statement;
 - (vi) compliance with accounting standards; and
 - (vii) compliance with stock exchange and statutory/regulatory requirements.
- (e) review periodically and report to the Board at least annually the adequacy and effectiveness of the Company's risk management and internal controls, including financial, operational, compliance and information technology controls and risk management policies (such review can be carried out internally or with the assistance of any competent third parties);
- (f) review at least annually the adequacy, effectiveness and independence of the scope and results of the external audit and the Company's internal audit function;
- (g) review the assurance from the President and the CFO on the financial records and financial statements;
- (h) ensure that the internal audit function is adequately resourced and staffed with persons with the relevant qualifications and experience, and has appropriate standing within the Company. For the avoidance of doubt, the internal audit function may be performed in-house, or outsourced to a reputable accounting/audit firm or corporation;
- (i) review the internal audit programme and ensure co-ordination between the internal auditors and external auditors and management;
- (j) review the hiring, removal, evaluation and compensation of the Head of the Internal Audit function, or accounting/auditing firm or corporation if the internal audit function is outsourced;
- (k) review the scope and results of the internal audit procedures, including interaction with management and other matters related to the conduct of the internal audits;
- (l) review significant findings and recommendations of the internal auditors and management's responses;
- (m) ensure where deficiencies in internal controls have been identified, appropriate and prompt remedial action is taken by management; and
- (n) review the financial management of the Company and the Group, and in particular the access and freedom allowed to the internal auditors, and all reports on the Company and the Group from the internal auditors.

Corporate Governance

Apart from the abovementioned duties, the ARMC shall commission and review the findings of internal investigations in the event of suspected fraud, irregularity, failure of controls or infringement of any Singapore law, rule or regulation which has or is likely to have a material adverse impact on the Group's operating results and/or financial position. The ARMC has also expressed the power to investigate any matter brought to its attention, within its terms of reference, with the power to retain professional advice at the Company's expense.

By briefings given by the external auditors, the ARMC and Management are always kept abreast of changes to accounting standards and issues which have a direct impact on financial statements. ARMC members will also attend trainings regarding the new accounting standards as and when such need arises.

Provisions 10.2 and 10.3

The ARMC comprises all independent directors of the Company, namely:

Lim Lee Meng (Chairman)	Lead Independent Non-Executive Director
Chen Seow Phun, John	Independent Non-Executive Director
Hoon Tai Meng	Independent Non-Executive Director

The Board considers Mr Lim Lee Meng, who has extensive and practical accounting and financial management experience, is well qualified to chair the ARMC. The Board is satisfied with the composition of the ARMC, whose members collectively bring many years of relevant experience in accounting, finance, legal and business management, and are appropriately qualified to discharge their responsibilities effectively.

The ARMC does not comprise former partners or directors of the Company's existing auditing firm or auditing corporation: (a) within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.

Provision 10.4

INTERNAL AUDIT

The Board recognises the need and is responsible for maintaining a system of internal control processes to safeguard shareholders' investments and the Group's business and assets. The ARMC monitors the effectiveness of the internal financial control systems and procedures. It has the mandate to authorise special reviews or investigations, where appropriate, in discharging its responsibilities.

The Company has established its internal audit function which has been carried out by an in-house internal audit team with the support from an outsourced internal auditor, Deloitte & Touche Enterprise Risk Services Pte Ltd. The internal auditors have unfettered access to all the Company's documents, records, properties and personnel, including access to the ARMC, and has appropriate standing within the Company.

Corporate Governance

The primary reporting line of the internal audit function is to the ARMC, which also decides on the appointment, termination and remuneration of the internal auditor and is assisted by management in its detailed work. The ARMC ensures, at least annually, the adequacy of the internal audit function and reviews and approves the internal audit plan.

During FY2025, the AC has reviewed the scope and findings of the internal audit conducted by the Internal Auditors, as well as Management's responses thereto. The ARMC noted that no outstanding material internal control findings were identified in the course of the internal audit for FY2025. Management is committed to implementing, and has taken steps to address, the recommendations made by the Internal Auditors, based on their respective priorities. The ARMC will continue to engage the Internal Auditors to conduct follow-up reviews on the implementation of these recommendations and will update the Board on the status of such implementation, where appropriate.

The ARMC has also reviewed the adequacy and effectiveness of the Company's inhouse internal audit function and the internal audit activities performed during the year. The ARMC is satisfied that the internal audit function is staffed by suitably qualified and experienced professionals with the appropriate skills and expertise to support the Company's risk management and internal control framework. The ARMC is also satisfied that the internal audit function is independent, effective, and adequately resourced, and that it possesses the necessary authority and standing within the organisation to discharge its responsibilities objectively.

Provision 10.5

To effectively discharge its responsibilities, the ARMC has full access to and the co-operation of Management and full discretion to invite any Director and executive to attend its meetings. It is also able to obtain external professional advice, if necessary and to investigate any matter within its terms of reference. Full resources have been made available to the ARMC to enable it to discharge its function properly. The ARMC meets with the internal and external auditors (without presence of Management) at least once a year to review any matter that might be raised. Ad-hoc meetings may be carried out from time to time, as circumstances require.

The Company had appointed KPMG LLP ("**KPMG**") as its external auditors in place of PricewaterhouseCoopers LLP at the AGM held on 28 April 2025. The ARMC is satisfied with the adequacy of the scope and quality of the external audits conducted by KPMG. The ARMC is of the view that KPMG has demonstrated appropriate qualifications, expertise and independence, taking into account the Audit Quality Indicators Disclosure Framework issued by the Accounting and Corporate Regulatory Authority ("**ACRA**") and the guidance provided in Practice Guidance 10 of the Code.

In accordance with the requirements of Rule 715 of the Listing Rules, KPMG and, where appropriate, independent members firms of the KPMG network, will be engaged to audit the financial statements of the Company, its Singapore-incorporated subsidiaries and its significant foreign-incorporated subsidiaries. The Group has appointed different auditors for its Singapore-incorporated significant associated company, COSCO SHIPPING Bulk (Southeast Asia) Pte. Ltd., its Singapore-incorporated associated company, GoldLead Supply Chain Development (Southeast Asia) Pte. Ltd., and its overseas significant associated company, PT. Ocean Global Shipping Logistics. The Board and the ARMC are satisfied that the appointments of different auditors would not compromise the standard and effectiveness of the audit of the Group.

Corporate Governance

Pursuant to the requirements of the Listing Rules, an audit partner must not be in charge of more than five consecutive annual audits. The current audit engagement partner for the Company, Mr Tan Chia Loong, was first appointed for FY2025. In appointing KPMG, an auditing firm registered with the ACRA, as auditors for the Company and its subsidiaries, the ARMC is satisfied that the Group has complied with Rules 712, 715 and 716 of the Listing Rules.

The Audit Committee assesses the independence and objectivity of the external auditors through discussions with the external auditors, as well as reviewing the non-audit fees paid to them, on an annual basis. For FY2025, the aggregate fees paid to the external auditors, KPMG LLP, for audit services for the financial year ended 31 December 2025 amounted S\$594,000.

There were no non-audit services rendered by the external auditors to the Company in FY2025. In view of this, the Audit Committee is satisfied with the independence and objectivity of the Company's external auditors.

In view of the foregoing, the ARMC has recommended to the Board the re-appointment of KPMG as the external auditors. KPMG has expressed its intention to continue and be nominated for re-appointment as external auditors at the forthcoming AGM. The Board has accepted this recommendation and has proposed a resolution to shareholders for the re-appointment of KPMG at the forthcoming AGM.

Financial Reporting Matters

During the year, the ARMC reviewed the financial statements of the Group before the announcement of the Group's half-year and full-year results. In the process, the ARMC reviewed the key areas of Management's estimates and judgement applied for key financial issues including revenue recognition, impairment testing, provisioning policies, critical accounting policies and any other significant matters that might affect the integrity of the financial statements. The ARMC also considered the report from the external auditors, including their findings on the significant risks and audit focus areas. Significant matters that were discussed with Management and the external auditors have been included as Key Audit Matters ("KAMs") in the audit report for the financial year ended 31 December 2025. Please refer to page 157 of the Annual Report.

In assessing each KAM, the ARMC took into consideration the approach and methodology applied in the valuation of assets, as well as the reasonableness of the estimates and key assumptions used. In addition to the views from the external auditors, subject matter experts, such as independent valuers, were consulted where necessary. The ARMC concluded that Management's accounting treatment and estimates in each of the KAMs were appropriate.

WHISTLE-BLOWING POLICY

The Company is committed to a high standard of ethical conduct and has put in place a whistle-blowing policy, endorsed by the ARMC. The policy sets out the procedures for employees and external parties to raise concerns or make a report on misconduct or wrongdoing relating to any entity in the Group or any of its officers and provisions for keeping the identity of the whistleblower confidential and protection of the whistleblower from reprisal as well as arrangements for independent investigations of such concerns or reports and for appropriate follow up actions to be taken. The existence and details of such policy have been communicated to all the employees.

Corporate Governance

The policy establishes a confidential line of communication to report concerns about possible improprieties to the ARMC Chairman and ensures the independent investigation and follow-up of reports made in good faith. The contact details of the ARMC Chairman have been made available to employees in the Group. The Company will treat all information received confidentially and protect the identity of whistleblowers. Moreover, the Company is committed to ensuring protection of whistleblowers who have acted in good faith against reprisal and detrimental or unfair treatment.

The ARMC is responsible for oversight and monitoring of whistleblowing policy and its implementation. The ARMC reviews the policy from time to time and also reviews and considers all whistleblowing complaints to ensure independent, thorough investigation and appropriate follow-up actions. The outcome of each investigation is reported to the ARMC.

During the year under review, the ARMC and KPMG LLP had received anonymous letters concerning the Finance Department of Cogent Holdings Pte. Ltd. The ARMC promptly initiated an investigation into the matter upon receiving the report. Following a comprehensive review conducted in accordance with the Company's whistleblowing procedure, the ARMC concluded that the allegations were unsubstantiated. The ARMC believes that the whistleblowing reports were thoroughly investigated with professionalism and fairness, in line with the established policies and processes, and were addressed promptly and appropriately.

SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11: The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

Provisions 11.1 and 12.1

CONDUCT OF SHAREHOLDER MEETINGS

The Company encourages shareholders to participate actively in general meetings to ensure high level of accountability and to stay apprised of the Group's strategy and goals. Shareholders are informed of general meetings through notices published in the newspapers, through reports or circulars sent to all shareholders and via SGXNET. At general meetings of the Company, shareholders are given the equitably opportunity to participate effectively in and vote at the meeting and express their views and ask questions regarding the Company and the Group.

Corporate Governance

To embrace sustainability, the Company has stopped sending printed copies of annual reports and circulars to all shareholders. Instead, the Company will only send notices of AGMs and extraordinary general meetings (“EGMs”), proxy forms and request forms (requesting for printed copies of the annual reports and/or circulars, if any) to all shareholders. Shareholders can access all annual reports and circulars, including any documents relating to the AGMs and EGMs on the Company’s website and SGX-ST’s website. Printed copies of annual reports and/or circulars, if any, will be sent to shareholders upon receipt of the request forms.

The Constitution of the Company allows shareholders to vote at general meetings in person or by proxy and equal effect is given to such votes. A shareholder may appoint up to two proxies to attend and vote at general meetings. A shareholder who is a relevant intermediary (as defined in the Companies Act) may appoint more than two proxies but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder. Shareholders may submit questions related to the resolutions ahead of the general meetings. Shareholders can also raise any question at the general meetings.

The Company conducts electronic poll voting for all its resolutions for greater transparency and effective participation. Through the service provider’s poll voting system, the number of votes cast for and against each resolution and the respective percentages are tallied and displayed on the screen during the general meetings. An independent scrutineer firm would be present to validate the votes at the general meetings. The detailed results of the electronic poll voting on each resolution tabled at the general meetings, including the total number of votes cast for or against each resolution, would be announced after the general meetings via SGXNet. The Company Secretary prepares minutes of general meetings that includes a summary of comments or queries made by shareholders during that meeting, and responses from the Board. Generally, during general meetings, shareholders are invited to raise questions, and this would be recorded in the minutes.

The Company’s forthcoming AGM for the financial year ended 31 December 2025 will be held physically with no option for shareholders to participate virtually, at Level 3, Meeting Rooms 331-332, Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Singapore 039593 on 27 April 2026 at 2.00 p.m. Arrangements relating to attendance at the AGM, submission of questions to the Chairman of the Meeting in advance of, or at the AGM, and voting at the AGM by Shareholders or their duly appointed proxy(ies), are set out in the notice of AGM dated 2 April 2026.

Provision 11.2

The Company tables separate resolutions at general meetings of shareholders on each substantially separate issue. Each item of special business included in the notice of meetings will be accompanied by the relevant explanatory notes. This is to enable shareholders to understand the nature and effect of the proposed resolutions. Where the resolutions are “bundled”, the Company would explain the reasons and material implication in the notice of meeting.

Resolutions are put to vote by poll and the detailed results of the number of votes cast for and against each resolution and the respective percentages are announced for each resolution.

Corporate Governance

Provision 11.3

The Directors, Management and the External Auditors are present and available at the general meetings to address shareholders' queries or concerns on matters relating to the Group and its operation as well as about the conduct of audit and the preparation and content of the auditors' report. All Directors were present at the AGM and EGM of the Company held on 28 April 2025 and 25 June 2025 respectively.

Provision 11.4

The Constitution of the Company allows the Board, at its sole direction, to implement voting in absentia (such as voting via mail, email or fax). As the authentication of shareholder's identity and the system supporting such voting manner remains a concern, the Board has decided not to implement voting in absentia for the time being. The Company will take into account any measures and legislations that may be introduced by the relevant authorities as a result of the current environment in formulating the framework and procedures to effect additional methods of voting.

Provision 11.5 and Practice Note 7.5

The Company Secretary prepares minutes of general meetings of shareholders which record substantial and relevant comments or queries from shareholders relating to the agenda of the general meetings, and responses from the Board and Management. The Company publishes minutes of general meetings of shareholders on its corporate website and on SGXNet as soon as practicable. All minutes of general meetings are available to shareholders upon their request.

To comply with clause 6.1 of the Practice Note 7.5 - General Meetings, the Company will publish its minutes of AGM on SGXNet and the Company's website within one month after the AGM, which is scheduled to be held on 27 April 2026.

Provision 11.6

DIVIDEND POLICY

The Company does not have a fixed dividend policy. The declaration of dividends, if any, will be considered by the Board after taking into account the Group's financial performance, capital requirements, liquidity position and future investment needs.

The Board has proposed a first and final tax exempt (one-tier) dividend of 0.089 Singapore cent per ordinary share for the financial year ended 31 December 2025. This is subject to shareholders' approval at the forthcoming AGM.

Provision 12.1

The Company is firmly committed to providing its shareholders and investors with as much useful and relevant information as is possible in a timely, fair and transparent manner. The Board views the annual general meeting as a forum for dialogue with shareholders as it provides an opportunity for shareholders to raise issues and ask the Directors or the Management questions regarding the Company and its operations and to enable the Company to understand the views of the shareholders.

Corporate Governance

It is the Company's policy to keep all shareholders informed of developments or changes that will have a material impact on the Company's prospects, through announcements via SGXNet. Such announcements are communicated on an immediate basis, or as soon as possible where immediate disclosure is not practicable. Where there is inadvertent disclosure made to a select group, the Company will endeavour to make the same disclosure publicly to all others promptly.

Shareholders are provided with an update on the Group's performance, position and prospects through the Company's annual report. The Company's half year and full year results announcements, announcements and press releases are issued via SGXNet. Shareholders also have access to information on the Group via the Company's website.

Provisions 12.2 and 12.3

INVESTOR RELATIONS

The Company has put in place an investor relations policy to promote regular and effective communication with shareholders. The Company has a team of investor relations personnel who focus on facilitating the communications with all stakeholders on a regular basis and attend to their concerns and queries as well as to keep the stakeholders informed of the Company's key updates and strategies. All material information on the performance and development of the Group and the Company is disclosed in an accurate and comprehensive manner through SGXNET. Shareholders, the investment community, media and analysts are kept informed of the Group's performance, progress and prospects and major developments on a timely basis through various communication such as:

- (a) Announcements, including half-year and full-year financial results, press release, analysts briefing, via SGXNET;
- (b) Annual reports and notices of general meetings;
- (c) Company's general meetings;
- (d) Investors/analysts briefings; and
- (e) Corporate website of the Company at <https://www.coscoshipping.com.sg/>.

The Company values dialogue sessions with its shareholders and welcomes the views of shareholders on matters affecting the Company. Shareholders can submit their feedback and raise any questions to the Company's investor relation contact as provided in the Company's website. All questions raised by the shareholders and other stakeholders would be escalated to and addressed by the Senior Management, General Manager of Investor Relations and/or relevant person-in-charge.

Details of the Group's investor relations initiatives are set out on page 67 of this Annual Report.

Corporate Governance

ENGAGEMENT WITH STAKEHOLDERS

Principle 13: The board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

Provisions 13.1, 13.2 and 13.3

The Company values input from all stakeholder groups and uses a variety of channels and platforms to engage with them as well receive their feedback. The Company identifies stakeholders as groups that have an impact or have the potential to be impacted by its businesses, as well as those external organisations that have expertise in aspects that the Company considers material.

The Company regularly engages its stakeholders through various channels to ensure that the business interests are aligned with its stakeholders. Stakeholders of the Company will be able to communicate with the Company through the contact information provided on the Company's website.

Detailed approach to stakeholder engagement and materiality assessment are disclosed in the Company's Sustainability Report on pages 71 to 149 of this Annual Report.

OTHER CORPORATE GOVERNANCE MATTERS

INTERESTED PERSON TRANSACTIONS ("IPTs") POLICY

- Listing Manual 907

Our ultimate holding company, China COSCO SHIPPING Corporation Limited, is a state-owned enterprise under the State-owned Assets Supervision and Administration Commission ("**SASAC**") of the State Council (the "**State Council**") of the People's Republic of China ("**PRC**"). SASAC is a governmental entity in the PRC under the direct leadership and supervision of the State Council and exercises its functions by virtue of PRC law. It is responsible for the supervision, guidance and monitoring of the enterprises under its supervision. SASAC also despatches supervisory panels to supervise different state-owned enterprises on behalf of the State Council and promulgates guidelines and policies with respect to the management of state-owned property. Nevertheless, as provided under the applicable PRC law, SASAC does not interfere in the daily operations of the state-owned enterprises it supervises. As SASAC exercises its supervisory functions pursuant to, and as required by, the laws of the PRC on behalf of the State Council, SASAC is not regarded as an interested person with respect to the Company.

The Company has adopted an internal policy in respect of any transactions with interested persons and has set out the procedures for review and approval of the Company's interested person transactions with the China COSCO SHIPPING Corporation Limited and its associates, which are covered by a Shareholders' Mandate approved at each general meeting.

The ARMC reviews the Shareholders' Mandate at regular intervals and is satisfied that the review procedures for IPTs and the reviews to be made periodically by the ARMC in relation thereto are adequate to ensure that the IPTs will be transacted on normal terms and will not be prejudicial to the interests of the Company and its minority shareholders.

Corporate Governance

Name of interested person	Nature of relationship	Aggregate value of all interested person transaction during the financial period under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000)
		FY 2025 \$'000	FY 2025 \$'000
Cosco Shipping (South East Asia) Pte Ltd		–	196
Cosco (Qidong) Offshore Co., Ltd		–	1,126
Cosco (Shanghai) Shipyard Co., Ltd		–	459
Cosco Shipping Lines Co Ltd		–	1,271
Refined Success Limited.		–	40,370
OOCL Logistics (Singapore) Pte. Limited		–	266
OOCL (Vietnam) Co., Ltd.		–	2,386
Florens Assets Management Company Limited		–	112
Cosco Shipping Line (Malaysia) Sdn Bhd		–	1,671
COSCO SHIPPING BULK CO., LTD	Subsidiaries of Controlling Shareholders	–	6,224
Chimbusco International Petroleum (S) Pte Ltd		–	3,913
Orient Overseas Container Line Limited		–	421
Cosco Shipping Logistics (Chongqing)		–	137
Hainan Haisheng Shipping Co., Ltd		–	946
Cosco Shipping Specialised Carriers Co., Ltd		–	117
Cosco Shipping Lines (Vietnam) Company Limited		–	1,780
COSCO SHIPPING (SINGAPORE) PETROLUM PTE. LTD.		–	7,884
Cosco Shipping Lines (S) Pte Ltd		–	5,408
Cosco Shipping Energy Transportation Co., Ltd		–	104
COSCO SHIPPING LINES (ANHUI) CO., LTD		–	201
COSCO (CAYMAN) VENUS CO LTD		–	134,458
Total		–	209,450

Corporate Governance

MATERIAL CONTRACTS

- Listing Manual Rule 1207(8)

There was no material contract entered into by the Company involving the interest of the President, any Director, or controlling shareholder, which are either still subsisting at the end of FY2025 or if not then subsisting, entered into since the end of the previous financial year.

DEALING IN SECURITIES

- Listing Manual Rule 1207(19)

In line with Chapter 12 Rule 1207(19) of the Listing Manual on dealings in securities, the Company has adopted an internal compliance code which provides guidance to its Directors and officers in relation to dealings in its securities.

The Listing Manual prohibits securities dealings by the Directors and employees while in possession of price-sensitive information. The Management should not deal in the Company's shares on short-term considerations. The Company issues regular circulars to its Directors, principal officers and relevant officers who have access to unpublished material price-sensitive information to remind them of the aforementioned prohibition and to remind them of the requirement to report their dealings in shares of the Company. The Directors and employees are also prohibited from dealing in the securities of the Company during the period commencing one month before the announcement of the Company's half-year or full year financial statements.

USE OF PROCEEDS

- Listing Manual Rule 1207 (20)

On 28 July 2025, the Company completed the renounceable non-underwritten rights issue (“**Rights Issue**”) and raised net proceeds of approximately S\$272.2 million (after deducting the cost and expenses of approximately S\$1.0 million incurred in connection with the Rights Issue) (the “**Net Proceeds**”). Please refer to the Company's offer information statement dated 3 July 2025 for more information on the Rights Issue and the Company's announcement dated 25 July 2025 in relation to the results of the Rights Issue.

As at the date of this Annual Report, the Net Proceeds have been utilised as follows:

Use of Net Proceeds	Initial allocation S\$'000	Amount re-allocated 11 Sept 2025 S\$'000	Amount re-allocated 29 Sept 2025 S\$'000	Amount utilized S\$'000	Balance S\$'000
Partially fund the construction or acquisition of logistics infrastructure and investment opportunities including the development of Jurong Island Logistics Hub Phase II	142,200	120,700	122,290	25,410	96,880
Repay bank borrowings	130,000	151,500	149,910	149,910	Nil
Total	272,200	272,200	272,200	175,320	96,880

Corporate Governance

The Net Proceeds were utilised in accordance with its re-allocated intended use as disclosed in the Company's announcements dated 11 September 2025 and 29 September 2025. The Board will continue to make periodic announcements on the utilisation of the balance of the Net Proceeds as and when such proceeds are materially disbursed or utilised. The Company will also provide a status report on the use of the Net Proceeds in its annual report(s) and financial results announcement(s).

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Lim Lee Meng and Mr Jiang Kai are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 27 April 2026 (“**AGM**”) (“**Retiring Directors**”).

Pursuant to Rule 720(6) of the Listing Rules of the SGX-ST (“**Listing Rules**”), the following is the information relating to the Retiring Directors seeking re-election as Directors as set out in Appendix 7.4.1 of the Listing Rules:

	Lim Lee Meng	Jiang Kai
Date of Appointment	1 June 2023	13 November 2025
Date of last re-appointment (if applicable)	29 April 2024	N.A.
Age	70	52
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The re-election of Mr Lim Lee Meng (“ Mr Lim ”) as Lead Independent Non-Executive Director of the Company was recommended by the Nominating Committee, and the Board has accepted the recommendation, after taking into consideration Mr Lim's performance, independence, diversity of skillsets, expertise, work experience and overall contribution. The Board is satisfied that Mr Lim will continue contribute towards the core competencies of the Board.	The re-election of Mr Jiang Kai (“ Mr Jiang ”) as Non-Independent Executive Director of the Company was recommended by the Nominating Committee, and the Board has accepted the recommendation, after taking into consideration Mr Jiang's performance, diversity of skillsets, expertise, work experience and overall contribution. The Board is satisfied that Mr Jiang will continue contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Executive
Job Title	Lead Independent Non-Executive Director	President and Non-Independent Executive Director

Corporate Governance

	Lim Lee Meng	Jiang Kai
Professional Qualifications	<ul style="list-style-type: none"> - Fellow of the Institute of Singapore Chartered Accountants - Fellow of the Singapore Institute of Directors - Associate of the Institute of Chartered Secretaries and Administrators, United Kingdom - Master of Business Administration - University of Hull - Bachelor's Degree of Commerce - Nanyang University - Diploma in Business Law - National University of Singapore 	Master of Engineering – Dalian Maritime University
Working experience and occupation(s) during the past 10 years	<p>2016 - Present: Executive Director of LeeMeng Capital Pte. Ltd.</p>	<p>November 2022 - October 2025 Managing Director of COSCO Shipping Logistics & Supply Chain Management Co., Ltd.</p> <p>June 2019 – November 2022 Managing Director of COSCO Shipping Logistics CO., LTD.</p> <p>August 2016 – June 2019 Deputy General Manager of COSCO Shipping Logistics CO., LTD</p> <p>January 2016 – August 2016 Deputy General Manager of COSCO Shipping Lines CO., LTD</p>
Shareholding interest in the listed issuer and its subsidiaries	Nil	Nil

Corporate Governance

	Lim Lee Meng	Jiang Kai
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments Including Directorships Past (for the last 5 years) Present	Past (for the last 5 years) <ul style="list-style-type: none"> - Tye Soon Limited - ARA Logos Logistics Trust Management Limited - Chiam Pok Ee Ltd. - International Chinese Culture Exchange Federation Limited - Singapore Buddhist Lodge Education Foundation - Singapore Buddhist Lodge Welfare Foundation - Willas-Array Electronics (Hong Kong) Limited - Mirxes Holding Company Limited - ARA Managers (AMT) Sdn Bhd 	Past (for the last 5 years) <ul style="list-style-type: none"> - Ningbo Ocean Shipping Tally Co.,Ltd. - Guangzhou Ocean Shipping Tally Co.,Ltd. - COSCO SHIPPING Logistics (North America) Inc. - COSCO SHIPPING Logistics (Japan) Co., Ltd. - COSCO SHIPPING Logistics (Europe) GmbH - COSCO SHIPPING Logistics WEST ASIA (L.L.C.) - Penavico (Hong Kong) Ltd - Yuanduyun Supply Chain Technology Company Ltd.

Corporate Governance

	Lim Lee Meng	Jiang Kai
	<p>Present</p> <ul style="list-style-type: none"> - LeeMeng Capital Pte. Ltd. - Forest and Forrest Capital Pte. Ltd. - Forest and Forrest Industries Pte. Ltd. - Ee Hoe Hean Club - Singapore Buddhist Lodge - Che Hian Khor Moral Uplifting Society (Singapore) - Forest and Forrest (Shanghai) Enterprise Management Co Ltd 	<p>Present</p> <ul style="list-style-type: none"> - Ningbo Ocean Shipping Tally Co.,Ltd. - Guangzhou Ocean Shipping Tally Co.,Ltd. - COSCO SHIPPING Logistics (North America) Inc. - COSCO SHIPPING Logistics (Japan) Co., Ltd. - COSCO SHIPPING Logistics (Europe) GmbH - COSCO SHIPPING Logistics WEST ASIA (L.L.C.) - Penavico (Hong Kong) Ltd - Yuanduyun Supply Chain Technology Company Ltd.
Responses to questions (a) to (K) under Appendix 7.4.1 of the SGX Listing Manual	There is no change to the declaration, which was disclosed in the Company's Annual Report 2023 under the sub-section entitled "Additional Information Required on Directors Seeking Re-election", issued on 5 April 2024.	There is no change to the response previously disclosed by Mr Jiang under items (a) to (k) of Appendix 7.4.1 of the SGX-ST Listing Manual which were all "No". The Appendix 7.4.1 information in respect of Mr Jiang's appointment as Director was announced on 13 November 2025.

Board of Directors

**DR CHEN
SEOW PHUN,
JOHN**
*Independent
Non-Executive
Director*

**MR LIM LEE
MENG**
*Lead Independent
Non-Executive
Director*

**MR WANG
SHAN HE**
*Chairman,
Non-Independent
Executive
Director*

MR JIANG KAI
*President,
Non-Independent
Executive Director*

**MR HOON TAI
MENG**
*Independent
Non-Executive
Director*



Board of Directors

MR WANG SHAN HE

***Chairman and Non-Independent
Executive Director***

Mr Wang Shan He is the Executive Director and Chairman of the Board. Mr Wang also chairs the Strategic and Sustainable Development Committee and is a member of the Nominating Committee.

Mr Wang has held key managerial roles before his appointment, and he brings vast skills, knowledge, and experiences to his current role. Prior to his current appointment, Mr Wang was Chairman of COSCO SHIPPING (Dalian) Co. Ltd. and COSCO SHIPPING Ferry Co. Ltd. from July 2023 to December 2024, as well as Chairman of Hainan Harbor & Shipping Holding Co. Ltd. and Hainan Strait Shipping Co. Ltd. from November 2019 to December 2024. Mr Wang was Vice President of COSCO SHIPPING (South East Asia) Pte. Ltd from March 2016 to November 2019, and Vice President of COSCO Holdings (Singapore) Pte. Ltd. from November 2015 to March 2016. He was also Managing Director of COSCO Container Lines (Southeast Asia) Pte. Ltd. and General Manager, Southeast Asia Branch, COSCO Container Lines Co. Ltd. from October 2012 to November 2015.

Mr Wang holds a Master of Business Administration from Fudan University.

MR JIANG KAI

***President and Non-Independent
Executive Director***

Mr Jiang Kai was appointed as the President and the Non-Independent Executive Director of the Company on 13 November 2025. He is a member of the Strategic and Sustainable Development Committee.

Mr Jiang has held extensive leadership roles throughout his career and brings deep operational and managerial experience to the Board. He began his career with China Ocean Shipping (Group) Company in 1994 and has since served in key positions across various subsidiaries of the COSCO SHIPPING Group.

Prior to his current appointment, Mr Jiang was Managing Director of COSCO SHIPPING Logistics & Supply Chain Management Co. Ltd. from November 2022 to October 2025, and Managing Director of COSCO SHIPPING Logistics Co. Ltd. from June 2019 to November 2022. He previously held senior roles including Deputy General Manager of COSCO SHIPPING Logistics Co. Ltd. from August 2016 to June 2019, Deputy General Manager of COSCO SHIPPING Lines Co. Ltd. from January 2016 to August 2016 and Deputy General Manager of COSCO Container Lines Co. Ltd. from November 2014 to January 2016.

Mr Jiang holds a Master's Degree in Engineering (Logistics Engineering) from Dalian Maritime University.

Board of Directors

MR LIM LEE MENG

Lead Independent Non-Executive Director

Mr Lim Lee Meng was appointed Independent Non-Executive Director on 1 June 2023 and subsequently appointed as Lead Independent Non-Executive Director on 15 September 2023. He chairs the Audit and Risk Management Committee and is a member of the Remuneration, Nominating and Strategic and Sustainable Development Committee.

Mr Lim joined the audit department of Arthur Young & Company (predecessor of Ernst & Young) in 1980. He left Arthur Young in 1984 to become the group financial controller of a substantial property and investment group. In 1988, he co-founded RSM Singapore LLP (formerly known as Chio Lim & Associates) in Singapore which became the largest accounting firm in Singapore outside the big 4. In 2016, Mr Lim changed his career path by incorporating LeeMeng Capital Pte. Ltd. which focus on merger & acquisition advisory, and investment in companies with strong potential for growth. He is currently the executive director of LeeMeng Capital Pte. Ltd.

Mr Lim graduated from Nanyang University with a degree in Bachelor of Commerce (Gold Medallist) in 1980. He also has a MBA from the University of Hull (Overall Best Performance) and a Diploma in Business Law from National University of Singapore. Professionally, he is a fellow of the Institute of Singapore Chartered Accountants, a fellow of the Singapore Institute of Directors and an associate of the Chartered Governance Institute Singapore Division.

DR CHEN SEOW PHUN, JOHN

Independent Non-Executive Director

Dr Chen Seow Phun, John was appointed Independent Non-Executive Director on 1 July 2023. He chairs the Remuneration Committee and is a member of the Audit and Risk Management Committee, Nominating and Strategic and Sustainable Development Committee.

Dr Chen was the Assistant Secretary General of the National Trades Union Congress (NTUC) from 1991-1997 and served as the Deputy Chairman and Managing Director of the NTUC Healthcare Cooperative Ltd from 1992-1997. Dr Chen was a Member of Parliament from 1988 to 2006. From 1997 to 1999, he was the Minister of State for Communications. From 1999 to 2001, he was the Minister of State for Communications & Information Technology and Minister of State for National Development. Prior to joining the Government in 1997, Dr Chen has served as Board Member of the Economic Development Board (EDB), the Housing and Development Board (HDB), the Port of Singapore Authority (PSA), the Director of NTUC FairPrice Co-op Ltd and Singapore Power Ltd.

Dr Chen holds a PhD in Electrical Engineering from the University of Waterloo, Canada. He taught at the National University of Singapore from 1983 to 1991. He is presently the Chairman of SAC Capital Pte Ltd.

Board of Directors

MR HOON TAI MENG

Independent Non-Executive Director

Mr Hoon Tai Meng was appointed Independent Non-Executive Director on 1 September 2023. He chairs the Nominating Committee and is a member of the Audit and Risk Management Committee, Remuneration and Strategic and Sustainable Development Committee.

Mr Hoon founded M/s T M Hoon & Co. Advocates & Solicitors in 1997, and subsequently taking on the role of managing partner. During this time, he adeptly handled corporate matters and civil litigation. In 2007, he transitioned to M/s KhattarWong Advocates & Solicitors as a partner, where he focused on corporate finance. His journey led him to join Chip Eng Seng Corporation Ltd in 2011, where he assumed the role of Executive Director, contributing to group operations and corporate affairs. In 2018, his expertise took a new direction as he honed his focus on Corporate & Capital Market, Private Wealth & Real Estate at RHTLaw Asia LLP, where he currently serves as a senior consultant.

Mr Hoon is a lawyer and accountant by profession, besides having about 20 years of experience in law practice, Mr Hoon also has around 27 years of experience in corporate planning, business operations, financial planning and management, audit, tax and corporate secretarial function. He was also a registered professional with Singapore Stock Exchange Limited rendering continuing sponsor service to companies listed in Catalist Board.

Mr Hoon obtained a Bachelor of Commerce (Accountancy) from Nanyang University in 1976 and a Bachelor of Laws (Hons) from the University of London in 1993. Additionally, he is a Fellow Chartered Accountant (Singapore), Fellow of the Chartered Institute of Management Accountants FCMA (UK), Fellow of the Association of Chartered Certified Accountants FCCA (UK), Chartered Global Management Accountant CGMA, and Barrister-at-law (Middle Temple).



Key Management

MR ZHANG JIE

*Chief Financial
Officer & Chief
Risk Officer*

**MR WANG
SHAN HE**

*Chairman,
Non-Independent
Executive Director*

**MR LAN CHUN
HAI**

*Executive
Vice President*

MR JIANG KAI

*President,
Non-Independent
Executive Director*

MR WANG HUI

Vice President



Key Management

MR WANG SHAN HE

**Chairman and Non-Independent
Executive Director**

Mr Wang Shan He is the Executive Director and Chairman of the Board. Mr Wang also chairs the Strategic and Sustainable Development Committee and is a member of the Nominating Committee.

Mr Wang has held key managerial roles before his appointment, and he brings vast skills, knowledge, and experiences to his current role. Prior to his current appointment, Mr Wang was Chairman of COSCO SHIPPING (Dalian) Co. Ltd. and COSCO SHIPPING Ferry Co. Ltd. from July 2023 to December 2024, as well as Chairman of Hainan Harbor & Shipping Holding Co. Ltd. and Hainan Strait Shipping Co. Ltd. from November 2019 to December 2024.

Mr Wang was Vice President of COSCO SHIPPING (Southeast Asia) Pte. Ltd from March 2016 to November 2019, and Vice President of COSCO Holdings (Singapore) Pte. Ltd. from November 2015 to March 2016. He was also Managing Director of COSCO Container Lines (Southeast Asia) Pte. Ltd. and General Manager, Southeast Asia Branch, COSCO Container Lines Co. Ltd. from October 2012 to November 2015.

Mr Wang holds a Master of Business Administration from Fudan University.

MR JIANG KAI

**President and Non-Independent
Executive Director**

Mr Jiang Kai was appointed as the President and the Non-Independent Executive Director of the Company on 13 November 2025. He is a member of the Strategic and Sustainable Development Committee.

Mr Jiang has held extensive leadership roles throughout his career and brings deep operational and managerial experience to the Board. He began his career with China Ocean Shipping (Group) Company in 1994 and has since served in key positions across various subsidiaries of the COSCO SHIPPING Group.

Prior to his current appointment, Mr Jiang was Managing Director of COSCO SHIPPING Logistics & Supply Chain Management Co. Ltd. from November 2022 to October 2025, and Managing Director of COSCO SHIPPING Logistics Co. Ltd. from June 2019 to November 2022. He previously held senior roles including Deputy General Manager of COSCO SHIPPING Logistics Co. Ltd. from August 2016 to June 2019, Deputy General Manager of COSCO SHIPPING Lines Co. Ltd. from January 2016 to August 2016 and Deputy General Manager of COSCO Container Lines Co. Ltd. from November 2014 to January 2016.

Mr Jiang holds a Master's Degree in Engineering (Logistics Engineering) from Dalian Maritime University.

Key Management

MR LAN CHUN HAI

Executive Vice President

Mr Lan Chun Hai was appointed Executive Vice President of the Company on 2 September 2022.

Mr Lan was the Managing Director of COSCO Philippines Shipping Ltd from May 2005 to January 2013. In January 2013, Mr Lan joined China Ocean Shipping (Group) Company as a Deputy Director in Research & Development/Technology Centre. From July 2015 to February 2016, he served as the Deputy General Manager in the Informatization Management Division of China Ocean Shipping (Group) Company.

Prior to his current appointment at COSCO SHIPPING International (Singapore) Co., Ltd., Mr Lan was the Deputy Director of the Research & Development/Technology Centre in China COSCO SHIPPING Corporation Ltd.

Mr Lan graduated from the Asian Institute of Management with an Executive Master in Business Administration.

MR ZHANG JIE

Chief Financial Officer & Chief Risk Officer

Mr Zhang Jie was appointed as the Chief Financial Officer and Chief Risk Officer of the company on 22 May 2025.

Mr Zhang was previously the General Manager of the Corporate Finance Division in COSCO SHIPPING (North America) Inc. from 2018. He served as the Office Manager in Accounting & Finance Division in China COSCO SHIPPING Corporation Limited from February 2016 til March 2018. Mr Zhang served as the Deputy Manager of the Finance Division in China Ocean Shipping (Group) Company from May 2012 to February 2016, and the General manager of the Finance Division in COSCO Pacific Limited from August 2008 to April 2012. He also previously served at COSCO Container Lines and China COSCO Holdings from July 1997 to August 2008.

Mr Zhang graduated From International Business School, Shanghai University in 1997, holds a Master of Business Administration from University of South Australia.

MR WANG HUI

Vice President

Mr Wang Hui was appointed as Vice President of the Company on 22 February 2021.

Mr Wang started his career in July 1994 as Assistant and Deputy Manager of the Seaman Service Department of COSCO Manning Corporation. In September 2000, he joined China Ocean Shipping (Group) Company as Manager of the Public Relations Department. In March 2010, Mr Wang joined COSCO SHIPPING International (Singapore) Co., Ltd where he served as General Manager in the Investor Relations Department for 7 years.

Prior to his current appointment at COSCO SHIPPING, Mr Wang was Deputy Chief Economist of the Global Procurement Centre in China COSCO SHIPPING Corporation Ltd since August 2018. Mr Wang graduated from Beijing International Studies University with a Bachelor's Degree.

Corporate Information

BOARD OF DIRECTORS

Wang Shan He

Chairman and Non-Independent

Executive Director

Jiang Kai

President and Non-Independent

Executive Director

Lim Lee Meng

Lead Independent Non-Executive Director

Chen Seow Phun, John

Independent Non-Executive Director

Hoon Tai Meng

Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT

COMMITTEE

Lim Lee Meng

(Chairman)

Chen Seow Phun, John

Hoon Tai Meng

REMUNERATION COMMITTEE

Chen Seow Phun, John

(Chairman)

Lim Lee Meng

Hoon Tai Meng

NOMINATING COMMITTEE

Hoon Tai Meng

(Chairman)

Wang Shan He

Chen Seow Phun, John

Lim Lee Meng

STRATEGIC AND SUSTAINABLE DEVELOPMENT COMMITTEE

Wang Shan He

(Chairman)

Jiang Kai

Lim Lee Meng

Chen Seow Phun, John

Hoon Tai Meng

REGISTERED OFFICE AND BUSINESS CONTACT INFORMATION

30 Cecil Street

#26-01 Prudential Tower

Singapore 049712

Telephone: 6885 0888

Facsimile: 6885 0858

Website: www.coscoshipping.com.sg

COMPANY REGISTRATION NUMBER

196100159G

AUDITOR

KPMG LLP

12 Marina View, #15-01

Asia Square Tower 2

Singapore 018961

Partner-in-charge:

Tan Chia Loong

(since FY2025)

COMPANY SECRETARIES

Lee Wei Hsiung

Loo Shi Yi

SHARE REGISTRAR AND SHARE TRANSFER OFFICE

Tricor Barbinder Share Registration Services

9 Raffles Place

#26-01 Republic Plaza

Singapore 048619

Telephone: 6236 3333

Investor Relations

COSCO SHIPPING International (Singapore) Co., Ltd. (“**COSCO SHIPPING**” or the “**Company**”) maintains a steadfast commitment to ensuring the timely, accurate, and clear dissemination of price-sensitive information on both the Company website and the SGXNet platform. This commitment aims to empower investors to make well-informed decisions regarding their investments in the Company’s shares. The Company remains dedicated to fostering strong connections with research analysts, enabling them to gain a comprehensive understanding of the Company’s business operations.

In the future, the Company will persist in its endeavors to engage with its investor community through diverse communication channels. These include shareholders’ meetings, analyst briefings, corporate roadshows, and press releases. These avenues will serve to keep stakeholders abreast of the Company’s significant updates and strategic initiatives.

The Annual General Meeting and/or Extraordinary General Meetings continue to serve as key platforms for the Board of Directors and senior management to update shareholders on the Company’s progress, while providing shareholders with opportunities to engage with the Company.

In 2025, the Company’s Investor Relations team organised several meetings with institutional investors and research analysts, as well as site visits to the Group’s warehouse and container depot facilities. These engagements provided opportunities to communicate the Company’s operating performance, market positioning, while strengthening relationships with investors.

Major Investor Relations Events in 2025

Date	Organiser	Event
28 February 2025	COSCO SHIPPING	FY2024 Full Year Results Announcement
3 March 2025	COSCO SHIPPING	Analysts Briefing for FY2024 Full Year Results
28 April 2025	COSCO SHIPPING	Annual General Meeting
25 June 2025	COSCO SHIPPING	Extraordinary General Meeting
12 August 2025	COSCO SHIPPING	1H2025 Half Year Results Announcement
13 August 2025	COSCO SHIPPING	Analysts Briefing for FY2025 Half Year Results

COSCO SHIPPING vs STI Index



Risk Management

At COSCO SHIPPING International (Singapore) Co Ltd., the Board emphasizes the significance of robust corporate governance, aiming to balance long-term success with accountability and control mechanisms that align with inherent risks. This approach fosters effective, entrepreneurial, and prudent management.

To manage risks and internal controls, the Board entrusts these duties to the ARMC. Given the dynamic business landscape, the ARMC continuously evaluates and enhances risk management processes, aiming to identify and manage factors that could significantly impact operations. In August 2012, the Company adopted an Enterprise Risk Management Policy to establish a consistent framework, standardize approaches, and define responsibilities. This policy integrates risk identification and management under the purview of the ARMC.

This overview highlights material risk factors, categorized as market risk, operational risk, and financial risk, each possessing the potential to significantly impact the Group's operations, financial health, results, and overall prospects.

RISK MANAGEMENT PROCESS

The Group's enterprise risk management program is a sustained effort requiring commitment from diverse stakeholders. Policies have been gradually implemented, accompanied by continuous education for local management and risk owners. Each operating subsidiary conducts self-assessment to confirm compliance and internal control robustness, providing the Board with assurance of a solid risk-based framework. Internal and external auditors independently validate risk management, compliance, and control standards, with status reports shared with the ARMC and the Board. Recognizing the dynamic nature of risks, operating subsidiaries provide quarterly updates, ensuring the Board remains well-informed of the risks. In alignment with sub-committees, the adequacy of the internal control system is affirmed by the Board, effectively addressing financial, operational, compliance, and IT risks within the Group's current business operations.

The Group prioritizes a dynamic risk management process to identify, assess, and mitigate potential risks systematically. This involves:

Risk Identification

Proactive identification of Market Risks, Operational Risks, and Financial Risks.

Risk Assessment

The Risk Assessment phase within the Group entails comprehensive risk interviews with process owners to grasp key controls and assess residual risk ratings. This is complemented by risk moderation sessions involving the Chief Risk Officer and Chief Finance Officer of COSCO SHIPPING International (Singapore) Co. Ltd.

Mitigation Strategies

Tailoring robust strategies to minimize the impact and likelihood of identified risks.

Risk Management

Implementation and Monitoring

Implementing strategies across processes and departments, with continuous monitoring and adaptation.

Continuous Improvement

Risk management constitutes an ongoing and dynamic process. Periodic reviews and assessments are systematically conducted to integrate lessons learned, industry best practices, and adaptations to changes in the business environment. The commitment to continuous improvement serves to maintain the resilience of our risk management practices and enhance their responsiveness to emerging challenges. Through this concise and proactive risk management approach, the Group ensures business resilience and actively safeguards value for all stakeholders.

SIGNIFICANT OR PRINCIPAL RISKS

The Group has identified the following risks that are significant to the business operations.

MARKET RISKS

Economic Risk

The Group's services in warehousing and transportation are tied to the global economy, with potential declines in demand during economic slowdowns. Challenges in managing rental adjustments could impact operational costs and profit margins. The Group actively monitors economic conditions and has strategies in place to navigate potential declines in demand.

Geopolitical Risk

Unforeseen events, such as war, terrorism, and political instability beyond the Group's control, have the potential to disrupt global markets, impacting the business and financial prospects. The logistics industry is vulnerable to adverse effects from such events, resulting in escalated costs, heightened security measures, and the possibility of reduced demand, which could impact the Group's performance. The Group is dedicated to maintaining a resilient and adaptive business model, consistently assessing, and adjusting strategies to navigate challenges while safeguarding its financial position, operations, and long-term prospects.

OPERATIONAL RISK

Cyber Security Risk

The Group acknowledges the inherent risk of cybersecurity threats and is actively monitoring and addressing potential vulnerabilities to safeguard its digital infrastructure and sensitive data. Additionally, the advancement of new technologies poses a potential risk, as it may lead to lapses in our system security. To mitigate this risk, the Group is proactively resolving it by allocating increased investment into our technology infrastructure. This includes regular updates to the latest technologies and implementing robust measures to ensure the seamless integration of new systems while maintaining high standards of cybersecurity.

Risk Management

Business Continuity Risk

The Group faces a potential risk related to the departure of employees, posing a risk of disruptions in job continuity and potential negative impacts on operational efficiency and project timelines. To mitigate this risk, the Group is actively implementing both short-term and long-term measures, encompassing a retention plan and continuous training. Additionally, there is an ongoing effort to develop fully integrated operating systems to reduce dependency on key personnel. The adoption of SAP software enhances the Group's capability to preserve valuable data, enabling a seamless transfer of knowledge from departing employees to new hires, as information is systematically recorded within the system.

FINANCIAL RISK

Foreign Exchange Risk

The Group is exposed to potential risks arising from foreign exchange fluctuations, impacting financial performance. Currency exchange rate volatility may result in adverse translation effects on revenues, expenses, and overall profitability. To mitigate this risk, the Group employs natural currency hedging techniques, aligning revenues and costs in foreign currencies to minimize or eliminate net exposure. Additionally, the Group is vigilant in monitoring global economic trends to further mitigate the impact of foreign exchange risks on its financial position and operational performance.

Credit Risk

The Group faces financial risk due to the potential inability to recover receivables, which could impact profitability and cash flows. The Group is aware of the importance of managing credit risk and has implemented robust credit evaluation processes. Comprehensive assessments of customers are conducted regularly. Additionally, the Group engages in continuous communication with customers to comprehend their evolving financial situations. When a customer is identified as a credit risk or displays signs of financial distress, the Group exercises prudence in extending credit terms. Responsible credit practices are prioritized to avoid unnecessary exposure to risks. Moreover, in the unfortunate event of a customer facing financial difficulties or declaring bankruptcy, the company takes swift and decisive action. Established policies guide the pursuit of legal remedies to recover outstanding receivables, demonstrating a proactive approach that underscores the dedication to safeguarding financial interests. This commitment not only highlights the company's resilience in the face of credit risk but also emphasizes the unwavering dedication to maintaining a robust cash flow.

CONCLUSION

The Group maintains a heightened awareness of the importance of preserving a sound internal control environment. Rigorous internal and external audit processes, along with the diligent efforts of the ARMC and Senior Management, contribute to a comprehensive and robust internal control framework. The commitment to regular reviews and assessments emphasizes dedication to identifying any potential areas of concern. Despite these measures, it is reported without reservation that, to date, no significant risks have been encountered that warrant disclosure in the annual report.

The Board reiterates its overarching responsibility for risk management and undertakes an annual review to assess the sufficiency and integrity of the control system.

Sustainability Report Contents

72	BOARD STATEMENT	96	FY2025 PERFORMANCE REVIEW
74	SUPPORT THE GLOBAL GOALS	97	ECONOMIC AND GOVERNANCE
76	ABOUT THIS REPORT	98	Economic Performance
78	ABOUT THE COMPANY	100	Business Ethics and Compliance
79	BUSINESS MEMBERSHIP AND CERTIFICATIONS	103	ENVIRONMENT
81	SUSTAINABLE DEVELOPMENT POLICY	104	Response to Climate Change
82	SUSTAINABLE DEVELOPMENT STRATEGY	112	Energy and Greenhouse Gas Emissions
83	REMEDIATING NEGATIVE IMPACTS FROM OUR OPERATIONAL ACTIVITIES	119	Water Usage
84	POLICY COMMITMENT	123	Waste Management
85	REPORTING PRINCIPLES	126	SOCIAL
86	GOVERNANCE	127	Fair Employment Condition and Employee Diversity
87	Sustainability and Climate Risk Governance Structure	133	Training and Skill Development
89	STAKEHOLDER ENGAGEMENT	136	Occupational Health and Safety
92	ESG MATERIAL TOPICS	142	Cyber Security and Business Partners Privacy
92	Material Topic Identification Process	145	GRI Content Index
94	List of Material Topics		



Board Statement



The Board of Directors (“**the Board**”) of COSCO SHIPPING International (Singapore) Co., Ltd. (“**CSIS**” or “**the Company**”), together with its subsidiaries (the “**Group**”), affirms its strong commitment to sustainability as a core element of long-term value creation, business resilience, and responsible corporate governance.

The financial year ended 31 December 2025 (“**FY2025**”) marks an important transition year for the Group as sustainability reporting in Singapore enters a new phase of enhanced structure, comparability, and governance expectations. The Board recognises the evolving regulatory landscape, including the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) sustainability reporting roadmap. We acknowledge the revised timelines announced by SGX-ST, which provide companies with a structured transition period to strengthen climate governance, data management capabilities, and internal readiness.

While the Company is not currently subject to mandatory climate disclosure requirements based on market capitalisation thresholds, the Board has taken a deliberate and forward-looking approach to sustainability reporting. The Group has voluntarily disclosed Scope 1 and Scope 2 greenhouse gas (“**GHG**”) emissions since FY2023 and has commenced preparatory work for Scope 3 data collection from FY2026 onwards. This proactive approach reflects the Board’s view that sustainability and climate transparency are integral to sound governance, strategic planning, and long-term business competitiveness.

Governance and Board Oversight

The Board retains ultimate accountability for the Group’s sustainability strategy, material ESG risks and opportunities, and sustainability-related disclosures. Oversight is supported by the Strategic and Sustainable Development Committee (“**SSDC**”), which assists the Board in reviewing sustainability policies, monitoring ESG and climate-related performance, overseeing climate-related risks, and recommending sustainability goals and targets for Board approval.

During FY2025, the Board, through the SSDC, has:

- reviewed the Group’s ESG material topics, taking into account stakeholder feedback, regulatory developments, industry benchmarking, and evolving sustainability standards;
- reviewed and approved the sustainability disclosures, performance information, and management approaches presented in this Sustainability Report;
- overseen the integration of climate-related considerations into enterprise risk management and strategic planning processes; and
- supported management’s efforts to enhance internal governance structures, data tracking processes, and organisational capability in anticipation of future sustainability reporting developments.

Board Statement

Stakeholder Engagement and Materiality

The Board places strong emphasis on stakeholder inclusiveness, transparency, and responsiveness. In FY2025, the Group conducted structured stakeholder engagement activities involving Board, management, employees, customers, suppliers, and business partners. Feedback from these engagements informed the confirmation of the Group's ESG material topics, ensuring that disclosures remain relevant to the Group's operations, value chain, and stakeholder expectations.

The Board has reviewed the outcomes of the stakeholder engagement and materiality assessment processes and is satisfied that the identified material topics appropriately reflect the Group's key sustainability risks, impacts, and opportunities.

Targets and Long-Term Value Creation

FY2025 represents the first year in which the Group has formally articulated short-, medium-, and long-term sustainability targets across its material ESG topics. The Board fully supports this milestone, recognising that structured target-setting is essential for strengthening accountability, guiding performance management, and embedding sustainability considerations into business decision-making.

As this is the Group's initial year of adopting a time-horizon-based target framework, the Board views these targets as an important foundation for:

- supporting the transition towards more resource-efficient and lower-carbon operations;
- enhancing workforce capability, safety performance, and employee engagement;
- strengthening governance, transparency, and stakeholder confidence; and
- enabling sustainable long-term value creation for shareholders and other stakeholders.

The Board recognises that sustainability targets will evolve over time as data quality improves, methodologies mature, and regulatory and market expectations continue to develop. The Board is committed to reviewing and refining these targets on a regular basis to ensure they remain appropriate, credible, and aligned with the Group's strategic objectives.

Looking Ahead

The Board acknowledges that sustainability reporting expectations and regulatory frameworks will continue to evolve. Beyond meeting SGX-ST requirements, the Board is committed to guiding the Group towards progressive alignment with International Sustainability Standards Board ("ISSB") standards and strengthening the integration of sustainability considerations into corporate strategy and operations.

Our ambition extends beyond regulatory compliance. The Board seeks to position the Group as a responsible and forward-looking participant within the logistics and marine engineering sectors, demonstrating how sustainability can be systematically embedded into governance, strategy, and operational decision-making.

The Board extends its appreciation to management, employees, and business partners for their contributions to the Group's sustainability journey, and to our stakeholders for their continued trust and engagement. We remain committed to continuous improvement and to building a resilient, responsible, and future-ready organisation.

Support the Global Goals

Adopted in 2015 by 193 United Nations (“UN”) member states, the UN Sustainable Development Goals (“SDGs”) provide a global framework for addressing key social, economic, and environmental challenges, with the private sector playing a critical role in driving sustainable outcomes.

Our corporate strategy is aligned with the UN SDGs, reflecting our commitment to responsible growth and long-term value creation. Sustainability considerations are embedded into our governance, strategic planning, and operational decision-making processes.

Through responsible business practices and targeted initiatives, we seek to reduce our environmental footprint, enhance resource efficiency, uphold fair labour standards, and contribute positively to the communities in which we operate, supporting a resilient and sustainable future for our stakeholders.



Source: Image from United Nations (<https://sdgs.un.org/goals>)



Support the Global Goals

Alignment with United Nations Sustainable Development Goals

The Group recognises that long-term business resilience and value creation are closely linked to the well-being of people, inclusive growth, and effective climate action. In alignment with the UN SDGs, the Group integrates sustainability considerations into its governance, operations, and business practices. The following highlights how the Group supports the goals through its core activities and management practices.



The Group is committed to safeguarding the health, safety, and well-being of its employees and contractors. Occupational health and safety considerations are integrated into daily operations through structured procedures, regular training, and risk assessments. The Group promotes a safe and healthy workplace by complying with applicable safety regulations and fostering a strong culture of safety and employee well-being.



The Group is committed to fostering a fair, inclusive, and respectful workplace. Employment practices are based on merit, non-discrimination, and fair remuneration, with equal access to employment, training, and career development opportunities. The Group does not tolerate discrimination or harassment and promotes gender diversity as part of an inclusive organisational culture.



The Group supports decent work and sustainable economic growth by providing stable employment, complying with applicable labour laws, and promoting responsible business practices across its value chain. Continuous training and skills development enhance workforce capability and operational efficiency, while responsible operations support sustainable growth in the maritime and logistics sectors.



The Group promotes responsible consumption and production by enhancing resource efficiency, minimising waste generation, and complying with applicable environmental regulations. Sustainable procurement, material reuse, and structured waste management practices are integrated into daily operations to reduce environmental impact across the value chain.



The Group recognises the importance of addressing climate change and manages its environmental footprint by monitoring energy consumption and greenhouse gas emissions. Environmental considerations are integrated into operational planning, with a focus on regulatory compliance, energy efficiency, and responsible practices that support the transition towards a lower-carbon economy.

Through these initiatives, the Group demonstrates its commitment to supporting the UN SDGs in a manner aligned with its operational scale and business context, while progressively strengthening its sustainability performance and disclosures.

About This Report

We are pleased to present COSCO SHIPPING International (Singapore) Co., Ltd.'s Sustainability Report for FY2025. This report reflects the Group's continued commitment to transparency, accountability, and sustainable business practices, and provides an overview of our environmental, social, and governance ("ESG") performance.

The report outlines how sustainability considerations are integrated into our business strategy and operations, addressing key priorities and concerns identified through engagement with our stakeholders. Through these disclosures, we aim to demonstrate how the Group creates long-term value while managing sustainability-related risks and opportunities.

Reporting Period

This report encapsulates our sustainability initiatives and achievements throughout FY2025, spanning from 1 January 2025 to 31 December 2025, underscoring our unwavering commitment to sustainable business practices and our drive towards a resilient and prosperous future.

Reporting Framework

The Sustainability Report has been prepared with reference to the Global Reporting Initiative ("GRI") Standards (2021 revision), which provide a globally recognised and structured framework for reporting on material ESG matters. The GRI Standards support transparent, consistent, and comparable disclosure of the Group's sustainability performance and impacts.

In compliance with regulatory requirements, this report aligns with SGX-ST Listing Rules 711A and 711B, as well as Practice Note 7.6 – Sustainability Reporting Guide.

Climate-related Disclosures and TCFD Alignment

Demonstrating our commitment to climate stewardship and enhanced climate governance, the Group has aligned its climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), as advocated by SGX. The TCFD framework provides a structured approach for identifying, assessing, and disclosing climate-related risks and opportunities across four key pillars: governance, strategy, risk management, and metrics and targets.

Through adopting the TCFD recommendations, the Group aims to improve transparency, support informed decision-making, and strengthen accountability in managing climate-related matters.

Transition Towards ISSB Standards

In anticipation of evolving sustainability reporting requirements, the Group is progressively preparing for a transition towards the ISSB Standards, including International Financial Reporting Standards ("IFRS") S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures.

Greenhouse Gas Emissions Reporting

For GHG emissions reporting, the Group applies the GHG Protocol, which is the most widely used international standard for corporate GHG accounting and reporting. The GHG Protocol provides a consistent methodology for measuring and reporting Scope 1 and Scope 2 emissions, and forms the foundation for progressively improving the completeness and accuracy of the Group's emissions data.

About This Report

Reporting Scope

The Sustainability Report covers sustainability-related information across all principal business segments of the Group, including logistics, warehousing services, ship repair, and marine engineering operations. The disclosures reflect contributions from the Company and its key subsidiaries:

- COSCO SHIPPING International (Singapore) Co., Ltd.
- Cogent Holdings Pte. Ltd. (“**Cogent**”), with operations in Singapore and Malaysia
- COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd. (“**CSME**”)

There were no significant changes to the reporting scope, organisational boundary, or material topics during FY2025 compared to the previous reporting period, ensuring continuity and comparability of disclosures.

As the logistics segment remains the primary contributor to the Group’s revenue and profitability, it is a key focus of this report. Nevertheless, sustainability data and insights presented herein are drawn from activities across all operational segments of the Group.

Report Accessibility

As part of our strategy to reduce our environmental footprint and the impact on the environment, the hard copy version of this Report will only be made available upon request.

The report is publicly available and can be downloaded at <https://coscoshipping.listedcompany.com/ar.html>.

Feedback

We welcome feedback and engagement from our stakeholders. Shareholders and other interested parties may direct enquiries, feedbacks, or suggestions relating to the Group’s sustainability performance and disclosures to the email: enquiry@coscoshipping.com.sg

All correspondence will be reviewed and responded to in a timely manner.

Internal Review and Assurance

The Group is committed to ensuring the accuracy, reliability, and integrity of the information disclosed in this report. Sustainability data and disclosures have been prepared based on the best information available at the time of reporting and are subject to established internal controls and review processes.

To enhance the quality, robustness, and credibility of our sustainability reporting, the Group engaged an independent sustainability consultancy to provide advisory support and technical guidance on alignment with applicable reporting standards, regulatory requirements, and prevailing best practices. In addition, the Sustainability Report has undergone an independent internal review by a reviewer appointed by the Company to perform the internal review function. The review covered the reporting processes, underlying data, methodologies, and disclosures to ensure that the information presented in this Report is accurate, reliable, and in line with the latest SGX sustainability reporting requirements and relevant reporting frameworks.

While the information in this report has not been subject to external independent assurance, the Group continues to strengthen its data management and governance processes to support accuracy, transparency, and continual improvement in future reporting cycles.

About The Company

COSCO SHIPPING International (Singapore) Co., Ltd. operates a diversified portfolio of businesses across logistics, ship repair and marine engineering, and property-related services, with a strategic focus in Southeast Asia. Through its integrated operations, the Group supports regional trade flows, supply chain efficiency, and maritime infrastructure, while creating sustainable long-term value for stakeholders.

Logistics Services

Through its wholly owned subsidiary, Cogent Holdings Pte. Ltd., the Group provides end-to-end logistics services encompassing transportation, warehousing, container depot, automotive logistics, project cargo, tank depot, freight forwarding, and transshipment. Cogent operates large-scale integrated logistics hubs in Singapore and Malaysia, including innovative roof-level container depots designed to optimise land use and operational efficiency.

With extensive owned logistics assets, advanced transport management systems, and digital platforms enabling real-time monitoring of inventory, truck movements, and fuel consumption, Cogent enhances service reliability, cost efficiency, and environmental performance. These capabilities support customers' supply chain resilience while enabling more efficient use of resources and lower operational emissions.

Ship Repair and Marine Engineering

The Group's ship repair and marine engineering activities are undertaken by its subsidiary, COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd.. CSME provides ship repair, inspection and supply services, fabrication, and marine outfitting services, including emergency repair support for a wide range of vessels such as oil tankers, bulk carriers, and container ships. Backed by experienced technical teams and strong steel structure fabrication capabilities, CSME supports the safety, reliability, and operational continuity of its clients.

Key Value Creation

Across its business segments, the Group creates value by:

- Enhancing supply chain efficiency through integrated logistics infrastructure and digitalised operations;
- Supporting maritime safety and asset longevity through specialised ship repair and engineering services;
- Optimising resource use via innovative facility design and efficient truck management; and
- Delivering stable economic value through long-term customer relationships, skilled employment, and disciplined operational management.

By aligning operational excellence with sustainability considerations, the Group strengthens its resilience, supports regional economic activity, and positions itself for long-term, sustainable growth.

Business Membership And Certifications

The Group maintains relevant industry memberships and internationally recognised certifications to support sound governance, operational excellence, and responsible business practices across its logistics and marine engineering operations. These memberships and certifications reinforce our commitment to quality, environmental stewardship, occupational health and safety, and regulatory compliance, while enabling knowledge sharing and collaboration within the industry.

ISO Management System Certifications

The Group has implemented certified management systems aligned with international standards to ensure consistent quality of service delivery, effective environmental management, and robust occupational health and safety practices. These certifications provide a structured framework for risk management, compliance, and continuous improvement across our operations.

Cogent Holdings Pte. Ltd.			
	ISO 9001 Quality Management System	ISO 14001 Environmental Management System	ISO 45001 Occupational Health and Safety Management System
SH Cogent Logistics Pte. Ltd.	X	X	X
Cogent Automotive Logistics Pte. Ltd.	X		X
Cogent Container Depot Pte. Ltd.	X	X	X
Cogent Tank Depot Pte. Ltd.	X	X	X
Cogent Integrated Supply Chain Pte. Ltd.	X		X
Guper Integrated Logistics Sdn Bhd	X	X	X
SH Cogent Logistics Sdn Bhd	X	X	X
COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd.			
	X	X	X

These certifications apply to the relevant operational activities of the respective subsidiaries and are maintained through periodic audits conducted by accredited certification bodies. The scope and coverage of certifications are regularly reviewed to ensure ongoing relevance to business activities and regulatory requirements.

BizSAFE

In Singapore, selected subsidiaries under Cogent Holdings Pte. Ltd. have achieved the bizSAFE Star, the highest level under Singapore's national bizSAFE programme. This certification demonstrates a mature and systematic approach to workplace safety and health ("WSH") management and reflects alignment with ISO 45001 requirements.

The bizSAFE Star certification affirms that certified entities have established comprehensive risk management systems, effective leadership commitment, and structured processes to identify, assess, and control workplace hazards. Certification validity is aligned with the ISO 45001 certification cycle and is subject to regular review.

Business Membership And Certifications

Industry Association Membership

The Group and its subsidiaries participate in relevant industry and business associations in Singapore and Malaysia. These memberships support engagement with regulators, customers, and industry peers, facilitate knowledge exchange, and enable the Group to remain informed of regulatory developments, industry trends, and best practices.

COSCO SHIPPING International (Singapore) Co., Ltd.	
	Singapore Business Federation
COSCO SHIPPING Bulk (Southeast Asia) Pte. Ltd. (Associate company)	
	Singapore Shipping Association (“SSA”)
Cogent Holdings Pte. Ltd.	
Singapore	Container Depot and Logistics Association (Singapore) Singapore Business Federation Singapore Logistics Association Global Affinity Alliance Singapore Chemical Industry Council
Malaysia	China Enterprises Chamber of Commerce in Malaysia Selangor Freight Forwarders and Logistics Association

Through these associations, the Group contributes to and benefits from industry dialogue on logistics, shipping, chemical handling, and supply chain management, supporting responsible growth and operational resilience.

Governance and Ongoing Review

The Group periodically reviews its certifications and memberships to ensure continued relevance to its business strategy, risk profile, and sustainability priorities. Management is responsible for maintaining compliance with certification requirements and leveraging industry engagement to strengthen governance, safety performance, and operational effectiveness.

Sustainable Development Policy

To align the Group's operations with our commitment to sustainable development and future growth, we propose the following enhancements to our sustainable development policy:

- **Environmental Stewardship:** Perform thorough and regular evaluations of the Group's environmental footprint, emphasizing strategies for emissions reduction, sustainable waste management, and the responsible utilization of resources.
- **Energy Conservation and Emissions Reduction:** Implement cutting-edge energy efficient technologies and streamline operational processes to substantially reduce energy consumption and minimize GHG emissions across all business divisions.
- **Water Usage:** Oversee daily operations to optimize water usage and ensure that all wastewater discharges consistently comply with regulatory standards.
- **Waste Management:** Integrate the principles of Reduce, Reuse, Recycle into our daily operations to effectively manage waste and promote sustainability. This approach not only enhances operational efficiency but also ensures strict adherence to all relevant regulatory standards and environmental guidelines.
- **Resource Renewal:** Prioritize the use of renewable resources and environmentally sustainable materials across our logistics, storage, and marine engineering operations, with the aim of fostering ecological balance and minimizing our environmental impact.
- **Regulatory Adherence:** Uphold stringent adherence to international environmental regulations while consistently striving for ongoing enhancements in environmental performance.
- **Workforce Empowerment:** Cultivate a strong sustainability culture by implementing focused employee education initiatives that highlight individual accountability in environmental stewardship.
- **Community and Partnership Engagement:** Establish strategic partnerships with community organizations, industry counterparts, and key stakeholders to drive the adoption of sustainable practices across the entire supply chain ecosystem.
- **Technological Innovation:** Direct investments toward the research and development ("R&D") of innovative technologies that enhance sustainability practices within the logistics and marine engineering industries.
- **Transparent Reporting:** Commit to the consistent publication of detailed sustainability reports that provide full transparency regarding our progress, challenges, and strategic objectives. These reports are aligned with global standards, ensuring that our commitment to sustainability is both measurable and accountable.

By embedding sustainability into every aspect of our decision-making and operations, the Group is dedicated to responsible business practices that align with global sustainability goals and future growth.

Sustainable Development Strategy



STRENGTHENING DATA TRANSPARENCY

Enhance internal processes to ensure accurate measurement and reporting of Scope 1, Scope 2, and, where relevant, Scope 3 emissions.

Set up data tracking system in order to monitor our environmental performance.



STAKEHOLDER ENGAGEMENT

Conduct a comprehensive stakeholder survey to identify material ESG issues, including emissions reduction priorities.

Leverage stakeholder insights to shape our sustainability strategy and establish relevant targets.



TARGET SETTING

Align mid-term targets with Singapore's enhanced carbon tax framework, focusing on significant reductions by 2030.

Commit to setting long-term targets in line with the UN SDGs and global climate action frameworks, including net-zero ambitions by 2050.



OPERATIONAL INITIATIVES

Promote energy efficiency measures across operations, such as motion sensors and energy-saving modes for equipment.

Partner with third-party vendors for renewable energy initiatives, such as solar panel installations, to reduce reliance on fossil fuels.

Remediating Negative Impacts From Our Operational Activities

The Group recognises that sustainability-related risks and impacts arising from our logistics, warehousing, container depot, and marine engineering operations may affect operational continuity, cost efficiency, regulatory compliance, and stakeholder trust. Managing and remediating negative environmental and social impacts is therefore an integral part of our overall risk management and governance framework.

Potential adverse impacts are identified and assessed through the Group's Quality, Environmental, Health and Safety ("QEHS") management systems, which are aligned with ISO 9001, ISO 14001 and ISO 45001 standards. These systems provide a structured approach to identifying operational risks, defining mitigation and control measures, and monitoring effectiveness through inspections, internal audits, incident investigations, and management reviews. Where material risks are identified, mitigation actions are implemented at the operational level and tracked through established performance monitoring processes.

Stakeholder engagement forms a key input into the identification and management of sustainability-related impacts. Feedbacks from stakeholders are considered in evaluating operational risks and prioritising corrective and preventive actions. This supports informed decision-making and ensures that mitigation measures remain aligned with stakeholder expectations and regulatory requirements.

The Group seeks to reduce its environmental footprint by improving energy efficiency, optimising resource use, and implementing responsible waste and water management practices across its operations. These measures are designed not only to minimise environmental impacts but also to enhance operational efficiency and reduce exposure to regulatory, reputational, and cost-related risks. Where appropriate, digital tools and technology are deployed to strengthen monitoring, improve data reliability, and support continuous improvement.

Incidents, non-conformities, or grievances related to environmental, safety, or social matters are addressed through established reporting and investigation mechanisms. Corrective actions are implemented to prevent recurrence, and significant matters are escalated through management review processes. Progress is monitored internally and communicated through the Group's sustainability disclosures, supporting transparency and accountability. Through this approach, the Group aims to strengthen operational resilience and manage sustainability-related risks in a manner that supports long-term value creation.



Policy Commitment

The Group's sustainability-related policy commitments underpin its approach to governance, risk management, and long-term business resilience. These commitments define the principles and standards that guide decision-making across the Group and support the integration of sustainability considerations into day-to-day operations.

The Group maintains a structured policy framework covering business ethics and compliance, environmental management, human resource practices, and occupational health and safety. These policies are embedded within the Group's QEHS management systems and are aligned with internationally recognised standards, including ISO 9001, ISO 14001 and ISO 45001, as well as applicable regulatory requirements in Singapore and Malaysia. Together, they establish clear expectations for conduct, operational controls, and accountability.

The Group is committed to conducting business with integrity, protecting the environment through responsible resource management and pollution prevention, ensuring fair and equitable employment practices, and providing a safe and healthy working environment for employees, contractors, and business partners. These commitments are applied across the Group's logistics and marine engineering operations and, where relevant, extended to suppliers and contractors through contractual requirements and engagement processes.

Governance and oversight of policy implementation are the responsibility of management, supported by periodic reviews to ensure continued relevance in light of evolving regulatory requirements, operational risks, and stakeholder expectations. Policies are communicated to employees through induction programmes, training, and internal communications, and to suppliers and contractors to promote alignment with the Group's standards.

Further details on how these policy commitments are operationalised, monitored, and integrated into the Group's risk management and performance processes are set out in the relevant material topic sections of this report. Through a consistent and disciplined policy framework, the Group seeks to manage sustainability-related risks, reinforce accountability, and support sustainable long-term value creation in line with the principles of latest sustainable development standards.



Reporting Principles

The reporting principles are the fundamentals to achieving high-quality, sustainability reporting. The Group applies the 8 reporting principles in accordance with GRI Standards 2021 version.

Principle	Explanation
 Accuracy	The information disclosed in this Report is correct and sufficiently detailed to assess the Group's business impacts towards Governance, Environment, and Social perspective.
 Balance	The information is disclosed in an unbiased way and provides a fair representation of the Group's negative and positive impacts.
 Clarity	The information presented in this Report is accessible and understandable.
 Comparability	The Group endeavours to select and compile the report information consistently to enable an analysis of changes in the Group's impacts over time.
 Completeness	The Group tries its best to provide sufficient information to enable the transparency of its efforts in ESG topics.
 Sustainability Context	The Group ensures that the information it discloses in this Report is about its business impacts within the context of sustainable development.
 Timeliness	The Group reviews its ESG material topics on a regular basis to ensure that all the information declared in this Report is updated.
 Verifiability	This Report is internally reviewed. Our Sustainability Consultant and internal reviewer has guided us to ensure the accuracy of the key materiality data.

Governance

Effective corporate governance supports the Group's ability to create sustainable long-term value and manage risks in a dynamic operating environment. The Group maintains a governance framework that promotes ethical conduct, accountability, and robust oversight of strategy and performance.

The Board has overall responsibility for governance and strategic direction, approving key policies and overseeing management to safeguard shareholder interests and support long-term value creation.

In fulfilling its fiduciary duties, the Board oversees:

- The Group's strategic objectives and capital allocation;
- Enterprise risk management and internal control systems;
- Regulatory compliance across all jurisdictions of operation;
- Management performance and succession planning; and
- The integrity and transparency of corporate disclosures, including sustainability-related information.

The Board remains informed of regulatory developments, including changes to accounting standards, listing rules, and sustainability disclosure requirements, and ensures that the Group adapts its governance practices accordingly.

Governance Structure

The Board comprises executive and independent directors, providing a balance of leadership, independence, and industry expertise. As at FY2025, independent directors comprise 60% of the Board, supporting objective judgment and effective oversight.

The Chairman leads the Board in setting its agenda and ensuring that governance standards are upheld, while management is responsible for executing approved strategies and policies.

For detailed information about Board Directors, please refer to page 23.

Board Diversity

The Board is currently composed entirely of male directors. Board appointments are made based on merit, considering the skills, experience and industry knowledge required for the Group's logistics, ship repair and marine engineering operations. The Group recognises the importance of diversity as a governance principle and considers a range of diversity attributes, including skills, experience and perspectives, in Board succession planning. Collectively, the Board and key management possess expertise across:

- Business and strategic management;
- Financial and economic planning;
- Logistics and marine engineering;
- Corporate governance and regulatory compliance;
- Risk management and internal controls;
- Human capital and labour relations; and
- Accounting and financial oversight.

Governance

Director Capability and Sustainability Competency

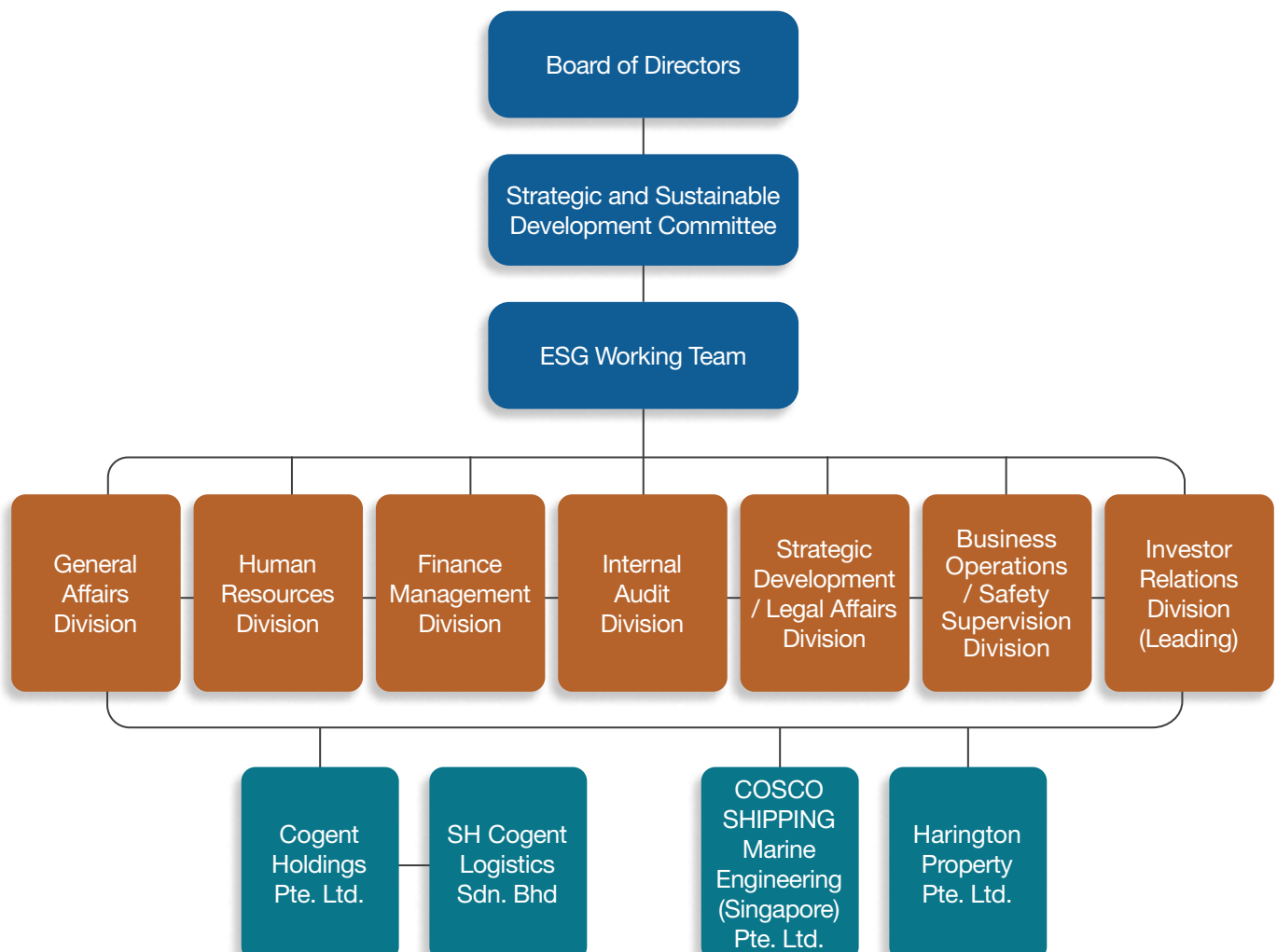
Directors have completed the mandatory sustainability training prescribed by SGX-ST. This ensures that the Board has a baseline understanding of sustainability-related risks and opportunities, including climate-related matters, and is equipped to provide informed oversight of sustainability strategy and disclosures.

Further details on corporate governance practices are set out in the Group's Corporate Governance Statement in the Annual Report.

SUSTAINABILITY AND CLIMATE RISK GOVERNANCE STRUCTURE

The Group recognises that sustainability and climate-related risks and opportunities can materially affect its financial performance, operational resilience, and long-term prospects. Sustainability governance is therefore integrated into the Group's overall governance and risk management framework, in line with latest International sustainability reporting requirements.

To strengthen our commitment to sustainability and climate risk management, the Group formed the SSDC in FY2023. The committee's structure and key functions are detailed below.



Governance

Board Oversight of Sustainability and Climate-related Matters

The Board retains ultimate accountability for the oversight of sustainability-related and climate-related risks and opportunities. Sustainability considerations are incorporated into Board discussions on strategy, capital expenditure, risk management, and long-term business resilience.

The Board:

- Reviews and approves the Group's sustainability strategy and key policies;
- Oversees material ESG and climate-related risks and opportunities;
- Monitors progress against sustainability objectives; and
- Approves sustainability-related disclosures, including climate-related information.

Strategic and Sustainable Development Committee

The SSDC operates at Board level and assists the Board in overseeing both strategic development and sustainability matters.

The SSDC's responsibilities include:

- Developing and reviewing sustainability strategies, policies, and goals across environmental, social, governance, and economic dimensions;
- Reviewing the identification and prioritisation of material ESG factors, taking into account business strategy, stakeholder expectations, and regulatory developments;
- Overseeing and monitoring management of sustainability and climate-related risks and opportunities;
- Reviewing progress against sustainability targets and management action plans; and
- Assessing and recommending sustainability-related disclosures for Board approval.

The SSDC reports its deliberations, recommendations and conclusions to the Board on a regular basis.

Management Roles and ESG Working Team

Management is responsible for implementing the sustainability strategies and initiatives approved by the Board and the SSDC. To support execution at the operational level, the Group has established an ESG Working Team, comprising representatives from relevant functions.

The ESG Working Team:

- Coordinates sustainability initiatives across business units;
- Tracks ESG performance indicators and data quality;
- Supports climate-related data collection and monitoring;
- Engages internal and external stakeholders on sustainability matters; and
- Identifies emerging sustainability risks and improvement opportunities.

The ESG Working Team reports to management and provides inputs to the SSDC to support informed oversight and decision-making.

Stakeholder Engagement

The Group recognises that effective stakeholder engagement is essential to identifying sustainability-related risks and opportunities that may affect business performance, operational resilience, and long-term value creation. In line with the International standards and SGX requirements, stakeholder engagement is embedded within the Group's governance and enterprise risk management processes, supporting strategic decision-making, material topic identification, and sustainability-related disclosures.

Stakeholders are identified across the Group's value chain based on the extent to which they are affected by the Group's operations and business decisions, and their ability to influence the Group's performance, risk profile, and strategic direction. Feedback and insights obtained through engagement activities are reviewed by management and incorporated into the materiality assessment and broader risk evaluation processes, ensuring that the Group's sustainability priorities remain aligned with stakeholder expectations and business risks.

Stakeholder Identification

Below are the definitions of our Internal and External stakeholders:

Internal Stakeholders

Shareholders
Board of Directors
Management and Employees

External Stakeholders

Customers
NGOs and Community
Supplier and Contractors
Government and Regulators

We endeavour to do our utmost to protect all stakeholders' interests

Stakeholder Engagement

Stakeholder Engagement Approach

The engagement channel with our key stakeholders is outlined in the following table:

Stakeholder Group	Engagement Approach
Employees	<p>Monthly management meetings are held to discuss operational issues.</p> <p>Newsletters are circulated to keep employees updated.</p> <p>Regular training sessions and transitional assistance programs are conducted.</p> <p>Regular surveys are deployed to understand their concerns.</p>
Government Regulators	<p>We work with various industry associations, ports, governments and authorities on areas related to our key business activities.</p>
Customers	<p>Customer-related surveys and engagement activities are conducted to collect feedback.</p>
Suppliers and Contractors	<p>Safety briefings are conducted regularly for employees and contractors working on-site.</p> <p>Assessment and evaluation of suppliers are conducted regularly.</p>
Local Communities and NGOs	<p>Regular dialogues with our endorsed charity organisations shape our community outreach initiatives.</p> <p>Regular surveys were deployed to understand their concerns.</p>
Shareholders and Investors	<p>Shareholders are kept abreast of the Group's key developments through press releases and Annual Reports.</p> <p>Annual General Meetings and investor meetings are conducted to engage our shareholders and investors in two-way communication.</p>
Internal Business Partners	<p>Monthly management meetings are held to discuss operational issues.</p> <p>Regular surveys are deployed to understand their concerns.</p>

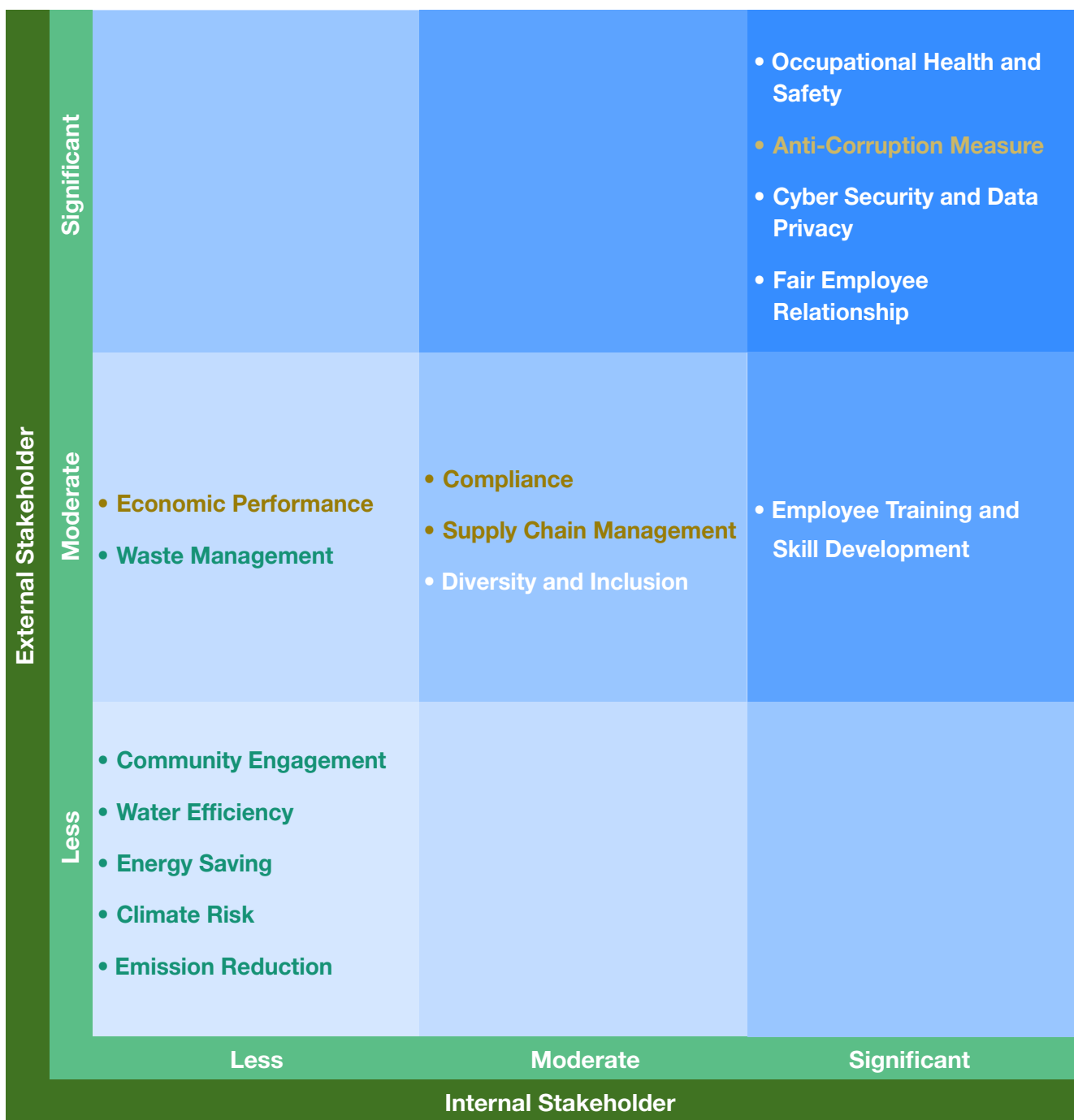
Stakeholder Engagement

FY2025 Stakeholder ESG Survey

To enhance the robustness of its materiality assessment, the Group conducted a comprehensive Stakeholder ESG Survey in FY2025, covering both internal and external stakeholders.

The survey was administered between September and October 2025 and received responses from management, employees, customers, suppliers, contractors, and business partners.

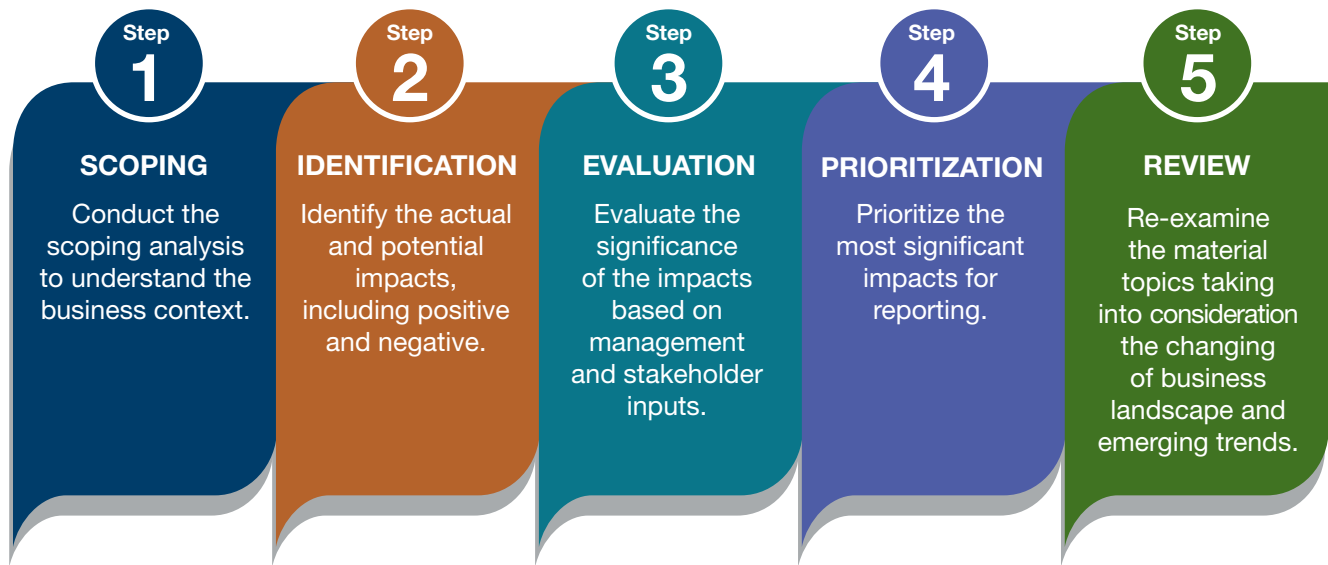
The survey assessed stakeholder perceptions of the significance of selected ESG topics in relation to the Group’s operations, risk exposure, and long-term sustainability.



ESG Material Topics

Materiality analysis is an essential tool for the Group to identify and prioritize sustainability issues that are most relevant to its business and stakeholders. Through a structured and systematic approach, the Group ensures its focus on material topics aligns with strategic objectives and stakeholder expectations. The Group's material topic identification process is designed to determine sustainability-related topics that are most relevant to the Group's business strategy, stakeholder expectations, and risk profile.

MATERIAL TOPIC IDENTIFICATION PROCESS



In response to the evolving socio-economic environment and updated sustainability reporting requirements issued by SGX-ST, the Group's leadership, together with the SSDC, undertook a comprehensive review of its material ESG topics. This review supports the ongoing strengthening of the Group's sustainability strategy and ensures continued alignment with regulatory expectations, stakeholder priorities, and business risks.

To support this process, the Group engaged an independent sustainability consultant. Working in close coordination with the ESG Working Team, the consultant supported the identification and assessment of sustainability issues most relevant to the Group's operations and value chain for FY2025.

The identification of potential sustainability priorities involved a structured and multi-step approach, including:

- Identification of key internal and external stakeholder groups to capture a broad range of perspectives across the value chain; and
- Engagement with the SSDC to understand governance-level priorities, risk considerations, and strategic expectations.

Stakeholder feedback is collected and reviewed on a regular basis to ensure alignment with evolving expectations and concerns. To facilitate structured input, the sustainability consultant developed a detailed ESG questionnaire, which was administered via an online survey platform to both internal and external stakeholders across the Group.

ESG Material Topics

In parallel, the Group conducted a scoping analysis to assess relevant market trends, regulatory developments, and industry-specific sustainability risks. This analysis provided context for understanding the Group's compliance obligations and emerging sustainability-related risks and opportunities.

Potential ESG topics were further refined through consultations with senior management. Each topic was evaluated based on its significance to the Group, taking into account stakeholder feedback, potential impacts on operations, regulatory exposure, and alignment with the Group's strategic objectives. The most significant topics were selected for disclosure and formally reviewed and approved by the Board.

To determine the relative priority of ESG topics, representatives from various departments provided anonymous ratings of the identified issues. This approach ensured balanced input from across the organisation while reducing bias and reinforcing the integrity of the assessment.

The Group reviews its material ESG topics annually to ensure continued relevance in light of changing business conditions, stakeholder expectations, and emerging sustainability risks. Senior Management oversees this review process, monitors performance against the Sustainability Strategy, and reports key developments to the SSDC and the Board, reinforcing accountability and continuous improvement.

The management of the Company is committed to ongoing improvement through active engagement with essential stakeholder groups. The details of these engagements are outlined in the table provided:

Stakeholder Group	Stakeholder Focus
Management and Employees	Economic Growth Cyber Security and Customer Data Privacy Occupational Health and Safety Community Engagement Fair Employee Relationship
Government Regulators	Economic Growth Compliance with Laws and Regulations
Customers	Energy Saving and Improve Energy Efficiency Employee Training and Skill Development Diversity and Inclusion Cyber Security and Customer Data Privacy Supply Chain Management
Suppliers and Contractors	Economic Performance Waste Management Community Engagement Cyber Security and Customer Data Privacy Diversity and Inclusion

ESG Material Topics

NGOs and Communities	Social Responsibility Compliance with Environmental Regulations Fair Employment
Shareholders	Economic Performance Cyber Security and Customer Data Privacy Community Engagement Diversity and Inclusion Fair Employee Relationship
Business Partners	Emission Reduction Cyber Security and Customer Data Privacy Fair Employee Relationship Occupational Health and Safety Employee Training and Skill Development

LIST OF MATERIAL TOPICS

Considering stakeholder interests and ensuring alignment with the organization’s business strategy, we have identified and revalidated the key ESG topics. For FY2025 reporting period, we applied the following methodology to determine our material topics:

- Company supply chain and value chain risk analysis and management process;
- Company internal management impact factors;
- Consultation with key management to assess strategic priorities and sustainability risks;
- Benchmark analysis against international standards, including industry-specific sustainability frameworks; and
- Comparison with key industry players and customers to align with market expectations and best practices.

In accordance with the GRI principles, we have identified twelve material topics, which are outlined below.

Key ESG Material Topics		
Economic and Governance		
	1 Economic Performance	GRI 201 Economic Performance
	2 Business Ethics and Compliance	GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior GRI 2-27 Compliance with laws and regulations
	3 Governance and Management Diversity ⁽¹⁾	GRI 405 Diversity and Equal Opportunity

Note:

(1) The section on Governance includes a declaration of Governance and Management Diversity, refer to Page 86.

ESG Material Topics

Key ESG Material Topics			
Environment			
	4	Response to Climate Change	TCFD Climate Risk Disclosures
	5	Energy and Greenhouse Gas Emissions	GRI 302 Energy GRI 305 Emissions
	6	Water Usage	GRI 303 Water and Effluents
	7	Waste Management	GRI 306 Waste
Social			
	8	Fair Employment Condition	GRI 401 Employment GRI 402 Labor/Management Relations
	9	Training and Skill Development	GRI 404 Training and Education
	10	Employment Relations and Diversity ⁽²⁾	GRI 405 Diversity and Equal Opportunity GRI 406 Non-discrimination
	11	Occupational Health and Safety	GRI 403 Occupational Health and Safety
	12	Cyber Security and Business Partners Privacy	GRI 418 Customer Privacy

Note:

- (2) The topics of Employment Relations and Diversity are being jointly addressed alongside Fair Employment Conditions, resulting in the combination of topics 8 and 10. These are consolidated under the material topic section titled "Fair Employment Conditions and Employee Diversity".

FY2025 Performance Review

Material Topics	Targets for FY2025	Performance for FY2025	Achieved? Yes/No	Targets for FY2026
Business Conduct GRI 205-3	0 Confirmed Incidents of Corruption	0 Confirmed Incidents of Corruption	Yes	0 Confirmed Incidents of Corruption
Compliance with Laws and Regulations GRI 2-27	0 Legal Cases or Fines and Non-monetary Sanctions Against the Group	0 Legal Cases or Fines and Non-monetary Sanctions Against the Group	Yes	0 Legal Cases or Fines and Non-monetary Sanctions Against the Group
Safe Working Environment GRI 403	0 Fatalities as a Result of Work-related Injury	0 Fatalities as a Result of Work-related Injury	Yes	0 Fatalities as a Result of Work-related Injury
	0 High-consequence Work-related Injuries (Excluding Fatalities) ⁽¹⁾	2 High-consequence Work-related Injuries (Excluding Fatalities) ⁽¹⁾	No	0 High-consequence Work-related Injuries (Excluding Fatalities) ⁽¹⁾
Staff training GRI 404-1	9 Training Hours per Employee Who Underwent Training	8.12 Training Hours per Employee Who Underwent Training	No	8 Training Hours per Employee Who Underwent Training
Privacy of Customers' Data GRI 418-1	0 Substantiated Complaints Received Concerning Breaches of Customer Privacy	0 Substantiated Complaints Received Concerning Breaches of Customer Privacy	Yes	0 Substantiated Complaints Received Concerning Breaches of Customer Privacy

Note:

(1) "High-consequence work-related injuries" include injuries where the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

The above definitions are according to GRI Standard as per reference of United States Occupational Safety and Health Administration ("OSHA") requirements. Meanwhile, with respect to Singapore's occupational health and safety ("OHS") reporting requirement, cross-reference with Singapore Ministry of Manpower ("MOM") and Workplace Health and Safety Council in line with national annual WSH national statistic reporting system.

Economic and Governance

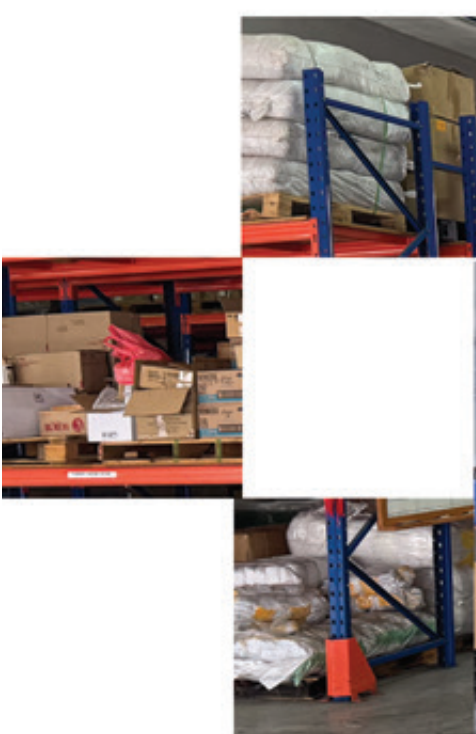
Key Material Topics

- Economic Performance
- Business Ethics and Compliance

Key GRI

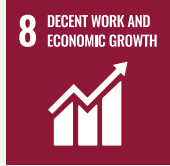
- GRI 201 Economic Performance
- GRI 205 Anti-corruption
- GRI 206 Anti-competitive Behavior
- GRI 2-27 Compliance with laws and regulations

Key SDGs



Economic And Governance

ECONOMIC PERFORMANCE

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 201 Economic Performance	
<i>Why This Is Important</i>	

Sustained economic performance underpins the Group's ability to create long-term value and maintain operational resilience in a dynamic business environment. Strong financial performance enables the Group to meet its obligations to shareholders, employees, customers, and business partners, while providing the capacity to invest in infrastructure, innovation, and sustainability-related initiatives.

From a sustainability perspective, economic stability supports responsible business practices across the value chain, including investment in safer operations, workforce development, and environmental management. By maintaining a sound financial position, the Group is better positioned to manage economic uncertainties, regulatory changes, and sustainability-related risks and opportunities, thereby supporting long-term business continuity and value creation.

Management Approach

The Group's approach to economic performance is guided by disciplined financial management and a strategy focused on sustainable value creation. Economic considerations are integrated into strategic planning, capital allocation, and risk management processes to ensure that growth is achieved in a responsible and resilient manner.

Key elements of the Group's management approach include:

- Enhancing operational efficiency and cost management to support stable and predictable financial performance;
- Making long-term investments in logistics, marine engineering, and supporting infrastructure to strengthen service capabilities and competitiveness;
- Evaluating capital expenditure and business opportunities with consideration of financial returns, operational risks, and sustainability implications; and
- Maintaining prudent financial controls and governance to safeguard assets and support informed decision-making.

Through this balanced approach, the Group seeks to deliver sustainable economic returns while supporting its broader sustainability objectives and the long-term interests of its stakeholders.

Economic And Governance

FY2025 Performance

The Group's FY2025 turnover reached S\$194 million, marking a 12% growth compared with FY2024. For a comprehensive breakdown of our business performance, please refer to the Group's FY2025 Financial Statements.

Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Integrate sustainability considerations into routine operational and capital expenditure decision-making.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Embed sustainability and climate-related considerations into strategic planning, investment evaluation, and risk management processes. Improve capital allocation efficiency to support long-term competitiveness while managing transition and regulatory risks.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Sustain long-term economic value creation by aligning business growth with evolving sustainability, regulatory, and stakeholder expectations.

Economic And Governance

BUSINESS ETHICS AND COMPLIANCE

MATERIAL TOPIC(s)	RELEVANT SDG(s)
<p>GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior GRI 2-27 Compliance with laws and regulations</p>	
<p><i>Why This Is Important</i></p>	

Business ethics and regulatory compliance are fundamental to the Group’s operational integrity, risk management, and long-term financial resilience. Operating in a highly regulated environment, the Group recognises that failures in ethical conduct or legal compliance—particularly in areas such as anti-corruption, competition law, environmental protection, occupational health and safety, and labour practices—may result in regulatory sanctions, financial penalties, operational disruption, reputational damage, and loss of stakeholder confidence.

Non-compliance with social, health, safety and environment (“**HSE**”) regulations may give rise to sustainability-related risks that could reasonably be expected to affect the Group’s financial performance, cash flows, and long-term prospects. Accordingly, the Group treats ethical conduct and compliance not only as legal obligations, but as critical enablers of sustainable value creation, business continuity, and investor confidence.

Management Approach

The Group maintains a zero-tolerance stance toward unethical behaviour, corruption, bribery, and anti-competitive practices. Ethical conduct and compliance are embedded within the Group’s governance framework, internal controls, and risk management processes, and apply consistently across all business units and subsidiaries.

Anti-Corruption and Anti-Bribery

The Group enforces a strict Anti-Corruption Policy that prohibits all forms of bribery, corruption, facilitation payments, and improper benefits. The policy applies to all employees, directors, and relevant third parties acting on the Group’s behalf.

Key elements of the Group’s approach include:

- Clear guidelines on acceptable conduct and prohibited practices;
- Regular policy reviews to reflect regulatory developments and emerging risks; and
- Management oversight to ensure consistent implementation across operations.

The Group recognises that corruption-related risks may expose it to legal sanctions, financial losses, and reputational harm, and therefore treats anti-corruption controls as a priority risk mitigation measure.

Economic And Governance

Anti-Competitive Behaviour

The Group is committed to fair competition and compliance with applicable competition and antitrust laws. Anti-competitive conduct, including price fixing, bid rigging, and abuse of market position, is strictly prohibited.

Employees are expected to conduct business in a manner that upholds market integrity and avoids practices that could restrict fair competition. Compliance with competition laws is monitored as part of the Group's broader legal and regulatory compliance framework.

Conflict of Interest

The Group has implemented a Conflict of Interest Policy requiring employees to disclose any actual, potential, or perceived conflicts that may influence business decisions. This policy supports transparency and ensures that decisions are made in the best interests of the Group, mitigating governance and reputational risks.

Disclosures are reviewed and managed in accordance with established procedures to prevent undue influence and safeguard ethical decision-making.

Whistleblowing and Communication of Critical Concerns

The Group's Whistleblowing Policy provides a secure and confidential channel for employees and stakeholders to report concerns relating to unethical conduct, regulatory breaches, or malpractice. The policy is overseen by the Audit and Risk Management Committee ("**ARMC**"), which ensures independent investigation, appropriate follow-up, and protection of whistleblowers from retaliation.

Reports may be made directly to the ARMC Chairman, and all cases are handled with confidentiality, objectivity, and diligence. Significant matters are escalated to the Board where appropriate. The policy is reviewed periodically to ensure continued effectiveness and alignment with legal requirements.

Regulatory and Legal Compliance

The Group maintains a robust legal and regulatory compliance framework across all operations. Each subsidiary is required to maintain an up-to-date register of applicable laws and regulations, covering environmental protection, occupational health and safety, labour standards, data protection, and other relevant requirements.

The Group continuously monitors changes in social, and HSE regulations and takes proactive measures to ensure compliance. Management recognises that non-compliance in these areas may result in prolonged operational disruptions, increased compliance costs, or restrictions on business activities, which could adversely affect the Group's long-term financial performance.

Compliance obligations are therefore integrated into operational planning, risk assessments, and internal controls, reinforcing the Group's commitment to responsible business conduct, regulatory adherence, and sustainable growth.

Economic And Governance

FY2025 Performance

In FY2025, we strengthened our governance and ethics framework through employee engagement and training initiatives. The Group maintains a spotless record with no incidents of corruption, misconduct, conflicts of interest, or whistleblowing.

Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Maintain zero reports of misconduct across all operational levels, reinforcing the highest standards of ethical practices.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Continue to achieve zero misconduct cases annually, embedding a culture of integrity and ethical responsibility across the organization. Enhance awareness campaigns on anti-corruption and fair practices.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Sustain an ongoing zero-tolerance approach to misconduct, maintaining a flawless ethical compliance record indefinitely.



Environment

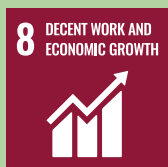
Key Material Topics

- Response to Climate Change
- Energy and Greenhouse Gas Emissions
- Water Usage
- Waste Management

Key GRI

- TCFD Climate Risk Disclosures
- GRI 302 Energy
- GRI 303 Water and Effluents
- GRI 305 Emissions
- GRI 306 Waste

Key SDGs



Environment

RESPONSE TO CLIMATE CHANGE

MATERIAL TOPIC(s)	RELEVANT SDG(s)
<p>Response to Climate Change (TCFD)</p> <p>Governance</p> <p>Strategy</p> <p>Risk Management</p> <p>Metrics and Target</p>	  
<p><i>Why This Is Important</i></p>	

Climate change presents material physical and transition risks that may affect the Group's financial performance, operational resilience, and long-term enterprise value. The Group's container depots, logistics hubs and marine engineering facilities are located primarily in coastal areas in Singapore and Malaysia, exposing critical assets and operations to increasing risks from extreme weather events, sea level rise and flooding.

Physical climate risks may result in damage to infrastructure, operational downtime, safety incidents, and increased maintenance and insurance costs. Such disruptions may negatively affect revenue generation, asset utilisation, and cash flows. At the same time, tightening climate-related regulations—including Singapore's rising carbon tax and net-zero emissions target by 2050—introduce transition risks that may increase operating costs, capital expenditure requirements, and compliance obligations.

Unmanaged climate risks could reasonably be expected to affect the Group's cost structure, access to markets, competitiveness, and long-term financial prospects. Conversely, effective climate risk management enables the Group to enhance resilience, protect asset value, maintain business continuity, and capture opportunities arising from the transition to a low-carbon economy.

Management Approach

The Group is strengthening its climate governance and disclosures across four pillars: Governance, Strategy, Risk Management, Metrics and Targets. Climate considerations are progressively integrated into strategic planning, capital allocation and enterprise risk management processes to support informed decision-making and long-term value creation.

Governance

Board Oversight

The Board holds ultimate responsibility for overseeing climate-related risks and opportunities. Climate considerations are incorporated into Board reviews of strategy, risk management policies, and annual budgets, recognising their potential financial and operational implications.

The SSDC provides regular updates to the Board on climate-related matters, including emerging risks, regulatory developments, and progress on climate initiatives. This governance structure ensures accountability and alignment with the Group's strategic objectives.

Environment

Management's Role

The SSDC, reporting to the Board, drives the Group's climate strategy and oversees implementation of climate-related initiatives. Management and the ESG Working Team are responsible for day-to-day execution, including monitoring climate metrics, engaging stakeholders, and embedding climate considerations into operational key performance indicators.

Strategy

The Group assesses climate change impacts across its logistics, ship repair and marine engineering operations, categorising them into physical risks, transition risks, and climate-related opportunities, consistent with TCFD and ISSB guidance.

Physical Risks

Physical risks arise from acute climate events and long-term climatic changes that may directly affect infrastructure, operations, and workforce safety.

Physical Risks	
Type of Risks	Impacts
Acute Physical Risks Short-term 2025–2035	<p>Typhoons, floods, heatwaves, and intense rainfall may damage container depots, logistics facilities, marine engineering facilities and leading to operational downtime, delayed deliveries, and increased repair and maintenance costs.</p> <p>Storm surges and coastal flooding may disrupt marine engineering activities and compromise critical assets, potentially affecting revenue and customer commitments.</p>
Chronic Physical Risks Long-term 2035–2100	<p>Sea level rise of approximately 0.5–1 metre by 2100 may necessitate significant capital investment to upgrade, relocate, or protect coastal infrastructure.</p> <p>Rising temperatures may increase energy consumption for cooling and reduce workforce productivity, leading to higher operating costs over time.</p>

Environment

Transition Risks

Transition risks arise from regulatory, market, and technological changes associated with the global shift toward a low-carbon economy.

Transition Risks	
Type of Risks	Impacts
Regulatory & Legal Risks	Singapore's carbon tax, expected to increase to S\$50–80 per tonne of CO ₂ e by 2030, may raise operating costs for fuel-intensive logistics and construction activities.
Market & Customer Expectations	Growing demand for low-carbon logistics and sustainable maritime services may reduce demand for higher-emission services if the Group does not adapt. Failure to meet customer and investor sustainability expectations may result in loss of contracts, reduced revenue, and reputational impacts.
Technological Risks	The transition to alternative fuels such as hydrogen, ammonia, and biofuels may render certain existing assets obsolete, creating stranded asset risk. Investments in automation, digitalisation, and emissions monitoring systems may require significant upfront capital but are necessary to remain competitive.

Climate-Related Opportunities

The Group identifies opportunities to enhance competitiveness and long-term value through:

Climate-related Opportunities	
Opportunity	Details
Sustainable Logistics Expansion	Expansion of sustainable logistics solutions, including green warehousing and low-emission transport.
Green Financing & Investment	Access to green financing, sustainability-linked loans, and investment incentives.
Technological Innovation	Implement emissions monitoring, logistics automation, and digital transformation will drive cost savings and compliance efficiency.
New Revenue Streams	Offering carbon offset programs, circular economy logistics, and green shipping certifications. Development of new revenue streams, such as green logistics services and carbon-related solutions.

Environment

Scenario Analysis

The Group applies 1.5°C and 2°C climate scenarios to assess potential long-term impacts on operations, costs, and strategic positioning.

1.5°C Scenario (Net-zero by 2050)	2°C Scenario (Delayed transition)
Accelerated regulatory action and higher carbon costs drive earlier investment in low-carbon technologies. While compliance and capital costs increase, physical risk impacts are lower, supporting asset resilience and long-term cost stability.	Slower regulatory action initially reduces transition costs but results in higher exposure to extreme weather, sea level rise, and delayed adaptation, leading to higher long-term infrastructure and operational costs.

Climate Strategy

The Group is enhancing resilience through:

- Investing in green technologies, including solar panels, alternative fuels, electric logistics, energy-efficient ship repair and marine engineering;
- Upgrading warehouse, depot, workshop infrastructure to withstand flooding, extreme heat, and rising sea levels;
- Scenario planning (1.5°C and 2°C) to align with evolving climate policies and market conditions; and
- Diversifying revenue through sustainable logistics and green certification programs.

Climate Risk Management

Climate risks are evaluated alongside other ESG considerations, based on a structured review of the Group's value chain, operational activities, and geographic locations. Climate-related risks covers physical risks arising from climate hazards and transition risks associated with policy, regulatory, market, technological, and reputational changes linked to the transition to a low-carbon economy.

Climate risks are evaluated across short-, medium-, and long-term time horizons, with particular focus on risks that may materially affect the Group's assets, operations, supply chains, and financial performance. This approach enables the Group to prioritise risks with the highest potential impact on operating costs, capital expenditure, asset utilisation, and business continuity, and to implement appropriate mitigation measures in a timely manner.

Risk mitigation strategies are embedded into operational and project-level decision-making through the adoption of climate-resilient designs, energy-efficient technologies, and sustainability-focused operational practices. These measures support the Group's ability to manage climate-related disruptions while controlling long-term costs and protecting asset value.

Environment

Process for Identifying and Assessing Climate Risks

The Group follows a structured and systematic process to identify, assess, and manage climate-related risks across its operations and projects:

Identify Risks	Assess Risks	Prioritise Risks	Mitigate Risks	Monitor and Review
Identify climate-related physical and transition risks using climate data, regulations, industry trends, and stakeholder expectations.	Assess likelihood and potential financial, operational, and strategic impacts on assets, projects, supply chains, and continuity.	Prioritise climate risks based on materiality, severity, and potential impact on enterprise value and resilience.	Implement adaptation, decarbonisation, and operational measures to reduce climate risk exposure and enhance resilience.	Monitor climate risk indicators and mitigation effectiveness, with regular reporting to SSDC and Board oversight.

Risk Management Approach

Climate risks are evaluated alongside other sustainability-related risks through structured assessments of the Group's value chain, operational activities, and geographic footprint.

This approach considers both physical risks arising from climate-related hazards and transition risks associated with regulatory developments, market shifts, technological advancements, and evolving stakeholder expectations. Risk identification and assessment are conducted through location-based analysis, operational exposure reviews, and supply chain considerations to determine potential impacts on business continuity, cost structures, and long-term performance.

Mitigation measures are incorporated into operational planning and sustainability initiatives. These include climate-resilient operational practices, energy efficiency improvements, and engagement with suppliers to strengthen value chain resilience. Climate-related considerations are also taken into account in strategic planning discussions, capital investment evaluations, and operational resilience planning where relevant.

Oversight of climate-related risks is undertaken through the Group's sustainability governance structure. Findings from climate and ESG risk assessments are periodically reported to Management and the Board (or SSDC, where applicable) to support informed decision-making and enhance long-term resilience.

Key Elements of the Group's Climate Risk Approach:

- Key stakeholder engagement involving management, employees, regulators and customers to understand emerging climate-related expectations and risks;
- Climate trend monitoring and qualitative scenario considerations to assess potential future exposure;
- Cross-functional coordination between sustainability, finance, operations, and procurement teams; and

Environment

- Integration of climate-related considerations into QEHS management systems, procurement processes, and supply chain planning practices.

The Group will continue to strengthen its climate risk governance and assessment processes in line with evolving regulatory developments and industry best practices.

Climate Risk Identification, Time Horizons and Financial Impacts

The Group identifies and assesses climate-related risks as part of its enterprise risk management framework. Climate risks are categorised into physical risks (acute and chronic) and transition risks, and are evaluated across short-, medium-, and long-term time horizons to understand their potential impacts on operations, assets, financial performance, and long-term resilience.

Time horizons are defined as follows:

- Short term: 0–3 years (operational and compliance impacts);
- Medium term: 3–10 years (capital planning, asset performance, market transition); and
- Long term: Beyond 10 years (asset viability and business model resilience).

Risk	Time Horizon	Description	Potential Financial Impact	Key Mitigation Measures
Physical Risks				
Acute Extreme weather events (e.g. flooding, heavy rainfall, heatwaves)	Short to Medium	Severe weather may damage infrastructure, disrupt logistics, and impact workforce safety and productivity.	Operational disruptions; higher repair and maintenance costs; asset impairment; supply chain delays; increased operating costs.	Climate-resilient infrastructure, emergency and continuity planning, real-time weather monitoring, and heat-stress controls.
Chronic Rising sea levels	Medium to Long	Long-term sea level rise increases exposure of warehouses, depots, and workshops to flooding and physical damage.	Higher capital expenditure for infrastructure upgrades or relocation; increased operating and insurance costs.	Long-term asset planning, flood mitigation, site contingency planning, and location risk assessment.
Chronic Increasing temperatures	Short to Long	Increased high-temperature days reduce outdoor productivity and heighten OHS risks.	Reduced labour productivity; increased cooling and energy costs; potential operational disruptions.	Logistics automation, strengthened worker protection, and adjusted operational scheduling.

Environment

Risk	Time Horizon	Description	Potential Financial Impact	Key Mitigation Measures
Transitional Risks				
Regulatory Climate-related laws and regulations	Short to Medium	Stricter emissions regulations and reporting requirements increase compliance obligations across operations.	Higher compliance and capital costs; potential penalties; increased operating expenses.	Regulatory monitoring, low-carbon investments, emissions compliance, and industry engagement.
Carbon Pricing Carbon taxes and fuel cost escalation	Short to Medium	Rising carbon prices increase fuel, energy, and maintenance costs, particularly for logistics and transport activities.	Margin pressure from higher operating costs; increased maintenance expenses.	Energy efficiency initiatives; fleet optimisation; adoption of lower-emission vehicles and equipment.
Market Preference Shift in customer demand towards low-carbon solutions	Medium to Long	Customers increasingly prefer low-emission logistics and sustainable service providers.	Loss of market share; reduced revenue if service offerings do not meet sustainability expectations.	Low-emission logistics expansion, carbon-neutral service development, and customer engagement on sustainability solutions.
Reputation Investor and stakeholder climate expectations	Short to Long	Insufficient climate performance or transparency may weaken investor and customer confidence.	Reduced access to capital; higher financing costs; reputational damage.	Transparent climate-related disclosures; active stakeholder engagement; sustainability performance communication.

Environment

Metrics and Targets

Key climate-related metrics and targets—including energy consumption, GHG emissions, and climate-resilient project design considerations—are tracked and reviewed to assess the effectiveness of mitigation actions, guide continuous improvement, and support transparent communication with stakeholders.

To monitor climate-related performance and financial exposure, the Group tracks:

- Energy consumption (kWh and GJ);
- Scope 1 and Scope 2 GHG emissions;
- Energy and emissions intensity; and
- Operational disruptions attributable to climate events.

The Group aims to increase renewable energy usage, minimise climate-related operational disruptions, and progressively enhance Scope 3 emissions data collection. Further details on climate metrics and targets are disclosed in the following section.

FY2025 Performance

In FY2025, there were no significant operational disruptions or project delays attributable to adverse climate conditions.

For FY2025 performance, please refer to Energy and Greenhouse Gas Emissions section.

Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> • Monitor and track Scope 1 and 2 GHG emissions performance. • Collect data for Scope 3 emissions to assess supply chain emissions. • Ensure no significant operational disruptions or project delays due to adverse climate conditions.
Medium Term (Till 2030)	<ul style="list-style-type: none"> • Collect data for Scope 3 emissions to assess supply chain emissions. • Implement internal carbon footprint tracking across regional offices. • Maintain zero significant operational disruptions or project delays due to adverse climate conditions.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> • Continue comprehensive monitoring, reporting, and managing of GHG emissions across all scopes. • Achieve net-zero operational emissions across all Southeast Asia operations through renewable energy adoption and carbon offset initiatives.

Environment

ENERGY AND GREENHOUSE GAS EMISSIONS

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 302 Energy GRI 305 Emissions	  
<i>Why This Is Important</i>	

GHG emissions are material to the Group's operational performance, cost structure, and long-term resilience. As an integrated logistics and marine engineering group, our activities rely heavily on fuel-intensive transportation, equipment operation, and energy-dependent infrastructure. Effective management of energy consumption and emissions is therefore essential to safeguarding enterprise value, ensuring regulatory compliance, and maintaining competitiveness in a progressively carbon-constrained operating environment.

Increasing regulatory requirements-such as Singapore's enhanced carbon tax trajectory and evolving climate disclosure expectations - present both financial risks and strategic imperatives. At the same time, customers, financiers, and business partners are increasingly prioritising low-carbon logistics and transparent emissions management. Our approach to energy and emissions management supports operational efficiency, mitigates transition and reputational risks, and strengthens the Group's positioning as a responsible and resilient service provider within the logistics and marine engineering value chain.

Management Approach

The Group manages energy consumption and GHG emissions as part of its broader sustainability and climate risk management framework, overseen by senior management and integrated into operational controls and performance monitoring. Our approach focuses on measurement integrity, operational efficiency, regulatory compliance, and continuous improvement, in line with latest International reporting standards.

Energy and emissions data are systematically collected, consolidated, and reviewed to support informed decision-making, performance benchmarking, and risk assessment. This enables the Group to identify inefficiencies, manage cost exposure to fuel and electricity price volatility, and assess exposure to climate-related transition risks.

Carbon and Energy Management

The Group monitors energy consumption and GHG emissions across its operations, covering fuel and gas combustion from logistics truck fleets and equipment (Scope 1) and grid electricity (Scope 2). This monitoring forms the basis for evaluating emissions trends, operational efficiency, and exposure to climate-related regulatory and market changes.

Environment

Key elements of our approach include:

- Energy and emissions tracking across business units to support comparability and performance analysis;
- Energy intensity metrics used to assess efficiency relative to business activity; and
- Internal reviews and management oversight to ensure data accuracy and identify improvement opportunities.

Energy Efficiency and Operational Controls

The Group prioritises energy efficiency through operational controls, asset management, and procurement practices. These measures are designed to reduce fuel and electricity consumption while maintaining operational reliability and safety.

Key initiatives include:

- Green procurement practices, favouring energy-efficient equipment and vehicles where feasible;
- Operational controls, such as idling reduction measures, power management practices, and route optimisation;
- Preventive maintenance programmes, ensuring equipment operates efficiently and reducing fuel losses and unplanned emissions; and
- Infrastructure and equipment upgrades, including gradual truck fleet renewal and energy-efficient facility operations.

These measures contribute to lower operating costs, reduced emissions intensity, and improved resilience against fuel price volatility and regulatory changes.

Emissions Control and Environmental Compliance

The Group maintains strict compliance with applicable environmental regulations governing air emissions, including Singapore's Environmental Protection and Management (Air Impurities) Regulations and equivalent requirements in Malaysia. Emissions controls are implemented through both engineering and administrative measures to manage air and noise pollution arising from operational activities.

Key controls include:

- Regular inspection and maintenance of fuel-burning equipment;
- Workplace exposure controls for dust, fumes, and noise, supported by periodic monitoring and testing;
- Prompt corrective actions in response to identified non-compliances; and
- Use of physical controls and personal protective equipment to manage occupational exposure.

These measures reduce environmental and health-related risks while supporting regulatory compliance and operational continuity.

Environment

Monitoring, Review, and Continuous Improvement

Energy consumption and emissions performance are reviewed regularly to identify deviations, emerging risks, and opportunities for improvement. The Group maintains detailed records of energy use and emissions data and updates its legal and regulatory registers to reflect changes in applicable requirements.

Management reviews support continuous improvement by:

- Identifying efficiency improvement opportunities;
- Informing capital expenditure and truck fleet renewal decisions; and
- Supporting future target-setting and transition planning.

Employee Awareness and Capability

Employees play a critical role in achieving energy efficiency and emissions reduction outcomes. The Group promotes awareness through targeted training, operational briefings, and internal communications that emphasise responsible energy use and emissions management.

Employees and contractors are encouraged to report abnormal energy use, fuel losses, or emissions-related issues, reinforcing a culture of shared responsibility and continuous improvement.

Link to Metrics and Targets

The Group's energy consumption and GHG emissions metrics, including Scope 1 and Scope 2 emissions and intensity indicators, are disclosed in the following section. These metrics support transparency, comparability, and alignment with International and national disclosure expectations.

Targets and forward-looking actions related to emissions reduction and energy performance are addressed under the Metrics and Targets subsection, reflecting the Group's ongoing transition planning and commitment to long-term sustainability.

FY2025 Performance

Energy Consumption

In FY2025, the Group's total energy consumption reached 253,065.53 GJ, comprising:

- 220,679.29 GJ from the combustion of diesel, petrol, and liquefied petroleum gas ("LPG").
- 32,386.24 GJ from grid and solar electricity.

As part of its sustainability efforts and long-term business strategy, Cogent Malaysia undertook the progressive retirement of ageing prime movers in FY2025 to improve our productivity and energy efficiency. As a result, the overall fleet size and utilisation levels declined, contributing to lower fuel consumption and overall energy use and emissions in FY2025.

Compared to FY2024, the Group achieved a 10.3% reduction in absolute energy consumption, alongside a corresponding decrease in energy intensity measured per S\$'000 of revenue, reflecting improved overall energy performance.

Environment

Fuel Consumption

Fuel (Unit)	Consumption		
	FY2023	FY2024	FY2025
Diesel (L)	6,251,350.17	6,962,729.87	6,087,566.29
Petrol (L)	27,940.09	23,720.24	23,644.33
LPG (kg)	2,296.00	500.00	450.00

Electricity Consumption (kWh)

Electricity	Consumption (kWh)		
	FY2023	FY2024	FY2025
Grid	8,641,915.54	8,316,186.30	8,630,243.93
Solar	-	-	365,935.03
Total	8,641,915.54	8,316,186.30	8,996,178.96

Energy Consumption (GJ)

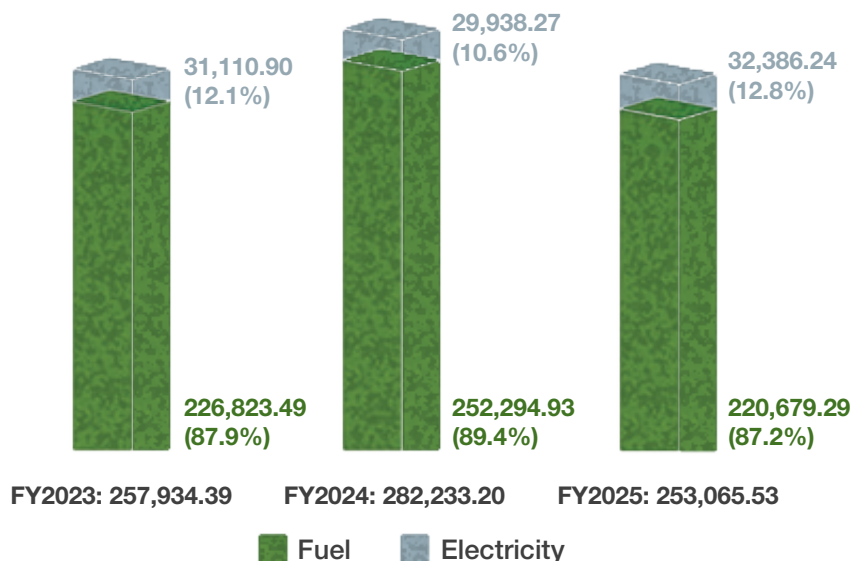
Entity	Energy Consumption (GJ)		
	FY2023	FY2024	FY2025
Cogent Singapore	137,820.96	140,745.87	137,997.27
Cogent Malaysia	114,807.26	138,646.05	111,706.87
CSME	5,306.17	2,841.28	3,361.39
Total	257,934.39	282,233.20	253,065.53

Energy Consumption Intensity (GJ/S\$'000)

Entity	Energy Consumption Intensity (GJ/S\$'000)		
	FY2023	FY2024	FY2025
Cogent Singapore	0.83	0.89	0.81
Cogent Malaysia	3.93	5.17	4.01
CSME	0.30	0.14	0.13

Environment

Group Total Energy Consumption (GJ) FY2023 - FY2025



Emissions

In FY2025, the Group's GHG emissions amounted to 21,024.32 tCO₂e, comprising:

- Scope 1 emissions: 17,148.81 tCO₂e, primarily from fuel combustion, as well as the use of purchased CO₂, refrigerants, and fire suppression equipment (totalling 746.81 tCO₂e).
- Scope 2 emissions: 3,875.51 tCO₂e, attributed to grid electricity consumption.

In line with the improvement in energy consumption performance, the Group's total GHG emissions decreased by 8.9% compared to FY2024, accompanied by a corresponding reduction in GHG emission intensity.

Emissions (tCO₂e)

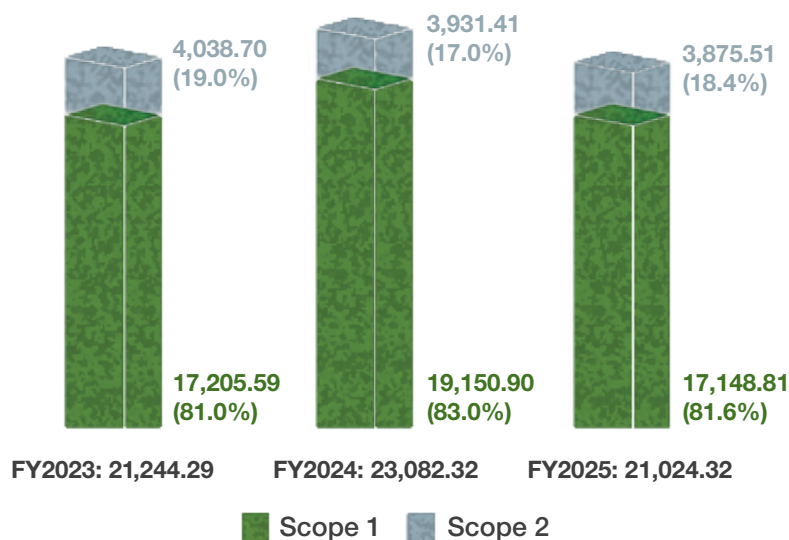
Entity	Emissions (tCO ₂ e)		
	FY2023	FY2024	FY2025
Cogent Singapore	11,201.58	11,465.01	11,475.02
Cogent Malaysia	9,150.80	11,303.80	9,162.07
CSME	891.91	313.52	387.23
Total	21,244.29	23,082.32	21,024.32

Environment

Emission Intensity (tCO₂e/S\$'000)

Entity	Emission Intensity (tCO ₂ e/S\$'000)		
	FY2023	FY2024	FY2025
Cogent Singapore	0.067	0.073	0.067
Cogent Malaysia	0.313	0.421	0.329
CSME	0.050	0.016	0.015

Group Total Emissions (tCO₂e) FY2023 - FY2025



Calculation Methodology

The Group adopted the GHG Protocol as the primary framework for the calculation of energy consumption and associated GHG emissions.

- Scope 1 emissions were calculated using the Singapore National Environment Agency (“NEA”) Reckonable GHG Emissions Calculator, which is aligned with the 2006 Intergovernmental Panel on Climate Change (“IPCC”) Guidelines.
- Scope 2 emissions were calculated in accordance with the GHG Protocol methodology. For Singapore operations, grid electricity emissions were calculated using an emission factor (“EF”) of 0.402 kg CO₂/kWh for 2024, as published in the Energy Market Authority (“EMA”)’s Singapore Energy Statistics. For Malaysia operations, the grid EF of 0.740 Gg CO₂/GWh for Peninsular Malaysia (2024) was sourced from MyEnergyStats.

Environment

Following the successful installation of a rooftop solar photovoltaic (“PV”) system at the Jurong Island Logistics Hub Phase I in April 2025, Cogent Singapore generated a total of 382,697.21 kWh of renewable electricity during the reporting period. Of the electricity produced, 95.6% was consumed to support expanding operational activities, while 16,762.18 kWh was sold back to the national grid. Based on the latest Singapore grid EF, the use of solar-generated electricity avoided 147.11 tCO₂e of GHG emissions.

Solar Electricity (kWh) 382,697.21	Solar Electricity Consumed (kWh) 365,935.03	Solar Electricity Sold (kWh) 16,762.18
---------------------------------------	--	---




Photographs taken at the Jurong Island Logistics Hub PV system

Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Monitor and track Scope 1 and 2 GHG emissions performance. Collect data for Scope 3 emissions to assess supply chain emissions.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Maintain ongoing monitoring and reporting of Scope 1, 2, and Scope 3 emissions. Increase the share of energy-efficient equipment across operations. Transition a portion of truck fleet to low-emission or electric vehicles.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Expand renewable energy usage in facilities and workshops.

Environment

WATER USAGE

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 303 Water and Effluents	 
<i>Why This Is Important</i>	

Water is a critical operational resource and an increasingly constrained input, particularly in Singapore where rising tariffs and long-term water security considerations have financial and operational implications. Effective water management is therefore material to the Group's cost efficiency, regulatory compliance, and environmental performance. As a logistics and marine engineering group operating across warehousing, workshops, and transport-related activities, unmanaged water consumption or contamination risks could result in higher operating costs, regulatory breaches, and adverse environmental impacts.

By actively monitoring water use and preventing water pollution, the Group demonstrates responsible stewardship of natural resources while supporting long-term operational resilience. This approach aligns water management with broader sustainability objectives, safeguards community water resources, and reinforces our commitment to responsible business practices in the environments where we operate.

Management Approach

The Group adopts a structured and preventive approach to water management, integrating water conservation and pollution prevention measures across its logistics, warehousing and marine engineering operations. Water-related risks and impacts are managed within the Group's QEHS framework, ensuring consistency with regulatory requirements and operational controls.

Oversight and accountability for water management are clearly defined, with responsibilities embedded at both management and operational levels. This governance structure ensures that water-related impacts are identified, controlled, and reviewed systematically.

Key roles and responsibilities include:

- QEHS Management Representative, responsible for developing, implementing, and promoting water conservation and pollution prevention measures;
- Department Heads, accountable for operational compliance with water efficiency and effluent management requirements; and
- Employees and Contractors, responsible for adhering to established procedures and promptly reporting leaks, spills, or non-conformities.

Environment

Water Conservation Measures

The Group implements water efficiency measures designed to minimise unnecessary consumption and improve operational control, particularly in high-usage areas such as depots, workshops, and warehousing facilities. These measures include:

- Infrastructure and layout optimisation to reduce avoidable water use during daily operations;
- Routine inspection and maintenance programmes for pipelines, hoses, and equipment to detect and rectify leaks promptly;
- Consumption monitoring, with monthly tracking of water usage and follow-up investigations for abnormal variances; and
- Awareness and training initiatives to reinforce responsible water use and encourage early identification of inefficiencies.

These actions support cost control, reduce dependency on freshwater resources, and enhance operational efficiency.

Pollution Prevention and Wastewater Management

Preventing water contamination is a core component of the Group's environmental management practices. Controls are designed to address potential pollution risks arising from chemical handling, equipment maintenance, and facility operations.

Key measures include:

- Controlled storage and handling of hazardous materials, with licensed facilities and compliance with applicable regulatory requirements;
- Spill prevention and response readiness, including regular inspections of chemical storage areas and provision of spill response materials at high-risk locations; and
- Wastewater control measures, such as the maintenance of grease traps and controlled cleaning practices to prevent contaminants from entering public drainage systems.

These measures reduce the risk of environmental harm, protect local water bodies, and support regulatory compliance.

Transportation and Emergency Preparedness

Water pollution risks associated with transportation and handling of hazardous materials are managed through preventive controls and emergency preparedness. Truck fleet operations are supported by tracking systems and spill response readiness to mitigate the risk of accidental discharges during transit. At operational sites, equipment selection and handling practices are designed to minimise spill risks during loading, unloading, and storage activities.

Trained Emergency Response Teams are in place to ensure prompt containment and remediation of spills, should incidents occur. All relevant operations comply with material safety requirements and applicable environmental regulations, ensuring that water-related risks are effectively managed across the value chain.

Environment

Monitoring, Review, and Continuous Improvement

Water consumption and pollution control performance are reviewed regularly through internal monitoring, inspections, and audits. These reviews support early identification of risks, verification of control effectiveness, and continuous improvement of water management practices.

The Group also continues to invest in green procurement and technology-driven solutions to enhance water efficiency where practicable. Lessons learned from incidents, audits, and operational reviews are incorporated into updated procedures and training programmes, strengthening long-term water stewardship and operational resilience.

FY2025 Performance

In FY2025, the Group's total water consumption amounted to 86,979.73 cubic meters ("m³"). Compared with FY2024, the Group's total water consumption and water consumption intensity decreased.

Water Consumption (m³)

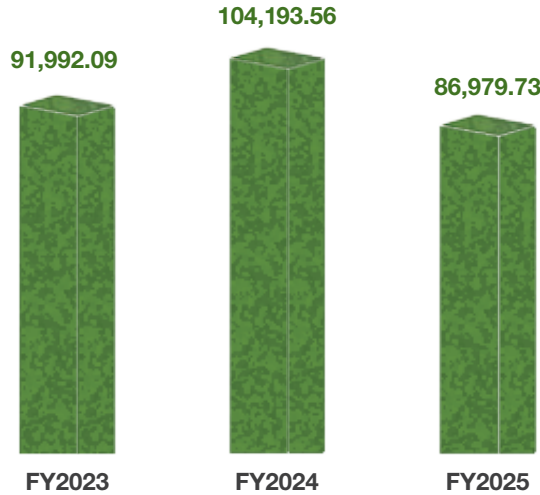
Entity	Water Consumption (m ³)		
	FY2023	FY2024	FY2025
Cogent Singapore	49,240.19	53,475.29	41,993.23
Cogent Malaysia	37,633.00	47,529.67	39,167.20
CSME	5,118.90	3,188.60	5,819.30
Total	91,992.09	104,193.56	86,979.73

Water Consumption Intensity (m³/S\$'000)

Entity	Water Consumption Intensity (m ³ /S\$'000)		
	FY2023	FY2024	FY2025
Cogent Singapore	0.30	0.34	0.25
Cogent Malaysia	1.29	1.77	1.41
CSME	0.28	0.16	0.22

Environment

**Group Total Water Consumption (m³)
FY2023 - FY2025**



Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Maintain zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies. Monitor water consumption performance, improve water monitoring and reporting.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Set up water consumption reduction target. Implement water recycling and reuse strategies in workshops and offices.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Maintain zero incidents of illegal discharge or spillage, continuously maintaining full compliance with all water-related regulatory standards and ensuring zero penalties or fines from regulatory bodies.

Environment

WASTE MANAGEMENT

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 306 Waste	 
<i>Why This Is Important</i>	

Effective waste management is integral to the Group’s operational efficiency, environmental performance, and regulatory compliance. As a logistics, warehousing, and marine engineering group, our activities generate both non-hazardous and hazardous waste streams, including packaging materials, metal scrap, oils, paints, and chemical residues. Poorly managed waste can result in environmental harm, safety risks, regulatory non-compliance, and increased operational costs, all of which may adversely affect business continuity and reputation.

By systematically managing waste generation, handling, and disposal, the Group reduces environmental impacts, improves resource efficiency, and mitigates legal and operational risks. Our waste management approach supports long-term value creation by integrating environmental responsibility with cost control and safe operational practices, while contributing positively to the communities and environments in which we operate.

Management Approach

The Group adopts a structured waste management framework focused on waste prevention, resource recovery, and safe disposal, consistent with internationally recognised environmental management practices. Waste-related risks and impacts are managed within the Group’s Environmental Management System, ensuring alignment with regulatory requirements and operational controls across logistics, warehousing, and ship repair activities.

Clear governance and accountability are established to ensure effective implementation and oversight of waste management practices. Responsibilities are embedded across management and operational levels to support consistent execution and continuous improvement.

Waste Reduction and Resource Recovery

The Group prioritises waste minimisation and recycling to reduce reliance on disposal and improve material efficiency. Practical measures are implemented across operations to prevent unnecessary waste generation and encourage reuse wherever feasible.

Key initiatives include:

- Material reuse, including wooden crates, pallets, plastic packaging, and cardboard boxes, to minimise single-use waste;
- Waste segregation at source, supported by clearly labelled recycling bins to improve recovery of recyclable materials;

Environment

- Paper reduction measures, such as digital documentation, double-sided printing, and reuse of printed paper for internal purposes; and
- Daily housekeeping practices further support waste reduction by ensuring orderly work areas, prompt removal of waste, and prevention of material damage that could lead to unnecessary disposal.

Hazardous Waste Management

Hazardous waste management is a critical component of the Group's waste controls due to the nature of its marine engineering, maintenance, and logistics operations. Hazardous waste streams, including spent oils, solvents, paints, and chemical residues, are managed under strict handling, storage, and disposal protocols.

Key controls include:

- Segregation and secure storage of hazardous waste in licensed facilities compliant with regulatory requirements;
- Engagement of licensed waste contractors to ensure safe transportation, treatment, and disposal; and
- Spill prevention and response procedures, supported by trained Emergency Response Teams and appropriate containment equipment.

Specialised procedures are in place for ship repair and marine engineering activities to ensure that hazardous waste arising from vessel maintenance is managed responsibly and in accordance with applicable international and local environmental requirements.

Compliance, Monitoring, and Continuous Improvement

The Group maintains compliance with all applicable waste-related regulations and regularly reviews its waste management practices through internal inspections, audits, and performance monitoring. These reviews enable early identification of risks, verification of control effectiveness, and continual enhancement of waste handling procedures.

Employee training and awareness programmes support consistent implementation of waste management requirements and reinforce safe handling practices across operations. Findings from audits and incident reviews are used to strengthen controls and update procedures, supporting ongoing improvement.

Future Focus

The Group is committed to further strengthening its waste management performance by exploring opportunities to integrate circular economy principles into its logistics and warehousing operations. This includes assessing digital solutions to enhance waste tracking, improve data visibility, and support informed decision-making on waste reduction and recycling initiatives.

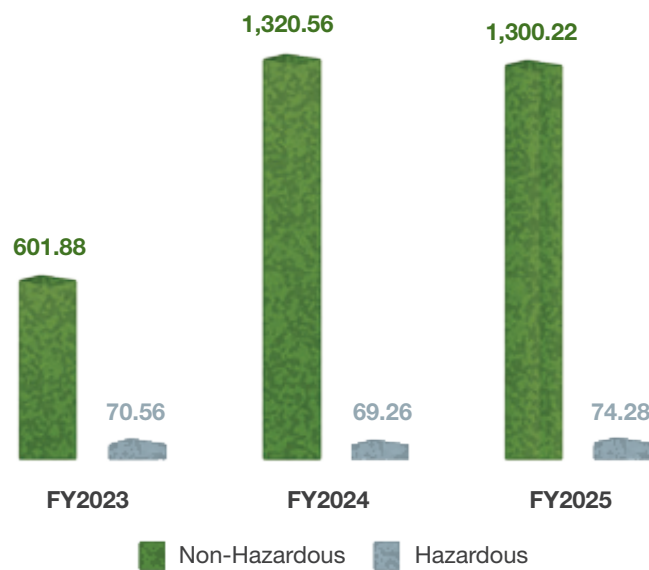
In parallel, the Group continues to work closely with certified waste management partners to enhance recovery rates and disposal efficiency, reinforcing its commitment to responsible resource management and environmental stewardship.

Environment

FY2025 Performance

In FY2025, the Group generated 1,300.22 tonnes of non-hazardous waste and 74.28 tonnes of hazardous waste. A portion of the total waste, including wood, plastic, paper, and metal, was recycled. Additionally, both general and hazardous waste were managed through licensed waste contractors, ensuring proper collection, specialized treatment, and compliant disposal in accordance with regulatory requirements.

**Group Total Waste Generated (tonne)
FY2023 - FY2025**



Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Ensure compliance with all waste management and disposal regulations. Achieve consistent waste segregation and recycling practices across all ongoing projects.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Maintain consistent compliance with waste management and disposal standards.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Focus on maximizing waste recycling and exploring opportunities for upcycling. Integrate circular economy principles into procurement and project planning to minimize waste generation.



Social

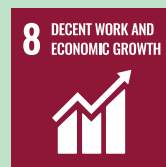
Key Material Topics

- Fair Employment Condition and Employee Diversity
- Training and Skill Development
- Occupational Health and Safety
- Cyber Security and Business Partners Privacy

Key GRI


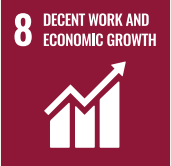
- GRI 401 Employment
- GRI 402 Labor/Management Relations
- GRI 403 Occupational Health and Safety
- GRI 404 Training and Education
- GRI 405 Diversity and Equal Opportunity
- GRI 406 Non-discrimination
- GRI 418 Customer Privacy

Key SDGs



Social

FAIR EMPLOYMENT CONDITION AND EMPLOYEE DIVERSITY

MATERIAL TOPIC(s)	RELEVANT SDG(s)
<p>GRI 401 Employment GRI 402 Labor/Management Relations GRI 405 Diversity and Equal Opportunity GRI 406 Non-discrimination</p>	 
<p><i>Why This Is Important</i></p>	

A stable, skilled, and engaged workforce is fundamental to the Group’s ability to deliver reliable logistics and marine engineering services and to sustain long-term enterprise value. Fair employment practices, effective labour–management relations, workforce diversity, and the prevention of discrimination are therefore critical to business continuity, productivity, and reputation in the maritime and logistics industry, where operations are labour-intensive and safety-critical.

Inequitable employment practices, weak employee relations, or incidents of discrimination may expose the Group to regulatory non-compliance, workforce disruption, higher turnover, and reputational damage. Conversely, transparent employment conditions, inclusive workplace practices, and respect for diversity enhance talent attraction and retention, support operational efficiency, and reduce social and legal risks. These factors directly influence the Group’s capacity to execute its strategy, adapt to changing market conditions, and maintain trust with employees, regulators, customers, and investors.

From a sustainability and financial materiality perspective, fair employment and diversity contribute to workforce resilience, leadership continuity, and long-term value creation. As the Group continues to operate across multiple jurisdictions and expand regionally, effective management of employment practices and workforce diversity remains essential to managing social risks and capturing opportunities associated with innovation, productivity, and organisational performance.

Management Approach

The Group manages fair employment conditions, employment relationships, diversity, and non-discrimination through a structured human capital management framework aligned with applicable labour legislation, recognised international labour standards, and internal governance policies. Oversight of these matters is embedded within the Group’s overall governance and risk management structure, with management accountable for implementation and continuous improvement.

Employment Practices and Workforce Management

The Group adopts transparent and merit-based employment practices across the employee lifecycle, including recruitment, remuneration, performance evaluation, career development, and separation. Written employment contracts clearly define roles, responsibilities, and employment terms, supporting clarity and consistency across operations. Workforce data on hiring, turnover, contract type, and employee demographics are monitored to identify trends that may indicate retention, engagement, or operational risks.

Social

Open and constructive labour–management relations are maintained through regular communication channels, including management briefings, employee feedback mechanisms, and structured grievance handling processes. These mechanisms enable early identification and resolution of workplace concerns, reducing the likelihood of disputes, productivity losses, or reputational impacts.



Dormitory inspection and visiting conducted by the management

Diversity, Equal Opportunity and Inclusion

The Group is committed to equal opportunity and inclusive employment practices. Employment decisions relating to hiring, promotion, training, and remuneration are based on job requirements, competencies, and performance. Workforce diversity across gender, age, nationality, and other relevant characteristics is monitored to support inclusive workforce planning and to ensure broad representation across operational and support functions.

As part of workforce development, the Group integrates diversity and inclusion considerations into recruitment strategies, training programmes, and leadership development, recognising that diverse perspectives strengthen decision-making, problem-solving, and operational resilience.

Non-discrimination and Respectful Workplace

The Group maintains a zero-tolerance approach to discrimination, harassment, and workplace bullying. Clear expectations on acceptable workplace conduct are communicated to employees, and confidential reporting channels are in place to allow concerns to be raised without fear of retaliation. Reported cases are investigated in accordance with established procedures, and corrective actions are implemented where necessary.

Risk Management, Monitoring and Continuous Improvement

Employment-related risks, including workforce turnover, skills shortages, labour disputes, and discrimination-related incidents, are assessed as part of the Group's broader operational and sustainability risk management processes. Management reviews workforce indicators and incident trends to inform policy updates, training priorities, and organisational improvements.

Through continuous monitoring, employee engagement, and periodic policy review, the Group seeks to strengthen its human capital management practices, reduce social and regulatory risks, and support a fair, inclusive, and high-performing workplace that underpins long-term business resilience and value creation.

Social

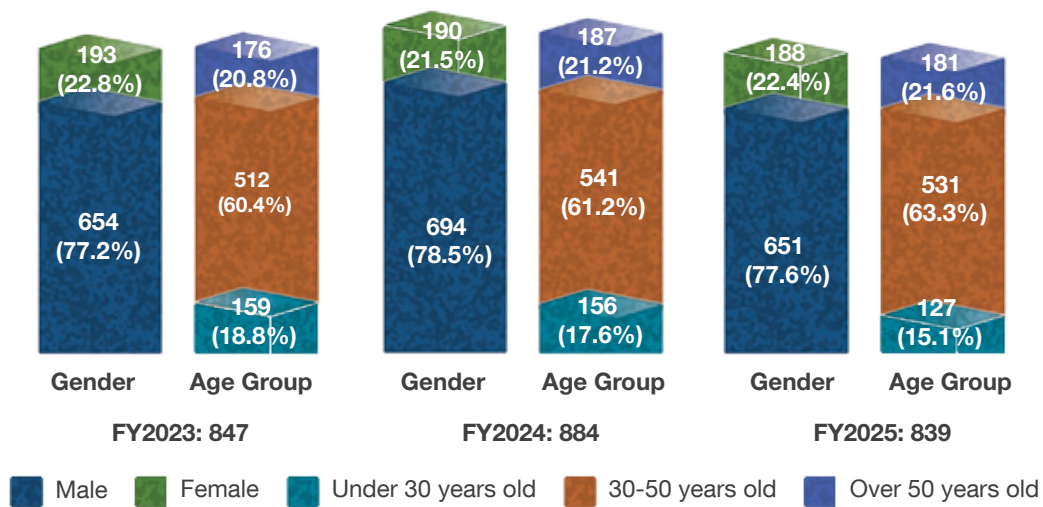
FY2025 Performance

Total Employees

Total Employees by Gender and Age Group

As at 31 December 2025, the Group employed a total of 839 employees. The gender composition and overall age profile remained stable compared to FY2024.

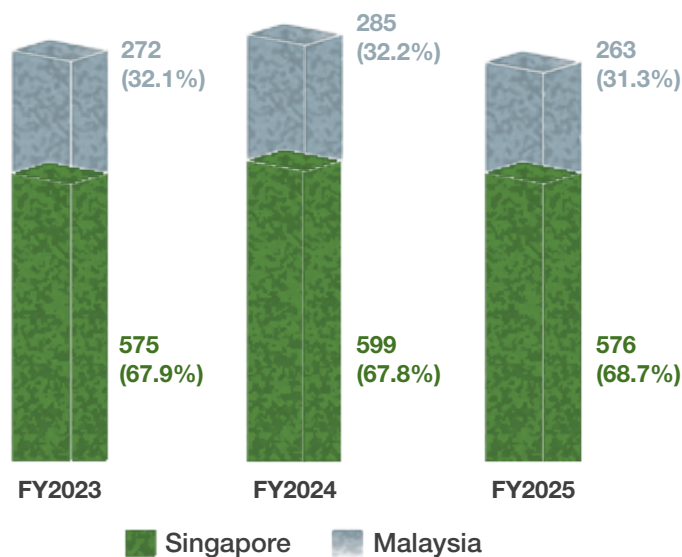
**Total Employees by Gender and Age Group
FY2023 - FY2025**



Total Employees by Geographical Location

In FY2025, 68.7% of our employees were based in Singapore, while 31.3% were based in Malaysia.

**Total Employees by Geographical Location
FY2023 - FY2025**



Social

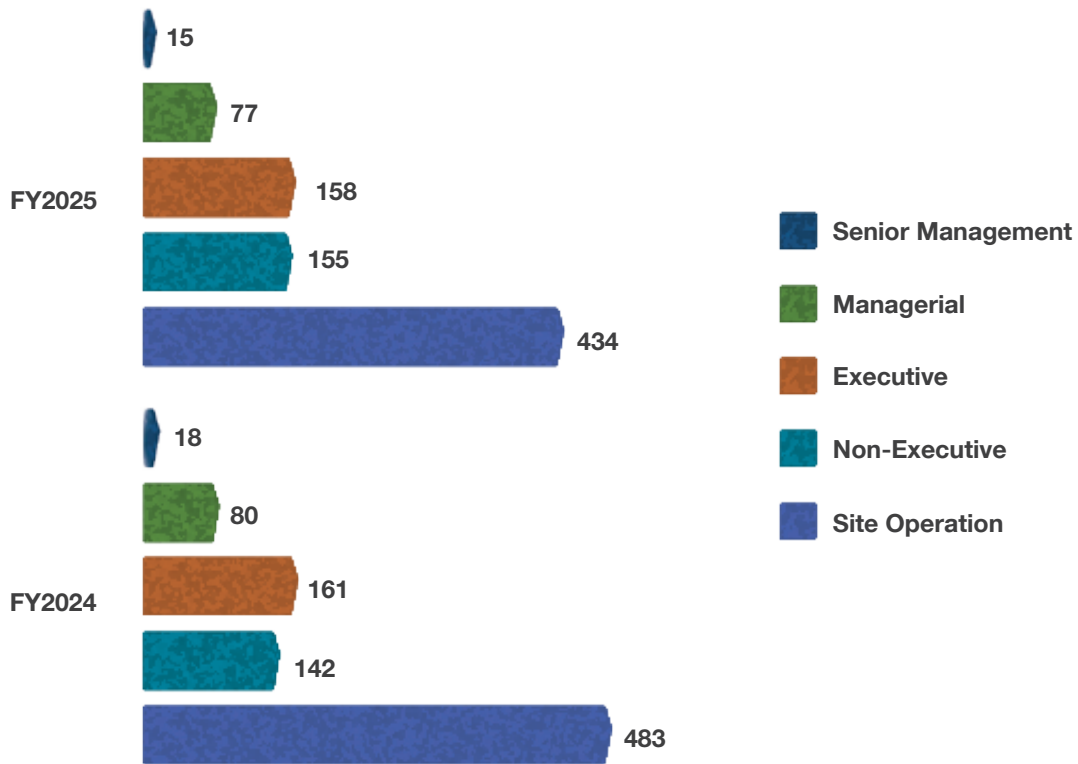
Total Workforce by Employment Type

In FY2025, the Group employed 799 employees on permanent contracts and 40 employees on temporary contracts, with permanent employees accounting for 95.2% of the total workforce. In terms of employment type, the Group had 835 full-time employees and 4 part-time employees, with full-time employees comprising 99.5% of the workforce.

Total Employees by Employee Category

The Group’s employee structure remained stable in FY2025.

**Total Employees by Employee Category
FY2024 - FY2025**

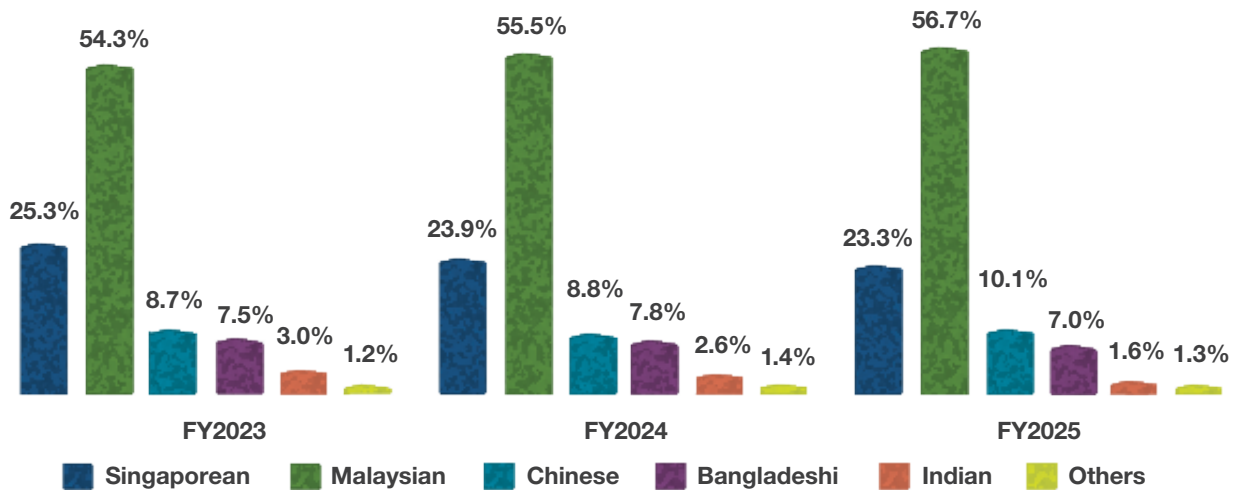


Social

Total Employees by Nationality

In FY2025, our workforce comprised employees from nine different countries. Malaysian nationals made up the largest proportion at 56.7%, followed by Singaporeans at 23.3%. Chinese (10.1%), Bangladeshi (7.0%), and Indian (1.6%) nationals were also represented. Employees from the Philippines, Myanmar, Indonesia, and Vietnam collectively accounted for 1.3% of our total workforce.

Total Employees by Nationality
FY2023 - FY2025

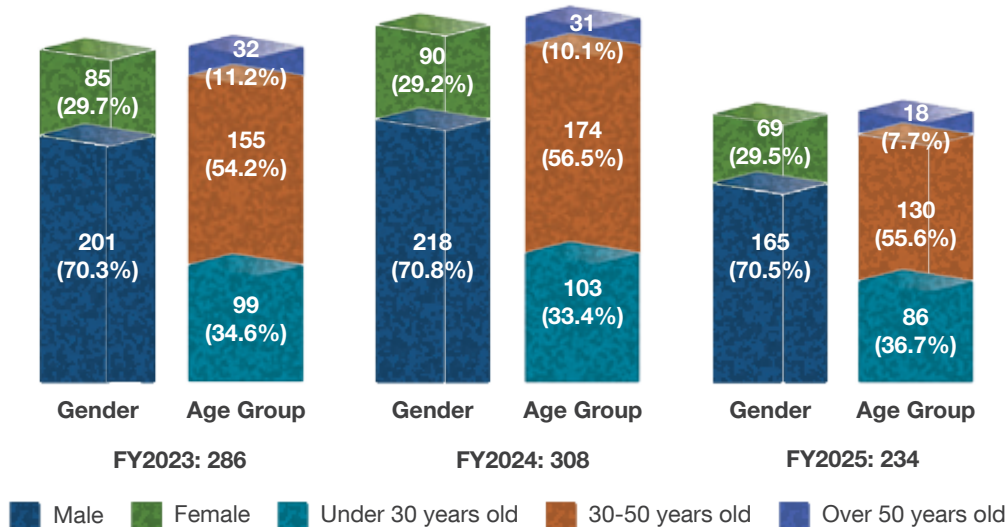


New Hires

New Hires by Gender and Age Group

In FY2025, the Group onboarded a total of 234 new employees.

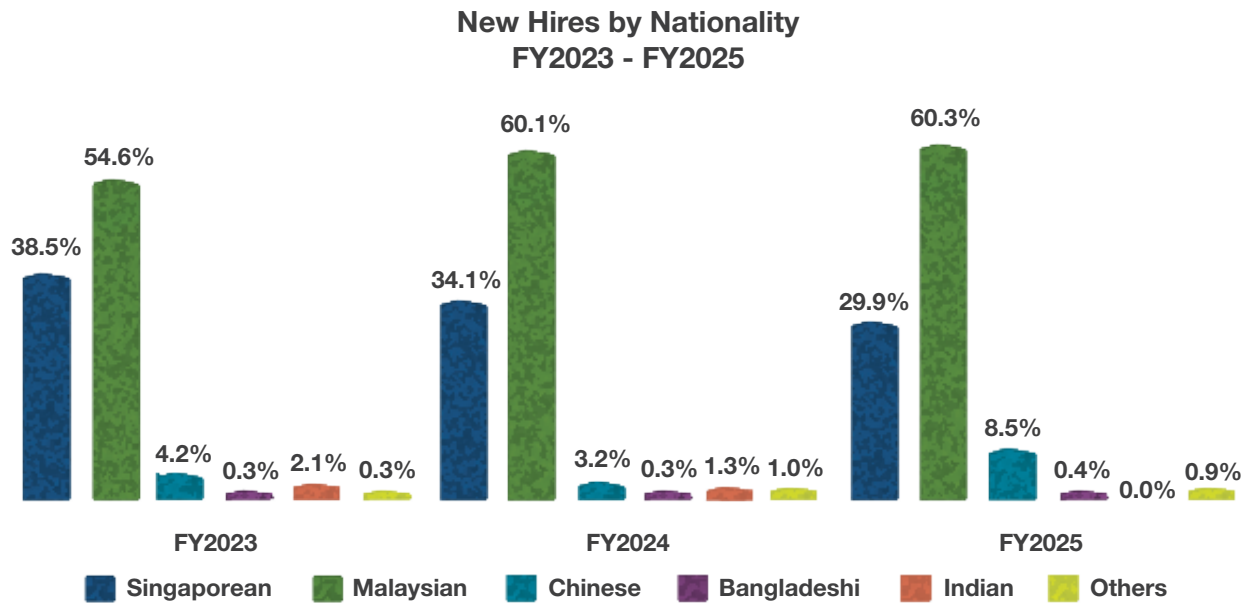
New Hires by Gender and Age Group
FY2023 - FY2025



Social

New Hires by Nationality

In FY2025, the Group’s new hires represented five different nationalities. Malaysian nationals comprised the largest proportion at 60.3%, followed by Singaporeans at 29.9% and Chinese nationals at 8.5%. Indonesian and Bangladeshi nationals accounted for 0.9% and 0.4% of new hires, respectively.



Employee Turnover

In FY2025, the Group recorded a total of 288 employee departures, resulting in an employee turnover rate of 33.4%. This represents a 1.4 percentage points increase in turnover compared to FY2024.


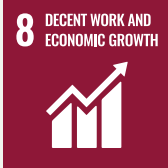
Employee Parental Leave

In FY2025, 18 employees (11 males and 7 females) were entitled to parental leave, with a 100% return-to-work and retention rate.

Target Setting	
Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Maintain zero substantiated complaints regarding employment conditions or unfair treatment
Medium Term (Till 2030)	<ul style="list-style-type: none"> Maintain zero substantiated complaints regarding employment conditions or unfair treatment.
Long Term (Beyond 2030)	

Social

TRAINING AND SKILL DEVELOPMENT

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 404 Training and Education	 
<i>Why This Is Important</i>	

The Group's ability to deliver safe, reliable, and efficient logistics and marine engineering services is highly dependent on the competence, adaptability, and engagement of its workforce. Continuous training and skills development are therefore critical to managing operational, safety, compliance, and technological risks in a rapidly evolving industry environment.

Inadequate training may result in safety incidents, regulatory non-compliance, operational inefficiencies, and service disruptions, which could negatively affect financial performance and reputation. Conversely, a well-trained workforce enhances productivity, supports innovation, strengthens customer confidence, and improves the Group's capacity to respond to technological advancements, regulatory changes, and market demands.

From a sustainability and financial materiality perspective, effective training and development underpin workforce resilience, leadership continuity, and long-term value creation. By investing in employee capabilities and structured performance development, the Group strengthens talent retention, reduces skills-related operational risks, and supports sustainable growth across its regional operations.

Management Approach

The Group manages training, skills development, and performance progression through a structured human capital development framework aligned with operational needs, regulatory requirements, and long-term business strategy. Oversight of training and development is embedded within management responsibility, with implementation carried out across all business units.

Training and skills development framework

Training programmes are designed to ensure that employees possess the technical, operational, and behavioural competencies required to perform their roles safely and effectively. Training needs are identified based on job requirements, risk assessments, regulatory obligations, and organisational development priorities.

Key training categories include onboarding and induction programmes, job-specific and technical training, leadership and succession development, compliance and safety training, and continuous learning initiatives. These programmes support workforce capability building, regulatory compliance, and succession planning. Where applicable, training costs are partially or fully sponsored to encourage continuous professional development and skills upgrading.

Social

Performance Review and Career Development

Employee performance management is conducted through a structured and transparent review process. Regular performance appraisals assess individual contributions, competencies, and development needs, ensuring alignment between employee objectives and organisational goals.

Performance feedback is supported by individual development plans that guide skills enhancement and career progression. Advancement opportunities are based on merit, performance, and leadership potential, reinforcing fairness and consistency across the Group. Where performance gaps are identified, structured Performance Improvement Plans are implemented to provide targeted **coaching** and training support.

Risk Management, Monitoring and Continuous Improvement

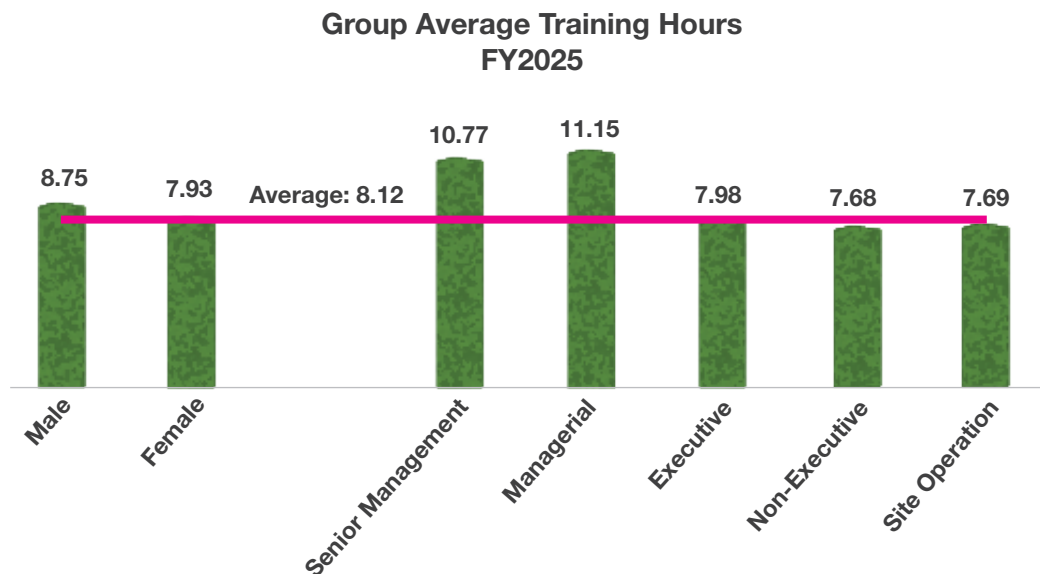
Training-related risks, including skills gaps, leadership succession risks, and safety-critical competency shortfalls, are monitored as part of the Group’s broader operational and sustainability risk management processes. Training hours, participation rates, and performance review coverage are tracked to assess effectiveness and identify areas for improvement.

Through continuous investment in employee development, systematic performance evaluation, and regular review of training programmes, the Group aims to maintain a competent, adaptable, and future-ready workforce. This approach supports operational resilience, strengthens human capital management, and contributes to long-term enterprise value creation in line with the Group’s sustainability objectives.

FY2025 Performance

During the reporting period, the Group implemented a comprehensive training programme covering workplace safety and emergency preparedness, sustainability and ESG practices, digitalisation and cybersecurity, professional and leadership development, regulatory compliance, and industry-specific operational skills. These initiatives supported employee capability building, operational excellence and the Group’s long-term sustainability objectives.

In FY2025, employees across the Group received an average of 8.12 training hours per employee.



Social


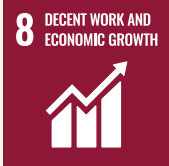
Employee Performance Review

In FY2025, 100% of our full-time permanent employees who completed their probation period have received performance review.

Target Setting	
Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Achieve an average of at least 8 training hours per employee annually. Systematically monitor total training hours quarterly for all employees.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Maintain an average of at least 8 training hours per employee annually by 2030.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Systematically monitor total training hours quarterly for all employees.

Social

OCCUPATIONAL HEALTH AND SAFETY

MATERIAL TOPIC(s)	RELEVANT SDG(s)
GRI 403 Occupational Health and Safety	 
Why This Is Important	

The Group operates in inherently high-risk environments, including logistics and marine engineering operations, hazardous material handling, and transportation. OHS is therefore a critical determinant of operational continuity, workforce availability, regulatory compliance, and overall business resilience. Workplace incidents or occupational ill health can result in injuries, production delays, legal liabilities, higher insurance costs, and reputational damage, all of which may adversely affect the Group's financial performance and stakeholder confidence.

Effective OHS management mitigates these risks by protecting employees and contractors from harm, reducing unplanned operational disruptions, and ensuring compliance with applicable safety and health regulations. A strong safety culture also supports supply chain reliability, particularly where contractors and third-party service providers are involved in high-risk activities.

Beyond compliance, the Group recognises that employee well-being is a strategic enabler of long-term value creation. A safe and healthy workforce contributes to higher productivity, lower absenteeism and turnover, stronger employee engagement, and improved service quality. By integrating occupational safety, health protection, and preventive well-being initiatives into its operations, the Group strengthens its capacity to operate safely, sustainably, and competitively over the long term.

Management Approach

The Group manages occupational health and safety through a structured Occupational Health and Safety Management System (“OHSMS”) that is fully integrated into its broader Quality, Environmental, Health and Safety (“QEHS”) framework. This system is aligned with ISO 45001:2018 and SS 651:2019, and applies to all employees, contractors, and visitors across ship repair and marine engineering, warehousing, chemical handling, and transportation activities.

Occupational Health and Safety Management System

The OHSMS provides a systematic approach to identifying hazards, assessing risks, implementing controls, investigating incidents, and continuously improving safety performance. Each subsidiary has adopted a documented QEHS Policy that defines roles, responsibilities, and accountability for occupational health and safety, ensuring consistent implementation across operations. Senior management retains oversight of OHS performance and ensures adequate resources are allocated to maintain system effectiveness.

Social

Hazard Identification, Risk Assessment and Incident Investigation

The Group adopts a proactive approach to hazard identification and risk assessment to prevent work-related injuries and illnesses. Workplace hazards are assessed using a structured risk matrix that evaluates likelihood and severity. Job Hazard Analysis (“**JHA**”) is conducted for high-risk activities, including confined space work, hazardous chemical handling, lifting operations, and heavy machinery use.

Risk control measures follow the Hierarchy of Controls, prioritising elimination and substitution, followed by engineering controls, administrative controls, and personal protective equipment (“**PPE**”). All incidents, near misses, unsafe conditions, and occupational accidents are reported and investigated using root cause analysis tools such as the 5 Whys and Fishbone Diagram. Investigation findings are documented, reviewed by management, and used to implement corrective and preventive actions and to share lessons learned across the organisation.

Occupational Health Services

The Group provides occupational health services to prevent and manage work-related health risks. These include pre-employment and periodic medical examinations to assess fitness for work, particularly for employees exposed to hazardous substances, excessive noise, or physically demanding tasks. Medical surveillance programmes are implemented for employees in high-risk roles to monitor potential occupational illnesses, such as noise-induced hearing loss, chemical exposure-related conditions, and musculoskeletal disorders.

Regular Workplace Risk Assessments (“**WRAs**”) are conducted, covering air quality monitoring, noise exposure assessments, and ergonomic evaluations. Mental health and wellness support is also provided through stress management resources, health awareness initiatives, and access to counselling where appropriate.



Social

Worker Participation, Consultation and Communication

Active worker participation is a core component of the Group's OHSMS. Employees are engaged through formal consultation mechanisms, including the QEHS Committee, which comprises management and worker representatives and meets regularly to review safety performance and recommend improvements. Toolbox talks, safety briefings, and routine safety meetings provide additional platforms for employees to raise concerns and share operational insights.

Confidential and accessible reporting channels are available for workers to report hazards, near misses, and safety concerns without fear of retaliation. OHS policies, incident learnings, and safety updates are communicated through internal bulletins, digital platforms, and ongoing awareness campaigns.



Quality and Safety briefing by QC and Safety Engineer

Worker Training on Occupational Health and Safety

The Group provides structured OHS training to ensure employees and contractors are competent to perform their duties safely. All new employees receive safety induction training covering OHS policies, hazard awareness, emergency response procedures, and incident reporting requirements.

Employees in high-risk roles receive specialised training, including confined space entry, hazardous chemical handling, lockout/tagout procedures, and correct use of PPE. Refresher training is conducted periodically, and supervisors and managers receive additional training in safety leadership, risk assessment, and incident investigation. Contractors are required to complete safety pre-qualification and site-specific induction before commencing work.

Training effectiveness is assessed through post-training evaluations, on-the-job observations, and analysis of incident trends and audit findings.

Social



Firefighting training conducted by Fire Safety Manager

Promotion of Worker Health

In addition to managing workplace hazards, the Group promotes employee health and well-being through preventive initiatives. These include ergonomic assessments, workplace design improvements, health awareness programmes, and lifestyle-related campaigns addressing issues such as nutrition, chronic disease prevention, and stress management. These initiatives aim to reduce absenteeism, support employee engagement, and enhance overall workforce resilience.

Prevention and Mitigation of OHS Impacts Linked to Business Relationships

The Group extends its OHS requirements to contractors, suppliers, and other business partners. Prior to engagement, contractors and vendors undergo safety pre-qualification, including reviews of their OHS policies, past performance, and regulatory compliance. Contractors working on Group premises are required to comply with site-specific safety rules and participate in relevant training programmes.

Regular audits and inspections are conducted to verify compliance with OHS requirements. Joint emergency response arrangements are in place with relevant external parties to ensure effective coordination in the event of incidents involving hazardous materials or other high-risk activities.

Social

Workers Covered by an OHS Management System

The Group's OHSMS covers all employees and contractors performing work under the operational control of the Group across its reporting entities and locations.

Work-related Injuries

The Group monitors and reports work-related injuries, including fatalities, high-consequence injuries, recordable injuries, and lost workdays, in accordance with recognised reporting standards. Injury data are analysed to identify trends and inform preventive measures.

Work-related Ill Health

The Group tracks cases of work-related ill health through medical surveillance and incident reporting systems. Preventive controls, early detection, and follow-up actions are implemented to minimise long-term health impacts on employees.

FY2025 Performance

Total Working Hours and Work-related Injuries

Our Employees

In FY2025, the Group recorded a total of 2,023,587 working hours, which remained broadly stable compared to 1,973,135 hours in FY2024. No work-related fatalities were reported during the year. However, the Group recorded two major injury cases and 17 minor injury cases, resulting in a total of 543 lost workdays. The high-consequence injury rate and recordable injury rate were 0.99 and 9.39, respectively.

Entity	Cogent Singapore	Cogent Malaysia	CSME	Overall
Total Working Hour	1,069,683	694,720	259,184	2,023,587
No. of Occurrence				
Fatality ⁽¹⁾	0	0	0	0
Major Injury ⁽²⁾	0	2	0	2
Minor Injury ⁽³⁾	11	2	4	17
No. of Lost Days	419 ⁽⁶⁾	113	11	543
Rate of high-consequence work-related injuries ⁽⁴⁾	0.00	2.88	0.00	0.99
Rate of recordable work-related injuries ⁽⁵⁾	10.28	5.76	15.43	9.39

(1) Fatality: Fatalities as a result of work-related injury.

(2) Major injury: High-consequence work-related injuries (excluding fatalities), including injuries non-fatal but severe injuries.

(3) Minor injury: Recordable work-related injuries, including medical treatment beyond first aid, restricted work or days away from work.

(4)⁽⁵⁾ The injury rate is based on per 1,000,000 working hours.

(6) At Cogent Singapore, two workplace incidents during the reporting period resulted in a higher number of lost workdays. Although these incidents required significant medical attention, they did not meet the MOM's criteria for major injuries.

Social

Our Contractors

In FY2025, the Group recorded a total of 426,978 contractor working hours across its operations in Singapore and Malaysia, representing an increase of 21.6% compared to FY2024. Cogent Singapore contributed 252,258 contractor working hours, while Cogent Malaysia accounted for 174,720 contractor working hours. These figures reflect the level of contractor engagement required to support the Group's logistics and operational activities.

Work-related Ill Health

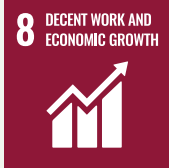

In FY2025, the Group reported no cases of work-related ill health across its operating sites, reflecting the effectiveness of our occupational health measures and ongoing commitment to providing a safe and healthy working environment.

Target Setting

Term	Target
Short Term FY2026	
Medium Term (Till 2030)	<ul style="list-style-type: none"> Zero fatalities and zero major injury arising from work related injuries record.
Long Term (Beyond 2030)	

Social

CYBER SECURITY AND BUSINESS PARTNERS PRIVACY

MATERIAL TOPIC	RELEVANT SDG(s)
GRI 418 Customer Privacy	 
<i>Why This Is Important</i>	

The protection of customer, employee, and business partner information is essential to the Group's ability to operate responsibly, securely, and efficiently in an increasingly digitalised logistics and marine engineering environment. As the Group relies on digital systems for operations, supply chain coordination, human resource management, and stakeholder engagement, cybersecurity and data privacy have become critical to maintaining operational integrity, regulatory compliance, and stakeholder trust.

Data breaches, cyber incidents, or misuse of personal information may result in regulatory penalties, litigation, business disruption, financial losses, and reputational damage. Such incidents could also undermine customer confidence, disrupt business relationships, and impair the Group's ability to deliver reliable services. Effective data protection therefore plays a direct role in safeguarding enterprise value and supporting long-term business resilience.

Beyond compliance, strong cybersecurity and data privacy practices enable the Group's digital transformation initiatives by ensuring that information systems remain secure, reliable, and trusted. By proactively managing data protection risks, the Group strengthens ethical business conduct, supports innovation, and reinforces its reputation as a responsible corporate citizen. Cybersecurity and data privacy are therefore integral to the Group's sustainable growth strategy and its ability to create long-term value for stakeholders.

Management Approach

The Group manages cybersecurity and data privacy through a structured governance and control framework designed to protect personal and confidential information belonging to customers, employees, and business partners. This framework is aligned with the Singapore Personal Data Protection Act ("PDPA") and other applicable regulatory requirements, and is integrated into the Group's broader risk management and governance processes.

Governance and Accountability

Oversight of cybersecurity and data privacy is supported by dedicated management structures, with responsibilities assigned to relevant committees and the Information Technology function. A designated Data Protection Officer ("DPO") oversees compliance with PDPA requirements, manages data protection policies, and serves as the primary point of contact for data-related inquiries and incidents.

Social

Cybersecurity and data privacy risks are assessed as part of the Group's operational and sustainability risk management processes. Identified risks inform the design of controls, investments in security infrastructure, and employee awareness programmes.

Cybersecurity Risk Management and Controls

The Group implements layered cybersecurity controls to protect information systems against unauthorised access, cyber threats, and data loss. Key measures include secure network architecture, access controls, encryption tools, licensed software, and multi-factor authentication. Regular system monitoring, vulnerability assessments, and security reviews are conducted to identify emerging threats and strengthen system resilience.

An incident response framework is in place to enable timely detection, escalation, and management of cybersecurity incidents. This framework supports business continuity, limits potential impacts, and ensures appropriate corrective actions are taken.

Protection of Personal Data

The Group is committed to responsible handling of personal data relating to customers, employees, and business partners. Personal data is collected and processed strictly for legitimate business purposes, with transparency regarding its use. Access to personal information is restricted to authorised personnel on a need-to-know basis, supported by technical and administrative safeguards.

Personal data retention practices are aligned with business and regulatory requirements, and data is securely disposed of once it is no longer required. These measures reduce the risk of unauthorised disclosure, misuse, or prolonged exposure of sensitive information.

Awareness, Training and Compliance

Employees receive regular training and awareness programmes on data protection obligations, cybersecurity risks, and secure information handling practices. These initiatives reinforce individual accountability and reduce the likelihood of human-related data security incidents. Employees are reminded that failure to comply with data protection policies may result in disciplinary action and potential liability, underscoring the importance of personal responsibility in safeguarding information.

Transparency, Reporting and Continuous Improvement

In line with PDPA requirements, the Group communicates its data protection practices through internal policies and external notices, including clear contact details for the DPO. Feedback and reporting channels are available for stakeholders to raise concerns or report suspected data breaches or cybersecurity incidents.

The Group continuously reviews and enhances its data protection and cybersecurity controls in response to evolving regulatory expectations, technological developments, and emerging cyber risks. Lessons learned from incidents, audits, and stakeholder feedback are used to strengthen policies, systems, and training programmes.

Social

FY2025 Performance

In FY2025, there were no substantiated complaints or confirmed incidents of data breaches involving customer personal information.

Target Setting

Term	Target
Short Term FY2026	<ul style="list-style-type: none"> Maintain zero substantiated cases of client or employee data leakage and zero confirmed complaints relating to personal data protection.
Medium Term (Till 2030)	<ul style="list-style-type: none"> Sustain zero data leakage incidents and zero substantiated complaints through consistent implementation of privacy controls across all operations.
Long Term (Beyond 2030)	<ul style="list-style-type: none"> Expand privacy training to include our own employee and key business partners.

GRI Content Index

Statement

COSCO SHIPPING International (Singapore) Co., Ltd. has reported the information cited in this GRI content index for the period 1 Jan 2025 to 31 Dec 2025 with reference to the GRI Standards.

GRI Foundation 2021 Revision have been used.

Disclosure Reference	Disclosure Title	Header	Page Reference & Remarks
General Disclosures			
2-1	Organizational details	About This Report	Pg. 77
2-2	Entities included in the organization's sustainability reporting	About This Report	Pg. 77
2-3	Reporting period, frequency and contact point	About This Report	Pg. 77
2-4	Restatements of information	Nil	Nil
2-5	External assurance	About This Report	Pg. 77
2-6	Activities, value chain and other business relationships	About The Company	Pg. 78
2-7	Employees	Fair Employment Condition and Employee Diversity	Pg. 127
2-8	Workers who are not employees	Fair Employment Condition and Employee Diversity	Pg. 127
2-9	Governance structure and composition	Corporate Governance	Pg. 25
2-10	Nomination and selection of the highest governance body	Corporate Governance	Pg. 31
2-11	Chair of the highest governance body	Corporate Governance	Pg. 30
2-12	Role of the highest governance body in overseeing the management of impacts	Governance	Pg. 88
2-13	Delegation of responsibility for managing impacts	Governance	Pg. 88
2-14	Role of the highest governance body in sustainability reporting	Governance	Pg. 88
2-15	Conflicts of interest	Business Ethics and Compliance	Pg. 101
2-16	Communication of critical concerns	About This Report	Pg. 101
2-17	Collective knowledge of the highest governance body	Governance	Pg. 86

GRI Content Index

Disclosure Reference	Disclosure Title	Header	Page Reference & Remarks
2-18	Evaluation of the performance of the highest governance body	Corporate Governance	Pg. 36
2-19	Remuneration policies	Corporate Governance	Pg. 36
2-20	Process to determine remuneration	Corporate Governance	Pg. 36
2-21	Annual total compensation ratio	Corporate Governance	Pg. 39
2-22	Statement on sustainable development strategy	Sustainable Development Strategy	Pg. 82
2-23	Policy commitments	Policy Commitment	Pg. 84
2-24	Embedding policy commitments	Policy Commitment	Pg. 84
2-25	Processes to remediate negative impacts	Remediating Negative Impacts from Our Operational Activities	Pg. 83
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance	Pg. 101
2-27	Compliance with laws and regulations	Business Ethics and Compliance	Pg. 101
2-28	Membership associations	Business Membership and Certifications	Pg. 80
2-29	Approach to stakeholder engagement	Stakeholder Engagement	Pg. 90
2-30	Collective bargaining agreements	NA	NA
Material Topics			
3-1	Process to determine material topics	ESG Material Topics	Pg. 92
3-2	List of material topics	ESG Material Topics	Pg. 94
3-3	Management of material topics	ESG Material Topics	Pg. 92
Topic Specific GRI Standard Disclosures			
Economic Performance			
201-1	Direct economic value generated and distributed	Economic Performance	Pg. 99
Anti-corruption			
205-1	Operations assessed for risks related to corruption	Business Ethics and Compliance	Pg. 100
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Compliance	Pg. 100

GRI Content Index

Disclosure Reference	Disclosure Title	Header	Page Reference & Remarks
205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Compliance	Pg. 102
Anti-competitive Behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Compliance	Pg. 102
Energy			
302-1	Energy consumption within the organization	Energy and Greenhouse Gas Emissions	Pg. 115
302-3	Energy intensity	Energy and Greenhouse Gas Emissions	Pg. 115
Water and Effluents			
303-1	Interactions with water as a shared resource	Water Usage	Pg. 119
303-2	Management of water discharge-related impacts	Water Usage	Pg. 119
303-3	Water withdrawal	Water Usage	Pg. 121
303-5	Water consumption	Water Usage	Pg. 121
Emissions			
305-1	Direct (Scope 1) GHG emissions	Energy and Greenhouse Gas Emissions	Pg. 116
305-2	Energy indirect (Scope 2) GHG emissions	Energy and Greenhouse Gas Emissions	Pg. 116
305-4	GHG emissions intensity	Energy and Greenhouse Gas Emissions	Pg. 117
305-5	Reduction of GHG emissions	Energy and Greenhouse Gas Emissions	Pg. 118
Waste			
306-1	Waste generation and significant waste-related impacts	Waste Management	Pg. 123
306-2	Management of significant waste-related impacts	Waste Management	Pg. 123
306-3	Waste generated	Waste Management	Pg. 125
Employment			
401-1	New employee hires and employee turnover	Fair Employment Condition and Employee Diversity	Pg. 131 Pg. 132

GRI Content Index

Disclosure Reference	Disclosure Title	Header	Page Reference & Remarks
Employment			
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	Fair Employment Condition and Employee Diversity	Pg. 127
401-3	Parental leave	Fair Employment Condition and Employee Diversity	Pg. 132
Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	Fair Employment Condition and Employee Diversity	Pg. 127
Occupational Health and Safety			
403-1	Occupational health and safety management system	Occupational Health and Safety	Pg. 136
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	Pg. 137
403-3	Occupational health services	Occupational Health and Safety	Pg. 137
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	Pg. 138
403-5	Worker training on occupational health and safety	Occupational Health and Safety	Pg. 138
403-6	Promotion of worker health	Occupational Health and Safety	Pg. 139
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	Pg. 139
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	Pg. 140
403-9	Work-related injuries	Occupational Health and Safety	Pg. 140
403-10	Work-related ill health	Occupational Health and Safety	Pg. 141
Training and Education			
404-1	Average hours of training per year per employee	Training and Skill Development	Pg. 134
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Skill Development	Pg. 134
404-3	Percentage of employees receiving regular performance and career development reviews	Training and Skill Development	Pg. 135

GRI Content Index

Disclosure Reference	Disclosure Title	Header	Page Reference & Remarks
Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and Employees	Governance Fair Employment Condition and Employee Diversity	Pg. 86 Pg. 129
Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	Fair Employment Condition and Employee Diversity	Pg. 132
Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cyber Security and Data Privacy	Pg. 144

Financial Statements Contents

151	Directors' Statement
156	Independent Auditors' Report
161	Consolidated Statement of Financial Position
162	Consolidated Statement of Profit or Loss
163	Consolidated Statement of Comprehensive Income
164	Consolidated Statement of Changes in Equity
165	Consolidated Statement of Cash Flows
167	Notes to the Financial Statements
229	Five-Year Summary
230	Shareholding Statistics
232	Notice of Annual General Meeting
239	Proxy Form for Annual General Meeting



Directors' Statement

For the financial year ended 31 December 2025

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 December 2025.

In our opinion:

- (a) the financial statements set out on pages 161 to 228 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International) ("SFRS(I)"); and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

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

Directors

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

Wang Shan He	(Appointed on 10 January 2025)
Jiang Kai	(Appointed on 13 November 2025)
Lim Lee Meng	
Chen Seow Phun, John	
Hoon Tai Meng	

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967 ("the Act"), no director who held office at the end of the financial year (including those held by their spouses and infant children) had interests in shares, debentures, warrants and share options of the Company, or of related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

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

There were no changes in any of the director's interests in the Company between the end of the financial year and 21 January 2026.

Directors' Statement

For the financial year ended 31 December 2025

Share options

(a) COSCO SHIPPING Group Executives' Share Option Scheme 2020 ("Option Scheme")

The Option Scheme was approved by shareholders of the Company at an Extraordinary General Meeting held on 25 June 2020. The Option Scheme shall continue to be in force at the discretion of the Committee, subject to a maximum period of 10 years.

Under the Option Scheme, options to subscribe for the ordinary shares of the Company are granted to employees who have, as of the date of grant, been in the employment of the Company, its subsidiaries or Parent Group Companies (collectively the "Executives") (as the case may be) for a period of at least 12 months, or such shorter period as the Committee may determine. Non-Executive Directors (including independent directors), Controlling Shareholders and Associates of Controlling Shareholders are not eligible to participate in the Option Scheme. Directors and employees of associates are also not eligible to participate in the Option Scheme. Subject to any adjustment pursuant to the Option Scheme, the exercise price of the options shall be the market price, which is the higher of (i) the last dealt price for a share determined by reference to the daily Official List published by SGX-ST on the date of grant; or (ii) average of the last dealt prices for a share determined by reference to the daily Official List published by the SGX-ST for a period of five consecutive market days immediately prior to the date of grant. No options are granted at a discount to the exercise price.

The vesting of the options is conditional on the Executives achieving the vesting conditions (which may include key performance indicators). The options may be exercised in full or in part in respect of 100 shares or a multiple thereof, on the payment of the exercise price commencing after the second anniversary of the date of grant of the options and ending on the seventh anniversary of the date of grant of the options, subject to the following vesting periods of the options granted:

- (i) up to one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the second anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the "**First vesting period**");
- (ii) up to another one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the third anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the "**Second vesting period**"); and
- (iii) the remaining one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the fourth anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the "**Third vesting period**").

A participant shall, at any time, only be entitled to participate in any one share option or share incentive scheme implemented by the Group or any Parent Group Company.

Directors' Statement

For the financial year ended 31 December 2025

Share options (continued)

(a) COSCO SHIPPING Group Executives' Share Option Scheme 2020 ("Option Scheme") (continued)

The aggregate number of shares over which options may be granted on any date, when added to

- (i) the aggregate number of new shares issued and issuable in respect of all other share-based incentive schemes of the Company (if any); and
- (ii) the number of treasury shares and subsidiary holdings delivered in respect of the options granted under all other share-based incentive schemes of the Company (if any), shall not exceed 10% of the total issued shares of the Company (excluding treasury shares and subsidiary holdings) on the day preceding that date of grant. The aggregate number of shares to be issued to key management and employees of the Parent Group shall not exceed 20% of the shares available under the Option Scheme.

The Option Scheme is administered by the Remuneration Committee which comprises the following directors:

Chen Seow Phun, John (Chairman)
Lim Lee Meng
Hoon Tai Meng

The Company granted options under the Option Scheme to subscribe for 22,238,000 ordinary shares of the Company on 3 July 2020 (the "2020 Options"). Particulars of these options were set out in the Directors' statement for the financial year ended 31 December 2020.

On 22 April 2021, share options to subscribe for 2,959,000 ordinary shares in the Company at an exercise price of \$0.334 per ordinary share were granted to key management personnel and employees pursuant to the Option Scheme (the "2021 Options"). The 2021 Options shall be exercisable during the First vesting period, Second vesting period and Third vesting period respectively, subject to the achievement of vesting conditions.

No option has been granted to controlling shareholders of the Company or their associates as they are not eligible to participate in the Option Scheme.

No director or employee of the Company and its subsidiaries has received options of 5% or more of the total number of shares available to all directors and employees of the Company and its subsidiaries under the Option Scheme during the financial year.

No key management or employee of the Parent Group Companies has received options of 5% or more of the total number of shares available to employees of the Parent Group under the Option Scheme during the financial year.

As of 31 December 2025 and 31 December 2024, no options remain outstanding.

Directors' Statement

For the financial year ended 31 December 2025

Share options (continued)

(b) Share options outstanding

During the financial year, there were:

- (i) no options granted by the Company to any person to take up unissued ordinary shares of the Company or its subsidiaries; and
- (ii) no shares issued by virtue of any exercise of option to take up unissued shares of the Company or its subsidiaries.

As at the end of the financial year, there were no unissued shares of the Company under option, and all previously issued options had lapsed.

Audit and Risk Management Committee

The members of the Audit and Risk Management Committee ("ARMC") at the end of the financial year were as follows:

Lim Lee Meng (Chairman)	Non-Executive Lead Independent
Hoon Tai Meng	Non-Executive Independent
Chen Seow Phun, John	Non-Executive Independent

All members of the ARMC were non-executive directors.

The ARMC has held four meetings since the last directors' statement. In performing its functions, the ARMC met with the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

The ARMC carried out its functions in accordance with Section 201B of the Act, the SGX Listing Manual and the Code of Corporate Governance.

In performing those functions, the ARMC reviewed:

- the scope and the results of internal audit procedures with the internal auditor;
- the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent auditor; and
- the statement of financial position of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2025 before their submission to the Board of Directors.

The ARMC has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The ARMC also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

Directors' Statement

For the financial year ended 31 December 2025

Audit and Risk Management Committee (continued)

The ARMC is satisfied with the independence and objectivity of the external auditors and has recommended to the Board that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

In appointing our auditors for the Company, subsidiaries and significant associated companies, we have complied with Rules 712 and 715 of the SGX Listing Manual.

Auditors

At an Annual General Meeting held on 28 April 2025, KPMG LLP were appointed as the auditors of the Company. The auditors, KPMG LLP have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

Wang Shan He
Director

Jiang Kai
Director

6 March 2026

Independent Auditors' Report

To the Members of COSCO SHIPPING International (Singapore) Co., Ltd.

Report on the financial statements

Opinion

We have audited the financial statements of COSCO SHIPPING International (Singapore) Co., Ltd. ('the Company') and its subsidiaries ('the Group'), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 161 to 228.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 ('the Act') and Singapore Financial Reporting Standards (International) ('SFRS(I)s') so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

Basis for opinion

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

Independent Auditors' Report

To the Members of COSCO SHIPPING International (Singapore) Co., Ltd.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 December 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How the matter was addressed in our audit
<p>Revenue recognition</p> <p>Refer to Note 19 to the financial statements</p> <p>Revenue from logistics segment amounted to approximately \$165.5 million (2024: \$149.9 million), representing 85% (2024: 87%) of the Group's revenue for the financial year ended 31 December 2025. There are multiple performance obligations arising from services provided to customers in the logistics segment. These performance obligations include logistics handling services, transportation management, warehousing and container depot services.</p> <p>Revenue recognition methods differ depending on the services performed. Considering the multiple types of recognition requirements and nature of the logistics business, the recognition of revenue is a key audit matter.</p>	<p>We have conducted inquiries with management to obtain an understanding of the revenue recognition process for the multiple performance obligations arising from services provided to customers in the logistics segment, including the design and implementation of controls over revenue recognition.</p> <p>We assessed Group's revenue recognition accounting policies for compliance with applicable accounting standards.</p> <p>We tested samples of revenue transactions, on the revenue recognition methods of the Group to the underlying documentations such as signed customer contracts/purchase orders, and the Group's revenue recognition policies.</p> <p>We tested samples of revenue transactions, close to and after the end of accounting period, to underlying documentations such as signed customer contracts, customer invoices and proof of delivery/service reports on the timing of revenue recognition.</p>
Findings	
Based on the audit procedures performed above, we found the revenue recognised in the logistics segment to be appropriate.	

Other matter

The financial statements for the year ended 31 December 2024 were audited by another firm of Chartered Accountants whose report dated 7 March 2025 expressed an unmodified opinion on those statements.

Independent Auditors' Report

To the Members of COSCO SHIPPING International (Singapore) Co., Ltd.

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained the Directors' Statement, Overview, Key Messages, Operations and Financial Review, Corporate Governance and Transparency, and Sustainability Report, prior to the date of this auditors' report. The other sections of the annual report (the 'Other Sections') are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon as part of our engagement to audit the financial statements.

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

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

Responsibilities of management and directors for the financial statements

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

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

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

Auditors' responsibilities for the audit of the financial statements

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

Independent Auditors' Report

To the Members of COSCO SHIPPING International (Singapore) Co., Ltd.

Auditors' responsibilities for the audit of the financial statements (continued)

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditors' Report

To the Members of COSCO SHIPPING International (Singapore) Co., Ltd.

Report on other legal and regulatory requirements

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

The engagement partner on the audit resulting in this independent auditors' report is Tan Chia Loong.

KPMG LLP

*Public Accountants and
Chartered Accountants*

Singapore

6 March 2026

Consolidated Statement of Financial Position

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	662,172	657,610	26	35
Intangible assets	5	4,181	8,198	–	–
Investment properties	6	21,725	22,297	–	–
Investments in subsidiaries	7	–	–	681,213	429,677
Investments in associates	8	56,656	61,165	55,670	55,670
Deferred tax assets	9	366	245	–	–
Trade and other receivables	10	374	770	–	–
		745,474	750,285	736,909	485,382
Current assets					
Inventories	11	466	471	–	–
Contract assets	19	8,679	929	–	–
Trade and other receivables	10	45,856	46,361	129	19,121
Current tax receivables		805	564	–	–
Cash and cash equivalents	12	179,028	47,589	114,592	16,485
		234,834	95,914	114,721	35,606
Total assets		980,308	846,199	851,630	520,988
EQUITY					
Share capital	13	543,402	270,608	543,402	270,608
Other reserves	14	37,304	38,484	45,105	45,105
Retained earnings		195,341	187,402	161,030	135,356
Equity attributable to owners of the Company		776,047	496,494	749,537	451,069
Non-controlling interests	7	5,036	4,880	–	–
Total equity		781,083	501,374	749,537	451,069
LIABILITIES					
Non-current liabilities					
Borrowings	16	79,917	173,517	–	–
Provisions	17	1,734	623	–	–
Deferred tax liabilities	9	56,622	57,382	–	–
		138,273	231,522	–	–
Current liabilities					
Borrowings	16	13,666	80,526	–	34,069
Trade and other payables	18	40,883	26,746	102,006	35,708
Current tax liabilities		6,394	5,111	87	142
Provisions	17	9	920	–	–
		60,952	113,303	102,093	69,919
Total liabilities		199,225	344,825	102,093	69,919
Total equity and liabilities		980,308	846,199	851,630	520,988

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

Consolidated Statement of Profit or Loss

For the financial year ended 31 December 2025

	Note	Group	
		2025 \$'000	2024 \$'000
Sales	19	193,999	172,916
Cost of sales	21	(147,463)	(130,436)
Gross profit		46,536	42,480
Other income			
- Interest income		1,768	965
- Others		2,662	3,724
	20	4,430	4,689
Other losses and gains (net)	23	(932)	772
Expenses:			
- Distribution	21	(4,057)	(3,558)
- Administrative		(28,786)	(28,124)
- Impairment loss reversed/(recognised) on trade receivables		82	(168)
Results from operating activities	21	17,273	16,091
- Finance	24	(7,486)	(11,509)
Share of profit of associates, net of tax	8	4,346	4,901
Profit before tax		14,133	9,483
Tax expense	25	(5,046)	(2,842)
Profit for the year		9,087	6,641
Profit attributable to:			
Equity holders of the Company		7,939	5,474
Non-controlling interests		1,148	1,167
		9,087	6,641
Earnings per share for profit attributable to equity holders of the Company (expressed in cents per share)			
Basic earnings per share	26	0.18	0.24
Diluted earnings per share	26	0.18	0.24

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

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2025

	Note	Group	
		2025	2024
		\$'000	\$'000
Profit for the year		9,087	6,641
Other comprehensive income:			
Items that are or may be reclassified subsequently to profit or loss:			
Currency translation differences arising from consolidation - (Losses)/gains	14(b)(ii)	(1,518)	4,244
Other comprehensive income, net of tax		(1,518)	4,244
Total comprehensive income		7,569	10,885
Total comprehensive income attributable to:			
Equity holders of the Company		6,759	9,408
Non-controlling interests		810	1,477
		7,569	10,885

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

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2025

Group	Note	Attributable to equity holders of the Company					Total equity \$'000
		Share capital \$'000	Statutory and other reserves \$'000	Retained earnings \$'000	Total \$'000	Non-controlling interest \$'000	
At 1 January 2024		270,608	34,550	181,928	487,086	3,936	491,022
Total comprehensive income for the year							
Profit for the year		-	-	5,474	5,474	1,167	6,641
Other comprehensive income for the year		-	3,934	-	3,934	310	4,244
Total comprehensive income for the year		-	3,934	5,474	9,408	1,477	10,885
Transactions with owners, recognised directly in equity							
Distributions to owners							
Dividend declared by subsidiaries to minority shareholders		-	-	-	-	(533)	(533)
Total transactions with owners		-	-	-	-	(533)	(533)
At 31 December 2024		270,608	38,484	187,402	496,494	4,880	501,374
At 1 January 2025		270,608	38,484	187,402	496,494	4,880	501,374
Total comprehensive income for the year							
Profit for the year		-	-	7,939	7,939	1,148	9,087
Other comprehensive income for the year		-	(1,180)	-	(1,180)	(338)	(1,518)
Total comprehensive income for the year		-	(1,180)	7,939	6,759	810	7,569
Transactions with owners, recognised directly in equity							
Contributions by and distributions to owners							
Dividend declared by subsidiaries to minority shareholders		-	-	-	-	(654)	(654)
Issue of ordinary shares pursuant to rights issue	13	273,188	-	-	273,188	-	273,188
Share issue expenses	13	(394)	-	-	(394)	-	(394)
Total transactions with owners		272,794	-	-	272,794	(654)	272,140
At 31 December 2025		543,402	37,304	195,341	776,047	5,036	781,083

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Profit for the year		9,087	6,641
Adjustments for:			
- Amortisation of intangible assets	5	4,042	4,031
- Depreciation of property, plant and equipment	4	34,537	30,806
- Depreciation of investment properties	6	1,087	1,067
- Tax expense		5,046	2,842
- Interest expense	24	7,486	11,509
- Interest income	20	(1,768)	(965)
- Impairment loss (reversed)/recognised on trade receivables		(82)	168
- Loss/(gain) on disposal of property, plant and equipment	23	227	(409)
- Write-off of property, plant and equipment		-	2
- Share of profit of associates		(4,346)	(4,901)
- Unrealised exchange differences		(46)	(26)
		55,270	50,765
Changes in:			
- Inventories		5	(69)
- Contract assets		(7,750)	(51)
- Trade and other receivables		1,085	(1,041)
- Trade and other payables		9,116	(9,855)
- Provisions		-	(812)
Cash generated from operations		57,726	38,937
Tax paid		(5,102)	(4,632)
Net cash from operating activities		52,624	34,305
Cash flows from investing activities			
Additions to property, plant and equipment	A	(19,379)	(14,502)
Additions to investment properties		(27)	-
Proceeds from disposal of property, plant and equipment		423	1,263
Acquisition of subsidiary		-	(3,211)
Capital injection in associate		-	(6,644)
Interest received		1,669	1,017
Dividend received from associates		5,757	7,286
Net cash used in investing activities		(11,557)	(14,791)
Cash flows from financing activities			
Repayment of borrowings	B	(161,490)	(17,238)
Repayment of lease liabilities	B	(12,402)	(9,902)
Net proceeds from rights issue		272,794	-
Decrease in bank deposits pledged		145	417
Interest paid	B	(7,658)	(11,562)
Dividend paid to non-controlling interests of a subsidiary		(654)	(533)
Net cash from/(used in) financing activities		90,735	(38,818)
Net increase/(decrease) in cash and cash equivalents		131,802	(19,304)
Cash and cash equivalents at beginning of financial year		47,081	65,751
Effects of currency translation on cash and cash equivalents		(218)	634
Cash and cash equivalents at end of financial year	12	178,665	47,081

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

Consolidated Statement of Cash Flows (continued)

For the financial year ended 31 December 2025

Note A - Reconciliation of property, plant and equipment

	Non-cash changes				
	Consideration paid for purchase of property, plant and equipment \$'000	Provision for reinstatement costs \$'000	Unpaid consideration \$'000	Property, plant and equipment acquired under leasing arrangement \$'000	Property, plant and equipment additions (Note 4) \$'000
2025	19,379	200	5,192	11,404	36,175
2024	14,502	118	2,390	13,286	30,296

Note B - Reconciliation of liabilities arising from financing activities

	Non-cash changes					31 December 2025 \$'000
	1 January 2025 \$'000	Principal and interest payments \$'000	Addition/ modification arising from SFRS(I) 16 \$'000	Interest expense \$'000	Foreign exchange movement \$'000	
Borrowings	161,490	(161,490)	-	-	-	-
Lease liabilities	92,553	(12,402)	12,384	-	1,048	93,583
Interest payable	172	(7,658)	-	7,486	-	-

	Non-cash changes						
	1 January 2024 \$'000	Principal and interest payments \$'000	Addition/ modification arising from SFRS(I) 16 \$'000	Early termination of lease \$'000	Interest expense \$'000	Foreign exchange movement \$'000	31 December 2024 \$'000
Borrowings	178,649	(17,238)	-	-	-	79	161,490
Lease liabilities	83,153	(9,902)	17,814	(42)	-	1,530	92,553
Interest payable	225	(11,562)	-	-	11,509	-	172

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

The financial statements were authorised for issue by the Board of Directors on 6 March 2026.

1. Domicile and activities

COSCO SHIPPING International (Singapore) Co., Ltd. (the Company) is listed on the Singapore Exchange and incorporated and domiciled in Singapore. The address of its registered office is 30 Cecil Street, Prudential Tower, #26-01, Singapore 049712.

The financial statements of the Group as at and for the year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the 'Group' and individually as 'Group entities').

The principal activities of the Company are those of investment holding. The principal activities of its subsidiaries are set out in Note 7 to the financial statements.

The Company's immediate holding corporation is China Ocean Shipping (Group) Company, incorporated in the People's Republic of China ('PRC'). The Company's ultimate holding corporation is China COSCO Shipping Corporation Limited, incorporated in the PRC.

2. Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ('SFRS(I)s'). The changes to material accounting policies are described in Note 2.5.

2.2 Basis of measurement

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

2.3 Functional and presentation currency

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

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with SFRS(I)s requires management to make judgements, estimates and assumptions about the future, including climate-related risks and opportunities, that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Group's risk management and climate-related commitments where appropriate. Revisions to accounting estimates are recognised prospectively.

Management is of the opinion that there are no critical judgements made in applying the Group's accounting policies and no assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Basis of preparation (continued)

2.4 Use of estimates and judgements (continued)

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets, and financial and non-financial liabilities.

The Group has an established control framework with respect to the measurement of fair values. This includes a team that has overall responsibility for all significant fair value measurements, including Level 3 fair values.

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

Further information about the assumptions made in measuring fair values is included in Note 6 – Investment properties and Note 30 – Financial instruments.

2.5 Changes in material accounting policies

New accounting standards and amendments

On 1 January 2025, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) ('INT SFRS(I)') that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The application of these new or amended SFRS(I) and INT SFRS(I) does not have a material effect on the financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by Group entities, except as explained in note 2.5, which addresses changes in material accounting policies.

3.1 Basis of consolidation

(i) Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration payable is recognised at fair value at the date of acquisition. If the contingent consideration that meets the definition of a financial instrument is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

Non-controlling interest ('NCI') are measured at the NCI's proportionate share of the recognised amounts of the acquiree's identifiable net assets, at the date of acquisition.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

(ii) Subsidiaries

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

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group. Losses applicable to the NCI in a subsidiary are allocated to the NCI even if doing so causes the NCI to have a deficit balance.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.1 Basis of consolidation (continued)

(iii) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

(iv) Investments in equity-accounted investees

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies of these entities.

Investments in associates are accounted for under the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income ("OCI") of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence ceases.

When the Group's share of losses exceeds its investment in an equity-accounted investee, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

(v) Transactions eliminated on consolidation

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

(vi) Subsidiaries and associates in the separate financial statements

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.2 Foreign currency

(i) Foreign currency transactions

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

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognised in profit or loss.

(ii) Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions).

Foreign currency differences are recognised in OCI. However, if the foreign operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the NCI. When a foreign operation is disposed of such that control, or significant influence is lost, the cumulative amount in the currency translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

3.3 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss ('FVTPL'), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.3 Financial instruments (continued)

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at amortised cost.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost.

These financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.3 Financial instruments (continued)

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
 - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
 - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Transferred assets are not derecognised when the Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and short-term deposits with maturities of three months or less from the date of acquisition that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value and bank overdrafts and exclude pledged deposits with financial institutions. Bank overdrafts are presented as current borrowings on the balance sheet. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.3 Financial instruments (continued)

(vi) *Share capital*

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

3.4 Property, plant and equipment

(i) **Recognition and measurement**

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

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes:

- the cost of materials and direct labour;
- any other costs directly attributable to bringing the asset to a working condition for its intended use;
- when the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- capitalised borrowing costs.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

(ii) **Subsequent costs**

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.4 Property, plant and equipment (continued)

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Depreciation is recognised as an expense in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset. Freehold land is not depreciated.

Depreciation is recognised from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative years are as follows:

	<u>Useful lives</u>
Leasehold land and buildings	2 – 58 years
Office renovations, furniture, fixtures and equipment	3 – 10 years
Plant, machinery and equipment	3 – 20 years
Motor vehicle	5 – 10 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.5 Intangible assets

Acquired customer relationships intangible assets

Customer relationships intangible assets acquired are initially recognised at cost and are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over 7 to 10 years, which is the estimated useful lives.

3.6 Investment properties

Investment properties comprise of right-of-use assets relating to leasehold buildings, office units and residential property that are held for long-term rental yields.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives of 2 – 50 years for office units, residential property and right-of-use assets. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are included in profit or loss when the changes arise.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.7 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated under the straight-line method from the commencement date to the end of the lease term. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is subsequently stated at cost less accumulated depreciation and accumulated impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

The Group determines the lessee's incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.7 Leases (continued)

As a lessee (continued)

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and lease liabilities in 'borrowings' in the statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, except for sublease arrangements. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset.

If an arrangement contains lease and non-lease components, then the Group applies SFRS(I) 15 to allocate the consideration in the contract.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.8 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is calculated using the weighted average cost method. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

3.9 Impairment

(i) Non-derivative financial assets and contract assets

The Group recognises loss allowances for ECLs on:

- financial assets measured at amortised cost ('cash and cash equivalents' and 'trade and other receivables'); and
- contract assets.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.9 Impairment (continued)

(i) Non-derivative financial assets and contract assets (continued)

General approach (continued)

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset remains outstanding for more than the reasonable range of past due days, taking into consideration historical payment track records, current macroeconomics situation as well as the general industry trend.

The Group considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.9 Impairment (continued)

(i) Non-derivative financial assets and contract assets (continued)

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than investment properties, inventories, contract assets and deferred tax assets, are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year at the same time. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. For the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

The Group's corporate assets do not generate separate cash inflows and are utilised by more than one CGU. Corporate assets are allocated to CGUs on a reasonable and consistent basis and tested for impairment as part of the testing of the CGU to which the corporate asset is allocated.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs), and then to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.9 Impairment (continued)

(ii) Non-financial assets (continued)

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

An impairment loss in respect of an associate is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with the requirements for non-financial assets. An impairment loss is recognised in profit or loss. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount and only to the extent that the recoverable amount increases.

Goodwill that forms part of the carrying amount of an investment in an associate is not recognised separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in an associate is tested for impairment as a single asset when there is objective evidence that the investment in an associate may be impaired.

3.10 Borrowings

Borrowings are presented as current liabilities unless, at the end of the reporting period, the Group has the right to defer settlement of the liability for at least 12 months after the reporting period, in which case they are presented as non-current liabilities.

Covenants that the Group is required to comply with on or before the end of the reporting period are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

3.11 Employee benefits

(i) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into separate entities such as the Central Provident Fund in Singapore, social security plans in the People's Republic of China ("PRC") and Employees Provident Fund in Malaysia on a mandatory, contractual or voluntary basis. The Group will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which related services are rendered by employees.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.11 Employee benefits (continued)

(ii) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for unutilised annual leave as a result of services rendered by employees up to the balance sheet date.

3.12 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions for asset dismantlement, removal or restoration are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amounts have been reliably estimated.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of property, plant and equipment arising from the acquisition or use of assets. This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value of money.

Changes in the estimated timing or amount of the expenditure or discount rate for asset dismantlement, removal and restoration costs are adjusted against the cost of the related property, plant and equipment, unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of its useful life. In such cases, the excess of the decrease over the carrying amount of the asset or the changes in the liability is recognised in profit or loss immediately.

3.13 Revenue

Sales comprise the fair value of the consideration received or receivable for the sale of goods and rendering of services in the ordinary course of the Group's activities. Sales are presented, net of value-added tax, rebates and discounts, and after eliminating sales within the Group.

The Group recognises revenue when the amount of revenue and related cost can be reliably measured, it is probable that the collectability of the related receivables is reasonably assured and when the specific criteria for each of the Group's activities are met as follows:

(i) Rendering of services

Logistics management services

The Group renders logistics management services for customers. Such services include logistics handling services, transportation management, container repairs and maintenance services, container depot storage services, warehousing storage services, and rental income (refer to Note 3.13 (ii) for the revenue recognition policy for rental income).

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.13 Revenue (continued)

(i) Rendering of services (continued)

Logistics management services (continued)

Revenue from logistic handling services, transportation management, and container repairs and maintenance services are recognised when services are performed (i.e. at a point in time), where customers have accepted the services.

Revenue from container depot storage services, and warehousing storage services are recognised over the agreed storage period (i.e. over time), where customers have an obligation for payment as part of the agreement to the services.

Invoices are issued on monthly basis and are payable within 30 to 60 days.

Ship repair and marine engineering

Revenue from ship repairing, marine engineering, container repairs and services, fabrication works services and production of marine outfitting components projects is recognised in the accounting period in which the services are rendered. Revenue is recognised based on the output method depending on progress of the contract work, where the outcome of the contract can be estimated reliably. The customers are invoiced when they acknowledge the services rendered are to their satisfaction.

Invoices are issued on monthly basis and are payable within 30 to 60 days.

(ii) Rental income accounted under SFRS(I) 16 Leases

The Group derives rental income from both logistic management and property management services.

Rental income from operating leases is recognised on a straight-line basis over the lease term. Ad-hoc administrative services is recognised as and when the services are rendered to customers.

The Group practices monthly billing and payment for the transaction price is due 30 - 60 days after billing.

3.14 Finance income and finance costs

The Group's finance income and finance costs include:

- interest income; and
- interest expense.

Interest income or expense is recognised using the effective interest method.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.14 Finance income and finance costs (continued)

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

3.15 Income tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that
 - is not a business combination and
 - at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries and joint venture to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on initial recognition of goodwill.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.15 Income tax (continued)

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Deferred income tax liabilities are recognised on temporary differences arising on investments in subsidiaries and associated companies, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

3.16 Earnings per share

The Group presents data for basic and diluted earnings per share for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees.

3.17 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the executive committee to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Material accounting policies (continued)

3.18 New standards and interpretations not adopted

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted. However, the Group has not early adopted the new or amended accounting standards in preparing these financial statements.

(i) SFRS(I) 18 *Presentation and Disclosure in Financial Statements*

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as other.

(ii) Other accounting standards

The following amendments to SFRS(I)s are not expected to have a significant impact on the Group's consolidated financial statements and the Company's statement of financial position.

- *Classification and Measurement of Financial Instruments* (Amendments to SFRS(I) 9 and SFRS(I) 7)
- *Annual Improvements to SFRS(I)s—Volume 11*
- *Contracts Referencing Nature-dependent Electricity* (Amendments to SFRS(I) 9 and SFRS(I) 7)

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Property, plant and equipment

Group	Freehold land \$'000	Leasehold land and buildings \$'000	Office renovations, furniture, fixtures and equipment \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Construction- in-progress \$'000	Total \$'000
2025							
Cost							
Beginning of financial year	12,693	688,957	17,692	47,910	29,915	17,561	814,728
Currency translation differences	537	2,272	58	8	169	(14)	3,030
Additions	–	11,168	751	1,406	4,599	18,251	36,175
Transfers	–	–	1,065	5,040	122	(6,227)	–
Modifications	–	911	–	–	33	–	944
Disposals	–	(3,144)	(85)	(774)	(4,434)	–	(8,437)
End of financial year	13,230	700,164	19,481	53,590	30,404	29,571	846,440
Accumulated depreciation and impairment losses							
Beginning of financial year	–	116,831	10,089	18,170	12,028	–	157,118
Currency translation differences	–	406	24	6	(35)	–	401
Depreciation charge	–	24,491	1,495	3,478	5,073	–	34,537
Disposals	–	(3,136)	(85)	(750)	(3,817)	–	(7,788)
End of financial year	–	138,592	11,523	20,904	13,249	–	184,268
Net book value							
End of financial year	13,230	561,572	7,958	32,686	17,155	29,571	662,172

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Property, plant and equipment (continued)

Group	Freehold land \$'000	Leasehold land and buildings \$'000	Office renovations, furniture, fixtures and equipment \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Construction- in-progress \$'000	Total \$'000
2024							
Cost							
Beginning of financial year	11,989	680,036	17,977	47,252	33,247	6,064	796,565
Currency translation differences	704	2,827	52	22	310	–	3,915
Additions	–	10,723	894	1,817	4,883	11,979	30,296
Transfers	–	–	–	482	–	(482)	–
Modifications	–	3,879	–	–	193	–	4,072
Disposals	–	(2,479)	(572)	(1,222)	(8,457)	–	(12,730)
Write-off	–	(6,029)	(659)	(441)	(261)	–	(7,390)
End of financial year	12,693	688,957	17,692	47,910	29,915	17,561	814,728
Accumulated depreciation and impairment losses							
Beginning of financial year	–	103,323	9,921	15,930	15,900	–	145,074
Currency translation differences	–	427	19	12	44	–	502
Depreciation charge	–	21,547	1,363	3,331	4,565	–	30,806
Disposals	–	(2,437)	(557)	(662)	(8,220)	–	(11,876)
Write-off	–	(6,029)	(657)	(441)	(261)	–	(7,388)
End of financial year	–	116,831	10,089	18,170	12,028	–	157,118
Net book value							
End of financial year	12,693	572,126	7,603	29,740	17,887	17,561	657,610

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Property, plant and equipment (continued)

Company	Office renovations, furniture, fixtures and equipment \$'000	Motor vehicles \$'000	Total \$'000
2025			
Cost			
Beginning of financial year	131	390	521
Additions	9	–	9
Disposals	(42)	–	(42)
End of financial year	98	390	488
Accumulated depreciation and impairment losses			
Beginning of financial year	104	382	486
Depreciation charge	14	4	18
Disposals	(42)	–	(42)
End of financial year	76	386	462
Net book value			
End of financial year	22	4	26
2024			
Cost			
Beginning of financial year	114	390	504
Additions	17	–	17
End of financial year	131	390	521
Accumulated depreciation and impairment losses			
Beginning of financial year	91	377	468
Depreciation charge	13	5	18
End of financial year	104	382	486
Net book value			
End of financial year	27	8	35

- (a) Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 27.
- (b) Included within additions in the current year's consolidated financial statements are right-of-use assets amounting to \$11,404,000 (2024: \$13,286,000) (Note 27).
- (c) As at 31 December 2024, bank borrowings were secured on property, plant and equipment of the Group with carrying amounts of \$144,774,000 (Note 16). These borrowings were fully repaid during the current financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

5. Intangible assets

	Group	
	2025 \$'000	2024 \$'000
Customer relationship intangible assets		
Cost		
Beginning of financial year	35,986	35,876
Currency translation differences	84	110
End of financial year	<u>36,070</u>	<u>35,986</u>
Accumulated amortisation		
Beginning of financial year	27,788	23,696
Amortisation charge	4,042	4,031
Currency translation differences	59	61
End of financial year	<u>31,889</u>	<u>27,788</u>
Net book value	<u>4,181</u>	<u>8,198</u>

6. Investment properties

		Group	
	Note	2025 \$'000	2024 \$'000
Cost			
Beginning of financial year		37,652	36,452
Currency translation differences		573	744
Additions		27	456
Disposals		(1,283)	–
End of financial year		<u>36,969</u>	<u>37,652</u>
Accumulated depreciation			
Beginning of financial year		15,355	14,200
Currency translation differences		85	88
Depreciation charge	21	1,087	1,067
Disposals		(1,283)	–
End of financial year		<u>15,244</u>	<u>15,355</u>
Net book value		<u>21,725</u>	<u>22,297</u>
Fair values		<u>45,370</u>	<u>48,356</u>

Investment properties comprise of:

- (i) three office units and two industrial properties leased to non-related parties under leasing arrangements; and
- (ii) right-of-use assets (Note 28) for commercial and industrial properties which the Group leases and further sub-leases out to third parties for monthly lease payments.

Notes to the Financial Statements

For the financial year ended 31 December 2025

6. Investment properties (continued)

Investment properties are stated at cost less accumulated depreciation as the Group has elected to adopt the cost model method to measure its investment properties.

The following amounts are recognised in profit or loss:

	Group	
	2025 \$'000	2024 \$'000
Rental income	3,073	3,438
Direct operating expenses arising from investment properties that generate rental income	<u>(1,953)</u>	<u>(1,807)</u>

Fair value hierarchy – Recurring fair value measurements

Description	Fair value measurements using		
	Quoted prices in active markets for identical assets (Level 1) \$'000	Significant other observable inputs (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000
2025			
Office units and industrial properties	–	–	45,370
2024			
Office units and industrial properties	–	–	47,215
Right-of-use assets	–	–	1,141

Valuation techniques and inputs used in Level 3 fair value measurements

Level 3 fair values of the investment properties have been derived based on the following:

- (i) Commercial office units

The Company's investment properties, located in Singapore, comprise the following:

Description	Title	Gross floor area (sq. m)
3 units of office space situated at Suntec City, Temasek Boulevard	99 years leasehold commencing 1 March 1989	1,336

Notes to the Financial Statements

For the financial year ended 31 December 2025

6. Investment properties (continued)

(i) Commercial office units (continued)

Fair value of the investment properties at the reporting date were stated based on external independent valuation using the direct comparison method.

	Fair value measurements using significant unobservable inputs (Level 3)	
	2025	2024
	\$	\$
Fair value	40,000,000	40,000,000

As at 31 December 2025 and 2024, the fair values of investment properties were determined by an external independent valuer - CKS Property Consultants Pte Ltd, having appropriate recognised professional qualification and recent experience in the location and category of properties being valued. Independent valuation of the investment properties is carried out at least once a year.

The fair values are derived using the direct comparison method. This approach involves analysis of comparable sales of similar properties and adjusting the transacted prices to that reflective of the investment properties of the Group.

The most significant input into this valuation approach is selling price per square metre. As at 31 December 2025, the selling price per square metre was \$29,940 (2024: \$29,940). A higher selling price per square metre will result in a higher valuation.

(ii) Industrial properties

Fair values of the investment properties have been derived using the sales comparison approach. Sale prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size.

The most significant input into this valuation approach is selling price per square feet. As at 31 December 2025, the selling price per square feet ranged between \$16 and \$30 (2024: \$15 to \$29). A higher selling price per square feet will result in a higher valuation.

The Group engages external, independent and qualified valuers to determine the fair values of the investment properties at the end of each financial year based on the properties' highest and best use. As at 31 December 2025 and 2024, the fair values of the properties have been determined by Knight Frank Malaysia Sdn. Bhd.

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Investments in subsidiaries

	Company	
	2025 \$'000	2024 \$'000
Unquoted equity shares		
Beginning of financial year	542,893	542,893
Capital injection	238,579	–
Accumulated impairment losses	(100,259)	(113,216)
End of financial year	681,213	429,677

On 2 April 2024, the Group entered into an agreement with Eastern (1961) Holding Pte. Ltd. to incorporate Cogent Eastern Precision Pte. Ltd. ('CEP'), a private company limited by shares under the laws of Singapore. The Group subscribed for 60% of the issued share capital of CEP for a total consideration of \$300,000.

On 12 August 2025, the Company injected additional capital of \$238,579,000 into a wholly owned subsidiary, Cogent Holdings Pte. Ltd.

Movement in accumulated impairment losses are as follows:

	2025 \$'000	2024 \$'000
Beginning of financial year	113,216	113,847
Write-back of impairment	(12,957)	(631)
End of financial year	100,259	113,216

In the current year, the Company identified an indicator of reversal of impairment in its investment in a subsidiary due to the positive financial performance of the subsidiary.

Recoverable amount in the subsidiary is determined based on higher of i) fair value less costs of disposal and ii) value-in-use.

The fair value less costs of disposal of this subsidiary primarily comprise of investment property (Note 6).

As the recoverable amount based on fair value less costs of disposal was higher than its carrying amount, the Company wrote back an impairment amounting to \$12,957,000 (2024: \$631,000) in an investment in a subsidiary.

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Country of incorporation/ business	Cost of investment		Proportion of ordinary shares directly held by the Company		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2025	2024	2025	2024	2025	2024	2025	2024
			\$'000	\$'000	%	%	%	%	%	%
COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd. ⁽ⁱ⁾	Ship repair, marine engineering, container repairs and services, fabrication works services and production of marine outfitting components	Singapore	2,242	2,242	90	90	90	90	10	10
Harington Property Pte Ltd ⁽ⁱ⁾	Trading and investing in properties, provision of property management services and investment holding	Singapore	52,701	52,701	100	100	100	100	-	-
COSCO SHIPPING Southeast Asia Container Logistics Services Pte. Ltd. ^{(i) and (v)}	Investment holding and provision of logistics, storage, forwarding and shipping services and other services	Singapore	406	406	50	50	50	50	50	50
Cogent Holdings Pte. Ltd. ⁽ⁱ⁾	Investment holding	Singapore	726,123	487,544	100	100	100	100	-	-
Subsidiaries under Cogent Holdings Pte. Ltd.										
SH Cogent Logistics Pte Ltd. ^{(i) and (iv)}	Provision of warehousing management services, container depot management services and transportation and cargo handling services	Singapore	-	-	-	-	100	100	-	-
Cogent Jurong Island Pte. Ltd. ^{(i) and (iv)}	Provision of warehousing services	Singapore	-	-	-	-	100	100	-	-
Cogent Integrated Supply Chain Pte. Ltd. ^{(i) and (iv)}	Provision of freight management and warehouse rental services	Singapore	-	-	-	-	100	100	-	-

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows: (continued)

Name of subsidiaries	Principal activities	Country of incorporation/ business	Cost of investment		Proportion of ordinary shares directly held by the Company		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2025	2024	2025	2024	2025	2024	2025	2024
			\$'000	\$'000	%	%	%	%	%	%
Subsidiaries under Cogent Holdings Pte. Ltd. (continued)										
Cogent Automotive Logistics Pte. Ltd. ^{(i) and (iv)}	Export processing, transportation and storage of motor vehicles	Singapore	-	-	-	-	100	100	-	-
Cogent Eastern Precision Pte. Ltd. ^{(i) and (iv)}	Provision of repair container services	Singapore	-	-	-	-	60	60	-	-
Subsidiary under COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd.										
COSCO SHIPPING Engineering Pte. Ltd. ^{(i) and (iii)}	Ship repair, marine engineering, container repairs and services, fabrication works services and production of marine outfitting components	Singapore	-	-	-	-	90	90	10	10
Subsidiaries under SH Cogent Logistics Pte Ltd										
Cogent Land Capital Pte Ltd ^{(i) and (iv)}	Provision of automotive logistics management services, warehousing and property management services	Singapore	-	-	-	-	100	100	-	-
Cogent Tank Depot Pte Ltd ^{(i) and (iv)}	Provision of ISO tank and container depot management services	Singapore	-	-	-	-	100	100	-	-
Cogent Container Depot Pte Ltd ^{(i) and (iv)}	Provision of container depot management services	Singapore	-	-	-	-	100	100	-	-
Guper Integrated Logistics Sdn. Bhd. ^{(ii) and (iv)}	Provision of warehousing management services, container depot management services, transportation and cargo handling services	Malaysia	-	-	-	-	98	98	2	2

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Investments in subsidiaries (continued)

Details of the subsidiaries are as follows: (continued)

Name of subsidiaries	Principal activities	Country of incorporation/ business	Cost of investment		Proportion of ordinary shares directly held by the Company		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2025	2024	2025	2024	2025	2024	2025	2024
			\$'000	\$'000	%	%	%	%	%	%
Subsidiaries under SH Cogent Logistics Pte Ltd (continued)										
SH Cogent Logistics Sdn. Bhd. ^{(ii) and (iv)}	Provision of container depot management services and warehousing management services	Malaysia	-	-	-	-	100	100	-	-
GEMS Logistics Sdn. Bhd. ^{(ii) and (iv)}	Provision of warehousing services	Malaysia	-	-	-	-	100	100	-	-
Dolphin Shipping Agency Sdn. Bhd. ^{(ii) and (iv)}	Provision of value-added logistics services	Malaysia	-	-	-	-	100	100	-	-
East West Freight Services Sdn. Bhd. ^{(ii) and (iv)}	Provision of value-added logistics services	Malaysia	-	-	-	-	100	100	-	-
Golden Logistics & Storage Sdn. Bhd. ^{(ii) and (iv)}	Vessel agent	Malaysia	-	-	-	-	100	100	-	-
Subsidiary under Cogent Land Capital Pte Ltd										
Cogent Realty Capital Pte Ltd ^{(i) and (iv)}	Provision of hostel management services	Singapore	-	-	-	-	100	100	-	-
			781,472		542,893					

(i) Audited by KPMG LLP, Singapore (2024: PricewaterhouseCoopers LLP, Singapore).

(ii) Audited by KPMG firms outside Singapore (2024: PricewaterhouseCoopers firms outside Singapore).

(iii) This entity is controlled by the Company's direct subsidiary, COSCO SHIPPING Marine Engineering (Singapore) Pte. Ltd.

(iv) These entities are controlled by the Company's direct subsidiary, Cogent Holdings Pte. Ltd.

(v) The Group has determined that it controls COSCO SHIPPING Southeast Asia Container Logistics Services Pte. Ltd. notwithstanding that it owns 50% of the equity holding. The factor that the Group considered in making this determination include its ability to direct the activities of its investee, as the Group has right to appoint a majority of board of directors in COSCO SHIPPING Southeast Asia Container Logistics Services Pte. Ltd where decision make only requires a simple majority.

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Investments in subsidiaries (continued)

Carrying value of non-controlling interests

	Group	
	2025	2024
	\$'000	\$'000
Subsidiaries with immaterial non-controlling interests	5,063	4,880

Summarised financial information of subsidiaries with material non-controlling interests

At 31 December 2025 and 2024, in the opinion of the directors, none of the subsidiaries have non-controlling interests that are material to the Group.

8. Investments in associates

	Group	
	2025	2024
	\$'000	\$'000
At equity method		
Beginning of financial year	61,165	55,510
Additions	–	6,644
Currency translation differences	(3,098)	1,396
Share of profits, net of tax	4,346	4,901
Dividends received, net of tax	(5,757)	(7,286)
End of financial year	<u>56,656</u>	<u>61,165</u>
	Company	
	2025	2024
	\$'000	\$'000
At cost		
Beginning of financial year	55,670	49,026
Additions	–	6,644
End of financial year	<u>55,670</u>	<u>55,670</u>

On 7 June 2024, the Company subscribed for additional 4,900,000 of the issued and paid-up share capital of Goldlead Supply Chain Development (Southeast Asia) Pte. Ltd. for a cash consideration of US\$4,900,000 (equivalent to \$6,644,000). The Company's shareholding remains at 49%.

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. Investments in associates (continued)

The associates as listed below had share capital consisting solely of ordinary shares, which were held directly by the Group or by the subsidiary. The country of incorporation was also their principal place of business. There were no contingent liabilities relating to the Group's interests in the associates.

Name of associates	Principal activities	Country of incorporation/ business	% of paid-up capital held by the Company		% of paid-up capital held by the subsidiary	
			2025 \$'000	2024 \$'000	2025 %	2024 %
PT. Ocean Global Shipping Logistics ⁽ⁱ⁾	Logistic service, freight forwarding and container depot services	Indonesia	40	40	-	-
SINOVNL Company Limited	Storage and warehouse services, container station and depot service, maintenance and repair of equipment and freight transport agency services	Vietnam	-	-	30	30
COSCO SHIPPING Bulk (Southeast Asia) Pte. Ltd. ⁽ⁱⁱⁱ⁾	Ship owning, ship chartering and investment holding	Singapore	40	40	-	-
Goldlead Supply Chain Development (Southeast Asia) Pte. Ltd. ^(iv)	Investment holding company	Singapore	49	49	-	-

(i) Audited by Teramihardja, Pradhono & Chandra Indonesia (2024: Anwar & Rekan Indonesia).

(ii) Audited by VACO Viet Nam (2024: PricewaterhouseCoopers LLP, Vietnam).

(iii) Audited by Baker Tilly Singapore.

(iv) Audited by Mazars LLP.

The Board of Directors and Audit and Risk Committee are satisfied that the appointment of different auditing firms for its significant associates would not compromise the standard and effectiveness of the audit of the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. Investments in associates (continued)

Summarised financial information of associates

Summarised statement of financial information

	COSCO SHIPPING				SINOVNL		Goldlead Supply	
	Bulk (Southeast Asia) Pte. Ltd.		PT. Ocean Global Shipping Logistics		Company Limited		Chain Development (Southeast Asia) Pte. Ltd.	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets	69,536	71,026	31,167	31,460	6,533	5,513	13,626	13,914
Current liabilities	(22,085)	(21,402)	(9,062)	(9,481)	(1,357)	(1,106)	(163)	(54)
Non-current assets	21,079	25,154	10,336	10,319	437	561	-	-
Non-current liabilities	-	-	(6,391)	(6,472)	-	(8)	-	-
Non-controlling interests	-	-	(595)	(538)	-	-	-	-
Share capital and reserves attributable to shareholders	(68,530)	(74,778)	(25,455)	(25,288)	(5,613)	(4,960)	(13,463)	(13,860)

Summarised statement of comprehensive income

	COSCO SHIPPING				SINOVNL		Goldlead Supply	
	Bulk (Southeast Asia) Pte. Ltd.		PT. Ocean Global Shipping Logistics		Company Limited		Chain Development (Southeast Asia) Pte. Ltd.	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue	80,502	76,444	22,561	19,911	19,174	17,534	-	-
Profit before income tax	1,902	4,755	10,685	7,862	5,776	4,840	285	396
Net profit for the year	1,889	4,773	7,989	6,162	4,617	3,872	251	353
Other comprehensive (loss)/gain	-	-	(23)	31	-	-	-	-
Total comprehensive income	1,889	4,773	7,966	6,193	4,617	3,872	251	353
Dividends receivable/received from associates	1,836	3,822	2,231	1,988	1,690	1,476	-	-

The information above reflects the amounts presented in the financial statements of the associates (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associates.

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. Investments in associates (continued)

Reconciliation of summarised financial information

Reconciliation of the above summarised financial information presented, to the carrying amount of the Group's interest in associates, is as follows:

	COSCO SHIPPING				SINOVNL		Goldlead Supply Chain Development (Southeast Asia)		Total	
	Bulk (Southeast Asia) Pte. Ltd.		PT. Ocean Global Shipping Logistics		Company Limited		Pte. Ltd.			
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net assets	68,530	74,778	25,455	25,288	5,613	4,960	13,463	13,860	113,061	118,886
Group's equity interest	40%	40%	40%	40%	30%	30%	49%	49%		
Group's share of net assets	27,412	29,911	10,182	10,115	1,684	1,488	6,597	6,791	45,875	48,305
Fair value adjustment	5,323	7,402	-	-	-	-	-	-	5,323	7,402
Goodwill	-	-	5,458	5,458	-	-	-	-	5,458	5,458
Carrying amount of Group's interest in associates	32,735	37,313	15,640	15,573	1,684	1,488	6,597	6,791	56,656	61,165

9. Deferred tax assets and liabilities

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same fiscal authority. The amounts, determined after appropriate offsetting, are shown on the statement of financial position as follows:

	Group	
	2025	2024
	\$'000	\$'000
Deferred tax assets	(366)	(245)
Deferred tax liabilities	56,622	57,382

Movement in the deferred tax account is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Beginning of financial year	57,137	59,539
Currency translation differences	259	368
Recognised in profit or loss	(1,140)	(2,770)
End of financial year	56,256	57,137

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Deferred tax assets and liabilities (continued)

The movements in the deferred tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) during the financial year is as follows:

Deferred tax liabilities

Group	Accelerated tax depreciation \$'000	Right-of-use assets \$'000	Undistributed profits of foreign associates \$'000	Total \$'000
2025				
Beginning of financial year	57,683	16,023	668	74,374
(Credited)/charged to profit or loss	(1,583)	(27)	318	(1,292)
Currency translation differences	85	223	12	320
End of financial year	56,185	16,219	998	73,402
2024				
Beginning of financial year	60,093	14,440	431	74,964
(Credited)/charged to profit or loss	(2,798)	1,150	237	(1,411)
Currency translation differences	388	433	–	821
End of financial year	57,683	16,023	668	74,374

Reconciliation of total deferred tax liabilities after appropriate offsetting from the same tax jurisdiction is as follows:

	Group	
	2025 \$'000	2024 \$'000
Total deferred tax liabilities	73,402	74,374
Offsetting of deferred tax assets from the same tax jurisdiction	(16,780)	(16,992)
Total deferred tax liabilities after appropriate offsetting from the same tax jurisdiction	56,622	57,382

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Deferred tax assets and liabilities (continued)

Deferred tax assets

	Group Lease liabilities \$'000
2025	
Beginning of financial year	(17,237)
Charged to profit or loss	152
Currency translation differences	(61)
End of financial year	<u>(17,146)</u>
2024	
Beginning of financial year	(15,425)
Credited to profit or loss	(1,359)
Currency translation differences	(453)
End of financial year	<u>(17,237)</u>

Reconciliation of total deferred tax assets after appropriate offsetting from the same tax jurisdiction is as follows:

	Group	
	2025 \$'000	2024 \$'000
Total deferred tax assets	(17,146)	(17,237)
Offsetting of deferred tax liabilities from the same tax jurisdiction	16,780	16,992
Total deferred tax assets after appropriate offsetting from the same tax jurisdiction	<u>(366)</u>	<u>(245)</u>

10. Trade and other receivables

	Group	
	2025 \$'000	2024 \$'000
Non-current		
Other receivables - retention sum	<u>374</u>	<u>770</u>

Other receivables due from non-related parties are unsecured and interest-free.

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Trade and other receivables (continued)

The fair values of the non-current other receivables approximated its carrying amounts, determined from cash flow analyses discounted at market borrowing rates of 2.39% (2024: 4.38%) per annum which the directors expected to borrow as and when required by the Group.

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current				
Trade receivables:				
- Non-related parties	36,312	34,166	-	-
- Fellow subsidiaries	2,165	3,844	-	-
	38,477	38,010	-	-
Less: Allowance for impairment of receivables	(529)	(1,077)	-	-
Trade receivables - net	37,948	36,933	-	-
Other receivables:				
- Non-related parties	616	2,031	114	19
- Subsidiaries	-	-	-	19,000
	616	2,031	114	19,019
Advances paid to suppliers	1,865	2,146	-	-
Staff advances	52	33	3	8
Deposits	4,124	3,045	-	-
Prepayments	1,251	2,173	12	94
Total	7,292	7,397	15	102
Total trade and other receivables	45,856	46,361	129	19,121

Trade and other receivables due from fellow subsidiaries and subsidiaries are unsecured, interest-free and repayable on demand.

The Group's and the Company's exposures to credit and currency risks related to trade and other receivables are disclosed in Note 30.

11. Inventories

	Group	
	2025 \$'000	2024 \$'000
Consumables and parts	466	471

The cost of inventories recognised as expense amounted to \$15,065,000 (2024: \$8,387,000).

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. Cash and cash equivalents

Cash and cash equivalents at the end of the financial year comprise the following:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at bank and on hand	64,793	30,456	1,359	1,230
Short-term bank deposits	114,235	17,133	113,233	15,255
	179,028	47,589	114,592	16,485

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	Group	
	2025 \$'000	2024 \$'000
Cash and cash equivalents in the statement of financial position	179,028	47,589
Less: Bank deposits pledged	(363)	(508)
Cash and cash equivalents in the statement of cash flows	178,665	47,081

Cash and cash equivalents of the Group amounting to \$363,000 (2024: \$508,000) were pledged as security for bankers' guarantee and trade finance facilities.

13. Share capital

	No. of ordinary shares	Amount	No. of ordinary shares	Amount
	2025 ('000)	2025 \$'000	2024 ('000)	2024 \$'000
Issued and fully paid ordinary shares, with no par value:				
Beginning of financial year	2,239,245	270,608	2,239,245	270,608
Issuance of ordinary shares pursuant to rights issue	2,239,245	273,188	–	–
Share issue expenses	–	(394)	–	–
End of financial year	4,478,490	543,402	2,239,245	270,608

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. Share capital (continued)

On 16 August 2024, the Company has announced to undertake a renounceable non-underwritten rights issue (the “Rights Issue”) for issuing 2,239,244,954 new ordinary shares. The Rights Issue was expected to raise gross proceeds of S\$273.2 million for the development of Jurong Island Logistics Hub (“JILH”) Phase II and repayment of bank borrowings. Upon the completion of the Rights Issue, the 2,239,244,954 ordinary shares were allocated and issued on 28 July 2025. The newly issued shares rank pari passu in all aspects with the previously issued shares.

Share options

The COSCO SHIPPING Group Executives’ Share Option Scheme 2020 (“Option Scheme”) was approved by shareholders of the Company at an Extraordinary General Meeting held on 25 June 2020. The Option Scheme shall continue to be in force at the discretion of the Committee, subject to a maximum period of 10 years.

Under the Option Scheme, options to subscribe for the ordinary shares of the Company are granted to employees who have, as of the date of grant, been in the employment of the Company, its subsidiaries or Parent Group Companies (collectively the “Executives”) (as the case may be) for a period of at least 12 months, or such shorter period as the Committee may determine. Non-Executive Directors (including independent directors), Controlling Shareholders and Associates of Controlling Shareholders are not eligible to participate in the Option Scheme. Directors and employees of associates are also not eligible to participate in the Option Scheme. Subject to any adjustment pursuant to the Option Scheme, the exercise price of the options shall be the market price, which is the higher of (i) the last dealt price for a share determined by reference to the daily Official List published by SGX-ST on the date of grant; or (ii) the average of the last dealt prices for a share determined by reference to the daily Official List published by the SGX-ST for a period of five consecutive market days immediately prior to the date of grant. No options are granted at a discount to the exercise price.

The options may be exercised in full or in part in respect of 100 shares or a multiple thereof, on the payment of the exercise price commencing after the second anniversary of the date of grant of the options and ending on the seventh anniversary of the date of grant of the options, subject to the following vesting periods of the options granted:

- (a) up to one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the second anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the “First vesting period”);
- (b) up to another one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the third anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the “Second vesting period”); and
- (c) the remaining one-third only of the ordinary shares in respect of the options granted may be exercised during the period commencing from the date falling immediately after the fourth anniversary of the date of grant of that option and ending on the seventh anniversary of the date of grant of that option (the “Third vesting period”).

A participant shall, at any time, only be entitled to participate in any one share option or share incentive scheme implemented by the Group or any Parent Group Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. Share capital (continued)

Share options (continued)

The aggregate number of shares over which options may be granted on any date, when added to (i) the aggregate number of new shares issued and issuable in respect of all other share-based incentive schemes of the Company (if any); and (ii) the numbers of treasury shares and subsidiary holdings delivered in respect of the options granted under all other share-based incentive schemes of the Company (if any), shall not exceed 10% of the total issued shares of the Company (excluding treasury shares and subsidiary holdings) on the day preceding that date of grant. The aggregate number of shares to be issued to key management and employees of the Parent Group shall not exceed 20% of the shares available under the Option Scheme.

As of 31 December 2025 and 31 December 2024, no options remain outstanding.

14. Other reserves

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
(a) Composition:				
Share option reserve	44,578	44,578	44,578	44,578
Currency translation reserve	(7,539)	(6,359)	–	–
Other reserve	265	265	527	527
	37,304	38,484	45,105	45,105
(b) Movements:				
(i) Share option reserve				
Beginning and end of financial year	44,578	44,578	44,578	44,578
(ii) Currency translation reserve				
Beginning of financial year	(6,359)	(10,293)	–	–
Net currency translation differences of financial statements of foreign subsidiaries and associates	(1,518)	4,244	–	–
Non-controlling interests	338	(310)	–	–
End of financial year	(7,539)	(6,359)	–	–
(iii) Other reserve				
Beginning and end of financial year	265	265	527	527

Other reserve is non-distributable.

Notes to the Financial Statements

For the financial year ended 31 December 2025

15. Dividends

Subject to approval by shareholders at the upcoming Annual General Meeting on 27 April 2026, the directors have proposed a first and final ordinary one-tier tax-exempt dividend of 0.089 Singapore cents per share (2024: Nil) amounting to an estimated net dividend of \$3,986,000 (2024: \$Nil) in respect of the year ended 31 December 2025, based on the number of issued shares as at 31 December 2025.

The proposed dividend of 0.089 Singapore cents per share (2024: Nil) has not been included as a liability in the current year's consolidated financial statements.

During the financial year, total dividends of \$654,000 (2024: \$533,000) were paid to non-controlling interests.

16. Borrowings

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current				
Bank borrowings (unsecured)	–	54,869	–	34,069
Bank borrowings (secured)	–	14,537	–	–
Lease liabilities (secured)	13,666	11,120	–	–
	13,666	80,526	–	34,069
Non-current				
Bank borrowings (secured)	–	92,084	–	–
Lease liabilities (secured)	79,917	81,433	–	–
	79,917	173,517	–	–
Total borrowings	93,583	254,043	–	34,069

2024

In prior year, the borrowings of the Group and of the Company amounting to \$161,490,000 and \$34,069,000 respectively, have variable interest rates that were contractually repriced within 1 to 3 months from the reporting date. The borrowings were fully repaid during the current financial year.

(a) Security granted

In prior year, total borrowings include secured liabilities of \$199,174,000 for the Group.

Bank borrowings were secured by:

- (i) certain bank deposits (Note 12); and
- (ii) certain property, plant and equipment (Note 4).

The bank borrowings were fully repaid during the current financial year.

Lease liabilities are secured over the Group's right-of-use assets classified within property, plant and equipment and investment properties (Note 27).

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. Borrowings (continued)

(b) Fair values of non-current borrowings

In prior year, the carrying amounts of non-current borrowings, which were at variable rates, approximated their fair values. The borrowings were fully repaid during the current financial year.

(c) Loan covenants

In prior year, under the terms of the non-current bank borrowings, which has a total carrying amount of \$92,084,000, the Group is required to comply with the following financial covenants:

- The interest coverage ratio must always be greater than 2.0;
- The consolidated total liabilities must not at any time exceed 70% of the consolidated total assets; and
- The consolidated tangible net worth must not at any time be less than \$200 million.

In prior year, the Group has complied with these covenants.

The borrowings were fully repaid during the current financial year.

Information about the Group's and the Company's exposure to interest rate, currency and liquidity risks is included in Note 30.

17. Provisions

	Group	
	2025	2024
	\$'000	\$'000
Provision for reinstatement costs	1,743	1,543
Current	9	920
Non-current	1,734	623
	1,743	1,543

Movements in provision for reinstatement costs are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Beginning of financial year	1,543	2,237
Provision made during the financial year	200	118
Provision reversed during the financial year	–	(530)
Provision utilised during the financial year	–	(282)
End of financial year	1,743	1,543

Provision for reinstatement costs represent estimated costs required to reinstate the Group's leased premises to their original state upon expiry of the lease. Certain leases were renewed during the year, which resulted in the associated provision being reclassified to non-current.

Notes to the Financial Statements

For the financial year ended 31 December 2025

18. Trade and other payables

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade payables:				
- Non-related parties	11,677	10,866	-	-
Advances from non-related parties	2,510	808	-	-
Non-trade payables:				
- Non-related parties	5,907	976	-	123
- Subsidiaries	-	-	98,198	32,237
- Fellow subsidiaries	39	39	-	-
- Related parties	141	117	247	109
	20,274	12,806	98,445	32,469
Deposits received	3,334	3,058	-	-
Other accruals for operating expenses	17,275	10,710	3,561	3,215
Interest payable	-	172	-	24
	20,609	13,940	3,561	3,239
	40,883	26,746	102,006	35,708

The non-trade payables due to subsidiaries, fellow subsidiaries and related parties are unsecured, interest-free and repayable on demand.

The Group's and the Company's exposures to currency and liquidity risks related to trade and other payables are disclosed in Note 30.

19. Sales

Revenue of the Group is analysed as follows:

	Group	
	2025 \$'000	2024 \$'000
Logistics management segment	154,216	128,728
Ship repair and marine engineering segment	26,278	20,139
Rental income accounted under SFRS(I) 16 Leases:		
- Logistics management segment	11,325	21,410
- Property management segment	2,180	2,639
	193,999	172,916

Notes to the Financial Statements

For the financial year ended 31 December 2025

19. Sales (continued)

(a) Disaggregation of revenue

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following segments and geographical regions. Revenue is based on the country in which the services are rendered to the customer.

	Revenue recognised		
	At a point in time	Over time	Total
	\$'000	\$'000	\$'000
2025			
(i) Logistics management services			
- Singapore	76,133	54,098	130,231
- Malaysia	22,076	1,909	23,985
	<u>98,209</u>	<u>56,007</u>	<u>154,216</u>
(ii) Ship repair and marine engineering			
- Singapore	–	26,278	26,278
	<u>98,209</u>	<u>82,285</u>	<u>180,494</u>
2024			
(i) Logistics management services			
- Singapore	69,164	36,867	106,031
- Malaysia	20,825	1,872	22,697
	<u>89,989</u>	<u>38,739</u>	<u>128,728</u>
(ii) Ship repair and marine engineering			
- Singapore	–	20,139	20,139
	<u>89,989</u>	<u>58,878</u>	<u>148,867</u>

(b) Contract balances

The following table provides information about contract assets.

	Group	
	2025 \$'000	2024 \$'000
Contract assets	<u>8,679</u>	<u>929</u>

The contract assets primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date on ship repair and marine engineering. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customers.

Notes to the Financial Statements

For the financial year ended 31 December 2025

19. Sales (continued)

(b) Contract balances (continued)

Transaction price allocated to the remaining performance obligations

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if the performance obligation is part of a contract that has an original expected duration of one year or less.

At the reporting date, all unsatisfied contracts have an original expected duration of one year or less. Accordingly, the information about its remaining performance obligations is not disclosed.

(c) Trade receivables from contracts with customers

	31 December	
	2025	2024
	\$'000	\$'000
Current assets		
Trade receivables from contracts with customers	44,991	29,597
Less: Loss allowance	(529)	(703)
	44,462	28,894

20. Other income

	Group	
	2025	2024
	\$'000	\$'000
Interest income	1,768	965
Government grants	133	382
Rental income of equipment	422	460
Settlement income	20	1,260
Sales of scrap material	53	–
Insurance claims	–	410
Patent and license income	805	–
System rebates	402	353
Sundry income	827	859
	4,430	4,689

Notes to the Financial Statements

For the financial year ended 31 December 2025

21. Expenses by nature

	Note	Group	
		2025 \$'000	2024 \$'000
Amortisation of intangible assets	5	4,042	4,031
Audit fees paid to:			
- Auditors of the Company and other firms affiliated with KPMG International Limited (2024: PricewaterhouseCoopers LLP and affiliates)		594	589
Non-audit fees paid to:			
- Auditors of the Company and other firms affiliated with KPMG International Limited (2024: PricewaterhouseCoopers LLP)		-	69
Raw materials, finished goods, consumables and other overheads		15,060	8,456
Changes in inventories		5	(69)
Depreciation of investment properties	6	1,087	1,067
Depreciation of property, plant and equipment	4	34,537	30,806
Director and employee compensation	22	44,601	42,048
Insurance		1,039	1,013
Impairment loss (reversed)/recognised on trade receivables		(82)	168
Write-off of property, plant and equipment		-	2
Professional fees		1,063	623
Expenses relating to short-term leases	27	7,505	5,689
Repairs and maintenance		9,945	10,826
Sub-contractor expenses		21,649	19,139
Storage and handling charges		18,230	17,419
Fuels and utilities		8,669	9,864
Property tax		4,209	4,050
Other expenses		8,071	6,496
Total cost of sales, distribution and administrative expenses		180,224	162,286

22. Director and employee compensation

	Group	
	2025 \$'000	2024 \$'000
Wages, salaries and staff benefits	41,161	38,611
Employer's contribution to defined contribution plans	3,195	3,154
Directors' fees of the Company	245	283
	44,601	42,048

Notes to the Financial Statements

For the financial year ended 31 December 2025

23. Other losses and gains, net

	Group	
	2025	2024
	\$'000	\$'000
Currency exchange (losses)/gains, net	(705)	363
(Loss)/gain on disposal of property, plant and equipment	(227)	409
	(932)	772

24. Finance expenses

	Group	
	2025	2024
	\$'000	\$'000
Interest expense		
- Bank borrowings	3,916	8,027
- Lease liabilities	3,570	3,482
	7,486	11,509

25. Tax expense

		Group	
	Note	2025	2024
		\$'000	\$'000
Current tax expense			
Current year		6,610	5,797
Changes in estimates related to prior years		(424)	(185)
		6,186	5,612
Deferred tax expense			
Origination and reversal of temporary differences		(1,909)	(2,770)
Changes in estimates related to prior years		769	-
	9	(1,140)	(2,770)
Tax expense		5,046	2,842

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. Tax expense (continued)

	Group	
	2025 \$'000	2024 \$'000
Reconciliation of effective tax rate		
Profit before tax	14,133	9,483
Share of profit of associates, net of tax	(4,346)	(4,901)
Profit before tax and share of profit of associates	9,787	4,582
Tax calculated using Singapore tax rate of 17% (2024: 17%)	1,664	779
Effects of:		
- different tax rates in other countries	126	107
- tax incentives	(219)	(165)
- income not subject to tax	(173)	(756)
- expenses not deductible for tax purposes	3,303	3,165
- others	-	(103)
- changes in estimates related to prior years	345	(185)
Income tax expense	5,046	2,842

SFRS(I)1-12 provide a temporary mandatory exception from deferred tax accounting for the top-up tax that may arise from the jurisdictional adoption of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development ('OECD'). The mandatory exception is effective immediately and applies retrospectively. However, these requirements have no impact on the Group as the Group is not within the scope of BEPS Pillar two model rules.

26. Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the number of ordinary shares outstanding during the financial year.

	Group	
	2025	2024
Net profit attributable to equity holders of the Company (\$'000)	7,939	5,474
Number of ordinary shares outstanding for basic earnings per share ('000)	4,478,490	2,239,245
Basic earnings per share (cents per share)	0.18	0.24

(b) Diluted earnings per share

There were no dilutive ordinary potential shares in 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. Leases – The Group as a lessee

Right-of-use (“ROU”) assets

Nature of the Group’s leasing activities

Land and building

The Group leases land and building for purpose of its ship repair and engineering, and logistics operations. The Group also leases a commercial property, which it further sub-leases out to third parties for monthly lease payments.

Equipment and vehicles

The Group leases equipment and motor vehicles for purpose of its back-office operations and rendering of logistics services.

(a) Carrying amounts

ROU assets classified within property, plant and equipment

	Group	
	2025	2024
	\$	\$
Leasehold land and buildings	85,788	84,496
Equipment	91	149
Motor vehicles	2,954	4,730
	88,833	89,375

ROU assets classified as investment properties

The right-of-use asset relating to leasehold land and buildings presented under investment properties (Note 6) is stated at cost less accumulated depreciation and has a carrying amount at reporting date of \$7,677,000 (2024: \$4,292,000).

(b) Depreciation charge during the year

	Group	
	2025	2024
	\$	\$
Investment properties	328	323
Leasehold land and buildings	11,171	8,531
Equipment	58	78
Motor vehicles	1,523	1,498
	13,080	10,430

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. Leases – The Group as a lessee (continued)

	Note	Group	
		2025	2024
		\$	\$
(c) Interest expense on lease liabilities	24	3,570	3,482
(d) Lease expense not capitalised as lease liabilities: - Short term leases	21	7,505	5,689
(e) Total cash outflow for all the leases		(23,477)	(19,073)
(f) Addition and modification of lease liabilities during the financial year was \$11,404,000 (2024: \$13,742,000) and \$Nil (2024: \$4,072,000) respectively. During the current financial year, ROU assets with carrying amounts of \$Nil (2024: \$42,000) were derecognised due to early termination of certain leases.			

28. Leases – The Group as a lessor

Nature of the Group's leasing activities – Group as an intermediate lessor

Subleases – classified as operating leases

The Group acts as an intermediate lessor under arrangement in which it subleases out leasehold land and buildings to third parties for monthly lease payments. The sublease periods do not form a major part of the remaining lease terms under the head leases and accordingly, the subleases are classified as the operating leases.

		Group	
		2025	2024
		\$	\$
(a) Total income from sub-leasing ROU assets		633	1,618
(b) Undiscounted lease payments from the operating leases to be received after the reporting date are as follows:			

	Group	
	2025	2024
	\$'000	\$'000
Less than one year	13,393	12,744
One to two years	8,750	11,160
Two to three years	1,309	6,565
Three to four years	42	474
Total undiscounted lease payments	23,494	30,943

Notes to the Financial Statements

For the financial year ended 31 December 2025

29. Commitments

Capital commitment

Capital expenditure contracted for at the reporting date but not recognised in the financial statements are as follows:

	Group	
	2025 \$'000	2024 \$'000
Property, plant and equipment	88,494	93,434

30. Financial instruments

Financial risk management

Overview

The Group has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. Management is responsible for developing and monitoring the Group's risk management policies. Management reports regularly to the Board of Directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Company's Board of Directors oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Financial instruments (continued)

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with customers of appropriate credit standing and history or buying credit insurance where appropriate to mitigate credit risk. The Group only deals with financial institutions with good credit rating.

The Group monitors its exposure to credit risks arising from sales to trade customers at an on-going basis, and credit evaluations are done on customers that require credit. The credit quality of customers is assessed after taking into account its financial position and past experience with the customers. Cash and fixed deposits are placed in banks and financial institutions with good credit rating.

Concentrations of credit risk with respect to trade receivables are limited due to the Group's large number of customers who are internationally dispersed. Due to these factors, management believes that no additional credit risk beyond the amount of allowance for impairment made is inherent in the Group's trade receivables.

The Group's and the Company's major classes of financial assets are cash and cash equivalents, trade receivables and other receivables (including staff advances).

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments and contract assets is the carrying amount of that class of financial instruments presented on the statement of financial position.

Cash and cash equivalents, other receivables, restricted cash and deposits are subject to immaterial credit loss.

Trade receivables and contract assets

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables and contract assets.

In measuring the expected credit losses, trade receivables and contract assets are grouped according to their credit risk characteristics and days past due.

In calculating the expected credit loss rates, the Group considers historical loss rates for each customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group considers a financial asset and contract asset as in default if the counterparty fails to make contractual payments when they fall due and considering management's expectation based on historical payment trend. Trade receivables and contract assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where receivables are written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Financial instruments (continued)

(a) Credit risk (continued)

The Group's and the Company's credit risk exposure in relation to trade receivables and contract assets under SFRS(I) 9 are as follows:

	Current \$'000	Past due				Total \$'000
		1 to 90 days \$'000	91 to 180 days \$'000	181 to 365 days \$'000	1 year \$'000	
Group						
31 December 2025						
Trade receivables						
- Ship repair and marine engineering	5,198	3,046	3,069	-	-	11,313
- Logistics services	22,403	9,689	616	122	191	33,021
- Property management	12	9	14	14	79	128
	<u>27,613</u>	<u>12,744</u>	<u>3,699</u>	<u>136</u>	<u>270</u>	<u>44,462</u>
31 December 2024						
Trade receivables						
- Ship repair and marine engineering	2,925	2,769	1,220	651	27	7,592
- Logistics services	22,665	6,923	398	269	496	30,751
- Property management	112	64	19	50	351	596
	<u>25,702</u>	<u>9,756</u>	<u>1,637</u>	<u>970</u>	<u>874</u>	<u>38,939</u>

As at 31 December 2025 and 2024, management has identified a group of debtors to be credit-impaired and assessed the recoverability of the outstanding balances separately.

	Group	
	2025 \$'000	2024 \$'000
Gross carrying amount	750	1,285
Less: Loss allowance	(529)	(1,077)
	<u>221</u>	<u>208</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Financial instruments (continued)

(a) Credit risk (continued)

The movements in credit loss allowance are as follows:

	2025 \$'000	2024 \$'000
Balance at beginning of year	1,077	1,113
Reversal of unutilised amounts	(243)	(282)
Changes in credit risk	161	450
Written off	(467)	–
Currency translation differences	1	(204)
Balance at end of year	<u>529</u>	<u>1,077</u>

Based on the above assessment, the remaining trade receivables and contract assets are subject to immaterial credit loss.

Other receivables

The Group's other receivables carried at amortised cost have low risk of default and the debtors have strong capacity to meet contractual cash flows. Hence the loss allowance recognised on these assets are measured at the 12-month expected credit loss. The Group categorise such loan or receivable as a financial asset with low risk of impairment.

Where the interest and/or principal repayments have no reasonable expectation of recovery, or the counterparty is going into administration or bankruptcy or financial reorganisation, the Group classifies such loan or receivable as credit-impaired.

Company

As at 31 December 2025, the Company did not have any loss allowance arising from its financial assets.

Cash at bank and other receivables are subject to immaterial credit loss.

As at 31 December 2025, the Company does not have any financial guarantee as all bank borrowings are fully repaid.

As at 31 December 2024, the Company issued a financial guarantee to a bank for borrowings of a subsidiary amounting to \$20,800,000.

(b) Liquidity risk

The Group adopts prudent liquidity risk management by maintaining sufficient cash and having an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group aims at maintaining flexibility in funding by keeping committed credit facilities available.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Financial instruments (continued)

(b) Liquidity risk (continued)

The table below analyses the maturity profile of the Group's and Company's financial liabilities based on contractual undiscounted cash flows.

	Less than 1 year \$'000	Between 1 and 5 Years \$'000	Over 5 years \$'000
Group			
31 December 2025			
Other financial liabilities*	(38,373)	–	–
Borrowings	(17,168)	(46,834)	(105,168)
31 December 2024			
Other financial liabilities*	(25,938)	–	–
Borrowings	(85,724)	(80,802)	(166,151)
Company			
31 December 2025			
Financial liabilities	(102,006)	–	–
31 December 2024			
Other financial liabilities	(35,708)	–	–
Borrowings	(35,540)	–	–
Intra-group financial guarantee	(20,800)	–	–

* Excludes advances from non-related parties.

(c) Market risk

Currency risk

The Group is not exposed to significant currency risk as the Group's transactions are largely denominated in the functional currencies of the respective subsidiaries of the Group. Foreign currency sensitivity analysis has not been performed as management does not expect any reasonable changes to foreign currency rates to have significant impact on the results of the Group.

Interest rate risks

As at 31 December 2025, the Group is not exposed to significant interest rate risks, as all borrowings were fully repaid during the current financial year.

As at 31 December 2024, the Group's interest rate risk mainly arises from borrowings at variable rates. The Group's and the Company's borrowings at variable rates are denominated mainly in SGD. If the interest rates had been lower or higher by 0.5% with all other variables including tax rate being held constant, the profit after tax of the Group and the Company would have been higher or lower by \$670,000 and \$141,000 respectively as a result of lower or higher interest expense on these borrowings.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Financial instruments (continued)

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings.

Management monitors capital based on the return on shareholders' fund. The return on shareholders' fund was 1.02% per annum for the current financial year ended 31 December 2025 (2024: 1.1% per annum).

The return on shareholders' fund is calculated as net profit/(loss) attributable to equity holders of the Company divided by average shareholders' equity.

The Group and the Company were in compliance with all externally imposed capital requirements for the financial year ended 31 December 2024.

For the financial year ended 31 December 2025, there were no externally imposed capital requirements for the Group or the Company, as there were no borrowings outstanding as at reporting date.

(e) Fair value measurement

The carrying amounts of current financial assets and liabilities carried at amortised cost approximate their fair values due to their short-term nature. The fair value of non-current financial asset carried at amortised cost approximate their fair value as the effects of discounting is not material.

(f) Financial instruments by category

The aggregate carrying amounts of financial assets and financial liabilities at amortised cost are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Financial assets at amortised cost [^]	230,395	91,330	114,706	35,512
Financial liabilities at amortised cost*	131,956	279,981	102,006	69,777

[^] Excludes advances paid to suppliers, staff advances and prepayments.

* Excludes advances from non-related parties.

(g) Offsetting financial assets and financial liabilities

The financial assets and liabilities of the Group and the Company are not subject to enforceable master netting arrangements or similar agreement. Financial assets and liabilities are settled on a gross basis.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. Related party transactions

- (a) The Company is controlled by China COSCO Shipping Corporation Limited (“COSCO Shipping”), the parent group and a state-owned enterprise established in the PRC.

COSCO Shipping itself is controlled by the PRC government, which also owns a significant portion of the productive assets in the PRC. In accordance with SFRS(I) 1-24, other government-related entities and their subsidiaries, directly or indirectly controlled, jointly controlled or significantly influenced by the PRC government are also defined as related parties of the Group.

On that basis, related parties include COSCO Shipping and its subsidiaries, other government-related entities and their subsidiaries directly or indirectly controlled, jointly controlled or significantly influenced by the PRC government, other entities and corporations in which the Company is able to control or exercise significant influence and key management personnel of the Company and COSCO Shipping as well as their close family members. For the purpose of the related party transactions disclosures, the Group applies the exemption on disclosure of related party transactions as allowed under SFRS(I) 1-24. The Group’s transactions with government-related entities and their subsidiaries primarily consists of revenue from ship repair, and marine engineering activities that were carried out based on market terms in the ordinary course of business.

In addition to the related party information and transactions disclosed elsewhere in the consolidated financial statements, the following is a summary of significant related party transactions entered into the ordinary course of business between the Group and its related parties during the financial year.

	Group	
	2025	2024
	\$'000	\$'000
Revenue		
Sales to fellow subsidiaries	13,770	15,699
Service income received from fellow subsidiaries	2,761	2,642
Commission received/receivable from fellow subsidiaries	50	48
Expenditure		
Purchases from fellow subsidiaries	2,793	5,922
Rental paid/payable to fellow subsidiaries	803	453
Service expenses paid/payable to fellow subsidiaries	8	9
Interest paid/payable to a fellow subsidiary	125	–

Outstanding balances as at 31 December 2025, arising from sales or purchases of services and receivables/payables from/to fellow subsidiaries, are set out in Note 10 and 18 respectively.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. Related party transactions (continued)

- (b) Key management personnel compensation

Key management personnel compensation is as follows:

	Group	
	2025 \$'000	2024 \$'000
Salaries and other short-term benefits	1,876	2,659
Directors' fees of the Company	245	245
	2,121	2,904

Included in the above was total compensation to directors of the Company amounting to \$939,000 (2024: \$1,167,000).

32. Segment information

The President is the Group's chief operating decision maker ("CODM"). Management has determined the operating segments based on the reports reviewed by the CODM that are used to make strategic decisions.

The key management considers the business from the business segment perspective. The operations relate to segments which derive revenue from shipping, ship repair and marine engineering activities, logistics and property management.

Operating segments

At 31 December 2025 and 2024, the Group is organised into the following main reportable segments (activities):

- i. Logistics management services: relates to logistics handling services, transportation management, container repairs and maintenance services, container depot storage services, and warehousing storage services;
- ii. Ship repair, and marine engineering activities: relates to ship repairing, marine engineering, container repairs and services, fabrication works services and production of marine outfitting components projects;
- iii. Property management: relates to provision of property asset management services; and
- iv. Shipping: relates to dry bulk shipping, primarily focusing on voyage charter and time charter arrangements.

No operating segments have been aggregated to form the above reportable operating segments. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Segment information (continued)

The segment information provided to the key management for the reportable segments is as follows:

	Logistics management services \$'000	Ship repair, and marine engineering activities \$'000	Property management services \$'000	Shipping \$'000	Unallocated items \$'000	Total \$'000
Group						
31 December 2025						
Sales						
- External sales	165,541	26,278	2,180	-	-	193,999
- Inter-segment sales	-	-	182	-	-	182
	165,541	26,278	2,362	-	-	194,181
Elimination						(182)
						193,999
Segment results	17,603	3,589	965	-	(6,652)	15,505
Interest income	777	73	-	-	918	1,768
Finance expense	(6,511)	(43)	-	-	(932)	(7,486)
Share of profit/(loss) of associates	4,693	-	-	(347)	-	4,346
Profit/(loss) before income tax	16,562	3,619	965	(347)	(6,666)	14,133
Income tax expense						(5,046)
Net profit						9,087
Other segment items						
Amortisation of intangible assets	4,042	-	-	-	-	4,042
Depreciation of property, plant and equipment	33,311	1,084	123	-	19	34,537
Depreciation of investment properties	353	-	734	-	-	1,087
Impairment loss reserved on trade receivables	(82)	-	-	-	-	(82)
Capital expenditure						
Additions to property, plant and equipment	35,759	407	-	-	9	36,175
Additions to investment properties	-	-	27	-	-	27
Segment assets	763,345	31,490	13,011	-	115,806	923,652
Associates	23,967	-	-	32,689	-	56,656
Consolidated total assets						980,308
Segment liabilities	183,007	10,771	1,590	-	3,857	199,225
Consolidated total liabilities						199,225
Consolidated net assets						781,083

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Segment information (continued)

	Logistics management services \$'000	Ship repair, and marine engineering activities \$'000	Property management services \$'000	Shipping \$'000	Unallocated items \$'000	Total \$'000
Group						
31 December 2024						
Sales						
- External sales	149,867	20,139	2,910	-	-	172,916
- Inter-segment sales	-	-	542	-	-	542
	149,867	20,139	3,452	-	-	173,458
Elimination						(542)
						172,916
Segment results	17,019	3,755	1,094	-	(6,742)	15,126
Interest income	85	106	-	-	774	965
Finance expense	(9,860)	(45)	-	-	(1,604)	(11,509)
Share of profit of associates	4,114	-	-	787	-	4,901
Profit/(loss) before income tax	11,358	3,816	1,094	787	(7,572)	9,483
Income tax expense						(2,842)
Net profit						6,641
Other segment items						
Amortisation of intangible assets	4,031	-	-	-	-	4,031
Depreciation of property, plant and equipment	29,536	1,128	124	-	18	30,806
Depreciation of investment properties	319	-	748	-	-	1,067
Impairment loss recognised on trade and other receivables	168	-	-	-	-	168
Capital expenditure						
Additions to property, plant and equipment	33,847	496	8	-	17	34,368
Additions to investment properties	-	-	456	-	-	456
Segment assets	728,297	25,099	14,020	-	17,618	785,034
Associates	24,423	-	-	36,742	-	61,165
Consolidated total assets						846,199
Segment liabilities	298,076	5,923	3,232	-	37,594	344,825
Consolidated total liabilities						344,825
Consolidated net assets						501,374

Sales between segments are carried out at terms agreed between the relevant parties. The revenue from external parties reported to the CODM is measured in a manner consistent with that in the consolidated profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. Segment information (continued)

Segment assets consist primarily of property, plant and equipment, intangible assets, investment properties, deferred tax assets, inventories, contract assets, trade and other receivables, current tax receivables, and cash and cash equivalents.

Segment liabilities consist primarily of trade and other payables, provisions, current tax liabilities, and deferred tax liabilities.

Capital expenditure represents capital additions to property, plant and equipment (Note 4) and investment properties (Note 6).

Geographical information

The Group's business segments operate in two main geographical areas:

1. Singapore - the operations in this area are principally in ship repair and marine engineering related activities, logistics activities, property management; and
2. Malaysia - the operations in this area are principally in logistics activities.

Sales are based on the country in which the services are rendered to the customers. Non-current assets (other than deferred tax assets) are shown by the geographical area where the assets are located.

	Sales		Non-current assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore	167,634	148,494	667,021	674,415
Malaysia	26,365	24,422	77,713	74,855
	193,999	172,916	744,734	749,270

Major customer

Revenue of approximately \$18,892,000 (2024: \$33,947,000) are derived from one (2024: one) single external customer. These revenues are attributable to the Singapore Logistics segment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. Arbitration proceeding

Please refer to the prior year annual report for details of the background to, and developments in the arbitration proceedings as of 31 December 2024.

On 26 May 2025, the Company filed Winding Up applications against the same crane specialist, which was accepted by the Singapore Courts on 29 May 2025. Due to the crane specialist appointing their solicitor shortly before the slated hearing date, during the initial hearing slated on 20 June 2025, the Court granted a three-week adjournment of the winding up hearing in order for the crane specialist to have sufficient time to seek legal advice from their solicitor and consider the viability of restructuring efforts.

On 17 July 2025, the Company was informed that the crane specialist had filed for an application for moratorium protection to propose a scheme of restructuring its debts. Due to such filing, an automatic moratorium of 30 days was applied, resulting in adjournment of the winding up hearing. From 25 August 2025 until 31 December 2025, the crane specialist applied for and was awarded various rounds of extensions of the moratorium to work out and provide submissions for further details of the scheme, which were granted by the Court. The Company's winding up application was adjourned accordingly due to the extension of moratorium periods.

34. Comparative information

- (a) The financial statements for the year ended 31 December 2024 were audited by another firm of Chartered Accountants whose report dated 7 March 2025 expressed an unmodified opinion on those financial statements.
- (b) As at 31 December 2025, the Group presented contract assets and trade receivables as separate financial statement captions to enhance comparability. Accordingly, comparative information for contract assets, amounting to \$929,000, have been re-presented in the Group's consolidated statement of financial position to align with the current year's presentation. This revised presentation had no impact on the Group's consolidated statement of profit or loss or consolidated statement of cash flows.

Five – Year Summary

	Note	2021	2022	2023	2024	2025
		\$'000	\$'000	\$'000	\$'000	\$'000
PROFIT OR LOSS						
Sales		198,463	185,643	178,710	172,916	193,999
Profit/(loss) before income tax		34,517	(84,563)	5,655	9,483	14,133
Income tax expense		(3,674)	(3,197)	(3,027)	(2,842)	(5,046)
Total profit/(loss)		30,843	(87,760)	2,628	6,641	9,087
Profit/(loss) attributable to:		30,112	(88,600)	1,900	5,474	7,939
- Equity holders of the Company		731	840	728	1,167	1,148
- Non-controlling interests		30,843	(87,760)	2,628	6,641	9,087

	Note	2021	2022	2023	2024	2025
		\$'000	\$'000	\$'000	\$'000	\$'000
BALANCE SHEET						
Share Capital		270,608	270,608	270,608	270,608	543,402
Statutory and other reserves		34,924	38,386	34,550	38,484	37,304
Retained earnings/(Accumulated loss)		268,628	180,028	181,928	187,402	195,341
Non-controlling interests		11,050	3,736	3,936	4,880	5,036
Total Equity		585,210	492,758	491,022	501,374	781,083
Trade and other receivables		424	379	374	770	374
Investment in associated companies		55,251	58,803	55,510	61,165	56,656
Investment properties		40,793	28,387	22,252	22,297	21,725
Property, plant and equipment		696,205	669,916	651,491	657,610	662,172
Intangible assets		119,411	16,281	12,180	8,198	4,181
Deferred income tax assets		10	111	171	245	366
Current assets		161,441	152,150	114,360	95,914	234,834
Current liabilities		(130,125)	(72,216)	(67,606)	(113,303)	(60,952)
Non-current liabilities		(358,200)	(361,053)	(297,710)	(231,522)	(138,273)
Net Assets		585,210	492,758	491,022	501,374	781,083

RATIOS

Basic earnings/(loss) per share (cents)	1	1.30	(3.96)	0.08	0.24	0.18
Net tangible assets per share (cents)		20.1	20.9	21.0	21.8	17.2
Gearing ratio (Net of Cash)	2	0.4	0.5	0.4	0.4	(0.1)

Notes:

- Basic earnings/(loss) per share is calculated as net profit/(loss) attributable to equity holders of the company divided by the weighted average number of ordinary shares issued in the financial year.
- Gearing ratio (Net of Cash) is derived by taking total borrowings, net of cash and cash equivalents, over the shareholders' funds.

Shareholding Statistics

As at 16 March 2026

Number of Shares in Issue	:	4,478,489,908
Class of Shares	:	Ordinary shares
Voting Rights	:	On a Poll: 1 vote for each ordinary share
Number of Treasury Shares	:	Nil
Number of Subsidiary Holdings	:	Nil

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 16 MARCH 2026

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS		NO. OF SHARES	
		%		%
1 - 99	29	0.12	1,128	0.00
100 - 1,000	1,788	7.64	1,704,006	0.04
1,001 - 10,000	11,891	50.79	66,518,450	1.49
10,001 - 1,000,000	9,608	41.03	684,548,015	15.28
1,000,001 and above	98	0.42	3,725,718,309	83.19
Total	23,414	100.00	4,478,489,908	100.00

SUBSTANTIAL SHAREHOLDERS AS AT 16 MARCH 2026

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
China Ocean Shipping Company Limited	3,119,560,454	69.66	–	–
China COSCO Shipping Corporation Limited*	–	–	3,119,560,454	69.66

* China COSCO Shipping Corporation Limited is deemed interested in the shares held by China Ocean Shipping Company Limited.

Shareholding Statistics

As at 16 March 2026

TWENTY LARGEST SHAREHOLDERS AS AT 16 MARCH 2026

	NAME OF SHAREHOLDER	NO OF SHARES	%
1	CHINA OCEAN SHIPPING COMPANY LIMITED	3,119,560,454	69.66
2	CITIBANK NOMINEES SINGAPORE PTE LTD	74,302,619	1.66
3	DBS NOMINEES PTE LTD	72,712,082	1.62
4	DBSN SERVICES PTE LTD	33,324,026	0.74
5	RAFFLES NOMINEES (PTE) LIMITED	31,817,078	0.71
6	OCBC SECURITIES PRIVATE LTD	29,651,924	0.66
7	PHILLIP SECURITIES PTE LTD	28,519,983	0.64
8	UNITED OVERSEAS BANK NOMINEES PTE LTD	26,618,908	0.59
9	UOB KAY HIAN PTE LTD	24,297,538	0.54
10	OCBC NOMINEES SINGAPORE PTE LTD	19,387,769	0.43
11	MAYBANK SECURITIES PTE. LTD.	18,433,100	0.41
12	YU YONGJUN	13,500,000	0.30
13	TAY BOON HUAT	12,730,200	0.28
14	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	12,281,430	0.27
15	IFAST FINANCIAL PTE LTD	9,825,534	0.22
16	YAP BEO GIAP	9,450,000	0.21
17	CHUA LIAK CHNG	8,064,000	0.18
18	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	7,787,200	0.17
19	LEE FOOK CHOY	7,366,000	0.16
20	TAN CHENG HWEE OR TAN CHIEW PENG	7,100,000	0.16
	Total	3,566,729,845	79.61

SHARES HELD BY PUBLIC

Based on the information available and to the best knowledge of the Company as at 16 March 2026, approximately 30.34% of the ordinary shares of the Company are held by the public. The Company is therefore in compliance with Rule 723 of the SGX-ST Listing Manual.

Notice Of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Annual General Meeting (“**AGM**”) of COSCO SHIPPING International (Singapore) Co., Ltd. (the “**Company**”) will be held at Level 3, Meeting Rooms 331-332, Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Singapore 039593 on Monday, 27 April 2026 at 2.00 p.m. to transact the following business:

AS ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors’ Statement and the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a first and final tax exempt (one-tier) dividend of S\$0.00089 per ordinary share for the financial year ended 31 December 2025. **(Resolution 2)**
3. To approve payment of Directors’ Fees of S\$245,000 for the financial year ended 31 December 2025. (2024: S\$245,000) **(Resolution 3)**
4. To re-elect Mr Lim Lee Meng, who is retiring as a Director pursuant to Article 101 of the Company’s Constitution, and being eligible, offers himself for re-election. **(Resolution 4)**
(See *Explanatory Note 1*)
5. To re-elect Mr Jiang Kai, who is retiring as a Director pursuant to Article 105 of the Company’s Constitution, and being eligible, offers himself for re-election. **(Resolution 5)**
(See *Explanatory Note 2*)
6. To re-appoint Messrs. KPMG LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following as Ordinary Resolutions, with or without modifications:

7. **Authority to Allot and Issue Shares** **(Resolution 7)**

“That pursuant to Section 161 of the Companies Act 1967 and the Listing Manual of Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), authority be and is hereby given to the Directors of the Company to:

- (A) (i) issue shares in the capital of the Company whether by way of bonus, rights or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit;

Notice Of Annual General Meeting

- (B) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided always that:

- (a) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) does not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) of the Company (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of shares to be issued other than on a pro rata basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) shall not exceed 20% of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) of the Company (as calculated in accordance with sub-paragraph (b) below);
- (b) (subject to such manner of calculation and adjustments as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (a) above, the percentage of issued shares (excluding treasury shares and subsidiary holdings, if any) shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) of the Company at the time this Resolution is passed, after adjusting for:
- (i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time this resolution is passed; and
- (ii) any subsequent bonus issue, consolidation or subdivision of shares,
- (c) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (d) unless revoked or varied by the Company in general meeting, such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.”

(See Explanatory Note 3)

Notice Of Annual General Meeting

8. **Proposed Renewal of Shareholders' Mandate for Interested Person Transactions** (Resolution 8)

“That:

- (i) approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual of the SGX-ST (“**Chapter 9**”), for the Company, its subsidiaries and associated companies that are considered to be “entities at risk” under Chapter 9, or any of them, to enter into any of the transactions falling within the types of interested person transactions, particulars of which are set out in the Appendix to Shareholders (“**Appendix**”) with any party who is of the classes of interested persons described in the Appendix, provided that such transactions are made in the ordinary course of business and on normal commercial terms, will not be prejudicial to the interests of the Company and its minority shareholders and in accordance with the review procedures for interested person transactions as set out in the Appendix;
- (ii) the Audit and Risk Management Committee of the Company be and is hereby authorised to take such actions as it deems proper in respect of such procedures and/or to modify or implement such procedures as may be necessary to take into consideration any amendment to Chapter 9 which may be prescribed by SGX-ST from time to time;
- (iii) the Directors be and are hereby authorised to complete and do all such acts and things (including, without limitation, executing all such documents as may be required) as they may consider expedient or necessary or in the interest of the Company to give effect to this Resolution; and
- (iv) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next AGM or the date by which the next AGM is required by law to be held, whichever is earlier.”

(See *Explanatory Note 4*)

9. **Authority to Allot and Issue Shares under the COSCO SHIPPING Group Executives Share Option Scheme 2020** (Resolution 9)

“That approval be and is hereby given to the Directors to offer and grant options in accordance with the provisions of the COSCO SHIPPING Group Executives Share Option Scheme 2020 (the “**Option Scheme**”) and allot and issue and/or transfer from time to time such number of shares in the capital of the Company as may be required to be issued and/or transferred pursuant to the exercise of options under the Option Scheme and do all such acts and things as may be necessary or expedient to carry the same into effect, provided always that the aggregate number of shares to be allotted and issued pursuant to the Option Scheme and other share-based incentive scheme(s) of the Company shall not exceed 10% of the total number of issued shares in the capital of the Company from time to time (excluding treasury shares and subsidiary holdings, if any).”

(See *Explanatory Note 5*)

10. **To transact any other business which may be properly transacted at an AGM.**

Notice Of Annual General Meeting

RECORD DATE AND PAYMENT DATE

NOTICE IS HEREBY GIVEN that the Share Transfer Books and the Register of Members of the Company will be closed at **5.00 p.m.** on **11 May 2026** for the purpose of determining shareholders' entitlements to the proposed first and final tax exempt (one-tier) dividend of 0.089 Singapore cents per ordinary share for the financial year ended 31 December 2025.

Duly completed registrable transfers in respect of the shares in the Company received up to close of business at **5.00 p.m.** on **11 May 2026** by the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619, will be registered to determine shareholders' entitlements to the proposed first and final dividend.

Shareholders whose Securities Accounts with The Central Depository (Pte) Limited are credited with ordinary shares of the Company as at **5.00 p.m.** on **11 May 2026** will be entitled to the first and final dividend.

The proposed first and final dividend, if approved by shareholders at the Annual General Meeting, will be paid on **25 May 2026**.

BY ORDER OF THE BOARD

Lee Wei Hsiung
Loo Shi Yi
Company Secretaries
Singapore, 2 April 2026

EXPLANATORY NOTES:

1. Mr Lim Lee Meng will, upon re-election as a Director of the Company, continue to serve as the Lead Independent Director, the Chairman of the Audit and Risk Management Committee, and a member of the Nominating, Remuneration, and Strategic and Sustainable Development Committees; and will be considered independent for the purpose of Rule 704(8) of the Listing Manual of the SGX-ST. Please refer to the "Information on Director seeking Re-election" section of the Annual Report of the Company for detailed information required pursuant to Rule 720(6) of the Listing Manual.
2. Mr Jiang Kai will, upon re-election as a Director of the Company, continue to serve as a member of the Strategic and Sustainable Development Committee. Please refer to the "Information on Director seeking Re-election" section of the Annual Report of the Company for detailed information required pursuant to Rule 720(6) of the Listing Manual.
3. The Ordinary Resolution 7 proposed above, if passed, will empower the Directors from the date of the above AGM until the next AGM to issue shares and/or convertible securities in the capital of the Company up to an amount not exceeding in aggregate 50% of the issued shares in the capital of the Company of which the total number of shares and convertible securities issued other than on a pro-rata basis to existing shareholders shall not exceed 20% of the issued shares in the capital of the Company at the time the Resolution is passed, for such purposes as they consider would be in the interests of the Company. This authority will, unless revoked or varied at a general meeting, expire at the next AGM.
4. The Ordinary Resolution 8 proposed above, if passed, will renew the existing Shareholders' Mandate to allow the Company, its subsidiaries and associated companies or any of them to enter into certain interested person transactions with person who are considered "Interested Persons" as defined in Chapter 9 of the Listing Manual of the SGX-ST.

The Company's Audit and Risk Management Committee has confirmed that (i) the methods and procedures for determining the transaction prices under the Shareholders' Mandate for Interested Person Transactions (described in Schedule 2 of the Appendix to Shareholders), have not changed since the Shareholders' Mandate was renewed at the last AGM on 28 April 2025; and (ii) that the said methods and procedures are sufficient to ensure that the Interested Person Transactions will be carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders.

Notice Of Annual General Meeting

5. The Ordinary Resolution 9 proposed above, if passed, will authorise and empower the Directors to offer and grant options in accordance with the provisions of the Option Scheme and allot and issue and/or transfer from time to time such number of shares in the capital of the Company as may be required to be issued and/or transferred pursuant to the exercise of options under the Option Scheme and do all such acts and things as may be necessary or expedient to carry the same into effect, provided always that the aggregate number of shares to be allotted and issued pursuant to the Option Scheme and other share-based incentive scheme(s) of the Company shall not exceed 10% of the total number of issued shares in the capital of the Company from time to time (excluding treasury shares and subsidiary holdings, if any). This authority is in addition to the general authority to issue shares sought under Ordinary Resolution 7.

NOTES:

1. The AGM will be held, in a wholly physical format, at the venue, date and time stated above. Members, including CPF and SRS investors, and (where applicable) duly appointed proxies or representatives will be able to ask questions and vote at the AGM by attending the AGM in person. **There will be no option for the members to participate virtually.**
2. Printed copies of this Notice and the accompanying proxy form will be sent by post to the members. These documents will also be published on the SGX website at <https://www.sgx.com/securities/company-announcements> and on the Company's website at <http://coscoshipping.listedcompany.com/home.html>.
3.
 - (a) A member who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such member's instrument appointing a proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.
 - (b) A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

"**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.
4. A proxy need not to be a member of the Company. A member may choose to appoint the Chairman of the Meeting as his/her/its proxy.
5. The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:
 - (a) if submitted personally or by post, be lodged with the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619; or
 - (b) if submitted electronically via email, be submitted to the Company's Share Registrar at Cosco-proxy@vistra.com

in either case, by **2.00 p.m. on 24 April 2026** (being 72 hours before the time appointed for the AGM).
6. CPF and SRS investors:
 - (a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operations if they have any queries regarding their appointment as proxies; or
 - (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on 15 April 2026**.
7. The instrument of proxy must be signed by the appointor or his attorney duly authorised in writing. In the case of joint shareholders, all holders must sign the instrument of proxy.
8. Members, including CPF and SRS investors, may submit questions relating to the resolutions to be tabled for approval at the AGM no later than **5.00 p.m. on 15 April 2026**:
 - (a) via email at Cosco-proxy@vistra.com; or
 - (b) by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619.

When sending in the questions, members should provide the following details; (a) the member's full name; and (b) his/her/its identification/registration number, (c) contact for verification purposes; and (d) the manner in which the member holds shares in the Company (e.g. via CDP, CPF, SRS and/or scrip), for verification purposes.

Notice Of Annual General Meeting

9. The Company will address all substantial and relevant questions received from members by publishing its responses to such questions on the Company's website and the SGX website either by 21 April 2026, being at least 48 hours prior to the closing date and time for the lodgement of instruments appointing a proxy(ies), or at the AGM. Should there be subsequent clarification sought or follow-up comments and queries received after the deadline for the submission of questions on 15 April 2026, the Company will address those substantial and relevant comments and queries prior to the AGM either through publication on the Company's corporate website and the SGX website, or at the AGM.
10. The Annual Report 2025, Notice of AGM, Proxy Form, Request Form and the Appendix to Shareholders dated 2 April 2026 (in relation to the proposed renewal of shareholders' mandate for Interested Person Transactions) may be assessed at the Company's corporate website at <http://coscoshipping.listedcompany.com/home.html>. These documents will also be made available on the SGX website at <https://www.sgx.com/securities/company-announcements>. Members may request printed copies of these documents by completing and submitting the request form sent to them by post together with printed copies of this Notice of AGM and the accompanying proxy form.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM of the Company and/or any adjournment thereof and/or submitting any question to the Company in advance of the AGM in accordance with this Notice, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing and administration by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM of the Company (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM of the Company (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines and (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

This page has been intentionally left blank.



中远海运国际（新加坡）有限公司
COSCO SHIPPING INTERNATIONAL (SINGAPORE) CO., LTD.
 (Incorporated in the Republic of Singapore)
 (Company Registration No.: 196100159G)

PROXY FORM
ANNUAL GENERAL MEETING

IMPORTANT:

- The Annual General Meeting ("AGM") will be held, in a wholly physical format, at the venue, date and time stated below. There will be no option for members to participate virtually.
- This Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF and SRS investors. CPF and SRS investors:
 - may vote at the AGM if they are appointed as proxies by the respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have queries regarding their appointments as proxies; or
 - may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 15 April 2026.
- Please read the notes overleaf which contain instructions on, inter alia, the appointment of a proxy.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 2 April 2026.

I/We, _____ (Name) _____ (NRIC/Passport No./UEN.)

of _____ (Address)

being a member/members of **COSCO SHIPPING INTERNATIONAL (SINGAPORE) CO., LTD.** (the "Company"), hereby appoint:

Name	NRIC/Passport No.	Proportion of Shareholdings (%)	
		No. of Shares	%
Address			

and/or (delete as appropriate)

Name	NRIC/Passport No.	Proportion of Shareholdings (%)	
		No. of Shares	%
Address			

or failing the person, or either both the persons, referred to above, the Chairman of the AGM, as my/our proxy/proxies to vote for me/us on my/our behalf at the AGM of the Company to be held at Level 3, Meeting Rooms 331-332, Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Singapore 039593 on Monday, 27 April 2026 at 2.00 p.m. and at any adjournment thereof.

I/We direct my/our proxy/proxies to vote "For" or "Against" the relevant resolution to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any item arising not summarized below, the proxy/proxies will vote/abstain from voting at his/her discretion.

No.	Ordinary Resolutions	For*	Against*	Abstain*
Ordinary Business				
1.	Adoption of Directors' Statement, Audited Financial Statements and Auditors' Report for the financial year ended 31 December 2025.			
2.	Declaration of a first and final dividend.			
3.	Approval of Directors' Fees of S\$245,000 for the financial year ended 31 December 2025.			
4.	Re-election of Mr Lim Lee Meng as a Director.			
5.	Re-election of Mr Jiang Kai as a Director.			
6.	Re-appointment of Messrs. KPMG LLP as Auditor.			
Special Business				
7.	Authority to allot and issue new shares pursuant to Section 161 of the Companies Act 1967.			
8.	Renewal of Shareholders' Mandate for Interested Person Transactions.			
9.	Authority to allot and issue shares pursuant to COSCO SHIPPING Group Executives Share Option Scheme 2020.			

* If you wish your proxy to cast all your votes "For" or "Against" a resolution, please indicate with an "X" or a "√" in the relevant box provided. Alternatively, please indicate the number of votes "For" or "Against" each resolution. If you wish your proxy to "Abstain" from voting on a resolution, please indicate an "X" or a "√" in the "Abstain" box. Alternatively, please indicate the number of shares that your proxy(ies) is/are directed to abstain from voting. In any other case, the proxy(ies) may vote or abstain as the proxy(ies) deem(s) fit on any of the above resolutions if no voting instruction is specified.

Dated this _____ day of _____ 2026

Total No. of Shares Held

Signature(s) of member(s) or
 Common Seal of Corporate Member

IMPORTANT: Please Read Notes Overleaf.



NOTES:

1. A member should insert the total number of shares held. If the Member has shares entered against his/her name in the Depository Register (maintained by The Central Depository (Pte) Limited), he should insert that number of shares. If the member has shares registered in his/her name in the Register of Members (maintained by or on behalf of the Company), he/she should insert that number of shares. If the member has shares entered against his/her name in the Depository Register and registered in his/her name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by the Member.
2. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
(b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.

3. A proxy need not be a member of the Company. A member may choose to appoint Chairman of the AGM as his/her/its proxy.
4. Completion and return of this instrument appointing a proxy or proxies shall not preclude a member from attending, speaking and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the Meeting.
5. A member who wishes to appoint a proxy(ies) must complete the proxy form and submit the proxy form in the following manner:
 - (a) If submitted personally or by post, be lodged at the office of the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619; or
 - (b) if submitted electronically via email, be submitted to the Company's Share Registrar at Cosco-proxy@vistra.com

in either case, by **2.00 p.m.** on **24 April 2026**, being 72 hours before the time appointed for holding the AGM.

6. The instrument appointing a proxy(ies) must be under the hand of the appointer or of his attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing a proxy(ies) is signed on behalf of the appointer by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged together with the instrument, failing which the instrument may be treated as invalid.
7. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act 1967.
8. The Company shall be entitled to reject the instrument appointing a proxy(ies) if it is incomplete, improperly completed or illegible or where the true intentions of the appointer are not ascertainable from the instructions of the appointer specified in the instrument appointing a proxy(ies) (including any related attachment). In addition, in the case of members whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing the Chairman of the Meeting as proxy lodged or submitted if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.



COSCO SHIPPING International (Singapore) Co., Ltd.

中远海运国际（新加坡）有限公司

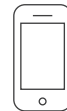
(Incorporated in the Republic of Singapore)
(Company Registration No.: 196100159G)

30 Cecil Street
#26-01 Prudential Tower
Singapore 049712

Telephone: +65 6885 0888
Facsimile: +65 6885 0858
Email: enquiry@coscoshipping.com.sg
Website: <https://www.coscoshipping.com.sg>



Official website



Scan the QR code,
for more contents!