



Sustainability Report 2025



International
Container Terminal
Services, Inc.

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About the Cover



Efficient global trade relies on coordination across ports, shipping routes, and inland transport networks. Each terminal in our portfolio operates within its local market while remaining part of an integrated global platform guided by consistent standards, disciplined execution, and long-term concession partnerships.

Subtle light streaks trace the movement of vessels and trade routes, illustrating the shared pathways that connect our operations across regions. These converging lines reflect how infrastructure, systems, and stakeholders come together within a single terminal to enable the steady flow of goods.

In a year marked by policy shifts and economic volatility, the image underscores stability through alignment. It reflects our commitment to operational continuity, responsible growth, and governance practices that sustain long-term progress across the ICTSI network.

About the Report

We present the International Container Terminal Services, Inc. (ICTSI) 2025 Sustainability Report, outlining how environmental, social, and governance (ESG) considerations are embedded in our operations, governance, and decision-making processes.

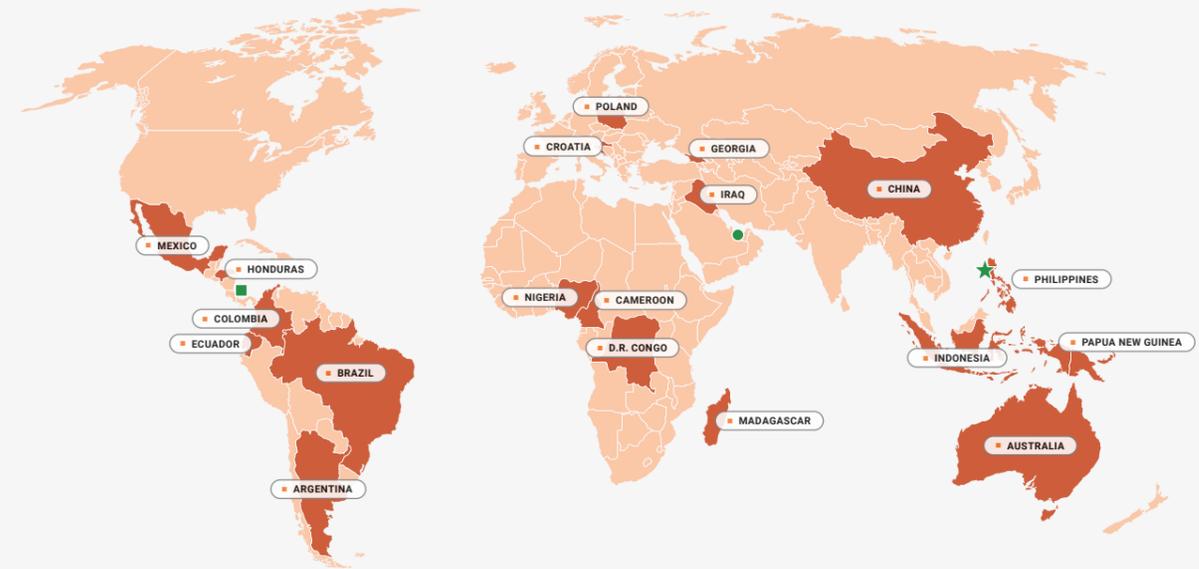
Building on prior reporting cycles, this 2025 report reflects our continued efforts to identify and manage our material ESG impacts, risks, and opportunities, supporting ICTSI's long-term resilience and contribution to sustainable development across our global network of terminals.

Report Framework

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, aligned with the United Nations Sustainable Development Goals (SDGs), and guided by the Securities and Exchange Commission (SEC) Sustainability Reporting Guidelines for Publicly Listed Companies. These frameworks guide the report's structure and disclosures and support transparent, consistent, and comparable sustainability reporting.

Scope and Boundary

This report covers the operations of thirty-one (31) of ICTSI's terminals for the period 1 January to 31 December 2025. Two terminals are excluded from the reporting boundary: Batu Ampar Container Terminal (BACT) in Indonesia, which commenced operations during the year, and Sociedad Puerto Industrial de Aguadulce (SPIA) in Colombia, whose financial statements are not consolidated by ICTSI. Environmental disclosures, however, include SPIA, consistent with ICTSI's commitment to present a comprehensive view of its environmental footprint across operationally controlled terminals.



Ports Covered in This Report

1. Adriatic Gate Container Terminal (AGCT), Croatia
2. Baltic Container Terminal (BCT), Poland
3. Basra Gateway Terminal (BGT), Iraq
4. Batumi International Container Terminal (BICT), Georgia
5. Bauan International Port (BIP), Philippines
6. Cavite Gateway Terminal (CGT), Philippines
7. CLIA Logistica Inteligente, Minas Gerais, Brazil
8. Contecon Guayaquil (CGSA), Ecuador
9. Contecon Manzanillo (CMSA), Mexico
10. East Java Multipurpose Terminal (EJMT), Indonesia
11. ITracker (ITR), Brazil
12. Kribi Multipurpose Terminal (KMT), Cameroon
13. Laguna Gateway Inland Container Terminal (LGICT), Philippines
14. Madagascar International Container Terminal (MICTSL), Madagascar
15. Manila Harbor Center (MHCSP), Philippines
16. Manila International Container Terminal (MICT), Philippines
17. Matadi Gateway Terminal (MGT), D.R. Congo
18. Mindanao Container Terminal (MICTSI), Philippines
19. Motukea International Terminal (MIT), Papua New Guinea
20. NorthPort (MNPH), Philippines
21. Onne Multipurpose Terminal (OMT), Nigeria
22. Puerto Cortés (OPC), Honduras
23. Rio Brasil Terminal (RBT), Brazil
24. Sociedad Puerto Industrial de Aguadulce (SPIA), Colombia*
25. South Cotabato Integrated Port (SCIPSI), Philippines
26. South Pacific International Container Terminal (SPICT), Papua New Guinea
27. Subic Bay International Terminals (SBITC), Philippines
28. Tecon Suape, Brazil
29. TecPlata, Argentina
30. Victoria International Container Terminal (VICT), Australia
31. Visayas Container Terminal (VCT), Philippines
32. Yantai International Container Terminals (YICT), China

*SPIA is included in environmental disclosures for the reporting period, consistent with ICTSI's operational control consolidation approach and aligned with the GHG Protocol.

Notes

To support transparency and comparability, topic-specific disclosures with available 2024 and 2025 data for topic-specific disclosures are presented side-by-side. Explanatory notes are included where relevant to clarify restatement, methodologies, assumptions, and limitations.

The 2025 data disclosures primarily reflect the performance of the Company's thirty (30) organic operating terminals. This report also references sustainability policies, standards, systems, and practices across other operations, reflecting ongoing efforts to strengthen a consistent Group-wide approach.

We continue to improve our data governance, collection, and validation processes to enhance

the quality, consistency, and usefulness of disclosures. This report provides balanced and accessible information on material sustainability topics, impacts, and performance. Related ICTSI reports are made available online as released and distributed to relevant stakeholders, lenders, and regulators across its Philippine and global operations.

This report includes forward-looking statements on the Company's objectives, expectations, and projected performance. These statements are subject to risks and uncertainties, and actual results may differ materially due to factors such as economic conditions, regulatory developments, and other external factors affecting operations.

Stakeholder Identification and Management

As a transnational port operator in the maritime transportation sector, ICTSI operates within a complex ecosystem of port users and value chain partners, including shipping lines, cargo owners, suppliers, regulators, and host communities. These interdependencies reinforce the importance of effective stakeholder identification and engagement

in supporting operational resilience, managing risk, and enabling long-term value creation.

Our Stakeholder Engagement Map, developed through ongoing engagement across our global operations, guides the systematic identification and management of key stakeholders across

the public and private sectors, as well as civil society and local communities. It strengthens understanding of stakeholder priorities, builds trust-based relationships, and informs decision-making, ensuring the Company remains responsive and aligned with sustainable value creation.

Stakeholders Engagement Map

STAKEHOLDER CATEGORY	ENGAGEMENT CHANNELS AND PLATFORMS	KEY TOPICS AND CONCERNS RAISED	RESPONSE MECHANISM
PUBLIC SECTOR	<ul style="list-style-type: none"> Website Direct communication Annual audited financial statements Annual corporate governance report Annual, quarterly, and monthly reports Annual Sustainability Report Disclosures and other required reports Media releases 	<ul style="list-style-type: none"> Concession matters Regulatory and reportorial requirements EESG performance 	<ul style="list-style-type: none"> Regulatory compliance submissions and timely reporting Policy consultations and technical meetings Participation in government forums and working groups Transparent disclosure of ESG and operational information
PORT USERS	<ul style="list-style-type: none"> Website Client online dashboard ICTSI App 24/7 web-based communication systems Quarterly customer satisfaction survey Customer care local hotline Weekly client visits and virtual tours (priority customers and other stakeholders) Monthly association meetings Quarterly trainings and seminars Annual customer appreciation/thanksgiving events Annual Sustainability Report 	<ul style="list-style-type: none"> Customer satisfaction System issues Billing issues Operational issues Health and safety protocols Digitization of port processes EESG performance 	<ul style="list-style-type: none"> 24/7 customer service and digital helpdesk Regular Port Users meetings Service-level monitoring and performance dashboards Customer surveys and direct feedback sessions
EMPLOYEES	<ul style="list-style-type: none"> Direct meetings Website Employee newsletters/bulletins Ad hoc correspondence Quarterly Ugnayan sa Pantalan Annual employee relations activities CBA (every five years) Volunteering activities in coordination with the ICTSI Foundation (IF) Other employment engagement activities 	<ul style="list-style-type: none"> Performance management Employee welfare Labor-management relations Health and safety protocols 	<ul style="list-style-type: none"> Grievance channels (HR hotline, anonymous reporting) Town halls, team meetings, and toolbox talks Engagement surveys and feedback loops Access to training, welfare, and EAP programs
SHAREHOLDERS	<ul style="list-style-type: none"> Website Quarterly Investors' Briefing Investor (Equity) Conferences Direct communication with investors Annual Shareholders Meeting Annual Audited Financial Statements Annual Sustainability Report Annual Corporate Governance Report Interim Quarterly Unaudited Financial Statements 	<ul style="list-style-type: none"> Quarterly and year-to-date consolidated financial and operational performance of existing portfolio Performance of existing/organic terminals Status of new projects Prospects and projects in the pipeline EESG performance 	<ul style="list-style-type: none"> Annual General Meetings and investor briefings Quarterly financial and ESG disclosures Direct access to Investor Relations Timely communication on material developments

STAKEHOLDER CATEGORY	ENGAGEMENT CHANNELS AND PLATFORMS	KEY TOPICS AND CONCERNS RAISED	RESPONSE MECHANISM
CREDITORS	<ul style="list-style-type: none"> Website Investor (Debt) Conferences Direct communication/regular discussions with credit risk officers of relationship banks Annual Shareholders' Meeting Annual Audited Financial Statements Annual Sustainability Report Annual Corporate Governance Report Interim Quarterly Unaudited Financial Statements 	<ul style="list-style-type: none"> Liquidity management Quarterly and year-to-date consolidated financial and operational performance of existing portfolio Performance of existing/organic terminals Status of new projects Prospects and projects in the pipeline EESG performance 	<ul style="list-style-type: none"> Periodic financial reporting and covenant updates ESG data submissions for green/sustainability-linked financing Regular meetings with Finance/Treasury Transparent disclosures on major projects and risks
SUPPLIERS	<ul style="list-style-type: none"> Website Direct communication New supplier accreditation and annual supplier reassessment Annual Sustainability Report 	<ul style="list-style-type: none"> Supplier performance Contract requirements Health and safety protocols Company direction/priorities Supplier-related memos Proper use of supplier systems Anti-corruption compliance EESG performance 	<ul style="list-style-type: none"> Procurement helpdesk and clear onboarding guidance Supplier accreditation and performance evaluations Regular communication on tenders and payment timelines Channels for dispute resolution or concern escalation
COMMUNITIES AND PEOPLE GROUPS	<ul style="list-style-type: none"> Monthly newsletter Quarterly consultation with concerned government agencies, communities, and partners Annual IF Accomplishment Report Forum with partners Direct communication with the communities Government-coordinated projects Volunteerism through local community projects Assessments before and after every project Annual scoping in all communities Quarterly meeting with different clusters Ad hoc discussion with stakeholders 	<ul style="list-style-type: none"> Health Education Shelter Livelihood/Job creation Community development Volunteering activities Environmental management Safety and Security 	<ul style="list-style-type: none"> Community consultations and stakeholder forums Local grievance mechanisms (hotline/email/community desk) CSR and social investment collaboration Public reporting on environmental impacts and community programs
TRADE UNIONS AND INDUSTRY ASSOCIATIONS	<ul style="list-style-type: none"> Direct communication Ad-hoc get-togethers Monthly Labor-Management Council meeting 	<ul style="list-style-type: none"> Employee welfare New policies or programs about to be implemented Individual concerns 	<ul style="list-style-type: none"> Collective bargaining and labor-management committees Regular dialogue on workplace issues and safety Compliance with labor agreements and standards Engagement on industry-wide initiatives and policy matters

Chairman's Message

Global trade remained volatile in 2025. Policy shifts, tariff adjustments, and uneven economic conditions affected many of our markets. Our diversification, operational discipline, and financial prudence will remain central to sustaining performance and hurdling disruptions.

Ports are long-term assets. Managing their environmental impact is critical to preserving their value. During the year, we advanced initiatives in energy efficiency, emissions monitoring, and resource optimization across our network. These efforts are supported by stronger systems, clear accountability, and measurable targets. Compliance is non-negotiable. Continuous improvement remains a priority.

Our terminals play vital roles in national supply chains and the communities that host us. Safe and

reliable operations are our primary responsibility. We strengthened safety performance through training, consistent standards, and operational oversight across the Group. We deploy leadership, technical expertise, and resources where needed to maintain continuity and manage risk.

The Group delivered solid financial results. Revenue and EBITDA grew ahead of volume, reflecting the operating leverage and disciplined execution. During the year, ICTSI surpassed PHP 1 trillion in market capitalization, reflecting investor confidence in our strategy, governance, and global platform.

Strong governance underpins our performance. Our ESG framework guides our management of environmental and social responsibilities, regulatory compliance, labor standards, anti-

corruption practices, and human rights. We conduct our business in line with the principles of the United Nations Global Compact and applicable laws and standards. We invest with a long-term view, focusing on concession partnerships, capacity expansion, and operational efficiency.

Uncertainty will remain. Our approach is unchanged: disciplined execution, prudent capital management, strong governance, and continuous improvement.

2025 was another year of steady progress. Our performance reflects disciplined management and the sustained effort of our teams worldwide.

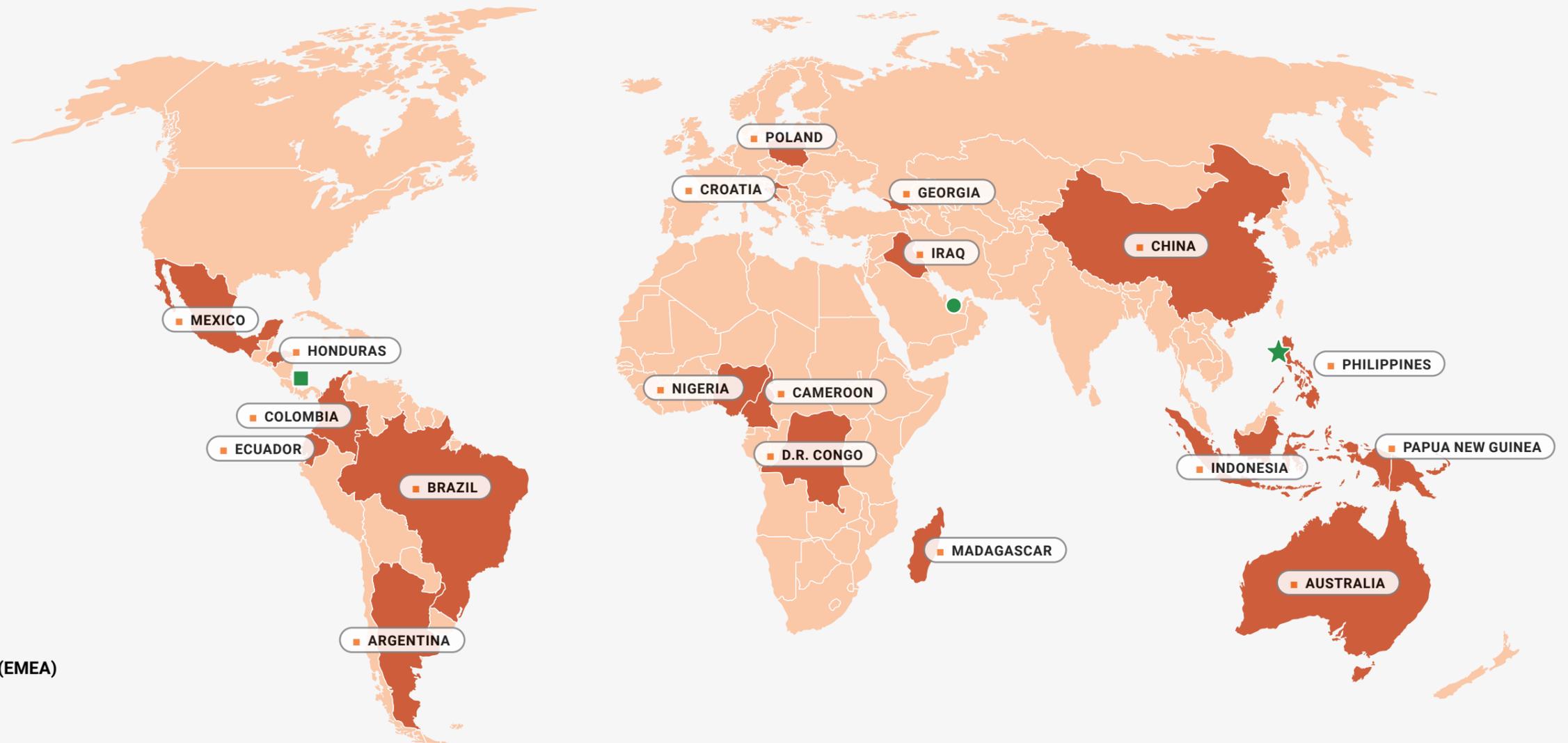
Enrique K. Razon Jr.
Chairman & President



We strengthened safety performance through training, consistent standards, and operational oversight across the Group. We deploy leadership, technical expertise, and resources where needed to maintain continuity and manage risk."



Global Operations Map



- ★ **Corporate Offices**
Manila, Philippines
- **ICTSI Asia Pacific**
Manila, Philippines
- **ICTSI Americas**
Panama City, Panama
- **ICTSI Europe, the Middle East and Africa (EMEA)**
Dubai, United Arab Emirates

Americas

- **Tecon Suape**
Pernambuco, Brazil
- **Rio Brasil Terminal**
Rio de Janeiro, Brazil
- **I-Tracker**
Rio de Janeiro and Barra Mansa, Brazil
- **CLIA Pouso Alegre**
Minas Gerais, Brazil
- **Puerto Aguadulce**
Buenaventura, Colombia
- **Contecon Guayaquil**
Guayas, Ecuador
- **Contecon Manzanillo**
Colima, Mexico
- **TecPlata**
Buenos Aires, Argentina
- **Puerto Cortés**
Cortés, Honduras

Europe, The Middle East, and Africa

- **Adriatic Gate Container Terminal**
Rijeka, Croatia
- **Baltic Container Terminal**
Gdynia, Poland
- **Basra Gateway Terminal**
Umm Qasr, Iraq
- **Batumi International Container Terminal**
Adjara, Georgia
- **Kribi Multipurpose Terminal**
Kribi, Cameroon
- **Madagascar International Container Terminal**
Toamasina, Madagascar
- **Matadi Gateway Terminal**
Kongo Central, D.R. Congo
- **Onne Multipurpose Terminal**
Port Harcourt, Nigeria

Asia Pacific

- **Manila International Container Terminal**
Manila, Philippines
- **NorthPort**
Manila, Philippines
- **Manila Multipurpose Terminal**
Manila, Philippines
- **Subic Bay International Terminals**
Zambales, Philippines
- **Cavite Gateway Terminal**
Tanza, Philippines
- **Laguna Gateway Inland Container Terminal**
Calamba City, Philippines
- **Bauan International Port**
Batangas, Philippines
- **Visayas Container Terminal**
Iloilo City, Philippines
- **Mindanao Container Terminal**
Misamis Oriental, Philippines
- **South Cotabato Integrated Port**
General Santos City, Philippines
- **East Java Multipurpose Terminal**
Lamongan Regency, Indonesia
- **Batu Ampar Container Terminal**
Batam, Indonesia
- **South Pacific International Container Terminal**
Lae, Papua New Guinea
- **Motukea International Terminal**
Port Moresby, Papua New Guinea
- **Yantai International Container Terminals**
Shandong, China
- **Victoria International Container Terminal**
Melbourne, Australia

Our Sustainability Journey

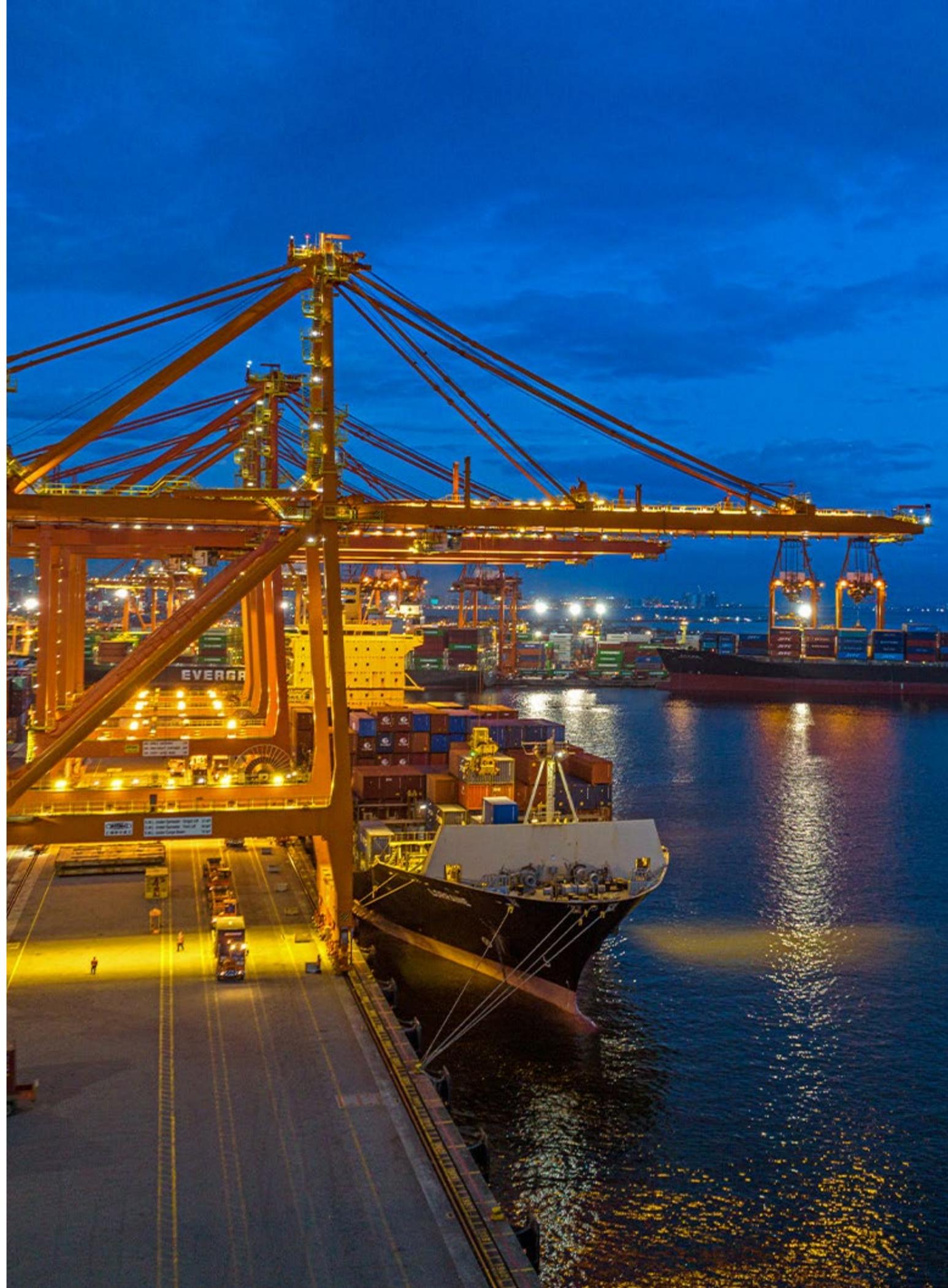
We develop and operate port infrastructure that supports trade, economic activity, and national development. Our terminals strengthen supply chain connectivity and enable the efficient movement of goods across global and regional markets. Our network spans six continents, supporting commerce in the countries where we operate.

From a single terminal in the Philippines, we have expanded through long-term concession agreements and partnerships with governments and port authorities. These partnerships enable us to invest in, modernize, and operate port infrastructure in line with national and regional priorities. Environmental and social considerations are integrated into planning and operations as part of responsible port development and management.

We aim to create long-term value for our stakeholders, including employees, customers, host governments, and local communities. Our approach focuses on operational discipline, continuous improvement, and responsible asset management. Our terminals support economic participation and contribute to the development of the markets we serve.

ICTSI is headquartered in Manila, Philippines, and has been listed on the Philippine Stock Exchange since 1992. As of 2025, we operate 33 terminals in 19 countries and employ approximately 12,000 people worldwide.

Through disciplined operations, strong governance, and long term partnerships, we continue to strengthen our global platform and integrate sustainability into our business.



Our Purpose

To make ports around the world drivers of positive change and sustainable growth.

At International Container Terminal Services, Inc. (ICTSI), we work tirelessly to develop and operate efficient and sustainable port facilities, and to deliver the highest possible benefits to our stakeholders and the communities we serve.

Our Values

Our commitment to our partners and communities began more than three decades ago in the Philippines. Our projects and terminals now extend across six continents and are anchored by many of the same founding values that have underpinned our sustainable approach to growing our business and our host economies. Our Five Values guide our behavior and form the foundation of Our Purpose:

- **Respect for all.** We place the utmost importance on safety, community, and diversity. The well-being and health of all our stakeholders is our number one priority. We strive to have the highest standards in place to ensure our people and stakeholders are safe, respected, and treated fairly.
- **Trust.** We lead with integrity, respect, and compassion for our people, partners, communities, and our environment. We take great pride in working responsibly to earn trust and keep it.
- **Collaboration.** We are a diverse and inclusive company working together and exploring new ways of doing things to deliver the best possible outcome for all stakeholders. As a responsible business, we embrace equality of opportunity and enable all our people to adapt, collaborate, and innovate across borders.
- **Tenacity.** Our people work tirelessly with utmost determination to achieve their goals and deliver on commitments to partners, shareholders, host communities, and the environment.
- **Passion.** We are pioneers in an industry with deep linkages to the host economies and communities in which we operate. Our people relish the challenge of exploring new opportunities, operating terminals, creating sustainable benefits for our host communities, protecting the environment, while also delivering returns to our shareholders.

A Lever for Value Creation

We take a long-term approach to value creation, recognizing ports as critical enablers of trade, economic activity, and global connectivity. Through our network of marine and inland terminals, we support the movement of goods that sustain supply chains and economic activity across established and emerging markets.

Value creation extends beyond financial performance. It reflects how we manage our operations, people, partnerships, and resources while integrating environmental, social, and governance considerations into our operations. This strengthens resilience and supports sustainable growth over time.

As we strengthen our global platform operations, value creation is driven by disciplined execution, aligned systems, and coordination across our network. By integrating sustainability into our strategy and operations, we seek to deliver long-term value for our business, stakeholders, and host communities.



Governments



We work with local and national authorities to ensure compliance and support shared economic and development priorities.



Trade Unions and Industry Associations



We engage with unions and industry groups to uphold labor standards, support workforce well-being, and promote stable port operations.



Port Users



We deliver efficient and reliable services that support our customers' supply chains and business continuity.



Shareholders and Creditors



We focus on disciplined execution, prudent financial management, and sustained value creation.



Host Communities



We maintain constructive relationships with host communities and support their long-term development.

Value Flows

- Financial & Economic Value
- Social & Community Value
- Operational & Technological Value
- Environmental Value
- Governance & Compliance Value
- Collaboration & Partnership

Employees

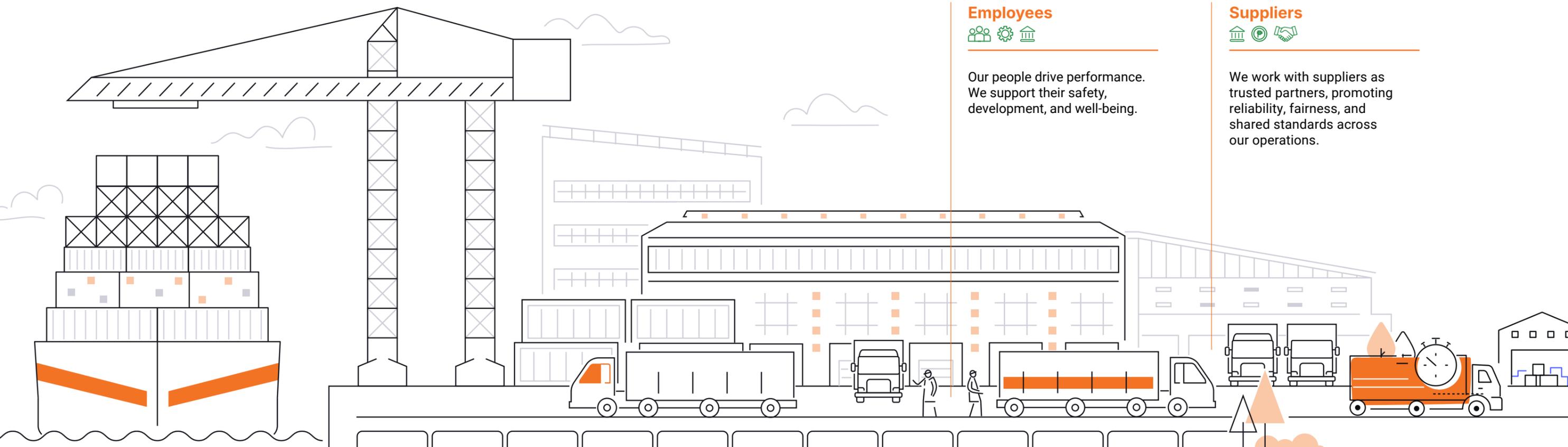


Our people drive performance. We support their safety, development, and well-being.

Suppliers



We work with suppliers as trusted partners, promoting reliability, fairness, and shared standards across our operations.



Our ESG Strategy

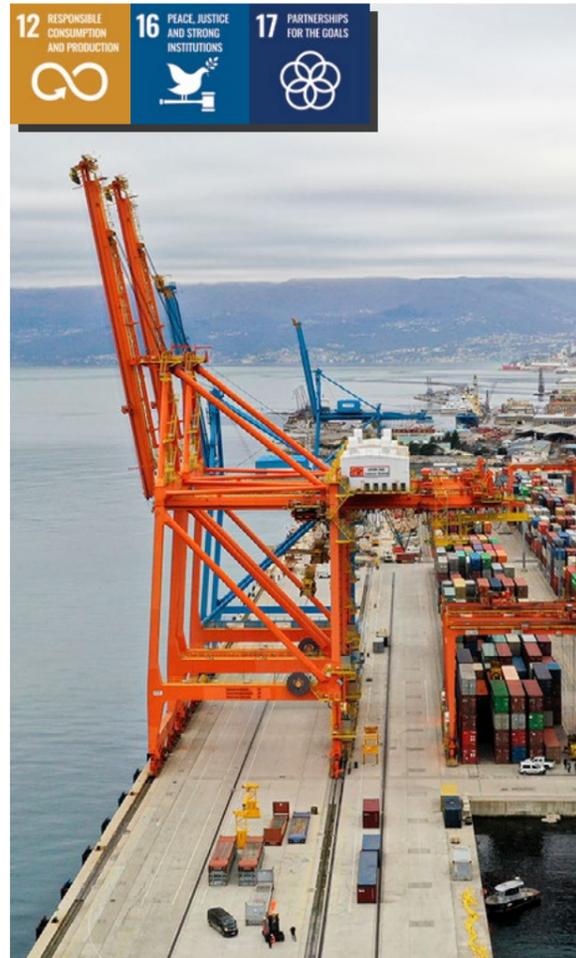
Our ESG Strategy supports our purpose of making ports around the world drivers of positive change and sustainable growth. It provides a clear framework for integrating environmental, social, and governance considerations into business decisions, operations, and long-term planning across our global network.

Through Group-wide collaboration, we continue to strengthen systems, capabilities, and standards that support the consistent execution of our ESG priorities. This approach reinforces operational discipline across the Group while allowing terminals to respond to local conditions and requirements.



ESG Policy and Governance Structure

Sustainability challenges continue to shape the global business environment. As an international port developer and operator, we recognize both our responsibility and manage our impacts and our role in supporting sustainable development and long-term resilience across our operations and host communities.



Global ESG Policy: Anchoring Sustainability Across the Group

In 2025, we approved the Global ESG Policy, establishing a Group-wide framework for integrating environmental, social, and governance considerations into strategy, operations, and decision-making. The Policy affirms our commitment to environmental stewardship, social responsibility, and strong governance, aligned with our corporate purpose.

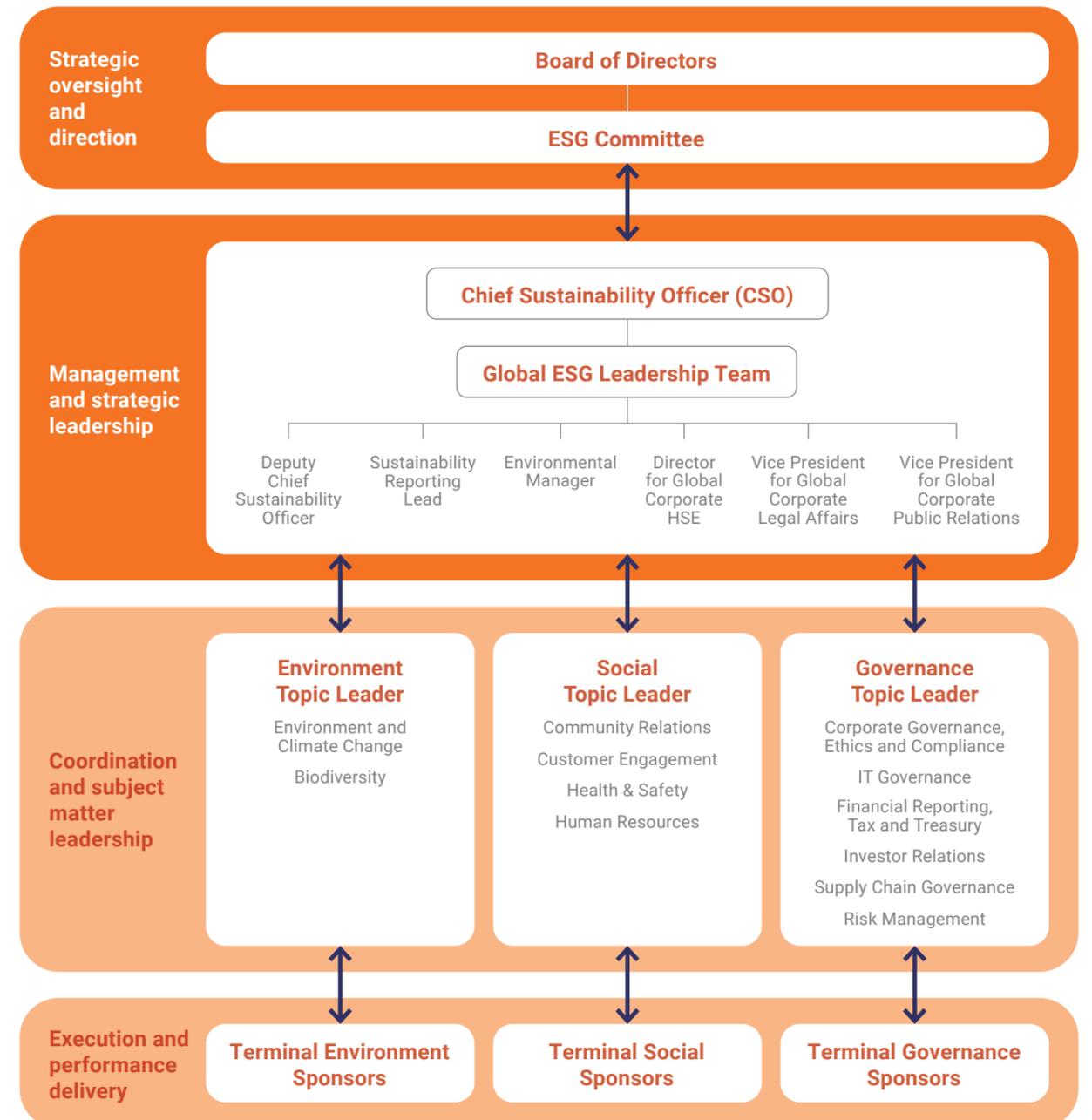
The Global ESG Policy serves as a common reference across business units and geographies. It guides the integration of ESG principles into planning, operations, and stakeholder engagement, and defines roles and accountability, ensuring a consistent and disciplined approach across our global operations.

Governance for Sustainable Value

Sustainability is integrated into our governance and decision-making, with clear oversight at the Board and management levels. The Board provides strategic direction on ESG matters, with oversight from the Corporate Governance and ESG Committees, chaired by an Independent Director, alongside the Audit and Board Risk Oversight Committees. These committees help ensure sustainability is embedded across the organization.

At the management level, ESG accountability is supported by a defined leadership structure. The Chief Sustainability Officer (CSO), supported by the Deputy CSO, leads ESG strategy implementation of the ESG Strategy and reports to the ESG Committee. The CSO is supported by the Global ESG Leadership Team, composed of functional leads and ESG Topic Leaders across key priority areas. Terminal ESG Sponsors support implementation and performance monitoring at the operational level, ensuring alignment across the global terminal network.

ICTSI ESG Governance Structure



ESG Pillars

Guided by our commitment to Global Citizenship and long-term value creation, we align our ESG Strategy with internationally recognized standards and frameworks, including the United Nations Sustainable Development Goals (UN SDGs). This alignment helps link our operations, capability-building efforts, and community engagement, and guides our contribution to priority SDGs across our global operations.



Ensure the Health, Welfare, and Well-Being of Our People

Our people drive ICTSI's performance. We are committed to providing a safe, inclusive, and supportive work environment that enables our employees to grow and contribute. This includes a strong focus on health and safety, decent work, and equal opportunity across our operations.



Act on Climate Change

We are committed to reducing our carbon footprint by improving energy efficiency, adopting advanced technologies, increasing the use of renewable energy, and working with our partners across the value chain. Through operational improvements and targeted investments in cleaner technologies, we aim to strengthen the sustainability of our port operations.



Protect Ecosystems

We recognize the importance of protecting the ecosystems where we operate. We are committed to responsible water management, pollution prevention, and protection of biodiversity. Our approach focuses on minimizing environmental impacts and supporting conservation efforts within and around our operational areas.



Operate According to Responsible Business Practices

We uphold the highest standards of integrity and accountability across our operations. This includes strong governance practices, anti-corruption measures, and transparent engagement with our suppliers, stakeholders, and host communities.





Corporate Commitments

Sustainable Development

Sustainability is a core principle embedded in our operations and engagements with host economies. For more than three decades, we have developed and operated port infrastructure that supports economic activity while managing environmental and social impacts responsibly.

Our approach operates at multiple levels. These include Group-wide policies and programs, terminal-led initiatives, and projects supported by the IF. Together, they integrate ESG considerations into business decisions and daily operations across our network.

In the Philippines, the ICTSI Employee Volunteerism Program enables employees to support corporate, terminal, and Foundation-led initiatives. The program strengthens community engagement and supports our broader social development efforts.

Across our global portfolio, we continue to advance more sustainable port operations, guided by our ESG Pillars and Strategy. These focus on climate action, ecosystem protection, occupational safety and well-being, and responsible business practices.

Sustainability and Governance

Sound corporate governance is fundamental to long-term business sustainability. Our governance framework covers general management, information systems, Enterprise Risk Management, and the integrity of financial and operational reporting, supporting discipline and responsible operations.

We maintain strict compliance with contractual obligations and with applicable laws in all jurisdictions where we operate. We also align our operations to relevant international standards, including those of the International Maritime Organization (IMO) and the International Organization for Standardization (ISO), where applicable.

Since 2020, a Board-level ESG sub-committee has provided oversight of ESG risks, opportunities, policies, and performance. In 2025, we updated our governance structure following the reorganization of our sustainability leadership. This ensures clear accountability and strengthens the integration of sustainability into strategic decision-making and operational execution globally.

UN SDGs

- **SDGs 1 and 8** – Supporting national and regional development through trade facilitation, particularly in emerging markets, by investing and upgrading port infrastructure to improve efficiency and connectivity.
- **SDGs 3, 8, 9, and 16** – Aligning international standards in labor practices, occupational health and safety (OHS), security, and management systems, and adopting technologies and operational improvements across our terminals.
- **SDGs 12 and 13** – Managing environmental impacts through operational controls, technology adoption, and resource efficiency initiatives, including efforts to reduce emissions.
- **SDG 5** – Promoting gender equality and diversity by maintaining a safe, inclusive workplace and supporting equal opportunity in hiring, development, and leadership.
- **SDGs 10 and 17** – Supporting inclusive growth through local hiring, engagement with local suppliers, and collaboration with governments, institutions, and business partners.

In addition, our Global Corporate Office, subsidiaries, and the IF support initiatives that expand access to education, employable skills training, technical-vocational development, health services, water and sanitation, environmental education, and community livelihood programs, contributing to SDGs 1, 3, and 4.

United Nations Global Compact

We joined the United Nations Global Compact (UNGC) on 14 February 2023 and are committed to upholding its Ten Principles on human rights, labor, environment, and anti-corruption. We seek to uphold these principles across our operations and value chain.

To support this commitment, we continue to implement our Global Principles on Human Capital, launched in 2020, which define our standards on human rights and fair labor practices across the Group.

In July 2025, we submitted our Communication on Progress (COP), outlining the Company's actions to align with and support UNGC principles.

We also joined Ocean Centres Philippines (OCP), a multi-stakeholder initiative established by the UNGC and the Lloyd's Register Foundation to promote ocean sustainability. During the year, we participated in planning sessions and workshops to strengthen collaboration and build stakeholder capacity in support of shared ocean stewardship goals.



Ethical and Responsible Supply Chains

We commit to ethical and responsible procurement practices across our global supply chain. Our Supplier Code of Business Conduct, introduced in October 2022, sets out expectations on integrity, labor standards, environmental responsibility, and ethical conduct, beyond regulatory compliance.

We require anti-corruption and anti-bribery provisions in supplier contracts to reinforce transparency and responsible business practices. These policies are publicly available on our website.

In 2025, we continued to strengthen responsible procurement through active supplier engagement and internal capacity-building led by Global Procurement. These included supplier outreach, recognition programs, and training across multiple terminals to reinforce ethical standards, sound negotiation practices, and sustainability.

Through these efforts, we promote accountability, manage supply chain risks, and support responsible, long-term partnerships.

Participation in External Initiatives

- **Global Reporting Initiative** - We use the GRI Standards as the foundation for our sustainability reporting, which we first adopted in 2017.
- **Global Shipping Business Network (GSBN)** - As a GSBN member, we promote digitalization and decarbonization across global trade by enabling secure, paperless data exchange with industry partners.
- **International Maritime Organization** - Our ports comply with relevant IMO regulations, including the International Ship and Port Facility Security (ISPS) Code.
- **International Convention for the Safety of Life at Sea (SOLAS Convention)** - We provide verified gross mass-compliant weighing facilities at applicable ports with SOLAS requirements.
- **International Organization for Standardization** - Several of our ports hold ISO certifications to one or more ISO standards, underscoring our commitment to quality, safety, and environmental management.
- **US Department of Energy – National Nuclear Security Administration Megaports Initiative** - MICT supports the Megaports Initiative through advanced detection technologies and training designed to identify potential security threats.
- **ASEAN Business Advisory Council (ASEAN-BAC)** - We are a member of the ASEAN BAC – Philippines chapter. Our President and CEO, Enrique K. Razon Jr., also participates in the ASEAN Business Club.
- **United States Customs and Border Protection – Container Security Initiative (CSI)** - We participate in the CSI program to help identify and screen high-risk containers before they are loaded on U.S.-bound vessels.

Membership

We maintain active participation in the following associations and voluntary initiatives.



UN Global Compact



World Economic Forum



European Chamber of Commerce of the Philippines (ECCP)



The American Chamber of Commerce of the Philippines (AMCHAM Philippines)



Philippine Chamber of Commerce and Industry (PCCI)



Philippine Institute for Supply Management (PISM)



Philippine Business for Social Progress (PBSP)



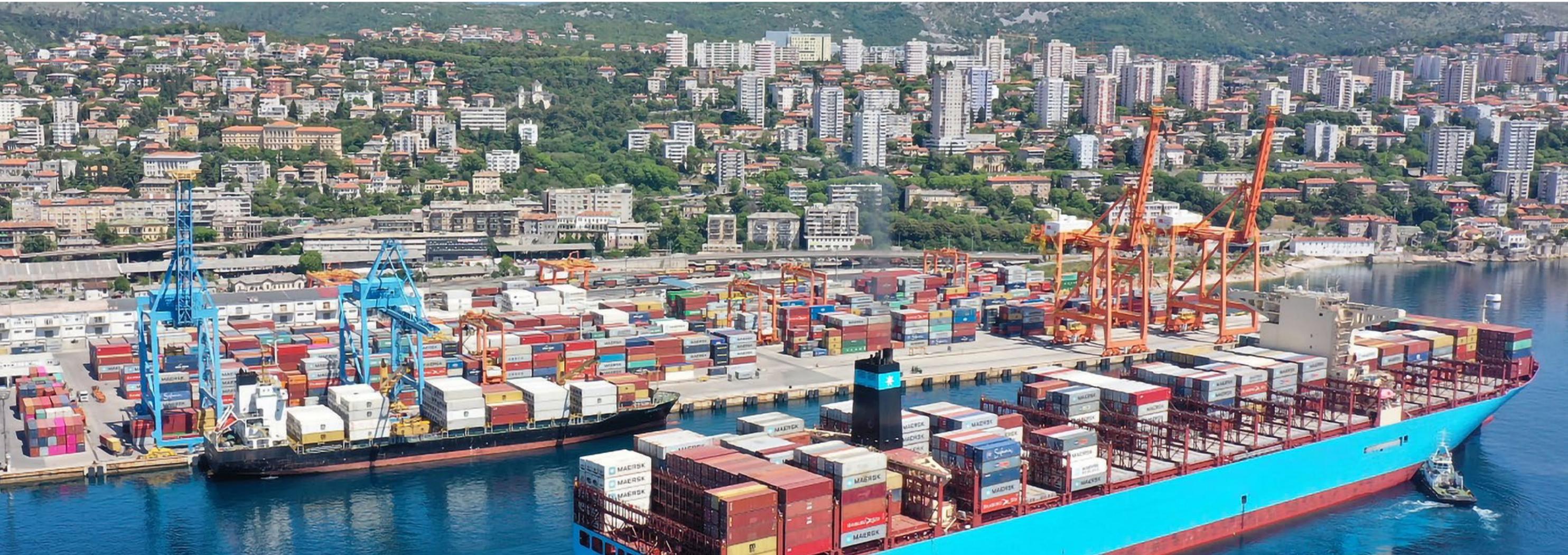
Philippine Disaster Resilience Foundation (PDRF)



Integrity Initiative



Net-Zero Carbon Alliance (NZCA)



01 Environment

Context and Commitments

We recognize that port operations have environmental impacts, particularly in relation to energy use, emissions, and surrounding ecosystems. We seek to manage these impacts responsibly, with a long-term focus on reducing emissions and protecting biodiversity. Environmental considerations are integrated into operational planning and decision-making, in line with applicable regulations and relevant standards.



Groundwork

We have put in place environmental management systems to guide the identification, monitoring, and management of environmental risks and impacts. These systems cover areas such as energy consumption, emissions, waste, and water use. Monitoring of resource use and environmental performance informs operational reviews, alongside continued investments in energy-efficient equipment, operational improvements, and environmental protection measures.



Gains

Operational and technological improvements have contributed to better management of energy use and emissions at selected terminals. We continue our efforts in waste management, environmental monitoring, and biodiversity protection. Engagement on environmental matters is supported through regular disclosures, collaboration with partners, and alignment with applicable standards.



Moving Forward

We will continue to pursue improvements in environmental performance through investments in technology, operational efficiency, and measures that support climate resilience. Future efforts will focus on reducing emissions where feasible, increasing the use of renewable energy, improving resource efficiency, and strengthening initiatives aimed at protecting ecosystems in areas where we operate.

Environmental Commitments and Management



Management Systems

We have established environmental management systems to support the implementation of our Environmental Policy and to effectively manage environmental risks and impacts. These systems define roles, processes, and controls for monitoring environmental performance, managing compliance obligations, and supporting continuous improvement.

Designated personnel, such as pollution control officers and health, safety, security, and environment specialists, support monitoring of environmental performance and reporting at the terminal-level. Resources are allocated for activities such as environmental monitoring, equipment maintenance, employee training, and the pursuit or maintenance of relevant certifications.

Several terminals maintain third-party certifications in environmental management and energy efficiency, including ISO 14001 and ISO 50001, as well as other recognized local or international certifications. ICTSI continues to pursue certification where appropriate, taking into account the terminal context and development stage.

Environmental management practices are supported by ongoing operational initiatives, including energy-efficiency improvements through equipment upgrades and technology adoption, such as hybrid cargo-handling equipment, LED lighting, and renewable energy systems, where feasible. Energy use and emissions are monitored using operational indicators to support internal reviews and inform improvement initiatives.

Stakeholder concerns related to environmental matters are addressed through established grievance mechanisms, managed through internal processes or, as applicable, external channels such as whistleblowing platforms.

Environmental Policy

Our approach to environmental management is guided by our Environmental Policy, which sets the global framework for prioritizing climate action and ecosystem protection across our operations and supports the Company's broader ESG framework. In 2025, we further strengthened this approach by approving a Global ESG Policy, which provides a Group-wide reference for managing environmental, social, and governance considerations and reinforces our commitment to environmental stewardship.

In support of this policy, we have identified key environmental focus areas that reflect our operational context, material environmental risks, and opportunities for improvement. These focus areas guide how topics such as energy use, emissions, waste, water, and biodiversity are managed, and serve as a practical reference for implementation across terminals, while allowing flexibility for local conditions and operational maturity.



Standardized Templates, QA/QC, Evidence Tagging

As part of our environmental management systems, we continue to strengthen the collection, review, and management of environmental data across our operations. We have developed a standardized template to support consistent data collection on energy consumption, water use, waste, and operational activities.

Quality control measures have been introduced to support data review and validation, including

the use of supporting documentation, evidence tagging, and version control. These measures are intended to improve data consistency and accuracy and to support internal reviews and future assurance requirements.

Standardized templates and quality controls provide a common reference for terminals, while allowing flexibility to reflect local operating conditions and data availability.



Strengthening Environmental Data Management

Reliable environmental data is essential for understanding impacts, tracking progress, and meeting reporting and regulatory requirements. As our environmental reporting needs have expanded, we have identified the need to strengthen the processes for collecting, reviewing, and consolidating environmental data.

In 2025, we enhanced our environmental data management processes by developing a standardized

data-collection template and launching a new Environmental Data Portal. The templates cover key environmental indicators, including energy consumption, water, waste, and operational activity, providing a common structure for data submission while accommodating differences across terminal operations.

The Environmental Data Portal serves as a centralized platform where terminals can upload data, attach supporting documentation,

and track submissions. Embedded process controls, including evidence tagging and version control, support data review and validation and help address gaps identified in earlier data management practices.

By improving data consistency and visibility, the Environmental Data Portal supports more accurate environmental reporting and provides a stronger foundation for internal reviews, future assurance processes, and informed decision-making.

Climate Reporting

Our approach to climate reporting focuses on transparency around climate-related risks, emissions, and management actions relevant to our operations. Climate considerations are addressed through governance oversight, risk management processes, and the monitoring and reporting of greenhouse gas emissions.

Climate-related risks are considered within our ERM framework and are supplemented by separate Climate Risk Assessments (CRA) conducted on an ad hoc basis, supporting the identification of potential physical and transition risks and the review of adaptation and mitigation measures. Reporting efforts are supported by ongoing improvements in data collection, measurement, and internal review processes to strengthen the quality and consistency of climate-related disclosures. For the reporting period, these climate-related environmental metrics cover 32 terminals, reflecting the inclusion of SPIA within the scope of environmental disclosures.

Decarbonization Dashboard

In 2025, we strengthened our climate data management capabilities by developing a Decarbonization Dashboard. The dashboard consolidates terminal-level emissions and operational activity data from 2021 onward, providing visibility into emissions trends over time.

The dashboard supports internal reviews and planning by helping identify emissions hotspots and opportunities for improvement in energy efficiency, equipment upgrades, electrification, and operational practices. It also supports discussions on capital and operational investments related to decarbonization initiatives.



GHG Emissions

GHG emissions from our container terminal operations primarily arise from fuel consumption of cargo-handling equipment and terminal vehicles, as well as electricity used to power cranes, yard operations, facilities, and refrigerated containers. Additional emissions arise from backup power generation.

We measure and report greenhouse gas (GHG) emissions as part of our climate reporting processes. Emissions are reported in metric tons of carbon dioxide equivalent (tCO₂e) and categorized by scope in accordance with the GHG Protocol. Emissions are consolidated using the operational control approach. Current reporting focuses on Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity).

At the terminal level, GHG emissions measurement practices vary depending on regulatory requirements, data availability, and operational maturity. Guided by our draft GHG Inventory Management Guidelines, currently under development, terminals apply methodologies and tools to calculate emissions using activity data such as fuel and electricity consumption combined with applicable emission factors. These approaches are aligned with recognized frameworks, including the GHG Protocol, Intergovernmental Panel on Climate Change (IPCC) guidelines, and relevant ISO standards.

Emission factors are sourced from recognized references, including the International Energy Agency (IEA) emission factors. In certain locations, emissions data are reported through

government-mandated platforms or subject to third-party verification or accreditation.

Emissions data support internal monitoring, reporting, and review, providing a basis for understanding emissions trends over time. Our Decarbonization Dashboard supports internal planning related to electrification, equipment replacement, and energy efficiency initiatives. Selected terminals implement emissions-reduction initiatives aligned with their operational contexts, with progress monitored through emissions reviews, key performance indicator (KPI) tracking, and internal audits.

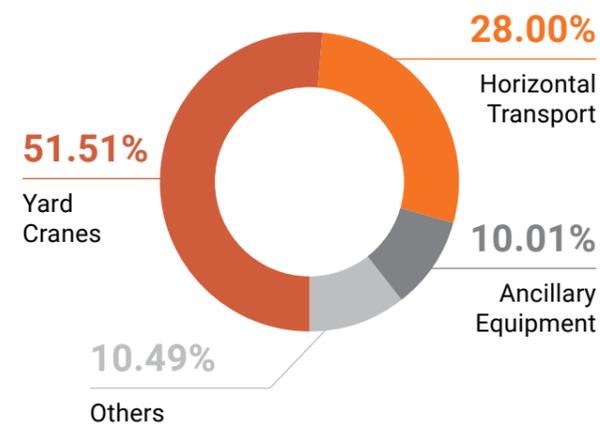
In 2025, we updated our GHG reporting boundary to reflect changes in terminal coverage and refinements to our organizational control approach. Compared with the 2021 baseline (total emissions of 225,163.34 tCO₂e across 28 terminals), absolute emissions increased by approximately 18%, primarily driven by operational growth and higher throughput volumes. As our portfolio expands, our decarbonization strategy focuses on reducing emissions intensity by improving efficiency and progressively lowering the carbon footprint of our operations relative to activity levels.

Total GHG Emissions

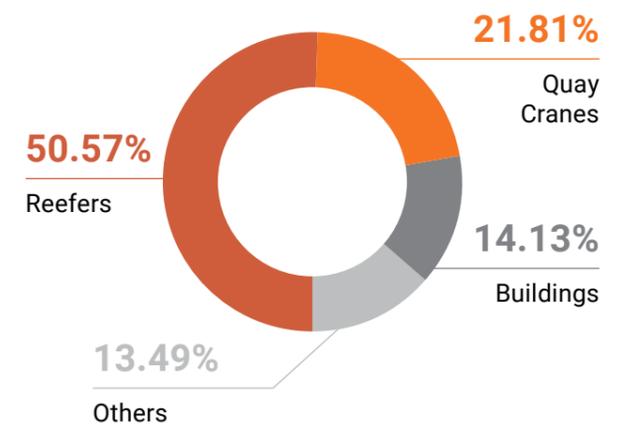
CATEGORY	GHG Emissions (tCO ₂ e)	
	2024 ^a (31 terminals)	2025 (32 terminals)
Direct (Scope 1) GHG emissions	123,953.13	152,298.16
Indirect (Scope 2) GHG Emissions (Market-based)	98,981.80	114,018.97
Total	222,934.93	266,317.13

^a2024 emissions were originally reported for 27 terminals (111,739 tCO₂e for Scope 1 and 105,896 tCO₂e for Scope 2). In 2025, the GHG reporting boundary was updated to reflect changes in the number of terminals covered. For comparability, 2024 data were restated to reflect coverage of 31 terminals. The figures presented in this table reflect the restated amounts. The reporting boundary is based on the operational control approach.

2025 Scope 1 per Equipment Category



2025 Scope 2 per Equipment Category



In 2025, yard cranes were the largest source of Scope 1 emissions, accounting for 51.51% of total Scope 1 emissions, with rubber-tyred gantry (RTG) cranes contributing the most within this category. Terminal tractors rank second in terms of contribution under Horizontal Transport (28.00%).

For Scope 2 emissions, reefers were the largest contributor, accounting for 50.57% of total Scope 2 emissions, followed by Ship-to-Shore quay cranes at 21.81%.

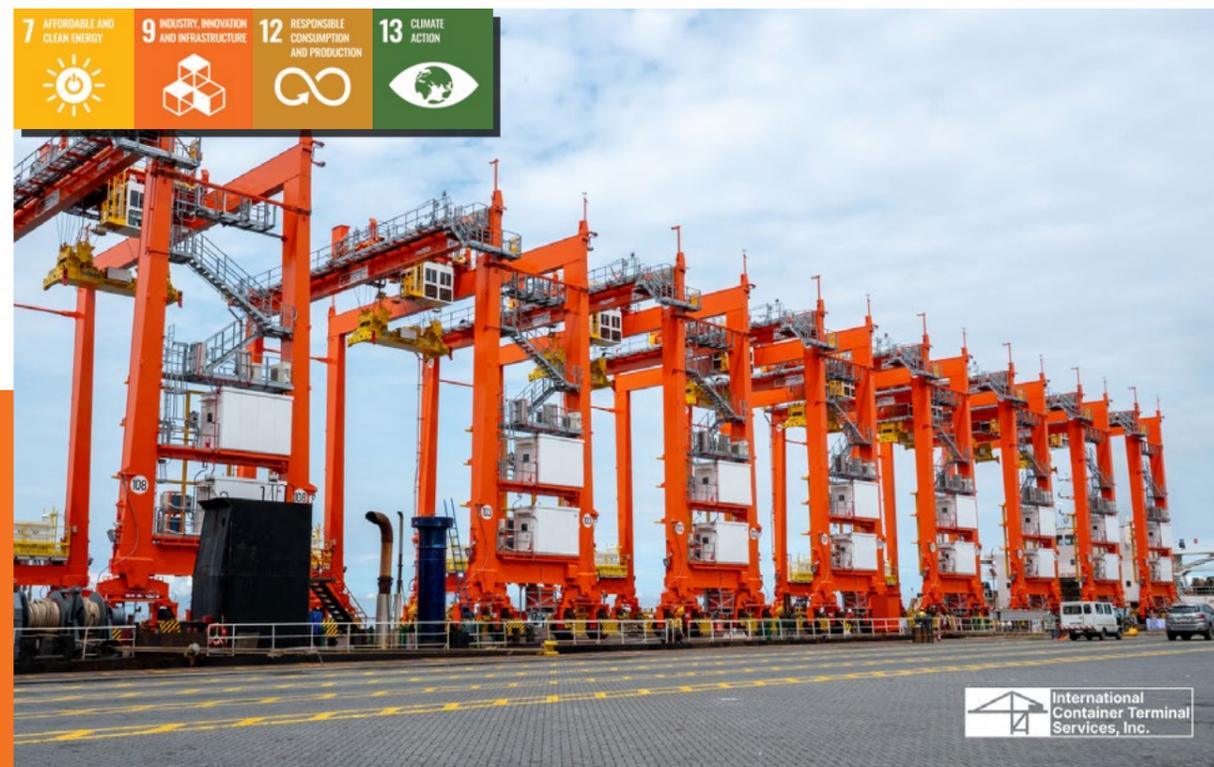
GHG Emissions Intensity

In addition to absolute emissions, we monitor GHG emissions intensity to provide context relative to operational activity. Emissions intensity indicators support internal efficiency assessments and help contextualize emissions trends over time.

In 2025, we transitioned from a move-based emissions intensity metric to a metric based on Twenty-foot Equivalent Units (TEU), reporting GHG emissions intensity as kgCO₂e per TEU, a standard industry measure of container throughput, improving alignment with industry practice and enhancing the comparability of emissions performance. The 2.81% increase in emissions intensity in 2025 compared with 2024 supports continued monitoring of operational efficiency as throughput and business activity evolve.

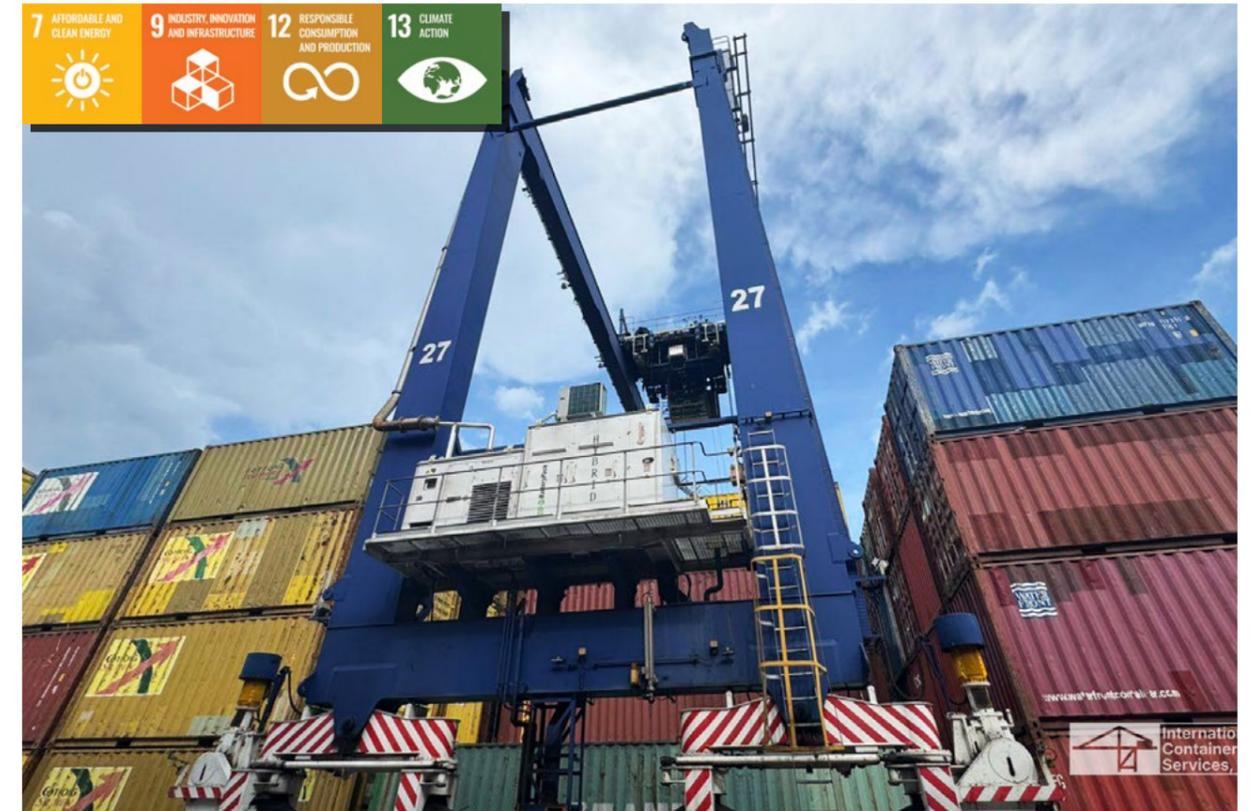
INDICATOR	kgCO ₂ e/TEU	
	2024 ^a (31 terminals)	2025 (32 terminals)
GHG Emissions per TEU	15.41	15.84

^a2024 intensity data were recalculated to reflect the transition to a TEU-based emissions intensity metric and the updated reporting boundary (31 terminals) for comparability.



MICT Receives the Philippines' First Near-Zero Emission RTGs

Our flagship operation, MICT, advanced its decarbonization program with the arrival of eight hybrid RTGs—the first in the Philippines. Powered by lithium-ion batteries and a smaller diesel engine, these RTGs cut emissions by 60–70% versus conventional models. Saving 1.97 kilotons of CO₂ and over 761,800 liters of fuel annually, this upgrade reinforces MICT's role as a premier gateway and underlines our broader commitment to low-carbon, energy-efficient operations.



Advancing Climate Action and Low-Carbon Operations

We advance our decarbonization efforts by expanding renewable energy use, upgrading to low-emission equipment, enhancing carbon management, and promoting credible climate action across our network.

MCT and BIPI (Philippines), AGCT (Croatia), IRB Logística (Brazil): We expanded the use of renewable energy across our global operations by transitioning sites to solar and certified green power. MCT began fully operating on solar power during daylight hours, BIPI began procuring 100% geothermal energy, AGCT reduced emissions through renewable energy use, and one of IRB's facilities is fully solar-powered.

MICT (Philippines), NorthPort (Philippines), MICTSL (Madagascar), AGCT (Croatia), IRB Logística (Brazil): We reduced carbon emissions across multiple terminals through fleet modernization and the adoption of low-emission technologies. MICT and MICTSL expanded their hybrid RTG fleets, NorthPoint converted six RTGs into hybrids, AGCT adopted Sulnox fuel-efficiency additives, and IRB Logística introduced ARLA32-equipped tractors.

TecPlata (Argentina), RBT (Brazil), IRB (Brazil), CLIA (Brazil), CMSA (Mexico): We strengthened our carbon-management performance across multiple terminals, achieving carbon-neutral certifications and enhanced GHG reporting. TecPlata earned ISO 14068 Carbon Neutrality, RBT secured its third carbon-neutral recertification, and IRB and CLIA received PBGHG Silver Seals for complete emissions inventories. CMSA further advanced ICTSI's decarbonization agenda by maintaining Level II Environmental Quality Certification, sustaining ISO 14001, and achieving ISO 14064-verified carbon neutrality.

ICTSI (Corporate): We reinforced our decarbonization agenda by participating in key regional and national forums that promote credible, data-driven climate action, namely the Southeast Asia Corporate Decarbonization Exchange Summit in Bangkok and the Philippine Net Zero Conference 2025, and through our membership in the NZCA.

Resource Use

In addition to managing emissions, we recognize the importance of managing key resources such as energy and water to reduce environmental impacts and support efficient port operations. These resources are integral to terminal activities and present both operational risks and opportunities, particularly amid cost volatility, environmental management, and long-term resilience.

We implement measures to monitor and manage energy and water use, improve efficiency, and identify opportunities to optimize resource consumption where feasible. Resource-related data is collected using a standardized template developed under the environmental data management strengthening initiative, supporting more consistent tracking of electricity, fuel, and water consumption.



Promoting Resource Efficiency and Circularity

We strengthen our approach to waste reduction, material reuse, and water efficiency through circular initiatives that optimize resources and reduce our environmental impact globally.

RBT (Brazil), IRB Logística (Brazil), KMT (Cameroon): We strengthened our waste reduction and circularity practices through initiatives focused on material reuse, eliminating single-use waste, and community engagement. RBT implemented a scanner installation to avoid new material purchases, implemented reusable fabric strips, and introduced a pallet recovery container. IRB Logística began its Zero Cup Campaign to eliminate disposable cup use, and KMT commemorated World Environment Day through awareness sessions and a cleanup of Ngoye Beach.

RBT (Brazil), SPIA (Colombia): We enhanced water efficiency and circularity through targeted infrastructure upgrades and reuse systems. At RBT, restrooms are being modernized with automatic faucets, which will reduce water waste and generate operational savings. In Colombia, SPIA commissioned a rainwater collection and treatment plant and earned the Circular Economy – Green Footprint Seal for its rainwater reuse program and responsible recycling initiatives.

Maximizing Energy Efficiency

Our terminals implement policies and management systems to manage energy consumption in line with applicable regulatory requirements and recognized international best practices. These systems are in place to support the monitoring and management of environmental impacts across operations, and are overseen at the terminal level to ensure appropriate implementation and control.

Terminal commitments are primarily driven by regulatory compliance and alignment with international standards. Several terminals have adopted enhanced commitments, including CMSA's continued maintenance of Carbon Neutral

Certification, which requires measurable year-on-year energy reductions.

Energy efficiency initiatives focus on operational improvements, equipment upgrades, and the use of digital tools to support more efficient planning and resource utilization. To track performance, terminals measure energy efficiency using indicators such as energy or fuel consumption, carbon emissions per container move, and annual reductions in electricity consumption.

In 2025, renewable electricity increased from 5.95% in 2024 to 9.35%, reflecting our gradual transition toward greater renewable energy across our port operations.

Energy

Total Energy Consumption

INDICATOR	Total Energy Consumption ^a (TJ)	
	2024 (31 terminals)	2025 (32 terminals)
Non-Renewable Fuel	2,302.76	2,860.84
Renewable Electricity	44.17	82.88
Non-Renewable Electricity	698.69	803.75
Total	3,045.62	3,747.47

^aEnergy consumption was previously reported in megajoules (MJ). In 2025, energy consumption is reported in terajoules (TJ), covering non-renewable fuel, renewable electricity, and non-renewable electricity.

Energy Intensity

Similar to our GHG emissions reporting transition, we adopted a TEU-based energy intensity metric. Energy intensity is reported as megajoule (MJ) per TEU, a standard industry measure of container throughput. Container terminals exhibited a 0.29% change in energy intensity in 2025 compared with 2024, reflecting stable energy performance while supporting continued monitoring of operational efficiency.

INDICATOR	MJ/TEU	
	2024 ^a (31 terminals)	2025 (32 terminals)
Energy per TEU	233.27	233.94

^a2024 intensity data were recalculated to reflect the transition to a TEU-based energy intensity metric and the updated reporting boundary (31 terminals) for comparability.

Optimizing Water Management

We manage water use proactively across terminals through robust systems and controls, ensuring regulatory compliance. Water is vital for equipment maintenance, sanitation, and safety. Inefficient or scarce water resources may disrupt operations and strain local communities. Effective management ensures reliability, compliance, and environmental stewardship.

Each terminal tailors water management to local conditions, regulations, and operational needs, guided by environmental policies and sustainability commitments. Oversight is provided through Health, Safety, Security, and Environment (HSSE) governance and management systems.

Water Use and Management Practices

Across our operations, water is sourced from water utilities, groundwater, boreholes, or concessionaire-supplied systems, depending on local availability. In certain locations, rainwater is also harvested and utilized to supplement operational water needs. Water is primarily used for domestic consumption, sanitation facilities, equipment cleaning, and safety systems such as fire-fighting infrastructure.

Wastewater generated from terminal activities is discharged to municipal sewage systems or treated through onsite or third-party facilities prior to discharge, in accordance with regulatory requirements. Selected terminals have implemented water conservation and reuse measures, including leak detection and repair, greywater reuse, and rainwater harvesting for non-potable applications. These initiatives support efforts to reduce freshwater withdrawals and improve water efficiency across operations, particularly in locations where water availability may be constrained.

We engage with regulators, local communities, water service providers, and port authorities to support responsible water use, maintain regulatory compliance, and address location-specific water management requirements.

Monitoring and Operational Support

At certain terminals, water consumption may be monitored using water meters or data obtained from water utilities and port authorities, where available. This data can provide visibility into water use within operations. Where required, water quality and wastewater parameters are tested by third-party services to maintain compliance with regulatory standards.

Operations efforts in some locations include optimizing water consumption, maintaining water quality, and managing wastewater generation. Operational performance indicators are established at the terminal level to monitor water consumption efficiency and wastewater management, supporting continuous improvement initiatives aligned with operational and regulatory requirements.

Financial, human, and technical resources are allocated to support these activities, including budgets for infrastructure maintenance, water testing, and wastewater treatment. Implementation and performance are overseen by designated HSSE teams, pollution control officers, facilities managers, and environmental specialists, with effectiveness evaluated through audits, inspections, and internal reviews. Monitoring results are periodically reviewed to identify performance trends, support corrective actions, and inform infrastructure improvements and conservation initiatives.

We continue to assess water-related risks, including changes in water availability, regulatory developments, and operational demand, to support long-term resilience and sustainable water resource management across our terminals. In 2025, we introduced a more granular approach to tracking water withdrawals, discharges, and consumption to strengthen oversight and performance monitoring across our terminals.

Water Withdrawal, Discharge, and Consumption

DISCLOSURE	Absolute Water (m ³) ^a	
	2024	2025
Water Withdrawn	779,492.45	1,234,094.18
Water Discharge	Data not available	514,714.81
Water Consumption	Data not available	719,379.37

^aIn 2024, only water withdrawal data (779,492.45 m³) were disclosed, as monitoring systems for water discharge and consumption were still under development. In 2025, enhanced environmental data systems enabled broader tracking and reporting of water withdrawal, discharge, and consumption. As a result, year-on-year comparisons should be interpreted with consideration of expanded data coverage.

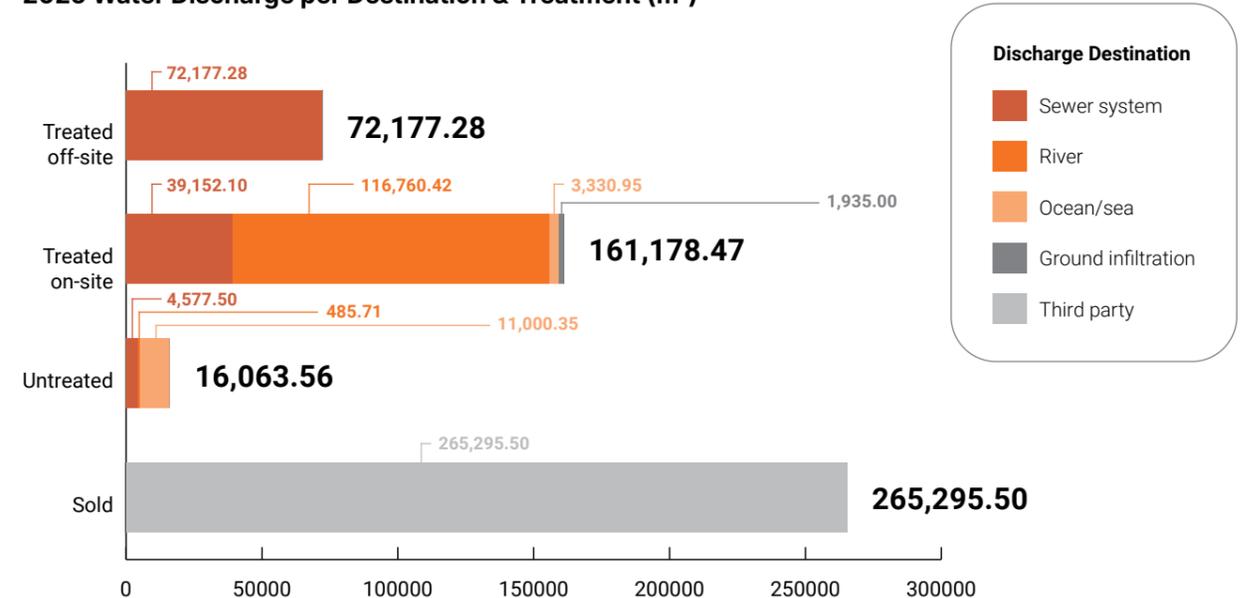
2025 Water Withdrawal per Source

Source	(m ³)
Municipal	776,715.26
Groundwater	172,651.18
Rainwater	268,958.00
Total	1,218,324.44

2025 Water Reused and Recycled

Source	(m ³)
Recycled water	15,769.74

2025 Water Discharge per Destination & Treatment (m³)



Waste

We address waste generated across our operations, including waste arising from routine activities and environmental incident response, such as oil spill containment and cleanup, through established policies, operational controls, and partnerships with licensed contractors and service providers. These practices support regulatory compliance, reduce environmental impacts, and support waste reduction and recycling initiatives, where feasible. Waste management also supports responsible resource use through proper segregation, handling, treatment, and disposal in accordance with applicable environmental requirements. Spill prevention and response procedures are in place across relevant operations to support environmental risk management and enable timely containment and remediation where needed. No significant spills were recorded across ICTSI operations during the reporting period.



Segregation and Handling

Waste generated across ICTSI terminals includes non-hazardous solid waste, recyclable materials, and hazardous waste associated with maintenance and equipment operations. Terminals implement segregation practices to separate recyclable and hazardous materials from general waste and engage licensed haulers and treatment facilities for collection, recycling, treatment, and final disposal.

In 2025, several terminals began tracking waste volumes and disposal routes, including the proportion of waste sent to landfills, to strengthen monitoring and continuous improvement efforts. In selected locations, recyclable materials such as metals, paper, plastics, batteries, tires, waste oil, wood, and electronic waste are recycled or sold to licensed recyclers. Recyclable materials collected through material recovery facilities may also be reused internally for maintenance or operational projects, thereby supporting waste reduction and resource-efficiency initiatives.

Waste impacts primarily arise from terminal operations, including activities performed by contractors, vessel crews, and third-party service providers. These impacts are managed through contractor requirements, segregation protocols, and coordination with authorized waste handlers and ship agents. To support transparency and performance monitoring, several terminals track waste volumes by type and treatment route, including landfill disposal, recycling, reuse, composting, incineration, and off-site treatment.

Management Practices

Most of our terminals enforce senior management-approved policies and procedures to comply with applicable regulatory requirements and Company standards. These policies define clear processes for segregation, handling, storage, contractor requirements, hazardous waste management, labeling, record-keeping, and emergency response.

Commitments related to waste management are largely driven by regulatory compliance and recognized best practices, complemented by terminal-level initiatives such as restrictions on single-use plastics, waste segregation programs, and participation in recycling and clean-up activities. Waste management practices are supported by compliance with environmental permits and operational licenses, preparation for ISO 14001 environmental management certification audits, and inspections conducted by relevant environmental authorities.

The effectiveness of waste management policies and practices is assessed through audits, inspections, monitoring activities, and management reviews. Monitoring results and audit findings support corrective actions and continuous improvement initiatives to strengthen waste management controls and performance.

Waste Generation and Treatment

Total Waste Generated

WASTE GENERATED	Tonnes	
	2024	2025 ^a
Non-Hazardous Waste	13,668.83	20,789.79
Hazardous Waste	1,449.65	1,586.71
Total Waste Generated	15,118.48	22,376.50

^aIn 2025, standardized waste monitoring metrics were implemented, expanding coverage of waste categories and treatment methods. Prior-period data are undergoing backtracking and verification to align with the updated methodology; therefore, year-on-year comparisons are not presented due to limited comparability.

Waste Treatment Method

In 2025, monitoring coverage, documentation, auditing, and validation processes were strengthened, expanding the tracking of waste categories and treatment methods. While total waste increased from 15,118.48 tonnes in 2024 to 22,379.30 tonnes in 2025, the enhanced breakdown of hazardous and non-hazardous waste reflects improvements in data capture and monitoring systems. We continue to align previously reported data to improve consistency and comparability across reporting periods.

Non-Hazardous Waste^a

Classification	Tonnes
Reused	121.48
Recycled	2,347.06
Composted	100.08
Landfilled	12,295.92
Treated Off-site	5,925.25
Non-Hazardous Waste (Total)	20,789.79

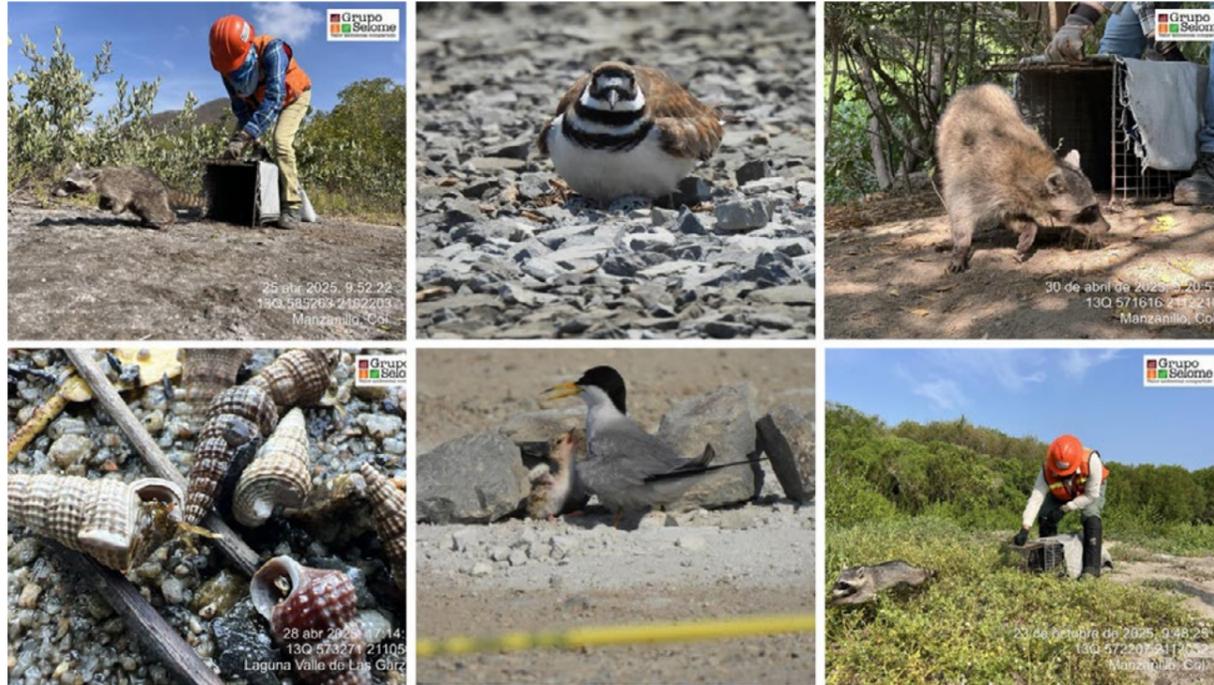
Hazardous Waste^a

Classification	Tonnes
Recycled	332.51
Landfilled	73.71
Incinerated	141.29
Treated Off-site	1,039.20
Hazardous Waste (Total)	1,586.71

Total Waste Diverted from Disposal and Directed to Disposal^a

Classification	Tonnes
Waste Diverted	2,901.13
Waste Directed to Disposal	19,475.37
Total Waste Generated	22,376.50

^aIn 2025, standardized waste monitoring metrics were implemented, expanding coverage of waste categories and treatment methods. Prior-period data are undergoing backtracking and verification to align with the updated methodology; therefore, year-on-year comparisons are not presented due to limited comparability.



Monitoring and Accountability

ICTSI terminals implement waste reduction and recycling practices tailored to local conditions and regulatory environments, including bans on single-use plastics, operation of material recovery facilities, reuse of materials where feasible, and partnerships with licensed recyclers and community programs. Some terminals have established reduction targets or implemented tracking systems to monitor waste generation and recycling performance.

Financial resources are allocated for waste hauling, hazardous waste treatment, maintenance of segregation facilities, and monitoring systems. Performance is monitored through waste records, contractor reports, audits, inspections, and key performance indicators. Waste volumes may be monitored using weighbridge measurements, collection monitoring logbooks, internal tracking systems, and regulatory reporting platforms, depending on site-specific practices and requirements. Compliance documentation, licenses, and certifications are tracked through internal compliance management systems to support regulatory monitoring and audit readiness.

Waste management reporting responsibilities are assigned to designated Pollution Control Officers and terminal HSSE personnel, with performance monitored through periodic reviews of waste records, audits, and operational performance indicators.

Waste Prevention and Employee Awareness

In addition to managing waste outputs, we emphasize waste prevention across our operations. Initiatives include reducing paper use through digitalization, encouraging employees to use reusable containers, conducting environmental awareness campaigns, and engaging suppliers on environmental requirements and qualifications. Employee awareness programs are supported through safety meetings, digital communications, and workplace visual reminders promoting proper waste segregation and reduction practices.

Waste management responsibilities are assigned to designated terminal personnel, including HSSE teams, facilities and maintenance staff, pollution control officers, environmental specialists, and operations teams, with performance monitored through waste records, contractor reports, audits, and inspections.

Grievance mechanisms are available at various terminals to allow employees, contractors, and stakeholders to report concerns related to waste management and environmental practices. Where such concerns are reported, they may be documented, reviewed, and addressed by responsible departments to support timely resolution and continuous improvement.

Through these measures, we seek to minimize waste generation, improve recycling outcomes, and manage waste-related risks across our terminal network.

Biodiversity

We recognize that many of our operations are situated in or in close proximity to environmentally sensitive areas, including coastal and marine environments. We seek to manage these interactions responsibly through planning, operational controls, and environmental management practices.

Potential biodiversity impacts may arise from certain operations, particularly port activities, which may affect marine and coastal ecosystems. These may include risks related to spills and waste, emissions, dredging activities, and habitat disturbance arising from operations and expansion. Where applicable, such risks are addressed through environmental and HSE policies, operational controls, and compliance with applicable regulations at each terminal to minimize potential environmental harm.

In certain locations, site-level initiatives may support ecosystem protection and conservation, including coastal clean-ups, habitat restoration, mangrove rehabilitation, and the planting of native tree species within or near operational areas.



Policies

Our approach to biodiversity is guided by our Environmental Policy, which supports responsible environmental management and compliance with applicable regulatory requirements. Biodiversity considerations are integrated into our practices across certain terminals, reflecting local regulatory obligations and site-specific contexts.

Impacts on Biodiversity

Port development, expansion, and operations can affect natural habitats and surrounding ecosystems. We recognize both the actual and potential negative and positive impacts of our activities and seek to manage these through responsible planning, environmental assessments, and operational controls.

Commonly identified negative impacts include the risk of oil or fuel spills, waste generation, and water pollution, which may harm marine biodiversity. Other potential impacts include air emissions contributing to climate change, as well as habitat disturbance or loss associated with dredging, incremental expansions, and routine port operations. Several terminals noted that these impacts may arise not only from their own operations but also from business relationships, including activities conducted with shipping and logistics partners.

Commitments

We are committed to protecting biodiversity and maintaining ecological balance in the areas where we operate. This commitment includes managing environmental footprints, reducing ecosystem degradation, preventing pollution, and, where feasible, supporting local biodiversity initiatives such as coastal clean-ups, conservation programs, planting of native tree species, and habitat restoration. Key focus areas include responsible water use, waste management practices that support circularity, avoidance or mitigation of impacts on sensitive habitats, and compliance with biodiversity-related legal and regulatory requirements. We also recognize the importance of collaboration with regulators, communities, and other stakeholders to support shared stewardship of natural resources.

Several terminals have articulated specific biodiversity-related commitments under their respective policy frameworks. MICT complies with all legally mandated biodiversity preservation and protection requirements, implements measures to reduce ballast water discharge at the dock, and prohibits the direct discharge of ship-generated waste. CGSA, the first terminal to achieve Carbon Neutral Certification, has sponsored nearly 25,000 hectares of protected areas over two consecutive years and maintains approximately 25 hectares of mangrove swamps within its boundaries in a natural condition. VICT supports biodiversity protection through biosecurity inspections of equipment to ensure that no biosecurity threats are present, with defined cleaning and reporting processes applied where necessary.

Monitoring

Biodiversity-related risks and impacts are monitored through site-level assessments, inspections, and operational controls focused on habitat protection and pollution prevention. Monitoring activities support compliance with regulatory requirements and inform internal reviews of mitigation measures and biodiversity management practices over time.

Site-level inspections and environmental monitoring activities may support the oversight of biodiversity-related risks, particularly those related to habitat protection and pollution prevention. Where required by local authorities, terminals conduct routine inspections and implement environmental initiatives aligned with applicable regulations. In some locations, studies, assessments, or benchmarking exercises are undertaken to better understand potential impacts and appropriate mitigation measures.

Management supports the oversight of nature-related risks through existing HSE governance structures. This may include identifying potential risks, ensuring compliance with applicable regulations, and facilitating the implementation of site-level environmental initiatives. Where relevant, management engagement supports coordination across departments and alignment with operational priorities.



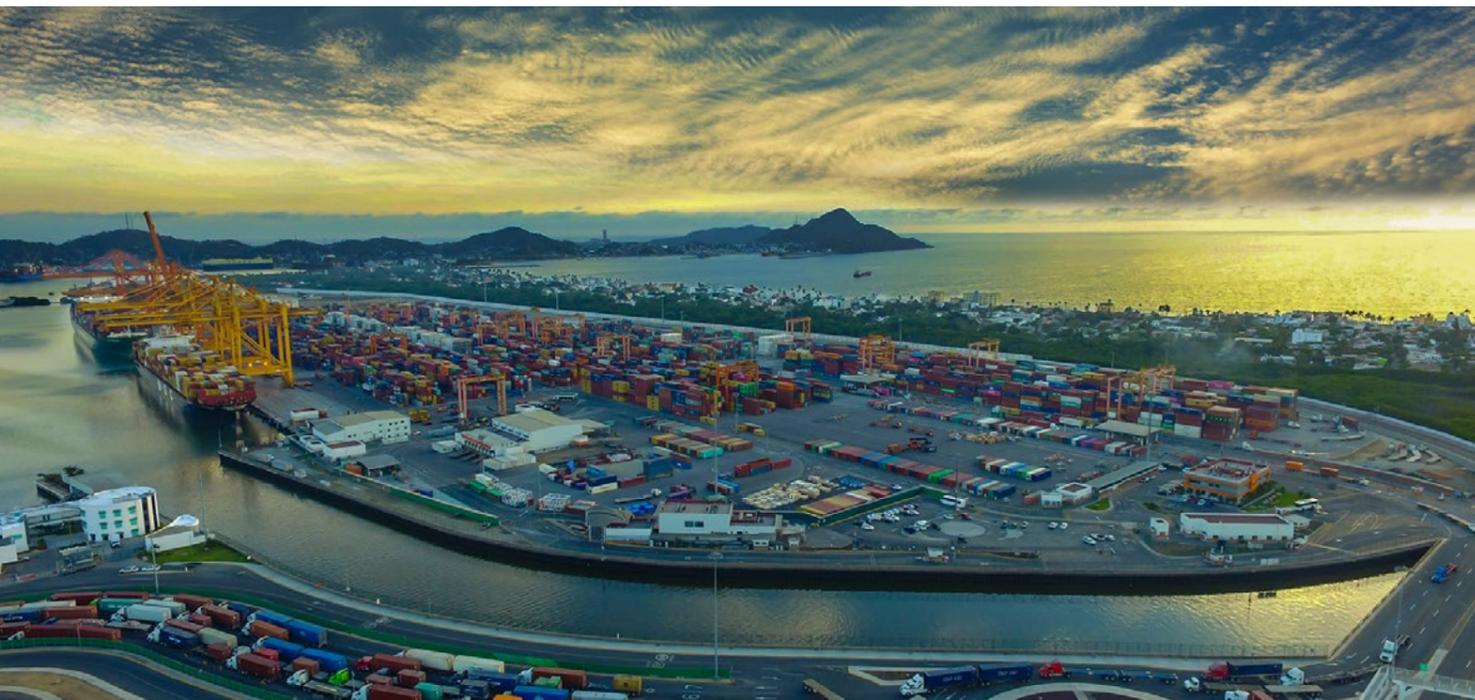
Strengthening Biodiversity and Marine Protection Within and Beyond Operations

We support ecosystem preservation across our operations through mangrove restoration, coastal cleanups, and wildlife and marine protection initiatives.

Contecon Manzanillo (Mexico), MIT (Papua New Guinea), SBITC (Philippines), SCIPSI (Philippines): We strengthened coastal resilience through large-scale mangrove restoration initiatives across multiple terminals. The IF and SCIPSI launched a three-year program to restore 12.52 hectares in Sarangani Bay, SBITC planted 100 mangrove propules in Triboa Bay, Contecon Manzanillo rescued 1,547 mangrove and coastal species and produced new plants to reforest 6.5 hectares in Mexico, and MIT planted 105 mangrove seedlings in Papua New Guinea in partnership with Total Energies and local stakeholders.

MICT (Philippines), MMT (Philippines), BIPI (Philippines): We marked National Maritime Week and the International Coastal Cleanup through coordinated coastal cleanups, with MICT collecting 476 sacks of waste, MMT removing 500 kilograms of debris, and BIPI clearing marine litter along the San Andres Uno shorelines.

Contecon Manzanillo (Mexico), VICT (Australia), KMT (Cameroon): We conducted wildlife rescue and relocation efforts, enhanced terminal biosecurity, and supported marine conservation programs. Contecon Manzanillo safely relocated over 5,000 wildlife individuals, VICT protected Victoria's ecosystems through its on-site Rural Tailgate Inspection service, and KMT contributed to safeguarding sea turtles and dolphins in the Manyange Na Elombo Campo Marine Protected Areas.





02 Economy

Context and Commitments

We enable economic growth through port operations and investments that strengthen trade, employment, and connectivity. By working with governments, customers, and partners, we help deliver efficient, reliable port services that support economic activity across our markets.



Groundwork

We invest in infrastructure, technology, and workforce capabilities to ensure efficient operations and to address local market needs. Responsible business practices, including ethical conduct and support for local suppliers, anchor our approach and help build trust and long-term partnerships.



Gains

Our terminals support trade flows, job creation, and economic activity in the communities we serve. Ongoing operational improvements and capacity upgrades enhance efficiency, attract new business, and deepen collaboration with stakeholders—contributing to shared growth and sustained economic value.



Moving Forward

We will continue strengthening our economic contributions through strategic investment, innovation, and responsible practices. Our priorities include expanding infrastructure, developing workforce skills, and advancing partnerships that drive long-term economic resilience and inclusive growth.

Where Port Meets Progress

Our ports enable efficient movement of goods that support trade flows and economic activity. Continuous investments in capacity, systems, and operational excellence help us meet shifting demands with reliable port performance.

Business Performance in Container Throughput

Operational Performance

METRIC	2024	2025
Total container throughput (TEUs)	13,066,949	14,501,189

Economic Performance (in Million USD)

DISCLOSURE	2024	2025
Direct economic value generated	2,867.6	3,336.8
Economic value distributed	2,375.2	2,753.9
Operating costs	634.4	705.9
Employee wages and benefits	309.2	353.7
Payments to providers of capital	625.1	705.5
Payments to governments	793.0	975.0
Community investments	13.5	13.8
Economic value retained	492.4	582.9

Container throughput measures the scale and efficiency of our port operations and their contribution to trade flows. The following data summarizes container handling performance across our terminal network during the reporting period.



Economic Contributions

Our operations generate economic value across the markets we serve. We support employment, facilitate trade, generate public revenues, and invest in port infrastructure and related services.

Through sustained financial performance and long-term investments, we strengthen supply chains and contribute to economic resilience and local economic development.

Global Footprint, TEU Performance, Terminal Efficiency Highlights

We operate a geographically diverse portfolio of ports and terminals that support international and regional trade. Our network enables the efficient movement of goods and strengthens supply chain connectivity through terminal capacity, service capability, and operational efficiency.

Container throughput and terminal performance reflect trade conditions, service mix, and operational execution across our network.

We continue to enhance terminal efficiency and expand capacity to meet growing and more complex cargo requirements. These improvements strengthen operational reliability and improve service delivery for customers.



Transnet and ICTSI Seal Long-Term Partnership for DCT Pier 2

To expand our African footprint, we signed a 25-year partnership with Transnet SOC Ltd. to upgrade and operate DCT Pier 2, a key trade gateway in South Africa. Secured through a competitive 2023 procurement process, the agreement supports national logistics modernization and strengthens private sector participation in infrastructure.

Transnet holds a majority stake in a new special-purpose vehicle, while we commenced terminal operations on 1 January 2026. Planned upgrades and advanced systems will increase capacity from 2 million to 2.8 million TEUs, improve crane productivity per hour from 18 to 28, and extend ship working hours from 60 to 120.

These improvements will enhance operational efficiency, reduce logistics costs, and expand trade capacity. The partnership also supports job creation and strengthens South Africa's role as a regional logistics hub.

This collaboration leverages our global expertise to improve port performance, strengthen supply chains, and support long term economic growth.



ICTSI's South Luzon Container Terminal Takes Shape

We are advancing the USD 800-million SLCT in Bauan, Batangas, with commercial operations targeted for 2028. Developed in phases, SLCT will add up to 2 million TEUs of annual capacity to our network. The project will modernize Bauan International Port with an 18-meter berth depth, modern quay and yard equipment, and an initial 425-meter quay capable of handling super post-Panamax cranes, providing a starting capacity of 800,000 TEUs.

Located near major industrial hubs and future expressways, SLCT will enhance Southern Luzon connectivity, support national port capacity expansion, and drive economic growth.



ICTSI Invests BRL 948 million to Modernize Rio Brasil Terminal

We are investing BRL 948 million to expand and modernize RBT, raising increasing capacity from 440,000 to 750,000 TEUs by 2029. The project upgrades core infrastructure, introduces next-generation cranes in 2026, and enhances automation and compliance. These improvements will enhance port efficiency, ease congestion, and support local job creation.

The expansion will also strengthen the Rio Minas and Rio Suzano logistic corridors, improving multimodal connectivity and cargo flow. Aligned with our sustainability priorities, the project integrates environmental measures that support decarbonization, improve operational performance, and contribute to a more resilient supply chain.



Enhancing Terminal Capacity and Efficiency

We continue to invest in modern equipment and infrastructure to improve operational efficiency, expand capacity, and support trade across our global portfolio.

CLIA Pouso Alegre (Brazil): CLIA Pouso Alegre inaugurated the expansion of its Logistics and Industrial Center, improving cargo movement between Southern Minas Gerais and the Port of Rio de Janeiro. The upgrade reduces logistics costs and shortens import and export lead times. It also introduced the Rio-Minas corridor, a multimodal route that improves connectivity, efficiency, and access for regional shippers.

AGCT (Croatia): Adriatic Gate Container Terminal presented its new super post-Panamax quay cranes to stakeholders along the Rijeka transport corridor. With a 67.5-meter outreach and the ability to service the largest vessels in the Mediterranean and Adriatic, the cranes will increase handling capacity and improve operational performance.

NorthPort (Philippines): NorthPort expanded its capability to support growing domestic trade volumes with the acquisition of two Konecranes Gottwald ESP 5 mobile harbor cranes. The new equipment will improve berth productivity at Pier 10 and enable simultaneous vessel operations.

MICT (Philippines): Manila International Container Terminal increased cargo-handling capacity with the addition of 11 new Terberg terminal tractors. The new fleet improves workflow efficiency, reduces turnaround times, and enhances operational reliability.

VCT (Philippines): Visayas Container Terminal handled its first gearless vessel, M/V *Otana Bhum*. Supported by the delivery of new mobile harbor cranes, this capability improves Iloilo's port access, enhances service capability, and supports regional trade and economic activity.

Boosting Trade and Development Around the World

We support trade and development by operating port facilities that enable the efficient movement of goods across domestic, regional, and international markets. Investments in our terminals and ongoing operational improvements increase capacity, enhance reliability, and expand connectivity, supporting trade flows and logistics networks in the regions where we operate.

Our terminals handle a wide range of cargo, including containerized and refrigerated goods, bulk and break-bulk shipments, and project cargo.

Capacity expansions, infrastructure upgrades, and equipment investments allow us to respond to evolving trade patterns and growing demand from shipping lines and cargo owners.

Through these operations, we enable the movement of key commodities and support export industries and supply chains in host countries. Continued investment in port assets and operational capability supports long-term trade facilitation and contributes to national and regional economic development.



Enhancing Gateway Performance Through Key Vessel and Volume Milestones

Our terminals continue to advance their role as strategic gateways, handling record numbers of vessel calls and cargo volumes across our network.

AGCT (Croatia): Adriatic Gate Container Terminal recorded over 400,000 TEUs in 2024, the highest annual volume in the terminal's history. Despite disruptions linked to the Red Sea crisis early in the year, AGCT maintained stable operations and delivered sustained volume growth.

MICT (Philippines): Manila International Container Terminal also achieved a historic record volume by handling three million TEUs in a single year, the highest annual throughput in its history. The achievement reflects ongoing investments in terminal modernization, including hybrid RTGs, additional terminal tractors, and initiatives to deploy electric equipment.

MICT (Philippines): Manila International Container Terminal welcomed the inaugural call of Hapag-Lloyd's China-Philippines Feeder service, marking the carrier's first entry into the Philippine market. The service expands connectivity between Philippine ports and major Asian transshipment hubs, supporting international trade.

MMT (Philippines): Manila Multipurpose Terminal marked its 2,000th vessel call with the M/V *Ken Olive*, reflecting sustained operational growth and its capability to handle diverse cargo types.

VCT (Philippines): Visayas Container Terminal welcomed its first gearless vessel, the M/V *Otana Bhum*, marking an important step in its operational capability. The call reflects VCT's expanded capacity to handle larger vessels, establishes direct links between Iloilo and regional hubs, enhances trade access across Western Visayas, and positions the terminal as a key gateway in the region.



03

Social

Context and Commitments

Our people enable safe, reliable, and sustainable port operations. We are committed to ethical workforce management, respect for labor rights, and skills development that supports individual and organizational performance. Our programs promote safety, well-being, and professional growth across our diverse operations.



Groundwork

Our workforce approach is guided by policies and practices that support safety, fair labor conditions, and employee well-being. We invest in health and safety, learning and development, and inclusive workplace practices to maintain a respectful and productive work environment. These efforts enable our employees to perform effectively and support operational requirements.



Gains

We continue to strengthen workplace safety, expand training, and increase employee engagement. Skills development and well-being programs support operational performance and prepare employees for changing business needs.



Moving Forward

We remain focused on developing a capable, engaged, and resilient workforce. Our ongoing efforts prioritize training, collaboration, and stakeholder engagement, supporting business continuity and positive social outcomes in the communities where we operate.

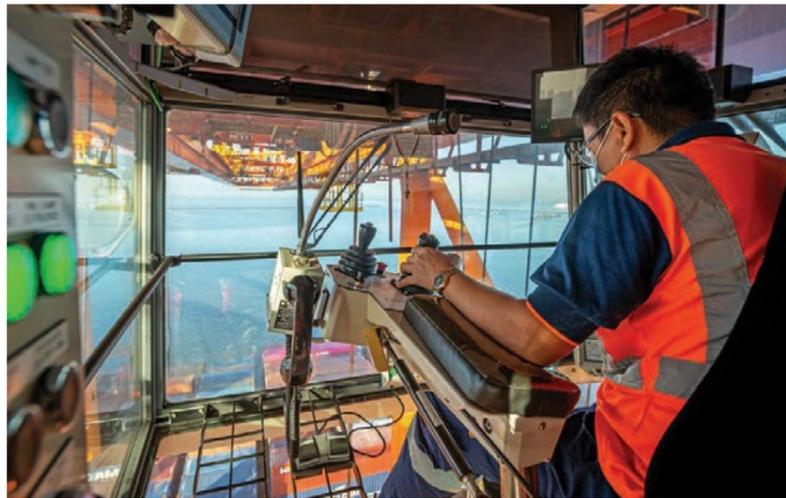
Putting People First

Sustainability, beyond environmental metrics, is about people and the relationships built with employees, customers, and host communities. Our approach to social responsibility is grounded in respect for people, ethical labor practices, and support for social and economic development across the markets where we operate.

We translate this focus into actions by fostering a workplace where employees are supported, engaged, and treated with respect. This includes promoting learning and development, maintaining transparent communication, prioritizing health and safety, and engaging constructively with communities. Through these efforts, we support employee well-being while contributing to shared progress and long-term social value.

Employees

We recognize that an engaged workforce supports business continuity and long-term performance. We prioritize employee well-being, professional development, fair working conditions, and work-life balance, while adhering to applicable international frameworks, including those of the UN, OECD, and ILO, as well as local labor laws across our operations.



Hiring and Employment

We prioritize full-time employment to support workforce stability, continuity, and long-term development. Global Corporate Human Resources oversees workforce engagement, and labor relations are overseen by Global Corporate Human Resources, while local HR teams implement employment practices aligned with local regulations and cultural contexts. Terminals promote gender equality and equal opportunity by assessing applicants based on qualifications and experience, and by providing fair access to employment, benefits, and career development.

Where feasible, roles are filled through internal progression or by local hiring, supporting employment and skills development in host communities. Employment policies address fair recruitment, competitive compensation, and structured hire-to-retire programs, supported by internal reviews, audits, and employee feedback.

We allocate resources to workforce management, including staffing, budgets, and HR systems. Workforce performance and employment risks are monitored through reviews, KPIs, and engagement tools. Grievance mechanisms—including ethics lines, ombudsman channels, and whistleblowing platforms—enable employees to raise rights concerns and protect confidentiality.

Employment Overview

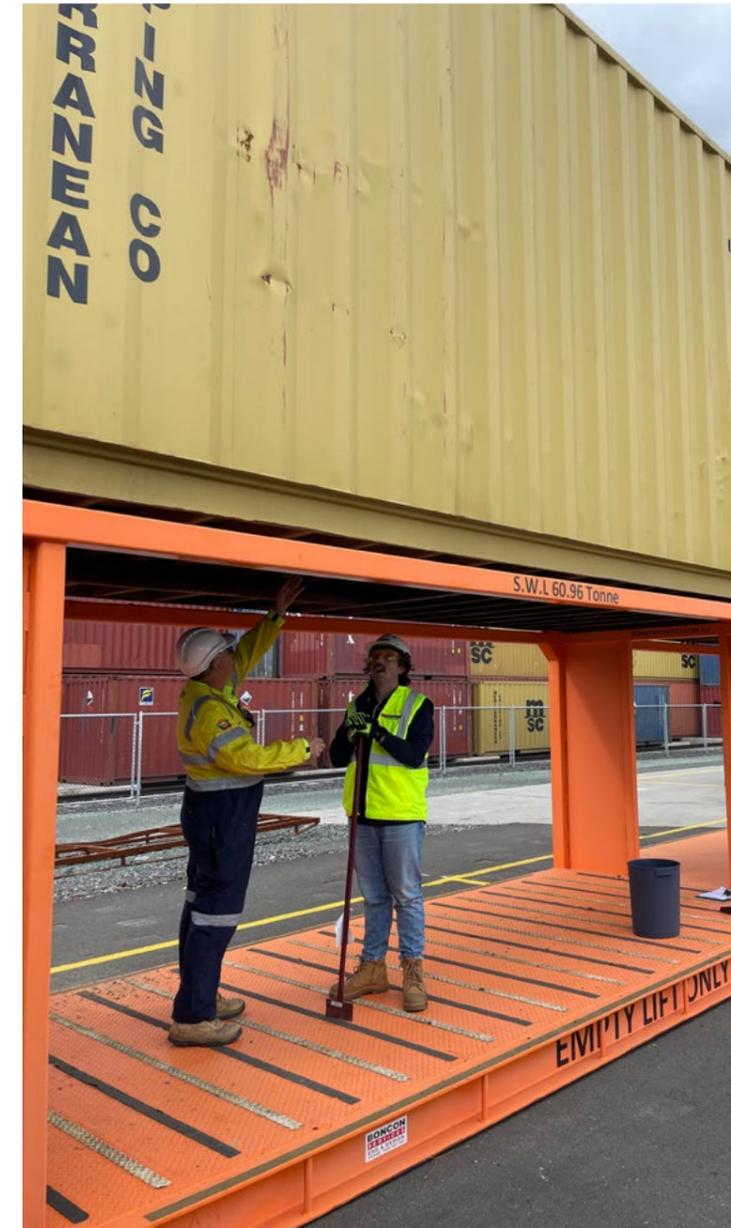
Total number and rate of new hires

	2024		2025	
	30 Terminals	30 Terminals	31 Terminals	31 Terminals
Total New Hires	1,625	1,798	1,798	1,906
Rate of New Hires	15%	15%	15%	16%

Total number and rate of employee turnover^a

	2024		2025	
	30 Terminals	30 Terminals	31 Terminals	31 Terminals
Total New Hires	1,038	1,308	1,308	1,374
Rate of New Hires	9%	11%	11%	11%

^aTurnover data includes voluntary and involuntary natures of separation, such as dismissal, retirement, redundancy, resignation, illness, or death.



Wages and Benefits

We provide fair and competitive compensation to support employee well-being, retention, and performance. Compensation and benefits are structured to promote financial stability, work-life balance, and career development, and comply with applicable laws on wages, working hours, overtime, and benefits.

Full-time employees receive paid leave, medical and life insurance, allowances, incentives, and retirement benefits in line with local policies and regulations. These provisions support workforce stability and continuity across our operations.



ICTSI Global HR Rolls Out 2026–2028 Strategy

We launched our Global Corporate Human Resources (GCHR) Strategy for 2026–2028, aligning HR with business priorities and workforce needs. The strategy focuses on integrated people practices, modern HR technology, and a consistent employee experience across our global operations. Priorities include recruitment, Total Rewards, global mobility, and expanded digital HR services.

Programs delivered through the ICTSI Global Academy will support leadership and skills development across the organization. Through improved systems and aligned practices, GCHR supports workforce capability, employee engagement, and ICTSI's continued growth.

Work-Life Balance

We support employees in maintaining work-life balance while meeting requirements. Terminals implement leave and family-related programs in line with local labor laws, including parental, maternity, and other statutory or special leaves. These provisions are defined in employee handbooks and internal policies.

Flexible work arrangements are implemented where operationally feasible. Introduced in 2022, the Way of Working Policy provides guidance on balancing on-site and remote work, supporting business continuity while allowing flexibility where appropriate. This is supported by tools, technology, and hybrid work practices that enable collaboration across teams.

These measures support employee well-being and help employees manage work and personal responsibilities, contributing to a healthy and productive work environment.

Leaves

We uphold employees' rights to build families without discrimination or risk to employment. We support a work environment that enables both professional development and family responsibilities.

Most of our terminals maintain policies that support parental leave and childcare, with provisions varying based on local regulatory and operational contexts. These policies are reflected in leave guidelines, employee handbooks, and company codes.

Our terminals offer maternity leave benefits, including paid and unpaid leave, as well as daily breaks to care for newborns, particularly during the first four months after childbirth. Paternal leave provisions also vary across terminals, typically ranging from two to five days.

Labor Practices

Freedom of Association and Collective Bargaining Agreements

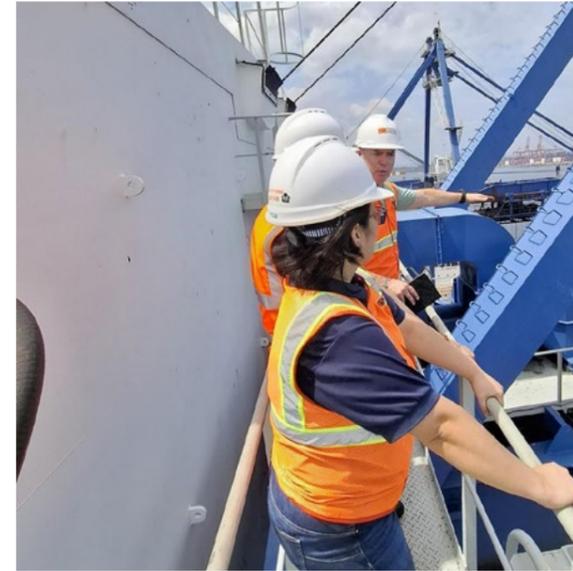
We respect employees' rights to freedom of association and collective bargaining, in accordance with applicable labor laws and relevant international labor standards. Employee representation structures vary by jurisdiction, and collective bargaining agreements (CBAs) are maintained where applicable to support constructive labor-management relations.

In 2025, approximately 41% of our permanent workforce was unionized, based on total headcount, regardless of union eligibility. In certain jurisdictions, labor unions are not required to disclose membership figures or demographic breakdowns, including gender, in accordance with national regulations.

A total of 19 terminals maintained CBAs, which are typically renewed every five years to reflect evolving labor conditions and compensation standards. These agreements include provisions for consultation and negotiation and may specify notice periods for operational changes ranging from one week to one month, depending on the nature of the change and applicable regulatory requirements. Established procedures govern the negotiation and renewal of CBAs, in accordance with local labor laws.

In addition to formal union arrangements, we support employee-management dialogue through labor-management councils or similar mechanisms. These platforms enable constructive engagement and facilitate the timely resolution of workplace concerns.

We remain committed to good-faith engagement with freely chosen employee representatives and to maintaining transparent, respectful, and lawful labor relations across our operations.



Labor Management Relations

We maintain constructive labor-management relations to support workforce stability, operational continuity, and the achievement of business objectives. Terminals allocate appropriate financial, technical, and human resources to manage labor relations effectively. These include regular engagement with employee representatives, joint labor-management committees, and structured consultation mechanisms on workplace matters.

Labor relations policies and practices are implemented in accordance with applicable local laws and internal governance standards. At selected terminals, the effectiveness of labor relations programs is assessed through employee feedback, workforce surveys, and ongoing engagement with employee representatives and labor unions. These measures strengthen transparency, promote continuous improvement, and reinforce mutual trust.

These practices complement formal grievance mechanisms that are maintained across terminals, which enable employees to raise concerns through established channels. Concerns are reviewed and addressed in a timely, fair, and consistent manner, in accordance with internal procedures and regulatory requirements.



Strengthening Labor Relations and Employee Dialogue

We strengthen labor relations and employee well-being through collective bargaining, training, and structured social dialogue across our operations.

MCT (Philippines): MCT finalized a new Collective Bargaining Agreement with the MICTSI Labor Union and the Federation of Democratic Labor Organization, effective until March 2030. The agreement reinforces fair employment terms and strengthens labor-management cooperation.

MICTSL (Madagascar): MICTSL amended its collective bargaining agreement to align with the new Labor Code and enhance employee protection. Updates include retirement allowances, death benefits, and expanded social security measures.

NorthPort (Philippines): NorthPort delivered leadership training for union officials, covering health and safety, disciplinary processes, and operations management cooperation.

VICT (Australia): VICT renewed its enterprise agreement with unions, extending coverage until March 2029. The agreement enhances employee benefits and supports operational flexibility and a stable industrial relations framework.





Strengthening Employee Engagement and Workplace Culture Across Terminals

We promote an inclusive workplace by encouraging open dialogue, employee well-being, and a values-driven culture across our global terminals. These efforts support engagement, retention, and workforce performance.

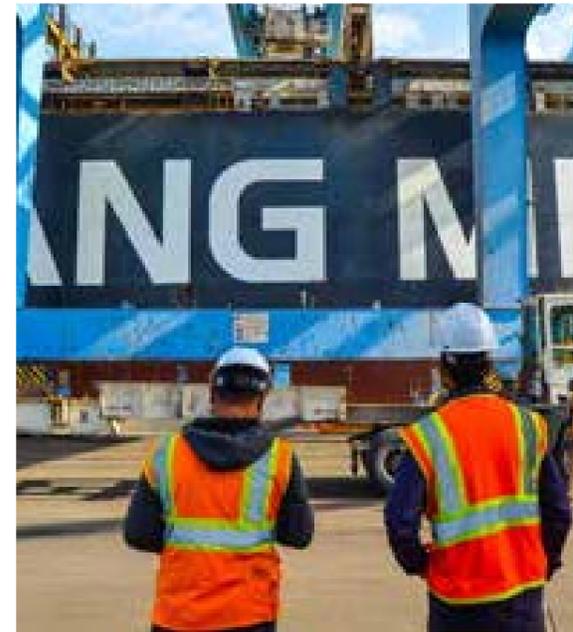
CGSA (Ecuador): Contecon Guayaquil enhanced employee well-being through programs such as Christmas at Mom & Dad’s Workplace and the CGSA Sports Club. The Club’s facilities—including courts, an athletics track, and family recreation areas—have enabled physical activity and societal connection for more than 750 employees and family members, reinforcing a family-oriented culture.

KMT (Cameroon): KMT promotes work-life balance through monthly sports activities. Employees participate in walking and football sessions that build camaraderie, reduce stress, and encourage well-being.

MMT (Philippines): MMT improved employee facilities by installing a dedicated holding area with rest areas and washrooms. A covered walkway also protects employees from heat and rain, improving comfort and safety.

VCT (Philippines): VCT launched monthly sessions as a forum for dialogue between employees and management. These sessions improve transparency, encourage feedback, and support the timely resolution of workplace concerns

VICT (Australia): VICT rolled out TACIT: Teamwork, Accountability, Compassion and Passion, Ideas, and Trust. The initiative promotes shared values through internal communications and recognition programs, supporting a respectful, high-performing workplace culture.



Modern Slavery

Our operations and supply chains are exposed to labor and human rights risks, including forced labor, child labor, human trafficking, and other forms of exploitation, particularly within global logistics and maritime value chains. We address these risks through established policies, governance frameworks, and oversight processes that promote lawful and ethical employment.

We maintain a zero-tolerance policy for all forms of modern slavery, including forced or compulsory labor and human trafficking. Employment practices across our operations must comply with applicable laws, including voluntary employment and minimum age requirements, and align with internationally recognized human rights standards, including the United Nations Universal Declaration of Human Rights and the International Labour Organization’s Core Labour Principles.

We communicate our labor and human rights expectations to business partners and suppliers through internal policies and contractual requirements. Reporting and grievance mechanisms enable employees and stakeholders to raise concerns, which are reviewed and addressed in accordance with established procedures.

We periodically review our policies and controls to reflect changes in regulatory requirements, operating conditions, and supply chain risks. This supports ongoing alignment with legal obligations and international human rights standards.



Diversity and Equal Opportunity

We operate across diverse geographic and cultural environments and maintain inclusive and equitable employment practices. Diversity and equal opportunity are integrated into workforce management to promote fair treatment, merit-based advancement, and respectful workplaces.

Employment decisions—including recruitment, training, development, compensation, and disciplinary action—are based on qualifications, performance, and business needs. Discrimination based on gender, age, ethnicity, religion, disability, or other protected characteristics is prohibited under Company policy and applicable laws.

A Diversity and Equal Opportunities Policy, formalized in 2022, provides guidance on inclusive employment practices and respect for human rights. The policy aligns with our Code of Business Conduct, international labor standards, and local regulatory requirements.

Diversity is reflected across our terminals, including women’s participation in operational roles such as equipment operators, engineers, and yard and vessel checkers. Compensation is based on role, responsibility, and performance. Internal reviews indicate no systemic gender-based pay gaps across most terminals. Compensation and benefits are periodically reviewed to support fairness and transparency.

Employees may report concerns related to discrimination or unequal treatment through established grievance and reporting channels. These reports are reviewed and addressed in accordance with internal policies and applicable regulations.

We continue to monitor and review our diversity and equal opportunity practices to ensure their effectiveness and alignment with evolving workforce needs and regulatory standards. Ongoing monitoring and periodic reviews support the continued relevance and effectiveness of diversity and equal opportunity practices.

Employee Diversity

Total Employee Count

	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
BY GENDER			
Male	9,783 (89%)	10,304 (89%)	10,680 (89%)
Female	1,217 (11%)	1,303 (11%)	1,367 (11%)
TOTAL	11,000 (100%)	11,607 (100%)	12,047 (100%)
BY AGE GROUP			
Under 30 years old	2,028 (18%)	2,032 (17%)	2,214 (18%)
30-50 years old	7,240 (66%)	7,613 (66%)	7,843 (65%)
Over 50 years old	1,732 (16%)	1,962 (17%)	1,990 (17%)
TOTAL	11,000 (100%)	11,607 (100%)	12,047 (100%)

Governance Body^a

	2024	2025
BY GENDER		
Male	192 (66%)	235 (66%)
Female	99 (34%)	119 (34%)
TOTAL	291 (100%)	354 (100%)
BY AGE GROUP		
Under 30 years old	30 (10%)	42 (12%)
30-50 years old	187 (64%)	219 (62%)
Over 50 years old	74 (26%)	93 (26%)
TOTAL	291 (100%)	354 (100%)

^aGovernance Body is defined as the Company's Board of Directors, Key Officers, and Global Corporate employees. (Key Officers include employees with positions from Vice President and higher).



Learning and Development

Learning and development programs support workforce capability, operational consistency, and long-term performance. Training addresses technical, operational, safety, and leadership requirements, and is delivered through a combination of centralized frameworks and terminal-level implementation.

Learning and development policies are approved by executive management and reviewed periodically to ensure relevance and effectiveness. Terminals without formal policies continue to provide training to support workforce capability and operational needs.

Training is coordinated by Global Corporate Human Resources through the ICTSI Global Academy and supplemented by terminal-level programs tailored to local operational and regulatory requirements. Delivery methods include classroom instruction, digital platforms, and on-the-job training, ensuring flexibility and consistent learning across operations.

Total Training Hours

	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
BY GENDER (IN HOURS)			
Male	230,119	271,195	284,923
Female	38,945	40,657	44,109
TOTAL	269,064	311,852	329,032

Average Training Hours

	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
BY GENDER (IN HOURS/EMPLOYEE)			
Male	24	26	27
Female	32	31	32



Global Academy Programs

The ICTSI Global Academy delivers structured learning programs across functions and career levels. Training focuses on operational excellence, safety, leadership, and technical skills relevant to terminal operations. Standardized curricula are developed centrally and adapted by terminals to reflect local operational and regulatory requirements.

In 2025, Global Academy programs were reviewed to enhance the integration of health and safety across key modules, including Technical Excellence Development (TED), Terminal Operations Management (TOM), and Driving Performance (DP). The updates reinforce safe work practices, proper equipment handling, and operational discipline.

Programs are implemented in collaboration with terminal management and functional teams, including Operations, Engineering, and Global Health, Safety, Security, and Environment (HSSE). This ensures training remains relevant and supports effective application in daily operations.



Strengthening Leadership Capability Across ICTSI Terminals

We continue to expand leadership development programs across our terminals, equipping supervisors and frontline teams with the skills to lead effectively, improve coordination, and support safe, efficient operations.

SPIA, TecPlata & SBITC (Colombia, Argentina, Philippines): ICTSI Global Academy delivered the DP Program across three terminals to enhance frontline supervision and local training capability. SPIA implemented phased delivery, TecPlata completed a full-week rollout through internal trainers, and SBITC trained 18 supervisors using yard and vessel scenarios. Training materials were localized and supported by regional HR and operational leaders.

VCT (Philippines): VICT conducted a Supervisory Skills Training for supervisors, foremen, team leaders, and checkers. The program focused on communication, supervision, and team management to improve coordination and support safe quayside and yard operations under Project Delta.

BIPI (Philippines): To develop ready leadership across the terminal, BIPI completed the Management Development Program (Level 3) course for supervisors and superintendents. The program covered leadership, strategic thinking, performance management, and employee engagement, preparing participants for expanded operational responsibilities.

AGCT (Croatia): AGCT hosted the DP Program for first-line leaders across departments. The training covered productivity, cost management, revenue improvement, and safety through case studies and practical workshops.

CGSA (Ecuador): CGSA supported employee development through ICTSI's Universidad Naranja scholarship program. Eighteen employees and family members received support for undergraduate, graduate, and technical education, supporting long-term career development.

VICT (Australia): VICT trains newly hired wharf operators through classroom instruction and hands-on mentorship. The program builds technical competence, reinforces safety practices, and prepares employees for operations in a highly automated environment.



Driving Performance: Train-the-Trainers

In 2025, the ICTSI Global Academy delivered and scaled the DP Program with the Train-the-Trainers Program across three regions—EMEA (January), APAC (April), and LATAM (May). The program focused on building internal training capability by developing certified local trainers from operations, engineering, HSSE, and frontline leadership teams.

The curriculum covered key operational areas, including safety, equipment care, productivity discipline, and cargo flow awareness. While the program followed a standardized corporate framework, training materials were localized through translation and terminal-specific customization to enhance relevance and impact.

Joint workshops involving Operations, Engineering, HSSE, and support functions supported cross-functional learning and alignment. As a result of the program, a shared operational language was established across participating terminals, contributing to greater consistency in safety practices, equipment handling, and shift discipline.

Within the same year, terminals across EMEA, APAC, and LATAM independently delivered DP sessions using their trained internal facilitators. This demonstrated local ownership of the program and supported the continuity and scalability of capability-building efforts across regions.

Health and Safety

Health and Safety Leadership and Accountability

We recognize health and safety as a fundamental human right. All employees, contractors, customers, port users, and visitors are expected to follow established health and safety requirements across our operations.

We promote accountability, clear standards, and active leadership in managing health and safety. Requirements are embedded into company policies and operational procedures and apply at all levels. These policies are reviewed regularly to support improvement and ensure safety remains integral to daily operations.

Our Global Health and Safety Policy, supported by our H&S Management Framework, sets minimum standards across all terminals. Terminals comply with legal and regulatory requirements and establish measurable safety targets, which are

monitored through management reviews and internal and external audits.

The Global HSSE function provides oversight, sets key occupational health and safety requirements, and facilitates the sharing of best practices across terminals. Portfolio Heads, Terminal CEOs, and their management teams regularly review safety performance regularly and implement improvement actions where needed.

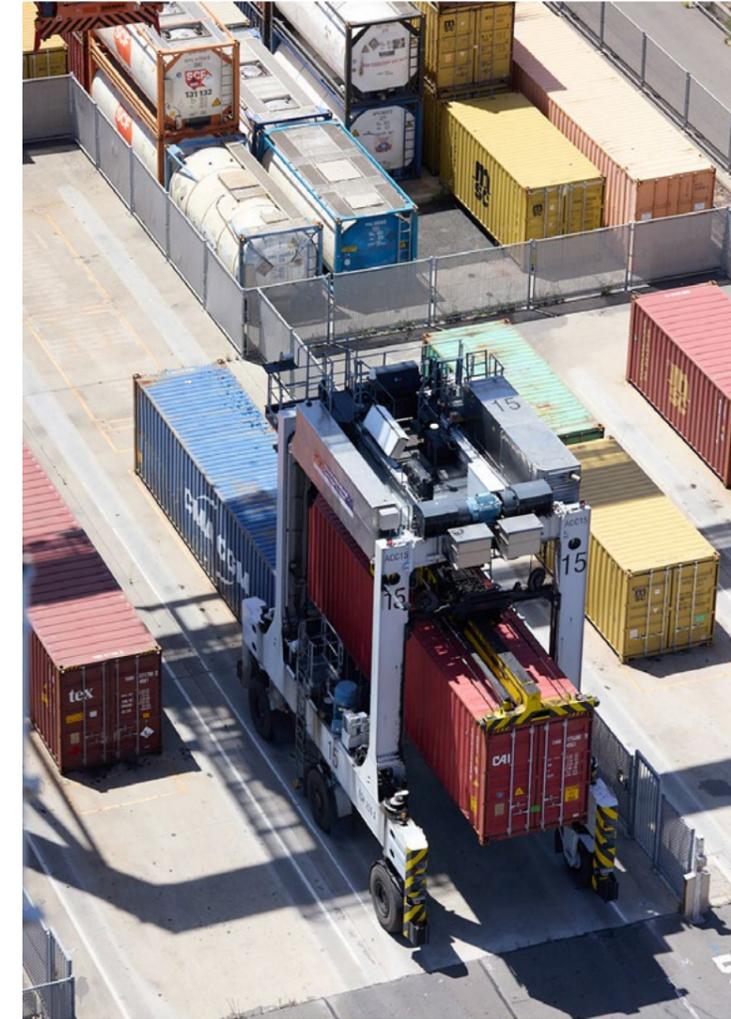
All terminals maintain occupational health and safety management systems aligned with national and international standards, including ISO 45001, ISO 9001, ISO 14001, the IMO IMDG Code, and applicable local regulations such as DOLE and PPA safety frameworks, fire codes of the Philippines, and sanitation standards. Most terminals are certified to, or aligned with, these standards.



Contractor Safety Management

Our contractor management process begins with due diligence, pre-qualification, and screening, including evaluation of safety records, certifications, technical capability, and compliance with statutory and internal standards. Contractors are required to complete safety inductions, understand PTW procedures, and comply with Personal Protective Equipment (PPE) and operational rules before accessing work areas.

When incidents involving contractor personnel occur, standard investigation and corrective action processes are followed. Lessons learned are discussed in departmental and HSSE meetings and translated into updated procedures, engineering improvements, and additional training. This process drives meaningful improvement rather than isolated corrective actions.



Operational Hazard Reporting, Risk Management, and Incident Learning

A safe workplace begins with understanding operational risks. We utilize structured processes to identify and assess risks across routine and non-routine activities, guided by regulatory requirements and standards such as ISO 45001 and ISO 31000.

Tools such as Hazard Identification, Risk Assessment, and Risk Control (HIRARC/HIRAC), Permit-to-Work (PTW) systems, and the hierarchy of controls form the foundation of our approach. Department Supervisors, HSE teams, and frontline personnel work together to continuously assess and manage risks.

Incident reporting and investigation are central to our safety culture. Employees are trained and required to report incidents, near misses, and unsafe conditions through accessible channels, including digital platforms and on-site reporting mechanisms. Investigations are conducted by trained personnel using structured root cause methodologies.

Lessons learned are discussed in departmental and HSSE meetings and translated into updated procedures, engineering improvements, and additional training. This process supports sustained improvement rather than isolated corrective actions.

Safety Culture and Workforce Engagement

Terminals maintain Occupational Safety and Health (OSH) meetings composed of representatives from operations, engineering, security, HR, administration, and, where appropriate, contractors. These OSH-focused meetings are held regularly to review safety performance, discuss incidents, analyze risks, and recommend improvements and corrective actions.

Employees participate in task-specific safety training, safety walks, toolbox meetings, and operational briefings. Terminal management provides multiple channels for hazard and near-miss reporting through digital platforms, QR codes, scheduled inspections, and transparent communication aimed at encouraging timely reporting without fear of retaliation.

Emergency Readiness and Crisis Response

Preparedness is critical. Emergency planning addresses scenarios such as fires, hazardous material incidents, medical emergencies, severe weather events, equipment failures, and security threats.

Each terminal maintains emergency response plans aligned with applicable regulations and supported by defined command structures. Roles and responsibilities, including incident commanders and emergency response teams, are clearly assigned.

Terminals are equipped with essential emergency resources such as first aid stations, spill kits, fire protection systems, emergency vehicles, and communication systems. Many terminals maintain on-site clinics with nurses and ambulance support, while others partner with local medical specialists to strengthen preparedness.

H&S Training and Development

We invest in comprehensive H&S training to ensure that our employees and contractors understand the potential terminal risks and the required health and safety policy and procedures.

All terminal users undergo mandatory safety induction before entering operational areas. Refresher sessions, toolbox meetings, and specialized briefings reinforce policy and procedures. Terminals also provide skill-based training tailored to operational risks, including dangerous cargo handling, equipment operation, emergency response, and regulatory compliance.

Emergency drills such as fire, evacuation, and spill response exercises are conducted regularly to test readiness and reinforce practical skills.



Strengthening Workplace Safety Through Comprehensive Training Programs

We enhance our global safety performance by implementing targeted training initiatives that build employee capability, strengthen risk awareness, and promote a proactive and accountable safety culture across our terminals.

BGT (Iraq): BGT Iraq enhanced workplace safety through focused training on hygiene, equipment handling, and hazard awareness. As a result, the terminal achieved zero Lost Time Injuries (LTIs), recorded no other injuries in 2025, and improved workplace cleanliness and safe equipment practices.

MICT (Philippines): Manila International Container Terminal strengthened its chemical safety management by providing hazardous materials training for 20–22 employees from multiple departments. To ensure chemical spill incidents are handled effectively, the program covered chemical identification, safe handling, and spill response procedures.

MMT (Philippines): Manila Multipurpose Terminal advanced its safety culture through training for both leadership and frontline employees. Management Committee members completed a safety culture toolkit session focused on behavior-based safety, meaningful safety conversations, and just culture principles. Additionally, employees across departments completed Basic Occupational Safety and Health training.

Health and Wellness Promotion

Protecting our workforce goes beyond preventing injuries. We also promote overall physical and mental well-being.

Many terminals maintain on-site clinics while others partner with local medical specialists to provide access to medical services, supported by periodic health surveillance. Our terminals conduct health awareness campaigns and seminars tailored to local health risks and global concerns.

Many terminals also organize sports and recreational activities to encourage physical fitness, teamwork, and social well-being.



Promoting Employee Health and Well-Being Across Terminals

We continue to strengthen workplace wellness by implementing preventive health programs, awareness campaigns, and early-detection initiatives across our global operations, supporting a healthier workforce and fostering a culture of well-being.

CGSA (Ecuador): CGSA advanced its comprehensive “Get Active and Live / Contefit” occupational health program, which promotes healthy lifestyle habits through preventive screenings, nutrition counseling, physical activity campaigns, and educational workshops on chronic diseases and mental health. Additionally, in 2025, the Ministry of Public Health formally recognized Contecon as a pioneer company for applying the national “Activate y Vive” model.

IRB Logística & CLIA Pauso Alegre (Brazil): IRB Logística and CLIA Pauso Alegre promoted worker health through its annual SIPAT Work Accident Prevention Week, featuring lectures

and workshops on safety risks, physical and mental well-being, and practical health tools for employees. Complementing SIPAT, IRB and CLIA also organized a Pink October campaign focused on breast cancer awareness and early detection.

RBT (Brazil): RBT conducted an Alcohol and Drug Prevention Campaign to reinforce workforce safety and support employee well-being. The initiative included Daily Safety Dialogues and the deployment of an access-control device to detect alcohol consumption before entry.

SPICT (Papua New Guinea): SPICT conducted a breast cancer awareness program in partnership with Angau Private Clinic. Employees participated in educational sessions, on-site screenings, and the distribution of information materials covering risk factors, symptoms, and early detection.

MMT Reinforces Safer Workplace Campaign

Manila Multipurpose Terminal (MMT) recently launched its Health and Safety Campaign “Mag Malasakit Tayo: Let’s All Go Home Safe” to strengthen workplace safety.

Mag Malasakit Tayo
Let’s All Go Home Safe.



Safety is a shared responsibility at MMT. The safety slogan reflects our commitment to creating a workplace where safety is at the forefront of employees’ minds.

This initiative emphasizes malasakit—genuine care and concern for one another’s well-being, fostering a culture of mutual respect and proactive safety measures.

MMT’s goal to ensure everyone goes home safely every day. By working together and embracing the principles of malasakit, we build a workplace where safety is everyone’s responsibility. Let’s all go home safe.

To further enhance our safety culture, MMT has introduced a Safety Suggestion Form, available to all employees and stakeholders.

The form can be dropped into the Safety Suggestion Box in the cafeteria, giving everyone the chance to voice their ideas or concerns for improving safety.



Safety awareness saves lives.

Safety Performance

In 2025, zero employee and contractor fatalities were recorded across 27 reporting terminals. LTIs among employees decreased from 118 in 2024 to 88 in 2025 (27 terminals basis). Lost Time Injury Frequency Rate (LTIFR) and Severity Rate (LTISR) both improved year-on-year. The increase to 31 reported terminals in 2025, from 27 in 2024, reflects the expanded reporting scope aligned with the maturity of operations covered in this year's report.

All terminals have implemented occupational health and safety management systems, and 100% are internally audited. Several terminals are externally audited or certified by independent bodies.

Progress in Safety Performance

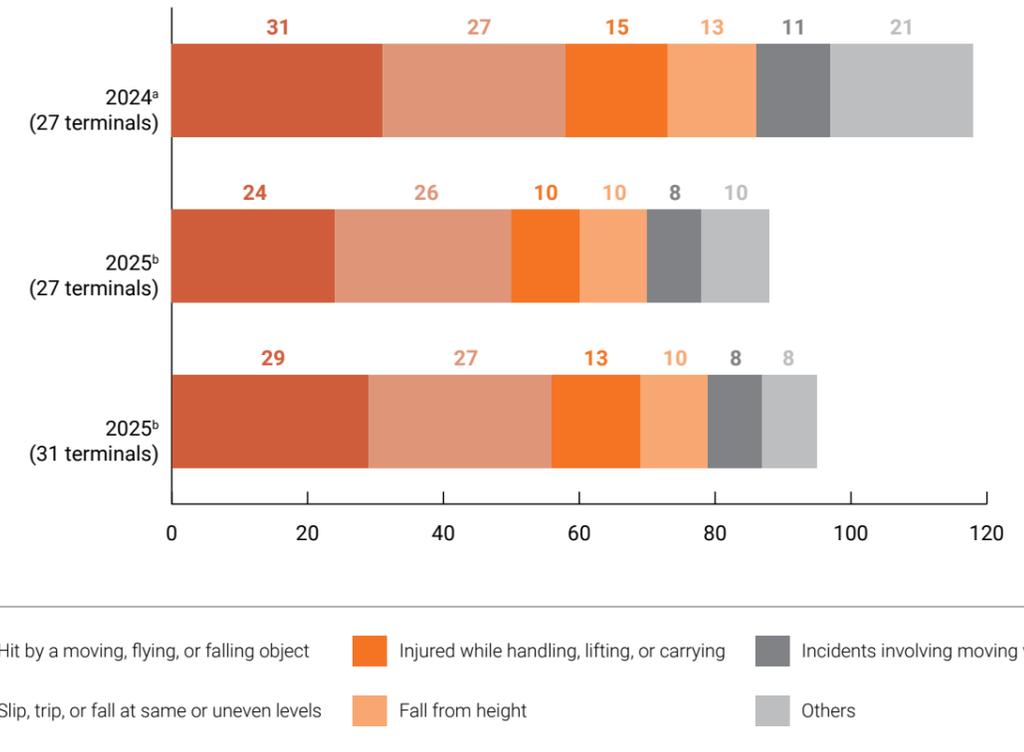
DISCLOSURE	2024 ^a (27 Terminals)	2025 ^b (27 Terminals)	2025 (31 Terminals)
EMPLOYEES			
Fatalities	2	0	0
Lost Time Injuries	118	88	95
Lost Time Injury Frequency Rate (LTFR)	3.88	2.71	2.76
Lost Time Injury Severity Rate (LTISR)	47.4 ^c	52.17	49.7
Exposure Hours	30.93 M	32.41 M	34.36 M
CONTRACTORS			
Fatalities	0	0	0
Lost Time Injuries	14	19	19
Lost Time Injury Frequency Rate (LTFR)	1.29	1.69	1.61
Lost Time Injury Severity Rate (LTISR)	11.28	25.17	23.92
Exposure Hours	10.81 M	11.25 M	11.83 M

^aWe presented 27 terminals in 2024 without CLIA, EJMT, and IRB Logistica due to an unestablished disclosure arrangement with these terminals at that time.

^bTo compare 2024 and 2025 data, we still removed the exclusions from 2024, including VCT, which was added as a new terminal to the reporting scope.

^cThe 2024 LTISR figure for Employees has been restated to 47.4 to reflect the correction of a data entry error identified during 2025 report validation.

Employee Lost Time Injuries



Implementation of Health and Safety Management System

	2024	2025
Percentage of terminals with implemented occupational health and safety management systems	100%	100%
Percentage of terminals with implemented occupational health and safety management system that is internally audited	100%	100%
Number of terminals with implemented occupational health and safety management system is audited and/or certified by an external party		8





Advancing Safety Through Technology-Driven and Engineering-Based Risk Controls

We strengthened our commitment to safe, resilient, and future-ready operations by deploying advanced technologies, engineering controls, and data-driven systems across our terminals.

CGSA (Ecuador): Contecon Guayaquil enhanced risk control through an AI-enabled fatigue-monitoring system for terminal tractors and operating vehicles, allowing for timely corrective and preventive actions. CGSA also installed lifeline-based fall protection systems on warehouse rooftops to protect employees performing maintenance at height.

MMT (Philippines): MMT introduced fall arrest bags, the first of their kind in the Philippines, to reduce severe injury during elevated work. Employees were trained in their proper use as part of the Mag Malasakit Tayo safety program.

CMSA (Mexico): Contecon Manzanillo strengthened safety and operational continuity by installing four automated weather monitoring stations across critical areas of the terminal. The network supports the

timely activation of emergency protocols and coordination with maritime authorities during adverse weather, and it generates historical data for long-term risk management.

TecPlata (Argentina): TecPlata advanced its preventive safety model through the Eagle Eye digital platform, enabling real-time reporting, analysis, and classification of safety observations and near misses. The platform is supported by AI-powered information processing and improves hazard detection, data-driven decision-making, shared responsibility for safety, and early risk identification.

VICT (Australia): VICT enhanced its safety management system by advancing BEAKON, its digital platform for incident reporting, analytics, contractor management, and workforce training. The enhanced system enables faster event logging, improved visibility into safety trends, and higher-quality data for investigations. It also includes integrated safety and operational modules.



Recognizing Safety Performance Milestones Across Terminals

Our terminals continue to demonstrate strong safety performance through disciplined operations, proactive hazard management, and sustained focus on injury prevention, achieving major milestones toward LTI-free operations across the network.

LGICT (Philippines): LGICT reached 1 million safe man-hours without a lost-time incident. The milestone reflects continuous employee training, close coordination with contractors and partner agencies, and adherence to established safety protocols and programs.

SBITC (Philippines): SBITC likewise logged one million safe man-hours without an LTI, marking a significant accomplishment amid high-temperature working conditions and complex cargo operations. To commemorate the achievement, the terminal organized an HSSE exhibit featuring demonstrations, interactive learning stations, and employee recognition.

MICTSL (Madagascar): MICTSL achieved 3.55 million safe man-hours without a lost-time injury, building on earlier milestones of 2.4 million hours in January and 3.1 million hours in August 2025. This reflects strong employee engagement, reinforced operational procedures, proactive risk management, and continuous safety training across the terminal.

Customers

Customer Engagement and Satisfaction

Customer engagement is a material topic for us as a global port operator serving shipping lines, cargo owners, logistics providers, and other supply chain stakeholders. We recognize that reliable terminal operations must be supported by responsive communication, structured service management, and accessible grievance mechanisms to maintain operational continuity and foster long-term trust.

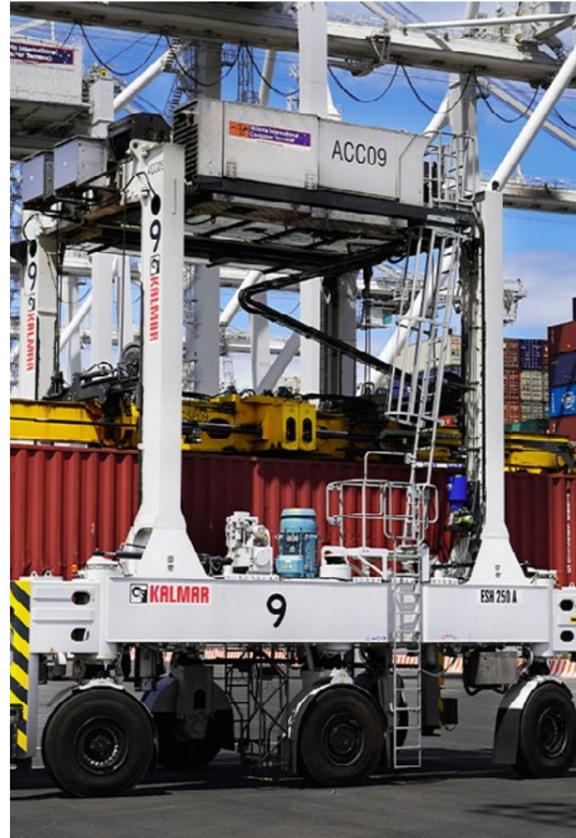
Across the Group, most of our terminals operate under customer service and quality management systems, many of which are aligned with ISO 9001 standards and approved by senior management. These frameworks define communication protocols, complaint-handling procedures, escalation pathways, and service accountability mechanisms.

We periodically review our customer engagement processes through internal audits, management reviews, and structured feedback mechanisms to ensure continued alignment with operational requirements and stakeholder needs.

While governance structures vary depending on terminal size, operational complexity, and competitive environments, customer engagement responsibilities are embedded across our Commercial and Customer Experience, Operations, Finance and Billing, IT, Safety, and other relevant functions. Designated focal persons oversee coordination, monitoring, reporting, and accountability at the terminal level.

We continue to strengthen the harmonization of customer engagement processes across our portfolio to promote greater consistency and transparency.





Commitments, Goals, and Performance Monitoring

We establish commitments to maintain responsive communication, fair grievance handling, and continuous service improvement across our terminals. These commitments are embedded in operational procedures, service-level agreements, and management review mechanisms.

Most of our terminals define customer service objectives and monitor performance through KPIs, including response and resolution timelines, adherence to service-level commitments, customer satisfaction survey results, operational turnaround indicators, and recurring issue trends.

Customer surveys are conducted at varying frequencies—monthly, semi-annually, or annually—depending on operational context. Survey findings and qualitative feedback are reviewed by management teams to identify service gaps and opportunities for improvement.

Resources and Organizational Capability

We allocate dedicated personnel, financial resources, and technological systems to support our customer engagement processes.

The majority of our terminals report the following measures in place:

- Assigned Commercial or Customer Service teams responsible for engagement oversight
- Budget allocations for customer service initiatives
- Investments in workflow systems and digital communication tools
- Monitoring mechanisms integrated into operational reviews

In several terminals, dedicated Customer Experience units manage structured inquiry handling, escalation workflows, and performance reporting. These roles support cross-functional coordination between commercial and operational teams to help ensure the timely resolution of customer concerns. Where applicable, we establish measurable targets to enhance service responsiveness, strengthen coordination across departments, and reduce recurring customer concerns.

Digital Transformation and Customer Value

We continue to strengthen customer engagement through structured digital platforms that enhance transparency, responsiveness, and coordination across our terminals.

Several of our terminals utilize Salesforce to centralize customer relationship management. These systems automate case documentation, assign accountability, define escalation pathways, and provide management-level visibility through dashboards.

The value of these platforms extends beyond process efficiency. Centralized case tracking helps reduce response-time variability, improve the traceability of commitments, and strengthen coordination between commercial and operational teams. By maintaining structured engagement histories, terminals are better positioned to identify recurring issues, address service gaps, and support long-term customer relationships.

Salesforce-enabled terminals include:

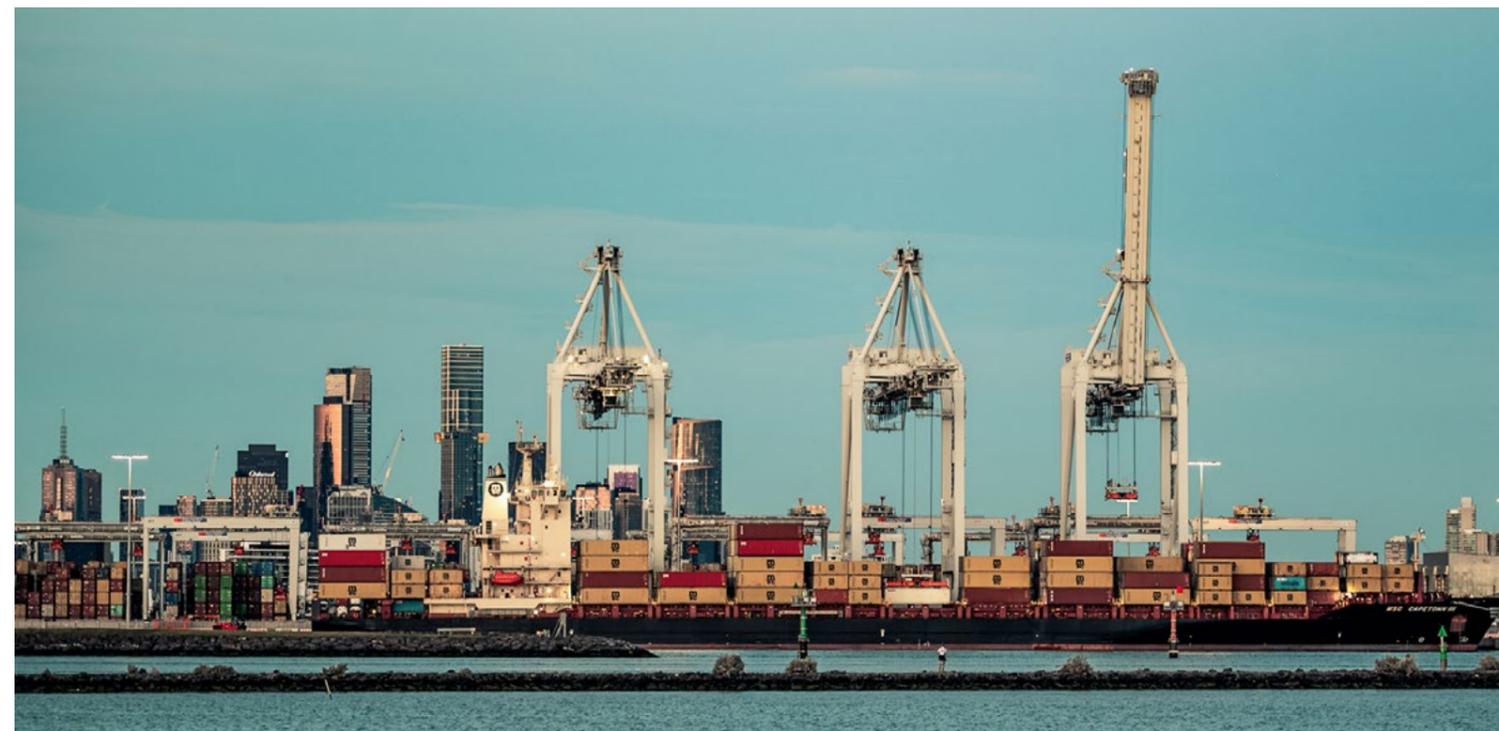
- MICT, Manila
- NorthPort (Manila)
- SBITC, Subic
- VCT, Iloilo
- MCT, Mindanao
- BGT, Iraq and Dubai
- CGSA, Ecuador
- CMSA, Mexico
- RBT, Brazil

Other terminals, such as Papua New Guinea terminals (MIT and SPICTL) and RBT, utilize JIRA-based tools and Zendesk to document and resolve customer-related concerns in a structured manner. These tools support root cause analysis, cross-functional coordination, and timely corrective actions.

In addition to internal systems, selected terminals have introduced customer-facing digital solutions, including chatbots, online portals, track-and-trace applications, digital payment platforms, and virtual terminal interfaces. These solutions enhance accessibility, provide real-time information, and reduce reliance on manual processes.

Collectively, digital transformation strengthens our ability to deliver reliable, transparent, and accountable service. These systems contribute to broader sustainability objectives by:

- Strengthening long-term partnerships through structured consultation, collaborative resolution, and feedback mechanisms (SDG 17 – Partnerships for the Goals)
- Promoting resource efficiency through reduced manual and paper-based processes (SDG 12 – Responsible Consumption and Production)
- Supporting resilient and innovation-driven port infrastructure across our global network (SDG 9 – Industry, Innovation and Infrastructure)
- Contributing to more reliable and predictable port operations that help reduce friction points affecting port users and connected trade ecosystems (SDG 11 – Sustainable Cities and Communities)





Grievance Mechanisms

Most of our terminals maintain formal grievance mechanisms that allow customers to raise concerns through multiple channels, including email, telephone, messaging applications, online platforms, and official correspondence. These mechanisms are designed to support transparent, timely, and structured resolution of service-related issues.

While implementation frameworks vary by terminal, common elements include acknowledging complaints, classifying and investigating, assigning corrective actions, communicating the resolution, and documenting for monitoring purposes.

Examples of structured grievance governance include:

- **Philippine Terminals (MICT, NORTHPORT, SUBIC, VCT, MCT)** – where Customer Experience teams centralize complaints through Salesforce, enabling documented case tracking, investigation, and resolution monitoring. The workflow includes 24-hour acknowledgment, urgency assessment, and documented action planning.
- **CMSA** – which utilizes the QPROCESS management system to log, classify, investigate, and resolve complaints, with monitoring of response times and resolution performance.
- **RBT** – which registers occurrences via Zendesk and supports grievance oversight through Power BI dashboards, recurring issue reviews, and management-level action plans.
- **LGICT** – which integrates incident reporting with root cause analysis and corrective and preventive action processes.

These mechanisms enhance traceability, clarify accountability across commercial and operational teams, and support systematic service recovery. Monitoring recurring concerns enables us to identify process gaps, implement corrective measures, and refine workflows as needed.

Through structured grievance handling, we reinforce stakeholder trust, promote transparent communication, and support responsible business conduct in alignment with SDG 17 (Partnerships for the Goals) and SDG 9 (Industry, Innovation and Infrastructure).



Stakeholder Engagement and Continuous Improvement

We engage a broad range of customer groups, including international shipping lines, cargo owners, freight forwarders, brokers, port users' associations, and industry organizations. Engagement methods include operational meetings, account reviews, and participation in industry forums. Many of our terminals tailor engagement approaches based on cargo volume, trade segment, and strategic relevance to help ensure service delivery remains aligned with customer needs.

Through surveys, consultations, and grievance channels, customers have raised issues related to service-level performance, communication efficiency, berth coordination, operational turnaround time, and digital system usability. Insights gathered from these engagements have informed improvements in service agreements, workflow processes, communication protocols, berth planning coordination, and resource allocation.

By embedding customer engagement insights into both operational planning and commercial strategies, we strengthen service reliability, support customer retention, and reinforce long-term partnerships across our network. Consistent and accountable engagement contributes to revenue stability and competitive positioning, while supporting sustainable value creation through improved efficiency, stronger stakeholder collaboration, and more resilient logistics ecosystems.

We remain committed to further harmonizing customer engagement governance across our global portfolio and advancing digital integration to promote consistent, transparent, and accountable service management.

Cargo Concerns?

Payment Problems?

Terminal Troubles?

VCT Customer Care is here to help you!

email us today at

customercare

@vct.ictsi.com

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

Enhancing Customer Engagement Through Digital Transformation

We continue to improve customer experience across its terminals by modernizing communication channels, optimizing service processes, and integrating digital tools. These initiatives enhance accessibility, strengthen responsiveness, and enable clients to engage more efficiently and transparently across the logistics chain.

NorthPort (Philippines): NorthPort strengthened customer service operations by adopting Salesforce as its primary customer relationship management platform, which enhances the efficiency and speed of tracking and resolving customer inquiries.

TecPlata (Argentina): Our operations in Argentina combined TecPlata's cargo-owner-centric business model with the TICTSI multi-area virtual assistance bot. Together, these initiatives modernize customer communication, promote data-driven decision-making, and position TecPlata as a more agile, efficient, and collaborative logistics hub.

VCT (Philippines): VCT introduced a dedicated Customer Care email to streamline client interactions, reduce response times, and promote a more seamless customer experience.

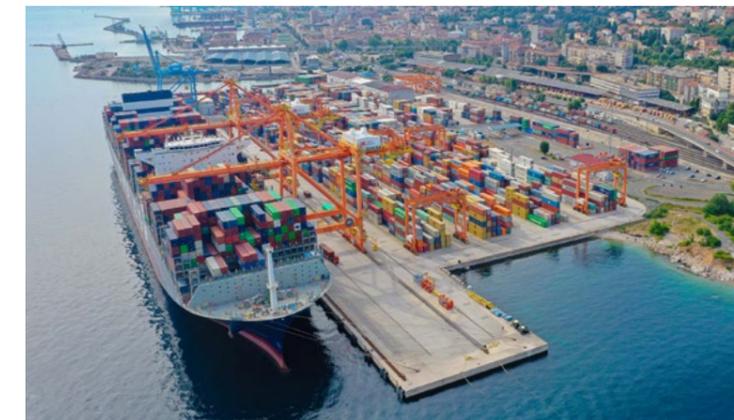
Customer Data Privacy and Security

Safeguarding customer data remains a core component of our customer relationship and risk management framework. We apply a comprehensive approach to data privacy and cybersecurity programs to protect the confidentiality, integrity, and availability of customer information processed through terminal systems and digital platforms.

Data protection controls are embedded across our digital infrastructure, including access controls, encryption, continuous monitoring, and periodic security assessments. These controls align with applicable data privacy laws and recognized cybersecurity standards, ensuring the secure handling of customer information across all digital touchpoints.

At the corporate level, a global cybersecurity and data privacy policy, implemented by Global Corporate Information Technology, supports business and technology initiatives while managing exposure to cyber and data-related risks. A Global Incident Response Plan forms part of our business continuity framework and establishes clear procedures for identifying, escalating, and managing data privacy incidents. Terminal IT heads are integrated into the governance and reporting structure and are accountable for local implementation and compliance.

Risks related to fraud, data theft, and system disruption are actively managed through continuous monitoring capability enhancement and sustained investment in IT resources. Secure, paperless, and real-time digital transactions across our platforms strengthen operational resilience and reinforce customer confidence.



Social Responsibility

Our social responsibility is anchored on the principles of Good Global Citizenship, which emphasize long-term stewardship, partnership, and shared value creation. Operating in diverse social and economic contexts, we recognize that port development and operations have direct and indirect impacts on the communities in which we operate. Managing these impacts responsibly is integral to maintaining trust, supporting stable operations, and contributing to sustainable development outcomes.

We are reviewing our Global Community Development Policy to further align community development initiatives across our global operations, focusing on priority areas informed by local community contexts.

Our approach to social responsibility extends beyond compliance with regulatory and contractual obligations. It focuses on building constructive relationships with host communities, understanding local needs and priorities, and working collaboratively with stakeholders to address shared challenges. These efforts support our social license to operate and help mitigate social, legal, and reputational risks associated with large-scale infrastructure and logistics activities.

Community engagement and development initiatives are implemented through multiple

channels. These include Group-wide programs led by Head Office, terminal-level initiatives tailored to local contexts, and the work of the IF, our primary social development arm. Together, these avenues support programs in education, health and nutrition, child protection, safety, livelihood development, and humanitarian assistance.

Established in 2010, the IF plays a central role in translating Good Global Citizenship into tangible outcomes. While early programs were concentrated in the Philippines, the Foundation's work has expanded to support communities near our global port network. Our programs are designed to deliver long-term social benefits, align with national development priorities, and contribute to achieving the UN Sustainable Development Goals.

Across our operations, we seek to create positive and lasting social impact by investing in initiatives that strengthen community resilience, promote inclusion, and support human development. These efforts complement terminal-level community engagement activities and reflect a holistic view of sustainability—one that recognizes economic performance, environmental stewardship, and social responsibility as interconnected and mutually reinforcing. For more information about our social responsibility initiatives led by the IF, email comms@foundation.ictsi.com.



Expanding Access to Education and Digital Learning Across Communities

We strengthen foundational literacy, classroom digitalization, and scholarship programs, helping public school learners access technology-enabled education.

BICT (Georgia): BICT partnered with AmCham Georgia and MAC Georgia to provide scholarships for 30 disadvantaged students, covering tuition and allowances based on merit and need, for four years. The program helps remove barriers to pursuing tertiary education while strengthening Georgia's talent pipeline.

IF, LGICT (Philippines): The IF and LGICT donated a Reading Hub, including books and early-grade learning materials, to Majada Out Elementary School in Calamba. In Manila, the Foundation and the BINHI English Literacy Foundation continued an after-school reading program for over 100 pupils. Aligned with the MATATAG curriculum, the program supports literacy and builds student confidence.

IF (Philippines): The IF partnered with Pamantasan ng Lungsod ng Maynila to upgrade facilities at the College of Medicine, beginning with a new audio-visual room to enhance

instruction. The collaboration marks the Foundation's first infrastructure support for a higher education institution and complements its scholarship programs for over 1,400 students, significantly enhancing professional learning spaces.

MCT, BIPI & SBITC (Philippines): The IF and MCT digitalized 15 public schools in Tagoloan, providing 384 smart TVs and ICT equipment for more than 17,500 students. BIPI donated 104 smart TVs and printers to over 2,700 learners at West Bauan Central School, while the Foundation and SBITC turned over 140 smart TVs to six Subic schools, bringing the total to 347 units donated since 2022 in support of the Department of Education (DepEd)'s Learning Recovery Plan.

RBT (Brazil): RBT supported the "University Theater Festival in Schools," a performing arts program for children from Marechal Esperidião Rosas Municipal School. Participants performed The Emperor's New Clothes at Teatro Carlos Gomes, gaining exposure to professional theater and promoting creativity, confidence, and cultural appreciation among young learners.





Advancing Health and Well-Being in Partner Communities

We continue to foster resilient communities through clean water access, hygiene initiatives, mental health programs, and support for vulnerable groups across our global operations.

MGT (DR Congo): MGT supported the rehabilitation of the Hospital of Reference Sonabata to enhance regional healthcare. The project included structural reinforcements, new flooring, repainting, roof replacement, and joinery upgrades. These improvements provide a safer, more functional environment for patients and medical staff, strengthening the hospital's capacity to deliver essential health services.

OMT (Nigeria): As part of our Safe Water Scheme, OMT inaugurated four solar-powered water systems for the Ogu community in Rivers State. Each unit is equipped with a 4,000-liter storage tank to improve access to clean and potable water while reducing environmental impact through renewable energy use. Community leaders attended the turnover ceremony, where OMT reaffirmed its long-standing commitment to enhancing the quality of life in its host communities through public health and sustainability.

SCIPSI, SBITC & VCT (Philippines): The IF, alongside SCIPSI, SBITC, and VCT, conducted mental wellness seminars for scholars and educators in General Santos, Olongapo, and Iloilo. Sessions led by mental health professionals covered stress management, emotional regulation, and well-being strategies. The programs equipped participants with practical coping tools and enhanced psychosocial support across scholarship communities, aligning with the Foundation's broader commitment to holistic education assistance.

TSSA (Brazil): Tecon Suape bolstered its CSR initiatives by supporting local health and social programs. Contributions to the Instituto Materno Infantil Fernando Figueira helped modernize pediatric hospital facilities, providing 485 free hospitalizations per month. The "Cultura pela Vida" Project provided theater and workshops for children undergoing cancer treatment to promote inclusion. Additionally, donations to the Pernambuco Cancer Hospital supported elderly oncology patients and optimized logistics to enhance safety.



Enhancing Environmental Stewardship and Biodiversity Across Communities

We invest in nature-based solutions, community-led conservation, and partnerships that protect local ecosystems and strengthen climate resilience.

Batangas (Philippines): The IF and the Ramon Aboitiz Foundation turned over their tree-growing project to farmers in the municipalities of Balayan and Tuy, transitioning 45,150 trees covering 90.3 hectares to community stewardship. The initiative engaged 12 community organizations and 227 farmers alongside CARRD, local government units, the Department of Environment and Natural Resources (DENR), and the DA. This year, the Mangrove Growing Project in Lian and San Luis covered 2.5 hectares with 25,000 mangrove seedlings, demonstrating a long-term commitment to ecological restoration and sustainable livelihood.

Philippines (Nationwide): The IF made a pledge to the DENR's Forests for Life: 5 Million Trees by 2028 initiative. Formalized through an MoU with the DENR, the multi-sector effort promotes tree-planting and long-term maintenance. The initiative aims to plant up to 10 million trees over three years, potentially sequestering 6.5 million tons of CO₂ by 2038. This commitment reinforces our environmental goals and strengthens ties with government and private sector allies.



Promoting Sports and Active Lifestyles in Partner Communities

We support grassroots sports, youth development, and community recreation by investing in athletic programs and upgrading sports infrastructure across our host communities.

ICTSI (Philippines): We co-presented the 65th Palarong Pambansa, gathering over 15,000 student-athletes from 18 regions to compete in 34 events in Ilocos Norte. Our participation underscores our commitment to developing future Filipino athletes and promoting healthy, active lifestyles among students.

MGT (DR Congo): MGT funded the construction of a new basketball court for Ntetembwa College and Matadi youth, providing a safe, accessible space for sports and recreation. The project supports local athletic programs while enriching opportunities for young people to participate in organized sports.

MICTSL (Madagascar): MICTSL rehabilitated the Toamasina Youth and Sports Center's swimming pool facilities to enhance infrastructure for local youth. Following the comprehensive masonry, electrical, plumbing, and finishing works, the upgraded facility was formally turned over in May 2025. The initiative improves access to recreational and training spaces and reinforces MICTSL's role in supporting youth development, health, and social well-being.

TSSA (Brazil): Tecon Suape supported the Pernambuco Golf Federation's Golfe Pernambucano – Sport and Citizenship project through tax-incentivized funding. The program offers children from vulnerable communities the opportunity to learn golf, promoting cognitive and civic skills needed for personal and community development.



04 Governance

Context and Commitments

Our approach to governance is grounded in the principles of Good Global Corporate Citizenship, supporting sustainable value creation, accountability, and long-term resilience. Our governance structures enable us to navigate complex regulatory landscapes, engage constructively with governments and partners, and respond effectively to evolving economic, social, and environmental expectations.



Groundwork

Governance oversight is carried out by the Board of Directors and Management through a defined governance framework—supported by formal policies, clear roles and accountabilities, and established control mechanisms. These structures drive consistent decision-making, ensure compliance with applicable laws and regulations, and promote uniform governance standards across our global operations.



Gains

We have strengthened governance implementation by integrating our ERM System, internal control framework, and Board-level oversight into day-to-day operations. Improved cross-functional and supply chain coordination has enhanced operational resilience and enabled more structured and effective engagement with governments and regulators on shared sustainability priorities.



Moving Forward

With core governance systems firmly embedded, we will prioritize three areas: (i) reinforcing supply chain accountability, (ii) deepening partnerships with governments and regulators, and (iii) further strengthening risk management capabilities. These priorities support long-term business continuity, responsible growth, and sustained value creation.

Risk Management

Our Approach

We take a practical and disciplined approach to managing risk across the organization. Our Enterprise Risk Management (ERM) Policy guides how we identify, assess, and respond to risks and aligns with internationally recognized standards, particularly the COSO Enterprise Risk Management Framework.

For us, risk management is not treated as a separate exercise. It is part of how we plan, make decisions, and run our operations. By embedding risk thinking into strategy and day-to-day management, we are better prepared to protect long-term value and respond to change.

Our process covers both traditional business risks and sustainability-related risks. These include climate-related impacts, regulatory changes, operational reliability, workforce capability, information security, and evolving stakeholder expectations. Looking at these risks together allows us to build resilience and stay responsive to global developments that may affect our ports and terminals.

Risk Governance and Oversight

The Board of Directors oversees our risk management framework through the Board Risk Oversight Committee (BROC). The Committee reviews key risks, monitors how these are being managed, and evaluates the effectiveness of our internal controls periodically. This ensures that risk considerations remain central to our economic, environmental, and social responsibilities.

Management is responsible for implementing the ERM framework across our Global Corporate functions, Regional Offices, Business Units, and terminals. The Global Risk Management Department, led by the Chief Risk Officer, maintains the ERM Policy, coordinates regular risk assessments, consolidates risk reports, and supports ERM Champions throughout the Group.

We review and update our risk assessments regularly to reflect changes in market conditions, operations, regulations, and geopolitical developments. This allows us to identify emerging risks early and continuously improve our approach.

Risk Identification and Assessment

Our risk assessments cover strategic, operational, financial, compliance, and sustainability-related risks across the Group. Risk owners within each function and location are responsible for identifying and evaluating risks that could affect performance or long-term objectives.

These assessments are informed by internal reviews, operational experience, market trends, and regulatory developments. Insights from stakeholder engagement and sustainability materiality assessments also help us identify emerging issues. By bringing these perspectives together, we can prioritize the most significant risks and implement appropriate mitigation measures.



Risks Relating to the Group's Business

We operate in a complex global environment. Macroeconomic trends, geopolitical developments, regulatory requirements, operational challenges, and climate-related factors all influence our performance.

Public health emergencies have shown how quickly supply chains and container volumes can be disrupted. Broader shifts in global trade patterns, supply chain realignments, and the growing role of emerging markets continue to shape our operating environment.

Our business depends on long-term concession agreements and port contracts that set out performance standards, tariff structures, and operating terms. These agreements may be subject to suspension, renegotiation, or termination under certain circumstances. We also operate in a competitive environment, both regionally and globally.

Operationally, we face risks related to expansion projects, integration of new terminals, and maintaining consistent standards across diverse geographies. We rely on specialized personnel, and competition for skilled talent may affect

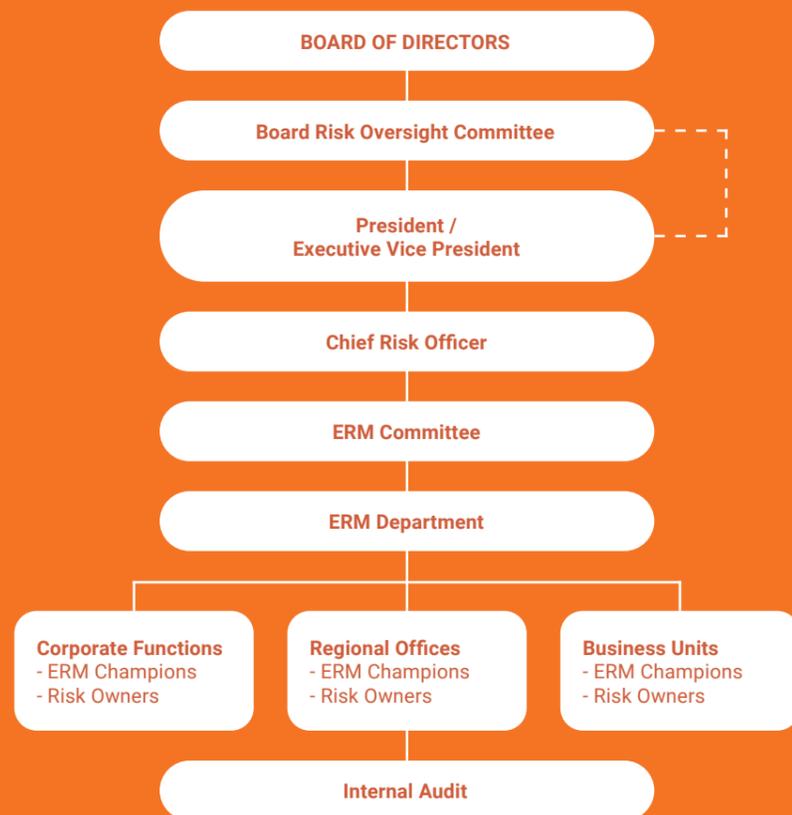
continuity. Exposure to multiple currencies may also influence our financial results.

Our terminals depend on complex IT systems and automated infrastructure. Disruptions or cybersecurity incidents could interrupt operations. We are also exposed to natural disasters, severe weather events, conflict, and other catastrophic events that may result in damage or business interruption. Over the longer term, climate-related risks such as sea level rise, extreme weather, and evolving environmental regulations may affect asset resilience and capital planning.

We operate under various regulatory regimes governing port operations, environmental compliance, and safety standards. Non-compliance with applicable laws, regulations, or concession requirements could lead to penalties or operational restrictions.

Through our ERM system, we maintain a structured process for evaluating, communicating, and monitoring these risks. This helps us manage potential impacts proactively across operational, financial, and sustainability dimensions.

ERM Structure



Continuous Improvement

We continue to strengthen our risk management practices. This includes enhancing risk analytics, expanding the use of key risk indicators, and further integrating sustainability considerations, particularly climate resilience and data security, into our risk processes.

As our operating environment evolves, we commit to continue refining our framework so that it remains practical, responsive, and aligned with our long-term strategy.



Global Recognition for Excellence

We continue to earn international recognition for our strong financial performance, innovation, governance, and global reach.

Forbes Global 2000: We were named one of seven Philippine companies in the 2024 Forbes Global 2000 list, reflecting solid financial results and growing influence in the global port industry. The company reported USD 2.91 billion in revenue

and USD 830 million in profit, handling 13.07 million TEUs in 2024.

Global Innovation Index 2025: ICTSI topped the Philippines' rankings for intangible asset intensity, with nearly 90% of our market capitalization derived from proprietary systems, brand reputation, and long-term concessions. The ranking highlights our integration of infrastructure with digital

expertise, reinforcing our competitiveness across 33 terminals in 19 countries.

TIME Best Companies 2025: We earned our first inclusion in TIME and Statista's World's Best Companies list, ranking 828th globally and sixth among Philippine firms. The recognition validates our revenue growth, employee satisfaction, and sustainability performance.

Corporate Governance

Corporate governance is central to our long-term success and to maintaining stakeholder trust. Across our global operations, we follow high standards of ethics, transparency, and accountability. These standards are built into our governance framework to ensure proper oversight, sound decisions, and protection of stakeholder interests.

Our governance structure supports practical and effective management. It covers policy development and execution, operational management, information systems, and risk management. We also comply with all applicable laws, rules, and regulations in every jurisdiction where we operate.

Commitments

We continue to strengthen good governance by implementing measures that raise awareness and reinforce responsible practices across the organization. These efforts support value creation and long-term, sustainable growth for the Company and our stakeholders.

We follow the principles and policies in our CG Manual, last revised in May 2017. The Manual defines the Board's duties and responsibilities, including safeguarding stakeholder interests,

and sets the rules, systems, and processes that guide the performance of both the Board and Management.

As governance standards evolve globally, we continue to review and improve our governance systems. To strengthen transparency and accountability, we publish our Corporate Governance Report and our Integrated Annual Corporate Governance Report, and we continue to participate in the ASEAN Corporate Governance Scorecard.



The Board Composition and Its Responsibilities

The Board of Directors is our highest governing body. It sets our governance direction and ensures we deal with stakeholders fairly, transparently, and accountably. It also provides independent oversight of Management’s performance and strategic direction.

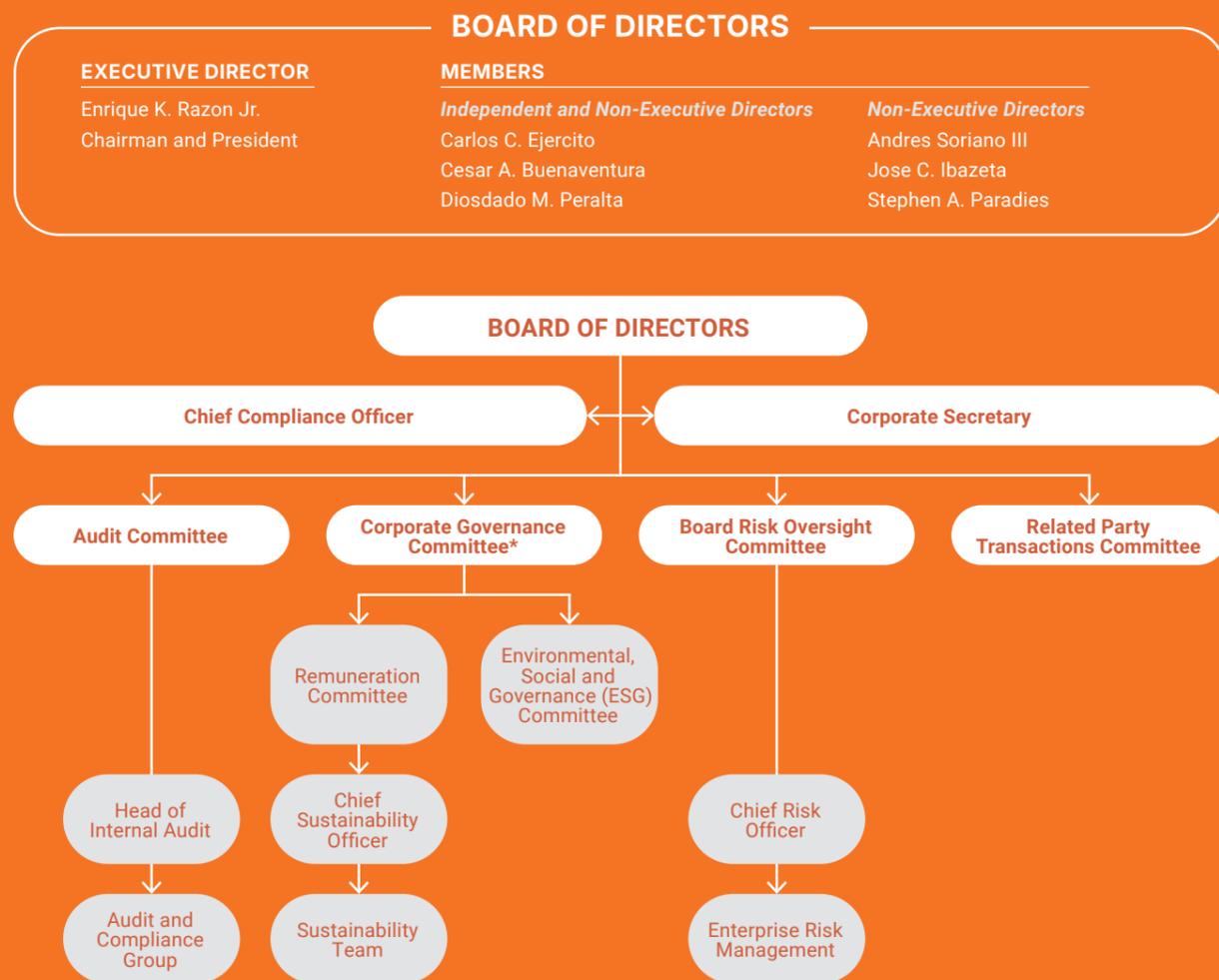
The Board has seven Directors. Together, they bring industry-relevant knowledge and expertise that support thorough discussion and sound decision-making. Stockholders elect Directors individually during the Annual Stockholders’ Meeting.

The Board carries out its role through the combined skills and experience of its members. Directors also take part in continuous learning. All Directors meet the qualification requirements under Philippine law and are aligned with global best practices.

A majority of the Board are Non-Executive Directors, including three Independent Directors. Profiles of the Directors are provided in the Company’s 2024 SEC Form 17-A and SEC Form 20-IS.

Board Composition and Attendance

GOVERNANCE STRUCTURE



Board Diversity

We design our approach to board diversity around what it takes to govern a global port and terminal operator. We manage long-term concession agreements, invest in large and long-life infrastructure, and run 24/7 operations where safety, security, service reliability, and regulatory compliance are constant priorities. Our risk environment is also shaped by cross-border operations, shifting trade patterns, and disruptions that can affect supply chains and continuity.

For us, “diversity” is mainly the diversity of experience that strengthens independent judgment and oversight. Public disclosures show that our Board brings together complementary leadership backgrounds that match our operating reality: (a) enterprise leadership and long-horizon capital stewardship through our Chairman and President, Enrique K. Razon Jr.; (b) public sector, energy, and transport experience through long-tenured Director Jose C. Ibazeta (including senior roles in government and aviation); (c) conglomerate and large-scale operating leadership through Director Andres Soriano III (including leadership roles in A. Soriano Corporation and prior senior roles in San Miguel Corporation); and (d) finance, risk, and capital-markets discipline through Director Stephen A. Paradies (including prior Group CFO experience and banking board exposure).

We also strengthen governance and control oversight through independent directors with deep audit, compliance, and governance credentials. Our disclosures identify Independent Director Carlos C. Ejercito as Audit Committee Chairperson, with executive leadership experience and multiple board roles, and Independent Director Cesar A. Buenaventura (who held the position from 2019 to 2025 as profiled in the SEC Form 17-A) with extensive cross-industry board and governance experience, including committee work relevant to audit, risk, related-party transactions, and ESG. We further add a rule-of-law and governance perspective through Independent Director Chief Justice Diosdado M. Peralta (ret.), who previously served as Chief Justice of the Supreme Court of the Philippines and chairs key governance-related committees at the Board level.

We are transparent in our I-ACGR disclosures: the Board is currently composed of male directors, and we remain open to nominating a qualified female candidate under our Board Diversity policy. At the same time, we explain that we pursue board diversity through other factors—especially age, work experience, and professional background—so the Board benefits from different perspectives and relevant expertise for our sector. We make this measurable through tools such as our skills/expertise matrix and annual Board evaluation process, which help identify capability gaps and guide training and future refreshment.

Board Skills and Expertise Diversity Matrix

INDUSTRY KNOWLEDGE AND EXPERIENCE	Executive Director	Independent Directors			Non-Executive Directors		
	Enrique K. Razon, Jr.	Cesar A. Buenaventura	Carlos C. Ejercito	Chief Justice Diosdado M. Peralta (ret.)	Jose C. Ibazeta	Stephen A. Paradies	Andres Soriano III
Logistics and Transportation Services							
Biotech, Healthcare and Pharma							
Food and Beverage							
Fossil Fuels							
Hospitality							
Infrastructure and Construction							
Energy							
Government and Public Administration							
Manufacturing							
Mining							
Public Utilities							
Real Estate							
Services:							
Commercial and Consumer							
Education							
Financial							
IT & Software Development							
Legal							



Driving Corporate Governance Alignment Across the Razon Group

Global Corporate Legal Affairs organized the Virtual Corporate Governance Training 2025 designed to strengthen leadership readiness and reinforce ethical business practices across the Razon Group. Supported by the Global Corporate Human Resources and facilitated by the Institute for Corporate Directors, the training brought together the Board of Directors and key officers of ICTSI, Bloomberg Resorts Corporation, Manila Water, and Apex Mining,

aimed at exploring evolving governance fundamentals and shared reflections on how changing regulatory and operational landscapes continue to shape board responsibilities.

The program featured insights from three distinguished speakers. Ms. Lauren Houghton led an engaging discussion on Succession Planning, emphasizing the importance of a structured talent approach for organizational continuity. Ms. Rossana Javier provided

a deep dive into Fraud Risk Assessment, presenting controls and ethical safeguards essential for maintaining stakeholder trust. Ms. Stephanie Sy presented the Latest AI Trends for Global Companies, illustrating how emerging technologies are reshaping decision-making and governance oversight. Together, these sessions equipped board leaders with practical knowledge to navigate both current and future governance challenges.

Board Charter

On 10 August 2023, the Board approved the establishment of the Board Charter, which formalizes and enhances the governance principles set forth in the CG Manual. The Charter outlines the Board’s purpose, composition, authority, and responsibilities, and is aligned with our Articles of Incorporation, By-Laws, applicable

laws, and global governance practices. The Board commits to reviewing and assessing the adequacy of the Charter at least once every two years and making amendments as necessary. The Board commits to reviewing and assessing the adequacy of the Charter at least once every two years and making amendments as necessary.

Governance Framework

In line with the CG Manual, the Board supports strong oversight through a set of Board Committees. These committees focus on key areas where close attention matters—audit, risk, related party transactions (RPTs), and EESG—so the Board can act faster, probe deeper, and make better-informed decisions.

Each Committee operates under its own Committee Charter, which clearly sets out its purpose, membership, responsibilities, and working processes. For 2025, the current Board of Directors was elected at the Annual Stockholders’ Meeting on 18 April 2025. During the year, the Nomination Subcommittee was integrated into the Corporate Governance Committee. The Corporate Governance Committee now leads the review and evaluation of Board nominees and other appointments requiring Board approval. It also helps ensure candidates align with ICTSI’s strategic needs and provides guidance on independence standards, conflicts of interest, directors’ time commitments, and external directorships.

Collectively, the Board brings extensive experience in port management and related fields, strengthening oversight of ICTSI’s global operations.

Mr. Enrique K. Razon Jr., Chairman of the Board and President, has served as our Director since the company’s founding in 1987 and as Chairman since 1995. The unification of the roles of Chairman and President is considered appropriate given the nature, scale, and complexity of the Company’s operations.

Board Performance and Assessment

We continue to strengthen our governance systems through a structured, disciplined Board assessment process.

Our Chairman and Directors complete both individual and group evaluations at the Board and Committee levels. These reviews are designed to surface practical improvements and reinforce high governance standards across ICTSI.



Annual Corporate Governance (ACG) Assessment

A core part of this process is our ACG Assessment, led by the Chief Compliance Officer since its adoption in 2018. It checks compliance with the CG Manual and evaluates the performance of the Board, Board Committees, each Director, the Chairman and President, Chief Risk Officer, Compliance Office, and Head of Internal Audit.

The framework is aligned with the CG Manual, SEC Code of Corporate Governance, and ASEAN Corporate Governance Scorecard (ACGS). The criteria collectively assess how effectively the organization upholds strong governance—encompassing oversight of management, strategic planning, risk awareness, ethical conduct, sustainability reporting, and inclusive shareholder mechanisms. They also emphasize continuous learning, employee engagement, and well-defined committee charters to ensure accountability, integrity, and long-term organizational success.

It includes multiple inputs:

- Board self-assessment
- Chairman and Director self-ratings
- Committee member assessments
- Shareholder feedback gathered through Investor Relations

Every three years, the Board’s assessment results are externally reviewed. The 2019 and 2022 cycles were validated by the Good Governance Advocates & Practitioners of the Philippines (GGAPP), with certificates posted on our website. The 2025 assessment will be validated in 2026.

Global Corporate Legal Affairs (GCLA) presents the results and recommendations to the relevant parties. These findings guide targeted improvements and help ensure our governance practices stay effective, current, and accountable.

Independence

We strengthen Board decision-making by ensuring our Directors can exercise independent judgment—guided by transparency, accountability, and fairness.

Philippine regulations require Independent Directors to comprise at least 20% of the Board (two seats on a seven-member Board). Many governance frameworks, however, point to a higher bar: at least three Independent Directors or one-third of the Board. ICTSI has consistently met that higher standard since 2019 by maintaining three Independent Directors.

Each Independent Director meets the required qualifications and has no disqualifications that could impair objectivity. Details on Board independence are fully disclosed in our SEC filings, including SEC Form 17-A and SEC IS.



Three Golden Arrows: Recognizing Strong Corporate Governance

We were recognized with three Golden Arrows by the Institute of Corporate Directors’ Golden Arrow Awards, reflecting our strong performance under the ASEAN Corporate Governance Scorecard (ACGS). The recognition shows our excellence in board oversight, transparency, shareholder rights, equitable treatment of shareholders, and stakeholder engagement.

The award was received on behalf of the Company by Atty. Carmeline Viniegra, Global Corporate Legal Affairs senior counsel, during the 2025 Golden Arrow Awards ceremony in Manila. This three Arrow distinction underscores our commitment to high governance standards, transparent disclosures, and responsible corporate practices that support long-term value creation.

Awards and Recognitions

Investors in People Philippines Awards 2025

South Cotabato Integrated Port Services, Inc. (SCIPSI), our business unit in General Santos City, Mindanao, earned top recognition at the Investors in People Philippines Awards 2025, taking home two major honors that reinforce its standing as one of the country’s leading people-focused organizations.

Emerald Award, Subic Bay Metropolitan Authority (SBMA)

Subic Bay International Terminals (SBITC) received the Emerald Award at the Subic Bay Metropolitan Authority’s (SBMA) first Green Anchor Awards Ceremony, recognizing its environmental initiatives within the Subic Bay Freeport Zone.

Sustainability Seal – Silver Category

Tecon Suape, our business unit in Pernambuco, Brazil, was recognized with the Sustainability Seal – Silver Category by the Ministry of Ports and Airports (MPor) during COP30, highlighting the terminal’s commitment to ESG practices.



Ethics, Integrity, and Compliance

Commitments

We build stakeholder trust by putting competence and integrity at the center of how we do business. We back this up with a clear set of ethics and compliance policies, including our Code of Business Conduct, Conflict of Interest Policy, Anti-Bribery Compliance Policy and Procedure, and related standards that apply to employees, consultants, contractors, and third-party representatives. Together, these policies define what “right conduct” looks like—lawful, fair, and responsible—and reflect our zero-tolerance stance on misconduct.

We make ethics part of day-to-day operations, not just a written requirement. This is done through regular policy orientations, mandatory disclosures, targeted refresher programs, and oversight mechanisms that reinforce accountability across the organization.

All personnel are required to read, understand, and follow the Code of Business Conduct and Conflict of Interest Policy. New hires complete conflict-of-interest disclosures prior to onboarding, and all employees update their disclosures annually. We also run regular training across terminals to ensure everyone understands practical expectations—anti-bribery rules, proper handling of gifts and hospitality, and procedures for reporting suspected misconduct.

To ensure consistency across jurisdictions, each terminal implements local policies aligned with group-wide standards. Many terminals also maintain ISO-certified management systems and carry out audits, background checks, and annual policy reviews to strengthen compliance.



Compliance with Laws and Regulations

We are committed to full compliance with applicable laws, regulations, and industry standards in every territory where we operate. Compliance is reinforced through stringent internal controls, a robust ERM framework, and terminal-level adherence to local and international requirements. During the reporting period, we did not incur any significant fines or penalties for non-compliance with laws and regulations.



Strengthening Governance, Legal Awareness, and Risk Management

We reinforced global responsible business practices through governance training, legal awareness initiatives, and enhanced risk and compliance measures.

ICTSI (Global): We concluded a month-long Cyber Libel Awareness Campaign for nearly 200 onsite and online employees. Led by Global Corporate Legal Affairs and Global Corporate IT, the initiative promoted responsible digital behavior and addressed online harms affecting women and children, underscoring our commitment to digital responsibility and safe and ethical conduct.

MICT (Philippines): The Manila International Container Terminal improved project compliance through a workshop on our Global Insurance Program, focusing on liability coverage, property insurance, political violence risks, and business interruption protection. Participants reviewed claims and preventive measures, enhancing interdepartmental coordination and proactive risk management for civil works projects.

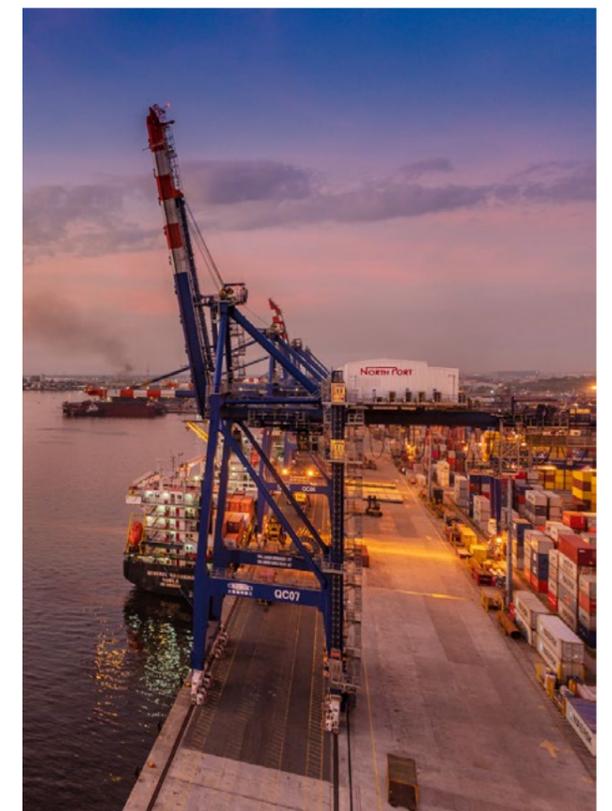
MMT (Philippines): Manila Multipurpose Terminal held a two-day refresher on our Code of Business Conduct, Fraud Reporting Policy, and Standard Trading Conditions Plus. Led by Global Corporate Legal Affairs, the sessions reinforced ethical standards and understanding of compliance mechanisms, upholding our governance principles across terminal operations.

Related Party Transactions

We maintain a strict policy that all RPTs are conducted on fair and arm’s-length terms and in the best interest of the Company and our shareholders. Oversight of these transactions is vested in the RPT Committee, which is composed entirely of non-executive directors, including at least two independent directors, in line with corporate governance recommendations. At present, the RPT Committee is fully composed of non-executive, independent directors.

The Committee reviews and evaluates RPTs to ensure transparency, fairness, and compliance with regulatory requirements, while also identifying potential reputational and governance risks. The Committee Charter and Policy are publicly disclosed on our website.

Material or Significant RPTs, as defined by regulatory thresholds, are disclosed in the Company’s financial statements and reported to the SEC, PSE, and other regulatory bodies, in accordance with applicable rules. This framework ensures that transactions with related parties do not compromise shareholder value or governance integrity.





Anti-Corruption and Anti-Competitive Behavior

We regularly evaluate corruption risks across our terminals, taking into account local regulatory landscapes, customs interfaces, procurement processes, and labor arrangements. Terminals with elevated risk profiles implement enhanced controls, such as CGSA's polygraph testing and EJMT's annual policy reviews, while others strengthen oversight through ISO and ISPS-certified systems. These assessments support our commitment to safeguarding our operations from bribery, fraud, and improper influence.

We ensure broad communication of anti-corruption commitments through onboarding programs,

leadership cascades, and recurring training sessions. Our employees are informed of the Anti-Bribery Compliance Policy, anti-tipping prohibitions, and rules regarding the acceptance of gifts and hospitality. Many terminals conduct supplemental training tailored to local contexts, while group-wide refresher courses reinforce proper conduct among senior management and operational heads.

Board Members are periodically reminded of anti-corruption rules during Board and Committee meetings. Terminals implement their own Code of Conduct orientations, ensuring localized adoption of group standards.

Anti-Corruption Indicators^a

	2024 (%)		2025 (%)	
	30 Terminals		30 Terminals	31 Terminals
PERCENTAGE OF EMPLOYEES TO WHOM THE ORGANIZATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED				
Admin-Rank and File	88	61	62	
Admin-Management	75	71	74	
Operations-Rank and File	79	89	90	
Operations-Management	71	86	87	
PERCENTAGE OF EMPLOYEES WHO HAVE RECEIVED TRAINING ON ANTI-CORRUPTION				
Admin-Rank and File	88	61	62	
Admin-Management	75	71	74	
Operations-Rank and File	79	89	90	
Operations-Management	71	86	87	

^aLess than 100% of employees were covered by anti-corruption policy communication and training during the reporting period. Coverage was impacted by changes in the organizational structure, including internal movements within the terminal, which temporarily disrupted program implementation. Additionally, anti-corruption initiatives during the year were primarily integrated into onboarding processes and focused on new hires, rather than being rolled out organization-wide. As a result, communication and training activities were not fully planned or executed for all employee groups within the reporting year.

Governance Body

DISCLOSURE	%	
	2024	2025
PERCENTAGE OF GOVERNANCE BODY THAT THE ORGANIZATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED TO		
Admin-Rank and File	100	100
Admin-Management	100	100
Operations-Management	100	100
PERCENTAGE OF GOVERNANCE BODY THAT HAVE RECEIVED TRAINING ON ANTI-CORRUPTION		
Admin-Rank and File	100	100
Admin-Management	100	100
Operations-Management	100	100

We enforce a strict zero-tolerance policy against bribery and corruption. Violations may result in severe disciplinary action, including termination and possible legal proceedings. Based on terminal submissions for the reporting period, we recorded no confirmed incidents of corruption. This reflects the effectiveness of our preventive controls and the commitment of our terminals to sustain a culture grounded in integrity. Terminals continue to monitor compliance, conduct audits, and reinforce preventive measures to maintain this standard.

We commit to fair competition and conduct our business in accordance with applicable competition and antitrust laws in all jurisdictions of operation. During the reporting period, there were no legal actions initiated or concluded against the Company related to anti-competitive behavior, monopolistic practices, or violations of antitrust regulations.





Towards Ethical Governance and Integrity across ICTSI

Our GCLA advanced key initiatives to reinforce ethical conduct, enhance compliance, and promote consistent governance practices across the organization.

Enhanced GCLA Task List: The Enhanced GCLA Task List was implemented to improve clarity, efficiency, and alignment in the delivery of legal services across business units. The initiative involved a review of area practices and business unit support requirements, as well as a realignment of legal tasks to ensure appropriate prioritization and accountability. This approach supports more responsive internal customer service, reinforces the preference for GCLA support over external counsel, and ensures consistency with policies and governance standards.

Legal Caravan: We rolled out the Legal Caravan to strengthen awareness and consistent application of corporate governance policies

and processes across the organization. The initiative focused on cascading key governance topics, including board resolutions, contracts, claims management, and document handling. Through engagement with employees and internal customers, the Legal Caravan supports alignment of processes and standard operating procedures.

Terminal Legal Health Checks. Terminal Legal Health Checks serve as a monitoring and assessment tool to evaluate business unit compliance with our policies and legal requirements. The initiative enables the identification of gaps, risks, and areas for improvement through structured reviews and engagement with employees and internal customers. Findings from the health checks support corrective actions, strengthen policy adherence, and reinforce a consistent approach to legal compliance across terminals.

Grievance Mechanism and Fraud Reporting Policy Refresher

We have clear procedures to address grievances, correct violations, and remediate negative impacts resulting from non-compliance with ethical standards. Investigations are carried out in accordance with due process, with outcomes that may include corrective guidance, disciplinary action, or termination. Terminals with specialized compliance needs implement localized procedures, including employee evaluations, background checks, and translations of policies to ensure full comprehension and adherence.

Across the Group, remediation processes are designed to uphold fairness, enforce accountability, and strengthen the Company's ethical culture.

We provide multiple confidential channels for employees and stakeholders to seek advice or report concerns regarding ethical conduct, fraud, corruption, or policy breaches. These include whistleblowing hotlines, anonymous complaint boxes, online forms and secure reporting portals, HR-managed grievance desks, and direct lines to compliance officers and terminal management.

The Policy on Fraud Reporting, Complaints, and Non-Compliance with Policies, enhanced in 2024, clarifies procedures for intake, evaluation, investigation, and resolution of complaints. We guarantee confidentiality and protection against retaliation for all good-faith reporters.

Complaints found sufficient in form and substance are endorsed for full investigation to the appropriate HR or Compliance unit. In cases involving potential conflicts or heightened sensitivity, the Office of the Independent Director or Global Corporate Legal Affairs may lead the investigation directly.



Integrity in Management

We have established a strong internal control system and an ERM framework to support sound governance, operational resilience, and ethical decision-making. Management has implemented a robust internal control system anchored on directed leadership, shared corporate values, and a culture of accountability. Internal controls are designed to adapt to evolving business conditions, mitigate risks, and support effective decision-making. Each business unit is responsible for implementing controls appropriate to its size, risk profile, and operational complexity.

The Audit & Compliance Group plays a critical role in evaluating the effectiveness of internal controls and governance processes. Through audits and reviews, the Group provides timely feedback and actionable recommendations to strengthen risk management and internal control practices.

The Board of Directors exercises oversight of internal controls through multiple mechanisms, including defining the President's duties and responsibilities; reviewing senior management appointments; ensuring the selection and retention of competent officers for control functions; and reviewing human resource policies, including conflict-of-interest management, compensation, and succession planning.

The Internal Audit Charter, which governs the Audit & Compliance Group, is reviewed and updated at least every three years. The ERM Policy is likewise subject to periodic review to ensure continued relevance and alignment with global best practices.



Internal Controls

We keep an internal control system anchored on strong leadership, shared corporate values, and a culture of accountability. The system is designed to support sound decision-making, adapt to evolving business and regulatory environments, and effectively manage risks across the Group. Management ensures that internal controls are implemented across all business units in a manner appropriate to their size, risk profile, and operational complexity.

The Audit & Compliance Group monitors the effectiveness of internal controls through risk-based audits and reviews, providing recommendations to strengthen risk management and governance processes. Oversight of the internal control system is exercised by the Board of Directors through established governance mechanisms, including the review of management appointments, personnel and human resources policies, conflict-of-interest matters, and succession planning. The ICTSI Internal Audit Charter is periodically reviewed to ensure alignment with the Company's evolving risk profile and strategic priorities.

Internal Audit

We have an independent internal audit function that evaluates the adequacy and effectiveness of governance, risk management, and internal control processes. Internal Audit adopts a risk-based audit approach and operates in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Internal Audit function reports directly to the Board Audit Committee, ensuring independence and objectivity. The Board regularly reviews the Internal Audit Charter and audit outcomes to ensure financial statements are free from material misstatement and that governance processes remain effective.

We do not outsource our internal audit activities, maintaining direct oversight and accountability for audit execution and follow-up actions.



Disclosure and Transparency

We are committed to a clear, timely, and transparent disclosure to support informed decision-making among investors, regulators, and stakeholders. We release financial and non-financial information through our website and the official platforms of the SEC and PSE, including our Annual Report and Audited Financial Statements within 90 days of year-end, and our Quarterly Reports within 45 days.

Directors, key officers, and controlling shareholders disclose trades in Company shares within the required period, and all related filings are made public. We also ensure transparent reporting of material information such as earnings results, acquisitions or disposals of major assets, changes in board composition, and RPTs, supported by independent valuation when needed.

Shareholder rights are upheld through secure and accessible voting procedures during the Annual Stockholders' Meeting, including virtual participation through a vetted platform and clear guidance on remote voting. Minority shareholders receive the same access to information and participation rights, and our dividend policy and declarations are consistently disclosed.

Through these practices, we reinforce trust, support accountability, and maintain transparency as a core element of our governance framework.



ICTSI Honduras Sets Regional Benchmark With First Sustainability Report

Operadora Portuaria Centroamericana (OPC), our Honduran subsidiary, issued its first sustainability report—the first for any port in Honduras and the CA-4 region. Covering 2022–2024 and aligned with GRI standards, the report demonstrates OPC's commitment to transparency, accountability, and sustainable growth.

Highlights include 10,200 square meters of solar panels generating 1.6 MWp of clean energy, community initiatives like Cascos Naranja for education and health, and certifications under ISO 9001, 14001, 45001, and BASC. The report also underscores OPC's culture of respect, diversity, and employee well-being, reflecting its integrated ESG approach.

With this report, OPC strengthens regional leadership, sets a sustainability benchmark, and reaffirms alignment with the UN SDGs.

Relationship with Shareholders

We are committed to treating all shareholders fairly and equally. Shareholders play a key role in building trust, strengthening transparency, and supporting long-term company value. This commitment is anchored in compliance with the Revised Corporation Code, applicable laws and regulations, and our By-Laws and CG Manual, which are available on our website.

To support meaningful participation, we maintain a secure and transparent voting process, as described annually in the Notice of the ASM and SEC Form 20-IS. Only shareholders of record may

vote, and each share carries one vote. For virtual participation, we engage Azeus Systems Limited as our meeting platform provider and apply tested security protocols. Shareholders receive clear instructions on how to join remotely and vote.

Minority shareholders have the same rights to information and participation as other shareholders. They may also propose meetings and agenda items, subject to applicable rules. We also maintain a transparent dividend policy and disclose dividend declarations, record dates, and payment dates through the proper channels.

Government Engagement

Our global operations run under long-term concession agreements and strict regulatory requirements. That makes government engagement essential to business continuity and long-term growth. We treat it as a material topic because government decisions—policy changes, new regulations, permitting requirements, and administrative actions—can directly affect terminal operations, just as our terminals influence traffic flow, community access, and local economic activity.



We aim to maintain government relationships that are principled, transparent, and constructive. Our focus is to comply with concession commitments, reduce disruption, and maintain alignment with national and local development objectives. We do this through proactive communication and timely disclosure, especially when changes may affect operations or stakeholders.

follow structured processes for permits, reporting, and clearances, including environmental and site requirements. For example, at MICT, expansion and environmental applications incorporate climate risk considerations to support responsible growth.

Engagement is coordinated at two levels:

- **Corporate level:** The Management Services and Government Affairs (MSGA) team leads engagement and coordinates with national agencies, port authorities, economic zones, and local government units.
- **Terminal level:** General Managers and designated liaisons manage day-to-day coordination with local authorities, with corporate teams supporting them when issues involve concession compliance, approvals, or strategic matters.

Concerns involving government or regulatory matters are handled through our existing stakeholder and escalation channels. While we do not have a separate grievance mechanism solely for government issues, matters involving compliance, regulatory challenges, or operational impacts are elevated to Management, MSGA, Compliance, or Global Corporate Legal Affairs, who then engage the relevant authorities directly.

We track the effectiveness of government engagement through practical outcomes: stable concession relationships, timely approvals, smoother adaptation to policy changes, operational resilience, and the absence of material disputes. This disciplined approach helps protect continuity across our terminals while supporting broader public-sector goals.

We embed due diligence into government engagement. We monitor concession obligations, regulatory developments, infrastructure commitments, and community impacts. Terminals



ICTSI Secures 25-Year Concession Extension for Subic Terminals

We secured a 25-year extension of our concession agreements with the Subic Bay Metropolitan Authority through our subsidiaries, SBIT Corp. and ICTSI Subic Inc., which will extend operations at New Container Terminals 1 and 2 until 2058.

Under the extended concession, we will invest more than USD 130 million in civil works and

equipment upgrades, including replacing existing quay cranes, adding a fifth quay crane, and integrating hybrid rubber-tired gantry cranes. These upgrades will increase the terminals' combined annual capacity from 600,000 to one million TEUs.

Strategically located within the Subic Bay Freeport Zone and connected to major intra-Asia shipping routes

and national highways, the terminals serve key industrial and economic zones across Northern and Central Luzon. The extension reinforces our long-term partnership with the Philippine government and our commitment to strengthening port capacity, enhancing operational efficiency, and supporting trade growth and regional economic development.





Strengthening Government Partnerships to Advance Education, Trade, and Port Efficiency

We collaborate with government institutions to support inclusive education, improve trade and logistics systems, and enhance operational efficiency across our Philippine operations.

BCT (Poland): BCT Gdynia strengthened collaboration with the Polish government through our participation in the “Yes! For Polish Ports” initiative, which advances legislation to boost the country’s maritime economy. Poland’s maritime sector supports approximately 230,000 jobs and contributes PLN 60 billion to the national budget. As one of the Baltic region’s most advanced terminals, BCT serves key intermodal routes across Scandinavia, Western Europe, and Asia. Our long-term commitment to Poland was further reinforced through a 30-year lease extension, securing operations until 2053.

IF (Philippines): Through the IF, we partnered with DepEd – NCR to advance national education priorities. In Manila, we supported youth development through scholarships, nutrition programs in public schools and daycare centers, literacy initiatives implemented with the BINHI English Literacy

Foundation, and the iFIGHT campaign with the Voice of the Free Foundation to raise awareness among public high school students about human trafficking and modern slavery.

MMT (Philippines): At MMT, we reinforced coordination with the Philippine Ports Authority and the Bureau of Customs to enhance operational efficiency and support regulatory compliance. We were also recognized by the Bureau of Customs as one of its top stakeholders, highlighting our contribution to revenue collection and trade facilitation.

LGICT (Philippines): At LGICT, we partnered with the Department of Trade and Industry and 17 logistics providers to support micro, small, and medium enterprises through the Supply Chain and Logistics Center. The initiative improves MSMEs’ access to reliable logistics services, reduces delivery delays, and enhances supply chain transparency through a national freight hotline, a digital logistics platform, and a planned physical support center. As the country’s first dry port, we remain committed to strengthening supply chains and improving market access through public-private collaboration.



Advancing Policy Dialogue, Trade Connectivity, and Sustainable Port Development

We engage with government agencies, industry associations, and logistics stakeholders to support policy reform, investment promotion, and the sustainable modernization of port infrastructure.

ICTSI Corporate (Philippines): We supported the 14th Arangkada Philippines Forum, engaging government and private-sector leaders to advance public-private collaboration and policy reforms aimed at improving the investment climate. We also presented updates on our port expansion and modernization projects at the ASEAN Federation of Forwarders Associations conference, highlighting investments and digital tools designed to enhance efficiency and service delivery. At the Philippine Logistics Summit, we shared our digitalization and sustainability initiatives,

reinforcing our commitment to resilient and future-ready trade and logistics operations.

MMT (Philippines): MMT convened a two-day industry consultation bringing together consignees, ship agents, and brokers to discuss climate-related risks affecting terminal operations. Discussions focused on extreme weather impacts, operational disruptions, and strategies to strengthen resilience and efficiency through collaborative planning.

VCT (Philippines): At VCT, we convened logistics, trade, and public-sector stakeholders to strengthen regional connectivity and expand Western Visayas’ participation in international container trade. The engagement focused on emerging trade opportunities, operational efficiency, and process streamlining to support the region’s growing role in global supply chains.

Investor Relations

Our Investor Relations unit plays a key role in maintaining transparent and effective engagement with shareholders and the investment community. The unit, headed by the Vice President for Global Corporate Investor Relations, integrates finance, communications, and securities law compliance to support informed decision-making and appropriate market valuation. Contact details are available on our website.

We welcome shareholder inquiries and feedback through our website and dedicated email channels. Secure online voting in absentia is provided to further facilitate participation. We do not adopt anti-takeover measures that could entrench ineffective management and maintain governance practices focused on clear objectives, accountability, and performance monitoring.

Supply Chain Governance

We rely on a broad and interconnected network of suppliers and service providers to support the safe, efficient, and sustainable operation of our ports. Our procurement activities span multiple regions and categories, from equipment and infrastructure to technology, logistics services, and essential site-level materials, making supplier management a critical part of our operational resilience and sustainability commitments.

We maintain a structured approach to monitoring how our procurement decisions support local economic development. Within ICTSI, this is supported by our decentralized procurement model, enabling each terminal to engage competitively with local vendors, build long-term supplier relationships, and strengthen economic linkages in host communities. Our procurement teams continue to apply consistent policies to ensure transparency, fairness, and operational reliability in the sourcing process.

Managing environmental impacts in our supply chain remains a central priority. We incorporate environmental criteria into the evaluation of new suppliers. This includes screening for compliance with environmental regulations, waste management practices, emissions performance, and adherence to environmental standards as mandated by our ESG Policy and Environmental Policy. Throughout the year, we also monitored suppliers for any identified or potential negative

environmental impacts, where we implemented remediation requirements or changes in procurement arrangements when expectations were not met. This process helps ensure that our suppliers contribute to the broader environmental stewardship goals embedded in our sustainability strategy.

Alongside environmental considerations, we uphold high standards of social responsibility throughout the supply chain. Consistent with our policies and Supplier Code of Business, our supplier screening and monitoring processes include criteria for labor practices, worker welfare, and respect for human rights. We assess new suppliers on their ability to comply with applicable labor laws and our Supplier Code of Business Conduct. As part of our due diligence, we also evaluate actual and potential negative social impacts in the supply chain, and work collaboratively with suppliers to implement corrective actions or improvements where required. This approach strengthens social safeguards across procurement activities and ensures that supplier relationships contribute positively to our long-term sustainability objectives.

Through these practices and aligned with global reporting expectations, our procurement and supplier management systems reinforce our commitment to responsible, transparent, and sustainable port operations.

Supply Chain Indicators

Procurement Performance

SUPPLIERS	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Total number of suppliers of the terminal	11,666	14,496	14,892
Total number of local suppliers	10,225	13,222	13,604
Total procurement budget (in USD)	902.5 M	856.8 M	865.1 M
Total procurement budget spent on local suppliers (in USD)	630.2 M	568.5 M	574.9 M
Percentage of procurement budget spent on local suppliers	75%	66%	66%
Number of new suppliers for the year	1,768	2,015	2,083
ENVIRONMENTAL CRITERIA			
Percentage of new suppliers screened using environmental criteria	19%	20%	22%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	39%	58%	58%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	0%	3%	3%
SOCIAL CRITERIA			
Percentage of new suppliers screened using social criteria	15%	22%	21%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	13%	33%	33%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	13%	0%	0%



ICTSI honors top-performing suppliers at 17th Supplier Quality Awards

We recognized our top-performing partners at the 17th ICTSI Supplier Quality Awards, held on July 10, 2025 in Manila, celebrating supplier excellence under the theme “Bridging Excellence: Fostering Connections Across Strategic Locations.” For the first time, the program included suppliers supporting ICTSI’s Philippine terminals, with representatives from MMT, NorthPort, SBITC,

VCT, and MCT presenting awards. Procurement teams from Solaire Resort, Prime Infra, and Manila Water also joined the event.

Leaders highlighted the critical role of integrity, efficiency, and resilience in ICTSI’s supply chain. Damien Huppert emphasized values-driven partnerships grounded in the Supplier Code of Business Conduct and Anti-Bribery and Corruption Policy;

Phillip Marsham acknowledged suppliers’ contributions to operational and commercial performance; and Kum Chai Shin underscored the importance of cybersecurity in today’s supply networks.

The event reinforces our commitment to responsible sourcing and strengthening strategic partnerships across our global operations.

Appendices

This section provides selected data tables and supplementary information supporting the disclosures in this Sustainability Report. Key data tables are integrated throughout the main body of the report to present key information alongside relevant discussions and insights.

Environmental Disclosures

GHG Emissions

Absolute Emission

SCOPE	2021 (28 Terminals)	2024 ^a (31 Terminals)	2025 (32 Terminals)	Growth vs 2021 (%)	Growth vs 2024 (%)
Scope 1	111,683.16	123,953.13	152,298.16	36	23
Scope 2 (Location-based)	111,989.87	98,574.33	118,644.86	6	20
Scope 2 (Market-based)	113,480.18	98,981.80	114,018.97	0	15
Total Scope 1 and 2	225,163.34	222,934.93	266,317.13	18	19

^a2024 emissions were originally reported for 27 terminals (111,739 tCO₂e for Scope 1 and 105,896 tCO₂e for Scope 2). In 2025, the GHG reporting boundary was updated to reflect changes in the number of terminals covered. For comparability, 2024 data were restated to reflect coverage of 31 terminals. The figures presented in this table reflect the restated amounts. The reporting boundary is based on the operational control approach.

Energy

Energy Consumption

SOURCES	TJ ^a		Contribution (%)	Growth vs 2024 (%)
	2024 (31 Terminals)	2025 (32 Terminals)		
Non-Renewable Fuel	2,302.76	2,860.84	76	24
Renewable Electricity	44.17	82.88	2	88
Non-Renewable Electricity	698.69	803.75	21	15
Total Energy Consumed	3,045.62	3,747.47	100	23

^aEnergy consumption was previously reported in megajoules (MJ). In 2025, energy consumption is reported in terajoules (TJ), covering non-renewable fuel, renewable electricity, and non-renewable electricity.

Waste

Total Waste Generated

2025 Non-Hazardous Waste^a

WASTE	Tonnes						Total
	Treated Off-site	Recycled	Landfilled	Composted	Reused	Incinerated	
General residual / solid waste	767.09	28.64	10,042.12	0.25	0.00	0.00	10,838.09
Other non-hazardous waste	4,791.76	626.81	0.81	0.00	64.09	0.00	5,483.46
Paper & cardboard	0.00	110.41	0.14	5.67	0.00	0.00	116.22
Plastics (soft/rigid/film)	0.00	63.08	0.06	0.00	1.82	0.00	64.96
Wood	0.00	787.42	1.53	0.00	52.45	0.00	841.39
Scrap metals	259.74	721.20	0.06	0.00	2.72	0.00	983.72
Organic / biodegradable waste	106.66	0.14	2,242.54	94.16	0.25	0.00	2,443.75
E-waste	0.00	9.37	8.50	0.00	0.00	0.00	17.87
Glass	0.00	0.00	0.17	0.00	0.16	0.00	0.33
Total Non-Hazardous Waste	5,925.25	2,346.97	12,296.93	100.08	121.49	0.00	20,789.79

2025 Hazardous Waste^a

WASTE	Tonnes						Total
	Treated Off-site	Recycled	Landfilled	Composted	Reused	Incinerated	
Used oil & lubricants	232.17	273.49	0.00	0.00	2.70	5.17	513.53
Other hazardous waste	143.56	6.20	11.35	0.00	0.00	0.01	161.12
Chemical containers & residues	18.22	0.00	4.62	0.00	0.00	17.11	39.95
Fluorescent lamps & batteries	20.63	30.89	0.98	0.00	0.00	0.38	52.89
Contaminated rags / absorbents	22.39	18.30	56.76	0.00	0.00	15.12	112.57
Sludge & oily water	578.56	0.00	0.00	0.00	0.00	103.25	681.81
Medical waste	0.12	0.00	0.00	0.00	0.00	0.25	0.37
Hazardous E-waste	23.56	3.62	0.00	0.00	0.00	0.00	27.18
Total Hazardous Waste	1,039.21	332.50	73.71	0.00	2.70	141.29	1,589.41

^aIn 2025, standardized waste monitoring metrics were implemented, expanding coverage of waste categories and treatment methods. Prior-period data are undergoing backtracking and verification to align with the updated methodology; therefore, year-on-year comparisons are not presented due to limited comparability.

Social Disclosures

New Hires

By Age Group

AGE GROUP	2024		2025			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Under 30	674	6	765	7	821	7
30-50	1,128	10	943	8	995	8
Over 50	184	2	90	1	90	1

By Gender

GENDER	2024		2025			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Male	1,743	16	1,513	12	1,616	13
Female	243	2	285	2	290	2

Employee Turnover^a

By Age Group

AGE GROUP	2024		2025			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Under 30	343	3	356	3	396	3
30-50	777	7	744	6	768	6
Over 50	226	2	208	2	210	2

By Gender

GENDER	2024		2025			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Male	1,197	11	1,134	10	1,198	10
Female	180	2	174	1	176	1

Employee Count

By Region

REGION	Admin		Operations		TOTAL	
	2024	2025	2024	2025	2024	2025
	Philippines	563	1,829	4,027	3,380	4,590
APAC	159	271	882	915	1,041	1,186
EMEA	311	423	1,313	1,276	1,624	1,699
LATAM	588	736	3,157	3,217	3,745	3,953
TOTAL	1,621	3,259	9,379	8,788	11,000	12,047

Total Employee Count By Category

CATEGORY	2024		2025			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Admin-Rank and File	1,000	9	2,292	20	2,335	19
Admin-Management	621	6	879	8	924	8
Operations-Rank and File	8,503	77	7,599	65	7,924	66
Operations-Management	876	8	837	7	864	7
TOTAL	11,000	100	11,607	100	12,047	100

By Employee Category per Region

Philippines

CATEGORY	2024		2025 ^a			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Admin-Rank and File	627	14	1,230	26	1,273	24
Admin-Management	459	10	511	11	556	11
Operations-Rank and File	3,041	66	2,545	53	2,870	55
Operations-Management	463	10	483	10	510	10
TOTAL	4,590	100	4,769	100	5,209	100

^aFor 2025, coverage for the Philippines reflects 30 terminals, as VCT, the most recent addition to the reporting scope, is located in the Philippines.

APAC

CATEGORY	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Admin-Rank and File	257	25	189	16
Admin-Management	85	8	82	7
Operations-Rank and File	650	62	840	71
Operations-Management	49	5	75	6
TOTAL	1,041	100	1,186	100

EMEA

CATEGORY	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Admin-Rank and File	494	30	300	18
Admin-Management	111	7	123	7
Operations-Rank and File	947	58	1,134	67
Operations-Management	72	4	142	8
TOTAL	1,624	100	1,699	100

LATAM

CATEGORY	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Admin-Rank and File	827	22	573	14
Admin-Management	167	4	163	4
Operations-Rank and File	2,660	71	3,080	78
Operations-Management	91	2	137	3
TOTAL	3,745	100	3,953	100

Employee Diversity

Gender Diversity by Region

Philippines

GENDER	2024		2025 ^a			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Male	4,190	91	4,345	91	4,721	91
Female	400	9	424	9	488	9
TOTAL	4,590	100	4,769	100	5,209	100

^aFor 2025, coverage for the Philippines reflects 30 terminals, as VCT, the most recent addition to the reporting scope, is located in the Philippines.

APAC

GENDER	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Male	888	85	1,030	87
Female	153	15	156	13
TOTAL	1,041	100	1,186	100

EMEA

GENDER	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Male	1,455	90	1,527	90
Female	169	10	172	10
TOTAL	1,624	100	1,699	100

LATAM

GENDER	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Male	3,250	87	3,402	86
Female	495	13	551	14
TOTAL	3,745	100	3,953	100

By age

Philippines

AGE GROUP	2024		2025 ^a			
	30 Terminals		30 Terminals		31 Terminals	
	#	%	#	%	#	%
Under 30 years old	788	17	774	16	956	18
30-50 years old	2,987	65	3,067	64	3,297	63
Over 50 years old	815	18	928	19	956	18
TOTAL	4,590	100	4,769	100	5,209	100

^aFor 2025, coverage for the Philippines reflects 30 terminals, as VCT, the most recent addition to the reporting scope, is located in the Philippines.

APAC

AGE GROUP	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Under 30 years old	182	17	228	19
30-50 years old	760	73	842	71
Over 50 years old	99	10	116	10
TOTAL	1,041	100	1,186	100

EMEA

AGE GROUP	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Under 30 years old	184	11	198	12
30-50 years old	1,075	66	1,117	66
Over 50 years old	365	22	384	23
TOTAL	1,624	100	1,699	100

LATAM

AGE GROUP	2024		2025	
	30 Terminals		31 Terminals	
	#	%	#	%
Under 30 years old	874	23	832	21
30-50 years old	2,418	65	2,587	65
Over 50 years old	453	12	534	14
TOTAL	3,745	100	3,953	100

Training Hours

By Employee Category (in hours)

CATEGORY	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Admin-Rank and File	31,782	52,846	55,586
Admin-Management	13,654	21,702	26,130
Operations-Rank and File	202,937	215,520	224,354
Operations-Management	20,691	21,784	22,962
Total	269,064	311,852	329,032

By Employee Category (in hours/employee)

CATEGORY	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Admin-Rank and File	30	23	24
Admin-Management	22	25	28
Operations-Rank and File	24	28	28
Operations-Management	24	26	27

Governance

Anti-Corruption

Governance Body

Percentage of governance body that the organization's anti-corruption policies and procedures have been communicated to

DISCLOSURE	%	
	2024	2025
Admin-Rank and File	100	100
Admin-Management	100	100
Operations-Management	100	100

Percentage of governance body that have received training on anti-corruption

DISCLOSURE	%	
	2024	2025
Admin-Rank and File	100	100
Admin-Management	100	100
Operations-Management	100	100

Supply Chain Indicators

2025 Procurement Performance

INDICATOR	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Total number of suppliers of the terminal	11,666	14,496	14,892
Total number of local suppliers	10,225	13,222	13,604
Total procurement budget (in USD)	902.5 M	856.8 M	865.1 M
Total procurement budget spent on local suppliers (in USD)	630.2 M	568.5 M	574.9 M
Percentage of procurement budget spent on local suppliers	75%	66%	66%
Total procurement budget spent on women and/or vulnerable groups	1.01 M	0.64 M	0.64 M
Number of new suppliers for the year	1,768	2,015	2,083

Environmental Criteria (Actual)

INDICATOR	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Number of new suppliers screened using environmental criteria	307	532	600
Number of suppliers screened using environmental impacts	1,309	1,775	2,175
Number of suppliers identified with significant actual and potential negative environmental impacts	11	31	31
Number of suppliers identified with significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	5	17	17
Number of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	0	2	2

Environmental Criteria (Average Percentage)

INDICATOR	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Percentage of new suppliers screened using environmental criteria	19%	20%	22%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	39%	58%	58%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	0%	3%	3%

Social Criteria (Actual)

INDICATOR	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Number of new suppliers screened using social criteria	307	538	538
Number of suppliers screened using environmental impacts	1,309	1,740	1,740
Number of suppliers identified with significant actual and potential negative environmental impacts	11	3	3
Number of suppliers identified with significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	5	1	1
Number of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	0	0	0

Social Criteria (Average Percentage)

INDICATOR	2024	2025	
	30 Terminals	30 Terminals	31 Terminals
Percentage of new suppliers screened using social criteria	15%	22%	21%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	13%	33%	33%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	13%	0%	0%

GRI Content Index

International Container Terminal Services, Inc. has reported the information cited in this GRI content index for the period 01 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer
GRI 2: General Disclosures 2021	2-1	Organizational details	
	2-2	Entities included in the organization's sustainability reporting	
	2-3	Reporting period, frequency and contact point	
	2-4	Restatements of information	
	2-5	External assurance	No external assurance
	2-6	Activities, value chain and other business relationships	
	2-7	Employees	
	2-8	Workers who are not employees	The Company is still currently putting in place efforts to monitor this
	2-9	Governance structure and composition	
	2-10	Nomination and selection of the highest governance body	
	2-11	Chair of the highest governance body	
	2-12	Role of the highest governance body in overseeing the management of impacts	
	2-13	Delegation of responsibility for managing impacts	
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	
	2-16	Communication of critical concerns	
	2-17	Collective knowledge of the highest governance body	
	2-18	Evaluation of the performance of the highest governance body	
	2-19	Remuneration policies	
	2-20	Process to determine remuneration	
	2-21	Annual total compensation ratio	
	2-22	Statement on sustainable development strategy	
	2-23	Policy commitments	
2-24	Embedding policy commitments		The Group has decided not to disclose the information required under GRI Disclosure 2-21 in this report since the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) has not been determined to date: Computing the ratio is a significant task, as ICTSI has presence across many countries with varying income levels (i.e., presence in DRC, which the World Bank currently classifies as Low Income and presence in Australia, which the World Bank currently classifies as High Income).

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer	
	2-25	Processes to remediate negative impacts		
	2-26	Mechanisms for seeking advice and raising concerns		
	2-27	Compliance with laws and regulations		
	2-28	Membership associations		
	2-29	Approach to stakeholder engagement		
	2-30	Collective bargaining agreements		
	GRI 3: Material Topics 2021	3-1	Process to determine material topics	
		3-2	List of material topics	
		3-3	Management of material topics	
	ECONOMIC PERFORMANCE			
GRI 201: Economic Performance 2016	3-3	Management of Material Topics		
	201-1	Direct economic value generated and distributed		
	201-2	Financial implications and other risks and opportunities due to climate change		
	201-3	Defined benefit plan obligations and other retirement plans		
GRI 202: Market Presence 2016	201-4	Financial assistance received from government		
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage		
	202-2	Proportion of senior management hired from the local community		
	INDIRECT ECONOMIC IMPACTS			
GRI 203: Indirect Economic Impacts 2016	3-3	Management of Material Topics		
	203-1	Infrastructure investments and services supported		
	203-2	Significant indirect economic impacts		
PROCUREMENT PRACTICES				
GRI 204: Procurement Practices 2016	3-3	Management of Material Topics		
	204-1	Proportion of spending on local suppliers		
ANTI-CORRUPTION				
GRI 205: Anti-corruption 2016	3-3	Management of Material Topics		
	205-1	Operations assessed for risks related to corruption		
	205-2	Communication and training about anti-corruption policies and procedures		
	205-3	Confirmed incidents of corruption and actions taken		

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		
GRI 207: Tax 2019	3-3 Management of Material Topics		
	207-1 Approach to tax		
	207-2 Tax governance, control, and risk management		
	207-3 Stakeholder engagement and management of concerns related to tax		
	207-4 Country-by-country reporting		
GRI 301: Materials 2016	3-3 Management of Material Topics		
	301-1 Materials used by weight or volume		
	301-2 Recycled input materials used		
	301-3 Reclaimed products and their packaging materials		
WATER AND EFFLUENTS			
GRI 303: Water and Effluents 2018	3-3 Management of Material Topics		
	303-1 Interactions with water as a shared resource		
	303-2 Management of water discharge-related impacts		
	303-3 Water withdrawal		The Company is still currently putting in place efforts to monitor this.
	303-4 Water discharge		
	303-5 Water consumption		The Company has published its target commitment for 2030 (26% emission reduction per move) and 2050 (net zero)
BIODIVERSITY			
GRI 101: Biodiversity 2024	3-3 Management of Material Topics		
	101-1 Policies to halt and reverse biodiversity loss		
	101-2 Management of biodiversity impacts		
	101-3 Access and benefit-sharing		
	101-4 Identification of biodiversity impacts		
	101-5 Locations with biodiversity impacts		
	101-6 Direct drivers of biodiversity loss		
	101-7 Changes to the state of biodiversity		
	101-8 Ecosystem services		
BIODIVERSITY			
GRI 10: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		
	304-2 Significant impacts of activities, products and services on biodiversity		
	304-3 Habitats protected or restored		
	304-4 UCN Red List species and national conservation list species with habitats in areas affected by operations		

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer
CLIMATE CHANGE			
GRI 102: Climate Change 2025	3-3 Management of Material Topics		
	102-1 1 Climate transition plan		
	102-2 Climate adaptation plan		
	102-3 Just transition		
	102-4 Climate targets		
	102-5 Scope 1 GHG emissions		
	102-6 Scope 2 GHG emissions		
	102-7 Scope 3 GHG emissions		
	102-8 Internal carbon pricing		
	102-9 Climate risk management		
102-10 Carbon credits and removals			
ENERGY			
GRI 103: Energy 2025	3-3 Management of Material Topics		
	103-1 Energy policies and commitments		
	103-2 Energy consumption and self-generation within the organization		
	103-3 Upstream and downstream energy consumption		
	103-4 Energy intensity		
	103-5 Reduction in energy consumption		
EMISSIONS			
GRI 305: Emissions 2016	3-3 Management of Material Topics		
	305-1 Direct (Scope 1) GHG emissions		
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
	305-5 Reduction of GHG emissions		
	305-6 Emissions of ozone-depleting substances (ODS)		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		
EFFLUENTS AND WASTE			
GRI 306: Effluents and Waste 2016	3-3 Management of Material Topics		
	306-3 Significant spills		
WASTE			
GRI 306: Waste 2020	3-3 Management of Material Topics		
	306-1 Waste generation and significant waste-related impacts		
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of Material Topics	
	308-1	New suppliers that were screened using environmental criteria	
	308-2	Negative environmental impacts in the supply chain and actions taken	
EMPLOYMENT			
GRI 401: Employment 2016	3-3	Management of Material Topics	
	401-1	New employee hires and employee turnover	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3	Parental leave	The Company is still currently putting in place efforts to monitor this.
LABOR/MANAGEMENT RELATIONS			
GRI 402: Labor/Management Relations 2016	3-3	Management of Material Topics	
	402-1	Minimum notice periods regarding operational changes	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 403: Occupational Health and Safety 2018	3-3	Management of Material Topics	
	403-1	Occupational health and safety management system	
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	
403-10	Work-related ill health		
TRAINING AND EDUCATION			
GRI 404: Training and Education 2016	3-3	Management of Material Topics	
	404-1	Average hours of training per year per employee	
	404-2	Programs for upgrading employee skills and transition assistance programs	
	404-3	Percentage of employees receiving regular performance and career development reviews	

GRI STANDARD	DISCLOSURE	Page Number	Direct Answer
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of Material Topics	
	405-1	Diversity of governance bodies and employees	
	405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination 2016	3-3	Management of Material Topics	
	406-1	Incidents of discrimination and corrective actions taken	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3	Management of Material Topics	
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
CHILD LABOR			
GRI 408: Child Labor 2016	3-3	Management of Material Topics	
	408-1	Operations and suppliers at significant risk for incidents of child labor	
FORCED OR COMPULSORY LABOR			
GRI 409: Forced or Compulsory Labor 2016	3-3	Management of Material Topics	
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
SECURITY PRACTICES			
GRI 410: Security Practices 2016	3-3	Management of Material Topics	
	410-1	Security personnel trained in human rights policies or procedures	
RIGHTS OF INDIGENOUS PEOPLES			
GRI 411: Rights of Indigenous Peoples 2016	3-3	Management of Material Topics	
	411-1	Incidents of violations involving rights of indigenous peoples	
LOCAL COMMUNITIES			
GRI 413: Local Communities 2016	3-3	Management of Material Topics	
	413-1	Operations with local community engagement, impact assessments, and development programs	
	413-2	Operations with significant actual and potential negative impacts on local communities	
SUPPLIER SOCIAL ASSESSMENT			
GRI 414: Supplier Social Assessment 2016	3-3	Management of Material Topics	
	414-1	New suppliers that were screened using social criteria	
	414-2	Negative social impacts in the supply chain and actions taken	
PUBLIC POLICY			
GRI 415: Public Policy 2016	3-3	Management of Material Topics	
	415-1	Political contributions	

GRI STANDARD	DISCLOSURE		Page Number	Direct Answer
CUSTOMER HEALTH AND SAFETY				
GRI 416: Customer Health and Safety 2016	3-3	Management of Material Topics		
	416-1	Assessment of the health and safety impacts of product and service categories		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		
MARKETING AND LABELING				
GRI 417: Marketing and Labeling 2016	3-3	Management of Material Topics		
	417-1	Requirements for product and service information and labeling		
	417-2	Incidents of non-compliance concerning product and service information and labeling		
	417-3	Incidents of non-compliance concerning marketing communications		
CUSTOMER PRIVACY				
GRI 418: Customer Privacy 2016	3-3	Management of Material Topics		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		

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