



# Culture Playbook



**“PIL EMBODIES TRADITION AND TRANSFORMATION. WE ARE PROUD OF OUR HERITAGE. GUIDED BY OUR REFRESHED PURPOSE, VALUES, AND STRONG CORPORATE CULTURE, WE HONOUR OUR MARITIME LEGACY WHILE STEERING TOWARDS A PROMISING FUTURE.”**



**S.S. Teo,  
Executive Chairman**

Table  
of Contents

People-Centric

Pushing  
Boundaries

Future-Focused

Chairman’s Quote	2	Health, Safety and Security	10	For Better Solutions	18	Environmental Stewardship	24
Content Page	3	Our Customers	11	Responsibly	19	Impacting Communities	25
CEO’s Key Message	4	Our Employees and Seafarers	12			Data and Technology Transformation	26
Our Purpose	5	Our Suppliers and Partners	15			Cyber Security	27
Our Values	6	Data Protection and Confidentiality	16			Risk Management and Financial Governance	28
Culture Playbook	7						
Applicable To	8						
Speak Up	29						
We Are In This Together	30						



Driving Connectivity

## CEO'S KEY MESSAGE:



In this transformative age, where industries evolve rapidly and the business landscape is ever-changing, our course at PIL is clear:

**Putting customers first, by leveraging expertise and technology to provide efficient and sustainable solutions. Our freshly articulated Purpose and Values of People-Centric, Pushing Boundaries and Future-Focused aren't just words – they speak of the culture of our organization, reminding us of who we are and what we stand for.**

Our Culture Playbook is our living pledge - a commitment to every member of the PIL family, guiding us with clarity and conviction in every decision, big or small. My assurance to you is this: with our shared Purpose and Values as the compass, we are positioned for growth and meaningful impact on our industry.

I see a future where PIL isn't just a part of the conversation, but driving it – steering the course of the maritime sector with insight, innovation, and integrity. Together, we will anchor PIL's legacy, reflecting the best of Singapore's maritime heritage while shaping the future with vision and verve.

**Lars Christian Kastrup**  
Chief Executive Officer



# OUR PURPOSE

Our Purpose is what moves us every day.

## PUTTING CUSTOMERS FIRST, BY LEVERAGING EXPERTISE AND TECHNOLOGY TO PROVIDE EFFICIENT AND SUSTAINABLE SOLUTIONS.

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

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



# OUR VALUES

Our values define PIL – they represent our true north and differentiate us from others.

## People-Centric

People are at the heart of our “PIL family”.

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



## Pushing Boundaries

Challenge the status quo responsibly to provide better solutions.

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



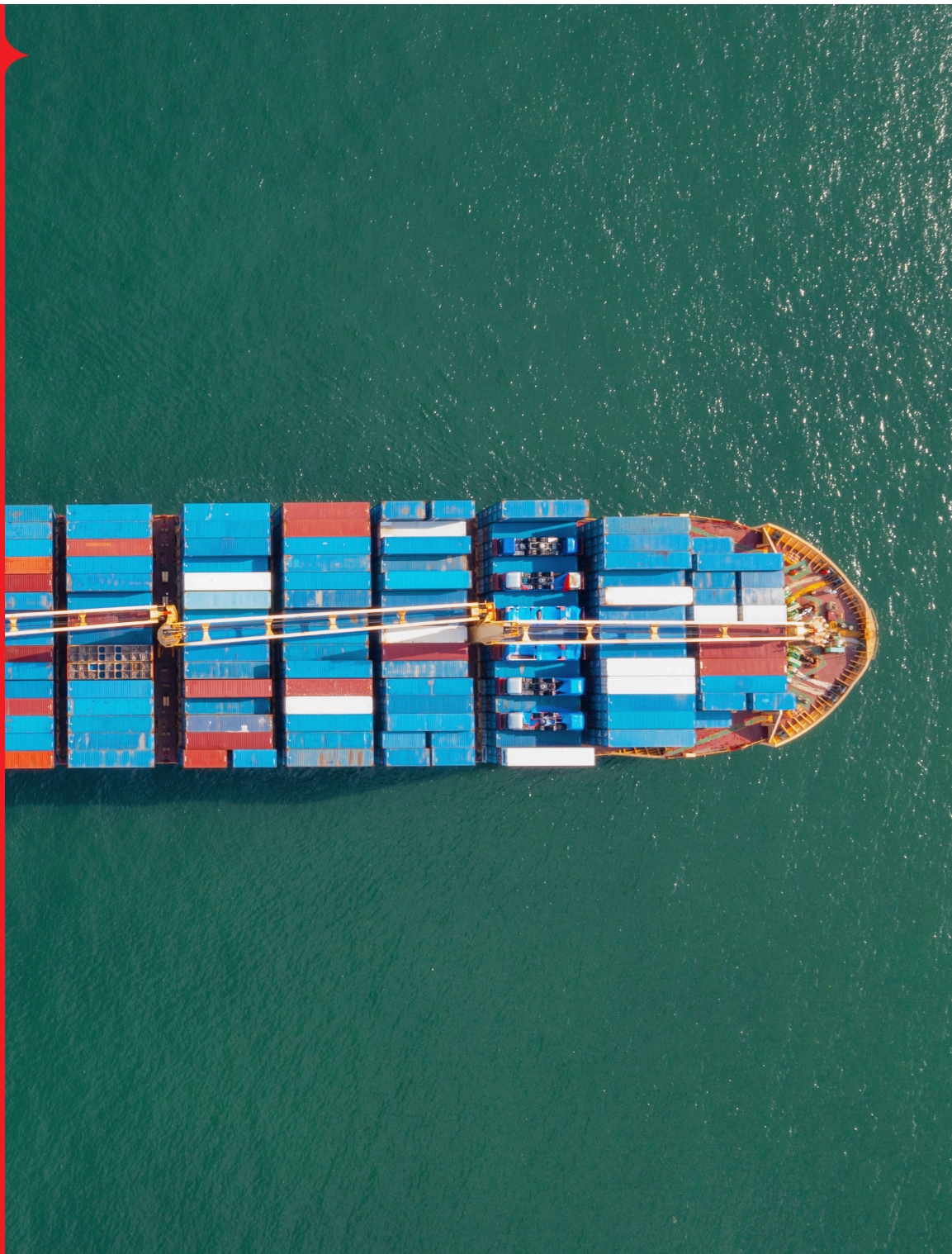
## Future-Focused

We take action to drive a sustainable future.

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



## CULTURE PLAYBOOK



The purpose of this Culture Playbook is to share what PIL believes in and our unique way of doing things.

We recognise that culture is organic and we will work hard to create (and maintain) the PIL way. At PIL, we are also guided by our values: people-centric, pushing boundaries, and future-focused.

This playbook embodies our commitment to action our values and serves as a guiding compass for how we do business and respect each other here at PIL.



# APPLICABLE TO

(1) PIL subsidiaries or entities where we either own majority interests or control operations.

(2) All individuals working for PIL, including directors, senior management and employees (full-time or part-time).

We also expect our non-controlled joint ventures and liner agencies to have comparable principles for ethical business conduct or follow such principles in this Culture Playbook.



## SHIPPING



Founded in 1967, Pacific International Lines is one of the leading shipping companies in Asia. We are focused on our core business of container shipping.



Founded in 1997, Mariana Express Lines is a container liner operator that is a subsidiary of PIL, focusing on niche routes in the Asia-Pacific region to provide shippers and consignees with services that have regular sailing schedules and quick transit times.



Founded in 1963, Malaysia Shipping Corporation Sdn. Bhd., an associate company of PIL, is a container liner operator headquartered in Malaysia. We offer extensive services with regular sailings and quick transit times to serve the needs of our shippers and consignees.

## LOGISTICS



Established in 2000 as a third party logistics provider, PIL Logistics executes seamless end-to-end logistics solutions globally. PIL Logistics is a wholly-owned subsidiary of the PIL Group.



Health,  
Safety and  
Security

Our Customers

Our Employees  
and Seafarers

Our Suppliers  
and Partners

Data  
Protection and  
Confidentiality

# PEOPLE- CENTRIC



# PIL DOES NOT COMPROMISE ON THE WELL-BEING AND SAFETY OF OUR CREW, EMPLOYEES AND PARTNERS.

From open waters to corporate settings, we pledge to adhere to applicable laws and industry standards in health, safety, and security.

Onboard our ships, this includes the International Safety Management and International Ship and Port Facility Security. Ashore, this includes compliance with local workplace safety and health regulations in all our offices, warehouses and agencies globally.

We drive a "safety first" culture. Health, safety and security are focus areas on our board and senior management agenda.

We ensure continuous performance improvement by establishing clear targets and performance metrics for the company and our employees.

 **Health, Safety and Environment Policy**

## What should we do?

- Comply with all health, safety and security policies, measures and laws.
- Make decisions prioritising the health and safety of our colleagues at sea and ashore.
- Be well-versed in health, safety and security matters by attending regular training sessions.
- Remove yourself from unsafe or non-compliant situations.
- Report all potential hazards, unsafe practices and safety or security incidents to the Master or the Quality, Safety and Security & Environment Department.

 **Quality, Safety and Security & Environment Department.**



## Steering the Right Course

### In this situation:

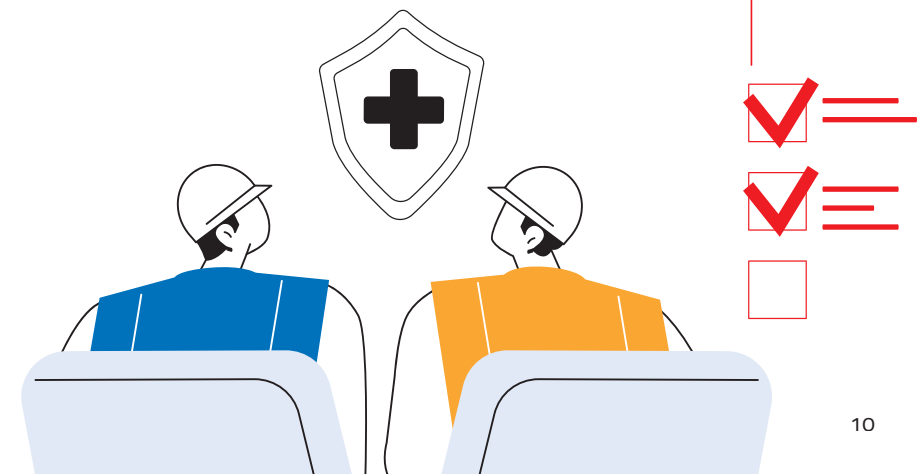
You have been tasked to inspect a ballast tank but there is a tight timeline as the vessel needs to depart soon. However, you find that the requirement to do complete ventilation and operational checks will only slow the inspection and delay departure.

### What should you do?

You must always follow the standard/ safe operation procedures and conduct a proper risk assessment, even if the timelines are tight. Safety is non-negotiable.

If the standard/safe operation procedures are impractical, you should provide feedback to the Workplace Safety and Health Committee (wsh.broadcast@sgp.pilship.com).

 **wsh.broadcast@sgp.pilship.com**



PIL commits to deliver simplicity, good value and customizable experience to our customers, at every port and every route.

## REGARDLESS OF CARGO SIZE, EACH CUSTOMER REPRESENTS A UNIQUE RELATIONSHIP VALUABLE TO US.

### Your Cargo, A Personalised Experience

Our PIL customers get to customise the experience they prefer. From streamlined digital options such as our PocketPIL platform, EDI onboarding, and quick credit checks, to quality service through our

dedicated local sales and customer service teams for tailored solutions, we offer a seamless and personalised experience for each customer.

### Always Accessible

Our PIL customers can reach us. Transparent and timely communication is our anchor – it is key to understanding our customer's needs and resolving issues. Every query, routing concern, or schedule

change is our chance to showcase our dedication to our customer's shipping needs. Whether it's real-time container tracking or detailed logistics planning, we strive for accuracy and clarity.

### Commitment to Smooth Sailing

Satisfaction goes beyond just delivery; it's about going the extra mile to ensure that our customer's cargo reaches its destination safely and timely. We translate technology, like digital cargo tracking and

predictive analytics, into service reliability improvements. This is so that we can give our customers peace of mind when entrusting their cargo to us.

### Together, let's:

#### **Prioritize Communication:**

Provide timely updates on cargo status, space availability, and potential delays.

#### **Adapt to Customer's Needs**

Offer flexible booking options, and understand specific requirements related to each shipment.

#### **Solicit Feedback:**

Actively request and use feedback to improve the cargo booking and delivery experience.

#### **Avoid Hidden Charges**

Be transparent with the costs involved.

#### **Don't Disregard Concerns**

Always address customers' concerns related to their cargo promptly and effectively.

Our employees may work locally across more than 35 countries but we remain one PIL.

## PILLARS OF PEOPLE EXCELLENCE

PIL aspires to be an employer of choice.

We bring this to life by having a well-structured people strategy – this facilitates a positive workplace environment where our employees feel valued and engaged, and attracts quality talents to join the “PIL family”.

Apart from being the right thing to do, championing our people ensures our organization's success and sustainability.

Integral to our pillars, PIL will treat its people equitably and impartially. Our commitment is to offer packages that reflect the value our employees bring, coupled with opportunities for holistic career development.



## Valuing our Seafarers

This commitment extends beyond our onshore employees, to our seafarers. We also recognise our obligations under the UN Universal Declaration of Human Rights and the Maritime Labour Convention of 2006 by the International Labour

Organisation. We uphold high standards for our seafarers, including employment conditions, accommodation, facilities, health, and welfare.

## Steering the Right Course

### In this situation:

You're an assistant general manager in Finance, and your highly competent manager expresses an interest in transitioning to agency management. This manager plays a pivotal role in your team.

### What should you do?

Recognize and respect the career aspirations of your employees. While it's natural to feel concerned about the transition, it's essential to support their growth and development. Begin succession planning early and consider cross-training other team members to ensure a smooth transition. Remember, a supportive work environment fosters loyalty and positive morale.





Our employees may work locally across more than 35 countries but we remain one PIL.

## OUR EMPLOYEES AND SEAFARERS ARE THE BACKBONE OF OUR ORGANIZATION.

### TOGETHER, LET'S:

- 1 Treat everyone in the organization with respect.
- 2 Demand excellence by setting and stretching targets for ourselves and expecting this of others.
- 3 Take ownership of both successes and learning moments without the fear of blame.
- 4 Actively communicate and engage with our seafarers and colleagues cross-function to achieve enterprise-wide results.
- 5 Have a global mindset when considering any decision, process or policy.
- 6 Be actively inclusive and celebrate the diverse nature of our colleagues at sea and onshore in PIL's global organization – this is our strength.
- 7 Hire and promote individuals based on merits.
- 8 Stand up for what's right, even in challenging situations.

### WE WILL NOT:

- 1 Tolerate discrimination, bullying, harassment or other behaviour not reflective of our values.
- 2 Allow retaliation against colleagues for voicing concerns or reporting issues.
- 3 Force or compel labour.
- 4 Hire individuals below legal working age.



### Steering the Right Course

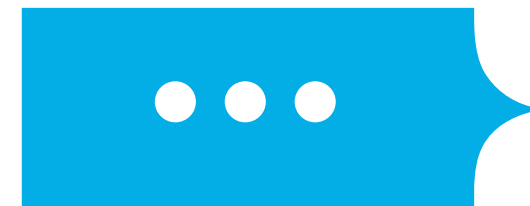
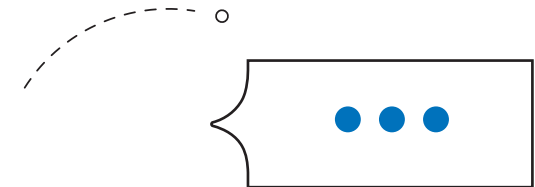
#### In this situation:

You receive a WhatsApp message from a colleague containing jokes about a certain nationality.

#### What should you do?

You should ask your colleague to stop, and if the activity continues, notify your manager or Human Resources.

PIL has employees globally. This kind of behaviour is disrespectful and can harm morale and the team environment that we have all worked to create.



Our strength doesn't just come from the ships we operate or the routes we navigate, but from the relentless growth and development of our people. It is also our duty to shape the next generation of resilient maritime professionals for the industry.

## BEYOND NAVIGATING WATERS, WE'RE CHARTING THE COURSE FOR THE FUTURE.

Embedded within PIL's ethos is a supportive infrastructure geared towards:

### Mentoring the Next Wave

Whether newcomers straight out of school, budding scholars, or rising management associates, we dedicate our time and

expertise to mentor the future leaders of the maritime industry, just as someone had done for us.

### Adaptive Learning

Collaborating with our dedicated Learning and Development team, we ensure that our training methodologies are not just current but proactive. Identifying and addressing

training requisites becomes a dynamic process involving every one of us, ensuring skill relevance and excellence.

### Global Horizons

PIL stands on the world stage. Our team members are encouraged to embrace global assignments and rotational

opportunities, broadening perspectives and honing expertise.

### Do you know?



- As part of the 2-year management associate program, our management associates are deployed cross-functionally and to our global offices. Some of our earlier management associates have been with PIL for more than 23 years!
- We have designed a suite of training and development programs that cater to varied expertise and job roles. From foundational maritime courses for newcomers to topics of today such as digitalization to advanced strategic sessions for our leaders, our curriculum seeks to be diverse, robust, and reflective of industry trends.
- The culture of learning and inclusivity does not stop at shore edge. We champion the upskilling of our seafarers – like readying them for PIL's LNG dual-fuel vessels. Opportunities for on-shore rotations, including regular secondments to our Centre for Maritime Efficiency, ensure that the transition from sea roles to shore-based ones is fluid.

PIL believes in building strong and collaborative relationships with our suppliers and partners, anchored on integrity, fairness and trust.

## Empowering Partnership

We are keen on collective success. Our commitment is to build long-standing relationships with our suppliers and partners, which can withstand the cycles. While we cherish these relationships, we consistently evaluate them against clear and objective criteria, safeguarding the maintenance of our shared standards.

Open communication is key. We transparently and fairly share our expectations and requirements, fostering a sense of mutual trust and reciprocity.

## Responsible and Sustainable Procurement

We choose our suppliers with care, guided by PIL's procurement guidelines and policies (including principles of sustainable procurement). Our selection process must be robust, structured and objective.

We do so by integrating risk-based assessments, pre-qualification checks, and evaluations based on price, quality, delivery proficiency, technical know-how, historical performance, and holistic fit.

## Elevating Ethical Standards

We play our part in nurturing a responsible ecosystem. We expect our suppliers and partners to uphold ethical standards, especially those concerning labour

and human rights, business practices, and health and safety protocols, all encapsulated in our Supplier Code of Conduct.

 [Supplier Code of Conduct](#)



## Steering the Right Course

### In this situation:

You learnt, through a credible news source, that an equipment supplier is facing a bribery probe involving government officials.

### What should you do?

This is our problem because we expect everyone we work with to operate ethically. Save a copy of the news article and approach your immediate supervisor or manager – it is essential to escalate the issue because the supplier's practice could subject PIL to reputational harm and affect its ability to serve our needs.



# OUR RESPECT FOR PEOPLE OBLIGES US TO PROTECT THEIR PERSONAL AND CONFIDENTIAL INFORMATION.

## Respect Privacy And Embrace Data Protection

In our day-to-day operations, PIL handles personal data from various stakeholders. PIL follows internationally recognized privacy principles and strives to implement reasonable and appropriate practices in our collection, use, and sharing of personal information about individuals. PIL also complies with all applicable data protection laws.

### We need to ensure that:

- Personal information can only be used to support legitimate business purposes.
- Privacy by design is incorporated into the development of relevant processes.

## Maintaining Confidentiality

Confidential information is information that is not public and is related to our and/or our business partners' activities. It includes technical and business-related information. We have a duty to safeguard at all times such confidential information.

### What should we do?

- Disclose confidential information internally only on a need-to-know basis.
- When sharing PIL's confidential information with third parties, ensure that the appropriate approvals are sought and that the third party is bound by confidentiality obligations e.g. Non-Disclosure Agreement.
- Maintain confidentiality even after leaving PIL.



## Steering the Right Course

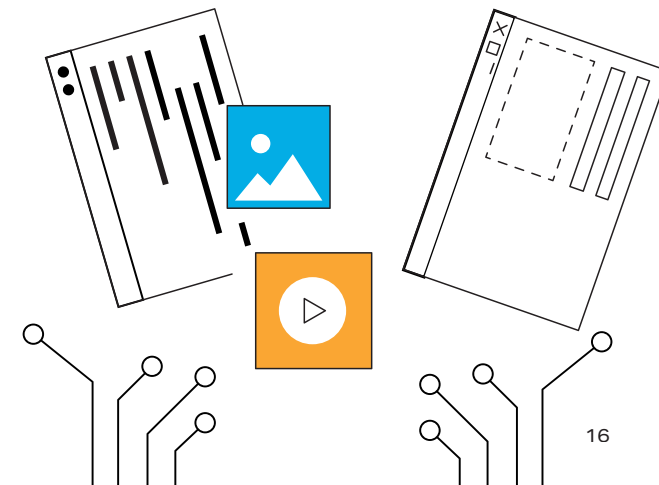
### In this situation:

You have collected personal data of Mr. A from Company XYZ during customer onboarding. Your manager asks you to send him Mr. A's personal data to his/her personal email address.

### What should you do?

All information collected, used, processed, transferred and retained must have legitimate reasons and consent should be obtained prior to the release of personal data. Report any potential personal data breaches to your Data Protection Officers (DPOs) at [dpo@sgp.pilship.com](mailto:dpo@sgp.pilship.com)

 [dpo@sgp.pilship.com](mailto:dpo@sgp.pilship.com)

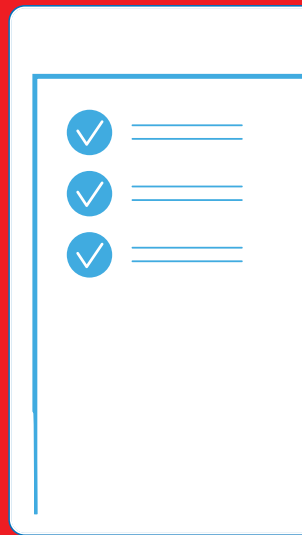
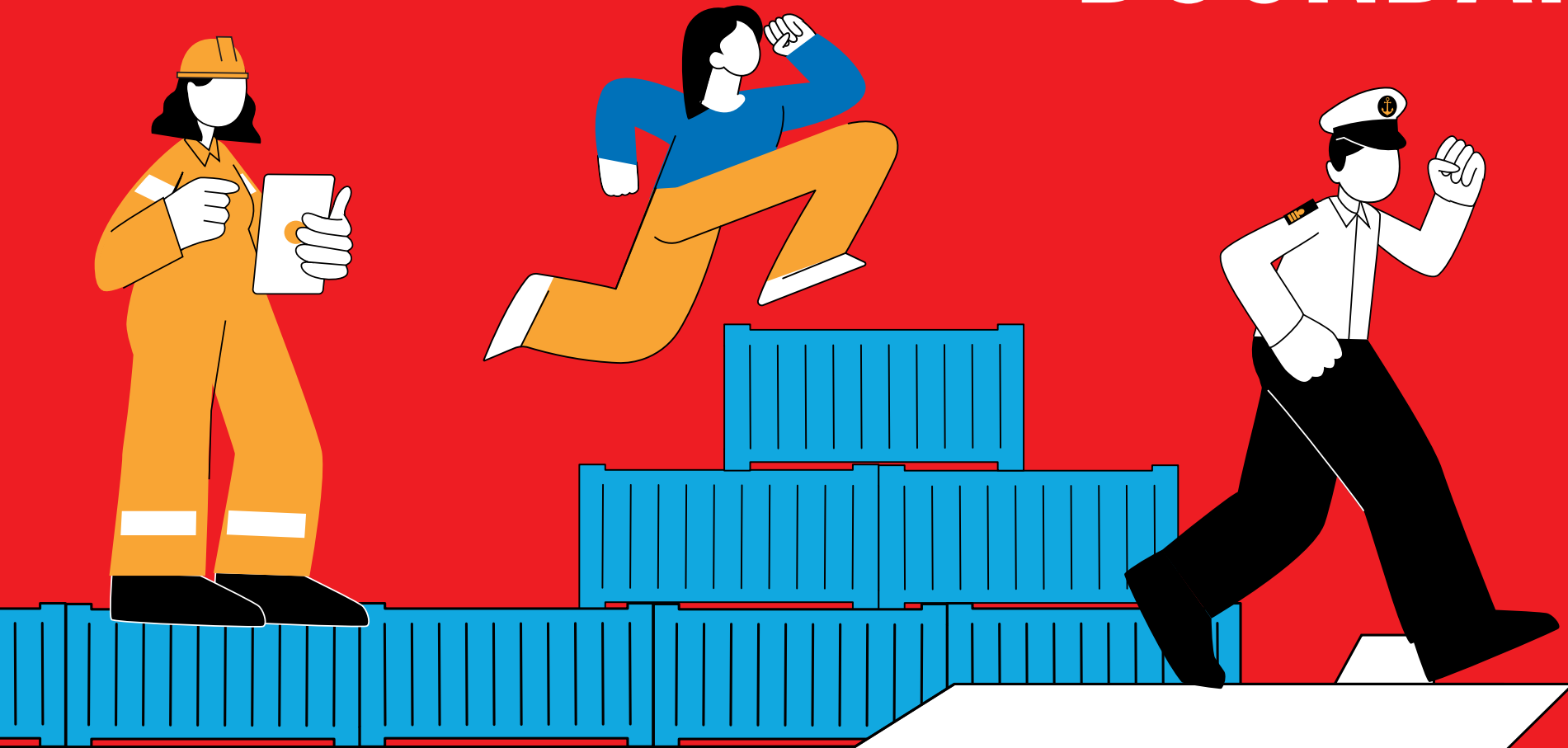




For Better  
Solutions

Responsibly

# PUSHING BOUNDARIES



At PIL we aspire to challenge the status quo, think out of the box, and ignite innovative ideas. To what end? To provide better solutions, always, especially for our customers. For some, it might mean a paradigm shift and we are ready to support that.

## PUSHING BOUNDARIES IS A MINDSET

What does it mean for us when it relates to...

### 1 Our Customer

- A** Use data insights to anticipate market trends and customer needs, ensuring our shipping solutions are always a step ahead.
- B** Review and challenge existing processes so that we offer simplicity and seamless experiences.
- C** Leverage technology and partner with start-ups and solution providers to provide value-added services and optimize how customers interact with PIL.
- D** Develop solutions to reduce our carbon footprint - by choosing us, our customers also choose to build a more sustainable world.

### 2 Our Workplace Engagements

- A** Engage in healthy debates and discussions unconstrained by hierarchy or traditions. Sometimes, we may end up agreeing to disagree.
- B** While we push boundaries, we must also take responsibility for our actions and decisions, learning from outcomes whether they are successes or lessons.
- C** Recognize that pushing boundaries can sometimes lead to mistakes. Instead of blame, offer support and guidance.

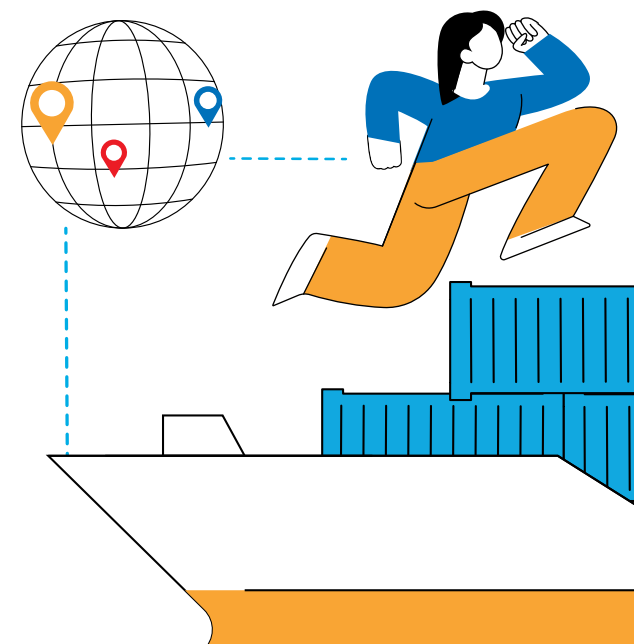
However, most of the time, it's through these constructive confrontations that groundbreaking ideas are birthed.

### Shifting From...

"This is how we have always done it"  
"It is a lot of work to ..."

### Shifting To:

"How do we improve..."  
"There is more value if we..."  
"This seems outdated, let us..."



Pushing boundaries is done responsibly, with integrity and in compliance with all applicable laws and regulations.

## WITH INTEGRITY AND COMPLYING WITH LAWS

### 1 Corporate Governance, Compliance with Laws and Regulations

An effective governance structure anchors our operations, ensuring compliance with laws and regulations in the countries we serve. As we extend our presence globally, it is vital to remain vigilant against potential compliance risks.

These often surface from lapses in business ethics, especially in diverse operational landscapes. Non-compliance not only tarnishes our reputation but may also invoke significant civil or criminal penalties against the company or individuals involved.

As part of our commitment to exemplary governance and ethical operations, PIL integrates compliance tenets into its policies, systems, and processes.

This is supported by rigorous assessments, diligent record retention, and best-in-class management practices, benchmarked against the industry's best standards.

### 2 Data Retention and Management

All types and formats of documents and other data which are created, received, used or distributed by PIL in its business shall be retained and disposed in compliance with applicable laws and regulations and our policy.

 Policy on Data Retention and Management



### Steering the Right Course

#### In this situation:

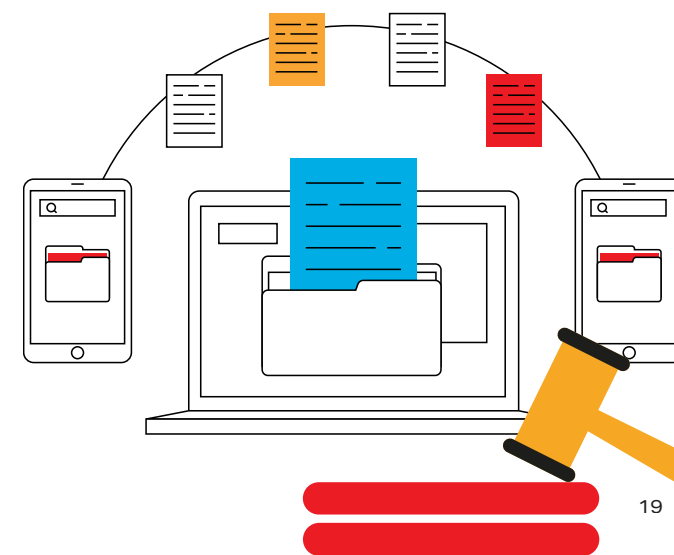
A customer insists on booking a shipment to Myanmar but to a US OFAC SDN entity. After entry into our LMS system, the system prompted the red flag alert. Can you still proceed?

#### What should you do?

Do not proceed, because the transaction with a US OFAC SDN entity may constitute a violation of sanctions laws by PIL with consequent criminal and civil penalties.

Consult with Compliance

 [compliance@sgp.pilship.com](mailto:compliance@sgp.pilship.com)



Pushing boundaries is done responsibly, with integrity and in compliance with all applicable laws and regulations.

## WITH INTEGRITY AND COMPLYING WITH LAWS

### 3 Anti-Bribery and Corruption

Bribery and corruption negatively impact the economy, business, environment and people. PIL takes a zero-tolerance approach to bribery and corruption and commits to act professionally, fairly and with integrity in all of our business dealings and relationships where we operate. It is with this vision that PIL joined the Maritime Anti-Corruption Network as a member.

Employees must be familiar with our [Anti-Bribery and Corruption Policy](#) and be responsible for preventing, detecting and reporting bribery or other forms of corruption.

 [Anti-Bribery and Corruption Policy](#)

#### **A** Facilitation and kickbacks:

Usually made to secure or speed up routine actions, PIL does not make or accept facilitation payments or kickbacks as these are bribes and therefore illegal.

#### **B** Gifts and hospitality:

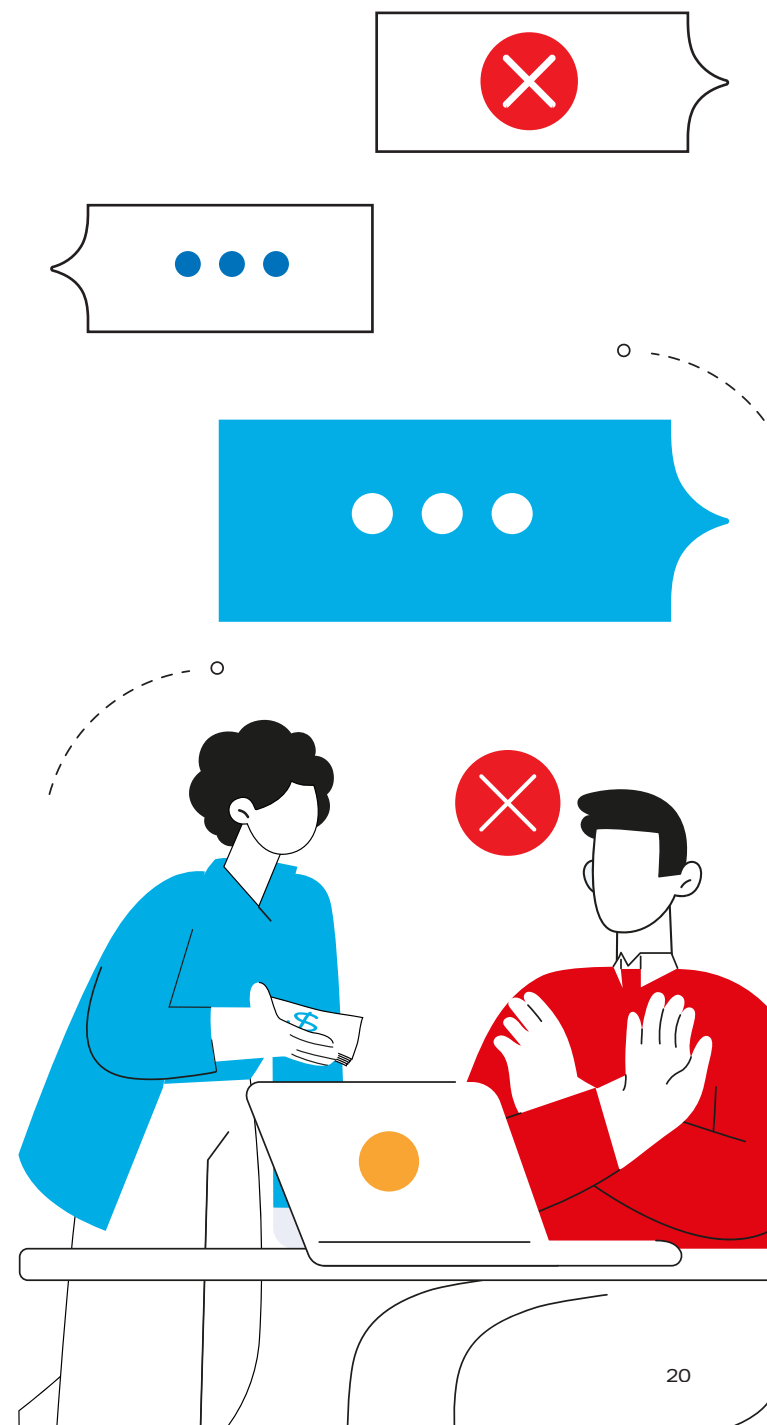
Employees are discouraged from accepting or giving gifts or hospitality. Occasional modest giving and acceptance of gifts and hospitality may be a legitimate contribution to good business relationships and is only permissible if it is appropriate and does not influence or perceived as capable of influencing the outcome of transactions or decisions relating to our business.

For engagement with public officials, refer to stricter rules in our [Anti-Bribery and Corruption Policy](#).

#### **C** Donations:

PIL only makes charitable donations or sponsorships that are legal and ethical under applicable laws and practice. Due diligence and conflict of interest checks must be performed on the recipient organization. Prior written approval of the Donations Evaluation Committee or the Board Donations Committee should be obtained for donations of any type.

For all grant-giving and donation requests, please refer to the [Grant-Giving Policy](#).





Pushing boundaries is done responsibly, with integrity and in compliance with all applicable laws and regulations.

## WITH INTEGRITY AND COMPLYING WITH LAWS

### 4 Competition Law Compliance

Competition law or antitrust laws are designed to protect businesses and consumers from anti-competitive behavior (e.g. cartels, anti-competitive agreements, abuse of dominance and mergers that substantially lessen competition) and safeguard competition. PIL does not tolerate any form of anti-competitive behaviour.

All employees are guided by our Competition Compliance Policy on relations with competitors and customers, trade associations, identification of non-compliance risk and vessel-sharing agreements.

During contact with competitors, employees must ensure no commercially sensitive information is shared or received. It is every employee's responsibility to bring any potentially illegal communication to an immediate end, report it to your supervisor and alert the Legal and Compliance Department at once.

 [Competition Compliance Policy](#)

In case of a dawn raid or an investigation in any of our offices globally, employees must notify the Legal and Compliance Department ([compliance@sgp.pilship.com](mailto:compliance@sgp.pilship.com)) and GCAM immediately.

 [compliance@sgp.pilship.com](mailto:compliance@sgp.pilship.com)

### Steering the Right Course

#### In this situation:

During a trade association meeting, Competitors A and B had asked you for an informal beer session to discuss about next month's freight pricing to customers.

#### What should you do?

You must avoid informal commercial discussion of any kind with competitors. Employee must be sensitive to danger of illegal collusion between competitors and exercise utmost prudence.



Pushing boundaries is done responsibly, with integrity and in compliance with all applicable laws and regulations.

## WITH INTEGRITY AND COMPLYING WITH LAWS

### 5 Sanctions Compliance

Sanctions are restrictions imposed by one country against other countries, entities or individuals.

Sanctions are complex and directly impact PIL as our business is global and involves many different jurisdictions as well as customers, suppliers and counterparties whom we deal with. PIL commits that we do not conduct business that may violate applicable sanctions laws, abiding by US OFAC Compliance Program's guiding principles (Management Commitment, Risk Assessments, Controls & Procedures, Training, Auditing and Testing).

Employees are expected to be trained on our [Sanctions Policy](#). PIL adopts a risk-based approach to conduct due diligence checks (embedded in systems and processes) for customers, suppliers, vendors and business partners. Sanctions screening is conducted on PIL customers, counterparties and suppliers to ensure these entities or individuals are not sanctioned or on a restricted party list.

If the entity/individual is sanctioned, the transactions are not permitted to proceed. If you discover any suspicious red flags from customers or suppliers, you must escalate them to the Legal & Compliance Department.

 [Sanctions Policy](#)

### 6 Conflict of Interest

Conflict of interest occurs when an employee has competing professional or personal interests which makes it difficult to fulfil his duties properly or creates an appearance of impropriety that could undermine PIL's integrity among employees, stakeholders or public confidence.

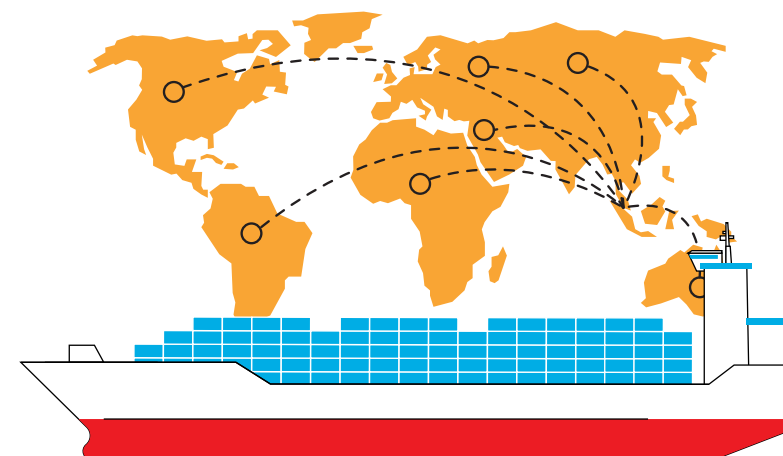
You must promptly declare to your immediate supervisor, division head and HR department when there is a possibility of conflict of interest, so that a proper conflict management plan can be put in place.

#### Do you know?



Potential conflict of interest can show up in various ways. Some examples:

- **Personal relationships:** Overseeing the work of a friend, relative, or romantic partner may blur professional boundaries.
- **External Engagements:** Undertaking an additional job or offering services to another entity that might compromise the dedication, time, and skills you owe to PIL or that clashes with your responsibilities at PIL.
- **Financial interests:** Investing in a company that does business with or competes with PIL.



Environmental  
Stewardship

Impacting  
Communities

Data and  
Technology  
Transformation

Cyber  
Security

Risk Management  
and Financial  
Governance

# FUTURE- FOCUSED



## WE ARE STEWARDS OF THE WORLD WE LIVE IN.

### Decarbonisation

We stand with the International Maritime Organization ("IMO") Greenhouse Gas ("GHG") Strategy emission target of achieving net-zero emissions by 2050.

To this end, PIL has taken a proactive approach in its decarbonisation efforts. We have invested in dual-fuel LNG vessels, and are constantly on the lookout for advancements in technology that offer

greener fuel alternatives or reduce greenhouse gas emissions.

Our Centre for Maritime Efficiency, helmed by a seasoned team with maritime experience, harnesses the power of machine learning and artificial intelligence to enhance fleet performance and cut down GHG emissions.

### Waste and Pollutions

We look to minimise the environmental footprint of our activities. We are certified to the ISO 14001 Environment Management Standard.

We actively monitor, evaluate, and address negative environmental impact, ensuring alignment with industry best practices and all relevant laws, regulations, and conventions.

### Awareness and Engagement

The journey to environmental conservation is a collective one. We extend an invitation to our suppliers and contractors to stand with us in this commitment, guided by our [Supplier Code of Conduct](#).

Moreover, we actively cultivate a culture

of environmental consciousness among our employees. Collaborating with experts in sustainability, we organize informative sessions, workshops, and ecofriendly activities. Our aim is to nurture and strengthen this eco-conscious ethos throughout our organization.

 [Supplier Code of Conduct](#)



### What Can We Do?

- Proactively consider and propose how we can contribute to PIL's decarbonisation goals.
- Comply with PIL's environment management systems and policies.
- Consider at every instance how your actions can impact the environment e.g. share presentation and use digital copies instead of printing presentation slides.



## WE WISH TO CONTRIBUTE TO A BETTER FUTURE

Leveraging our expertise in shipping and logistics, PIL aims to make a lasting and positive impact on the people and communities wherever we operate.

We achieve this through our structured Grant-Giving Policy and social commitments:

 [Grant-Giving Policy](#)

### Global Connectivity for Local Growth

Through our shipping services and logistics network, we aim to empower communities. By improving their access to global markets, we not only enhance food

security and meet basic necessities but also catalyse local economic growth and opportunities.

### Uplifting Communities

We prioritize education and capacity-building initiatives, ensuring that

communities and the locations we operate in thrive and grow alongside us.

### Responsiveness in Crisis:

We understand the devastating effects of natural disasters on communities and their supply chains.

In times of such adversities, PIL stands ready to provide logistical support, ensuring timely delivery of essential goods and aiding in disaster relief efforts.



### What Can We Do?

- Recognise that PIL will only thrive when society or communities thrive, as such, we should do our part to help our communities do well.
- Seek opportunities to support the needy and the underprivileged in our respective communities to help them lead better lives.
- Give within our means and it does not always need to involve money, as we can apply our expertise and skillsets to make such contributions.





# AT PIL WE WANT OUR PEOPLE TO SEE THINGS NOT AS THEY ARE BUT AS THEY COULD BE.

Technological changes are transforming the shipping and logistics industry, from handwritten cargo manifests and human-operated cranes of yesterday to predictive vessel maintenance and autonomous

warehouses of today. It is important that we are all aligned on PIL's commitment to bring efficient, data-driven, innovative digital solutions to our customers.



Reduce manual transactions and automate for enhanced productivity and reliability.



Provide real-time tracking and visibility options to our customers.



Optimize operations and safety with increased use of data and predictive analytics.



Explore and adopt emerging technologies.



## What Can We Do?

- Plan for future. Leverage on the use of data and technology to plan for scenarios and identify potential issues before they occur. Be prepared and have mitigation plans in place.
- Human-machine collaborations. Integrate automation and artificial intelligence into human expertise for decision-making and complex problem solving.



# AT PIL WE RECOGNISE THE IMPORTANCE OF SECURING OUR INFORMATION, ASSETS AND RECORDS.

## PIL's Approach:

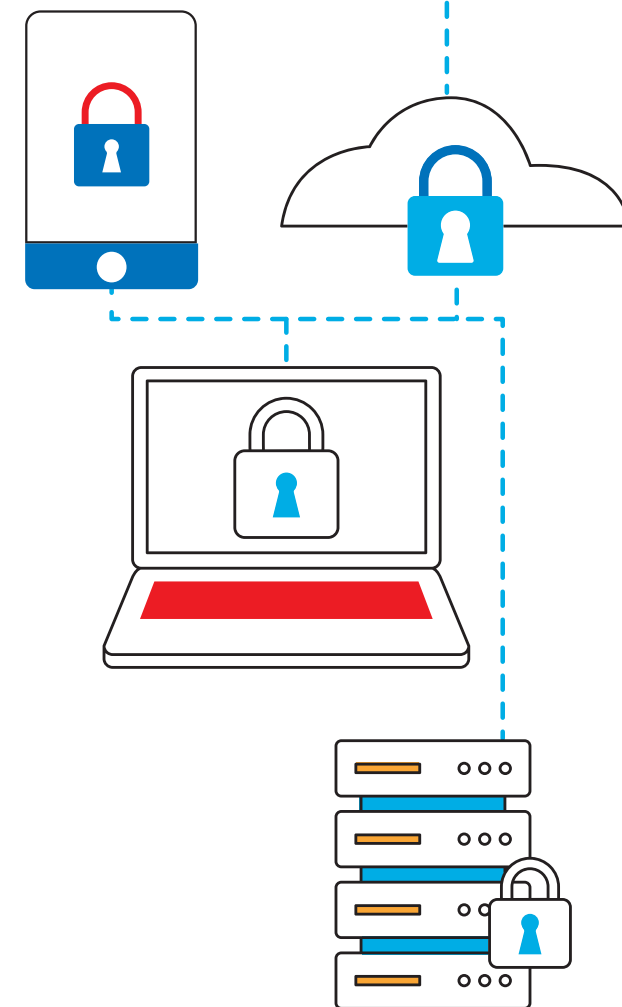
- **Stakeholder Engagement:** We actively involve business stakeholders in decision-making processes concerning cybersecurity, ensuring a comprehensive understanding and approach to potential risks and solutions.
- **Investments:** We allocate resources towards technology and upskilling, staying updated in the realm of digital protection.
- **Risk Management:** Employing a risk-based approach, PIL adheres to industry-standard frameworks to guide our cybersecurity measures, ensuring that effective defences are in place.

## What does it mean for us?

Every member of the PIL team plays a crucial role in maintaining our digital integrity. As such, we should:

- **Stay Alert:** Always remain vigilant when accessing and using company systems, applications, and data. Any suspicious activity should be promptly reported.
- **Adhere to Policies:** Familiarize yourself with and diligently follow PIL's Cybersecurity Policy, procedures, and requirements.
- **Engage in Training:** Regularly participate in cybersecurity training sessions and workshops offered by PIL, ensuring you remain updated with the latest best practices and threats.
- **Promote Awareness:** Encourage colleagues and partners to adopt cybersecurity best practices, creating a united front against potential threats.
- **Secure Third-Party Interactions:** Ensure that any third-party vendors or partners adhere to our security standards. Conduct regular cybersecurity risk assessments when engaging with external entities.

 **Cybersecurity Policy**



Being future-focused requires PIL to place equal emphasis on our long-term vision and immediate milestones. We do that by steering our drive, expertise and resources to deliver results that are both high-quality and sustainable.

## RISK AWARE, NOT RISK AVERSE MINDSET

### Risk Management

In the dynamic world of shipping, PIL understands the inevitability of taking calculated risks. It is our goal to foster a culture where we are conscious of risks but not averse to them. This approach ensures our long-term viability. To achieve this balance, PIL adopts the Integrated Assurance Framework (IAF) to robustly identify and manage risks across the organization.

#### What does that mean for us?

- 1 Risk Ownership**  
We own the various risks at different levels –risk management is the responsibility of everyone, not only the Risk Management, Legal or Finance functions.
- 2 Knowledge & Training**  
Engage with relevant risk management policies, standards, and controls. Participate in mandatory training sessions tailored to your role.
- 3 Risk Escalation**  
Understand the procedures to escalate genuine or potential risk challenges.
- 4 Awareness**  
Maintain an appropriate understanding of the risk management process, anchored in the principles of the IAF.
- 5 Taking Risks Responsibly**  
We evaluate the relevant risks and conduct our business in a responsible manner.
- 6 Collaboration**  
Actively collaborate with the Risk Management Department, keeping them informed about any emerging risks pertinent to your area of work.

### Financial Governance

We ensure that we have appropriate financial governance in place so that we are able to deliver the performance and results required by our stakeholders, whether it is our shareholders, our customers or our financiers.

#### What does that mean for us?

- 1 Resource Management:**  
Align business planning and approval, monitoring of expenditures, and use of the organization's resources with PIL's strategic goals.
- 2 Financial Controls**  
Be familiar with the financial guidelines and controls in the organisation, and comply with them.
- 3 Delegation of Authority**  
Clarity and empowerment by the PIL's Policy on Approval Limits and Delegation of Authority which sets out, amongst other things, the approval limits and approving authority for operating and capital expenditure, disposal of assets, financial liabilities and major transactions.
- 4 Accurate Records**  
Maintain accurate and complete business records and ensure timely and transparent reporting of financial and non-financial information, also as required by local laws. Zero tolerance of any fraudulent attempt to hide, falsify, or misrepresent information in order to mislead others. Report any actual, suspected or attempted frauds.

 **Policy on Approval Limits and Delegation of Authority**

# YOUR VOICE MATTERS

We encourage you to speak up, not only to protect the interests of our organization but also as a way to demonstrate compassion and support for your colleagues. Your voice matters, and together, we can make our workplace more inclusive, empathetic, and collectively accountable.

## Confidential Reporting

You may report anonymously or disclose your name. We assure you that your identity will be kept confidential. Please remember that all reports should be made in good faith, with the intention of addressing genuine concerns rather than personal grievances.

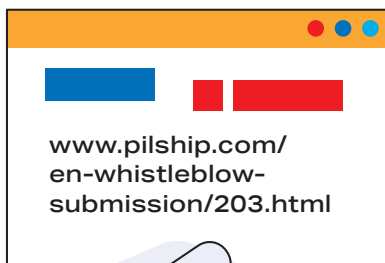
## Non-Retaliation

The Whistleblower Policy protects genuine whistleblowers and prevents any unfair treatment. Personnel who retaliate against the whistleblower will face disciplinary action.

## Safe Channels

You can speak up using various channels, including your manager, colleagues in HR, Legal or Compliance. You may also report matters via the Whistleblower channels (see below). PIL's Whistleblower Committee is overseen by the Audit & Risk Committee (comprising Independent Directors on the PIL Board).

Together we are  
one "PIL Family"



whistleblow@sgp.pilship.com

Thank you for speaking up

Pacific International Lines (Pte) Ltd  
128 Beach Road, #15-01  
Guoco Midtown, Singapore 189773  
Attn: Whistleblower Committee

+65 6421 0555



# WE ARE IN THIS TOGETHER

Guided by our refreshed Purpose and Values,  
we make decisions confidently, effectively  
and with agility.

## I CAN DECIDE AND ACT !!

### KNOWLEDGE

"Is it driven by relevant data  
and information?"

"Do we have the  
required expertise?"

### RULES

"Does it comply with laws,  
regulations, and emerging  
industry standards?"

### VALUES

"Is it aligned with PIL's values of People-  
Centric, Pushing Boundaries, and being  
Future-Focused?"

"Is it consistent with this Playbook?"







#### **NOT AN EMPLOYMENT CONTRACT**

The Culture Playbook does not alter the terms or conditions of your employment with PIL. It does not constitute an employment contract or an assurance of continued employment.

#### **NO RIGHTS CREATED**

This Culture Playbook is a statement of the fundamental principles that govern the conduct of the company's business. It is not intended to and does not create any obligations to or rights in any employee, client, supplier, competitor, shareholder, or any other person or entity.

+65 6749 2832  
Pacific International Lines  
128 Beach Road, #15-01  
Guoco Midtown, Singapore 189773