



# Port Of The Future

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PSA Singapore

# PSA's Transformation Journey

From Statutory Board to Global Brand



  
**Port of Singapore Authority**  
Terminal Operator  
+  
Government Statutory Board

**PSA Corporation Limited**  
Commercial entity

**PSA International Pte Ltd**  
Premier port developer & operator

**1964**

**1972**

Arrival of first  
container vessel

**1997**  
14 mTEU

**1997**

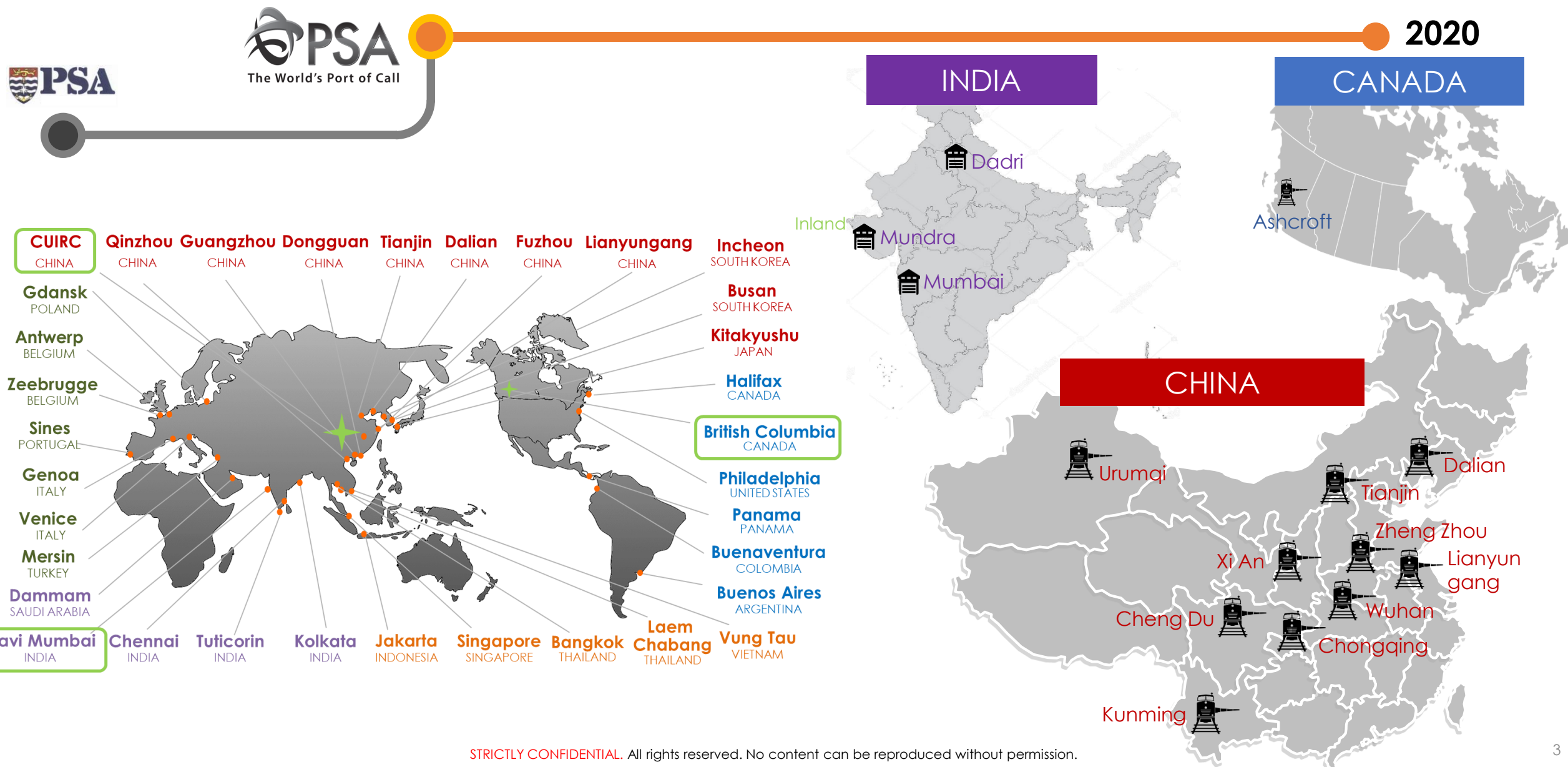
**2003**  
29m TEU

**2019**  
85m TEUs

**Maritime and Port Authority of Singapore**  
Port regulatory functions

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# Key Emerging Trends in Global Shipping

Accelerated by Geo-Politics and COVID

- **Slowdown in Container Growth**

- More Pronounced Long-Term Deceleration.
- Shifts in transshipment models (eg Hub+Spoke vs Cross-Strings).

- **Technology Enables & Disrupts**

- Structural Changes to how People Work, Play & Consume.
- Innovation to meet demand for increased Reliability & Transparency.

- **Cross Integration will Occur**

- Reducing Value Chain Risks.
- Tighter integration between Production, Warehousing & Stockpiling.

US-China Tensions + COVID

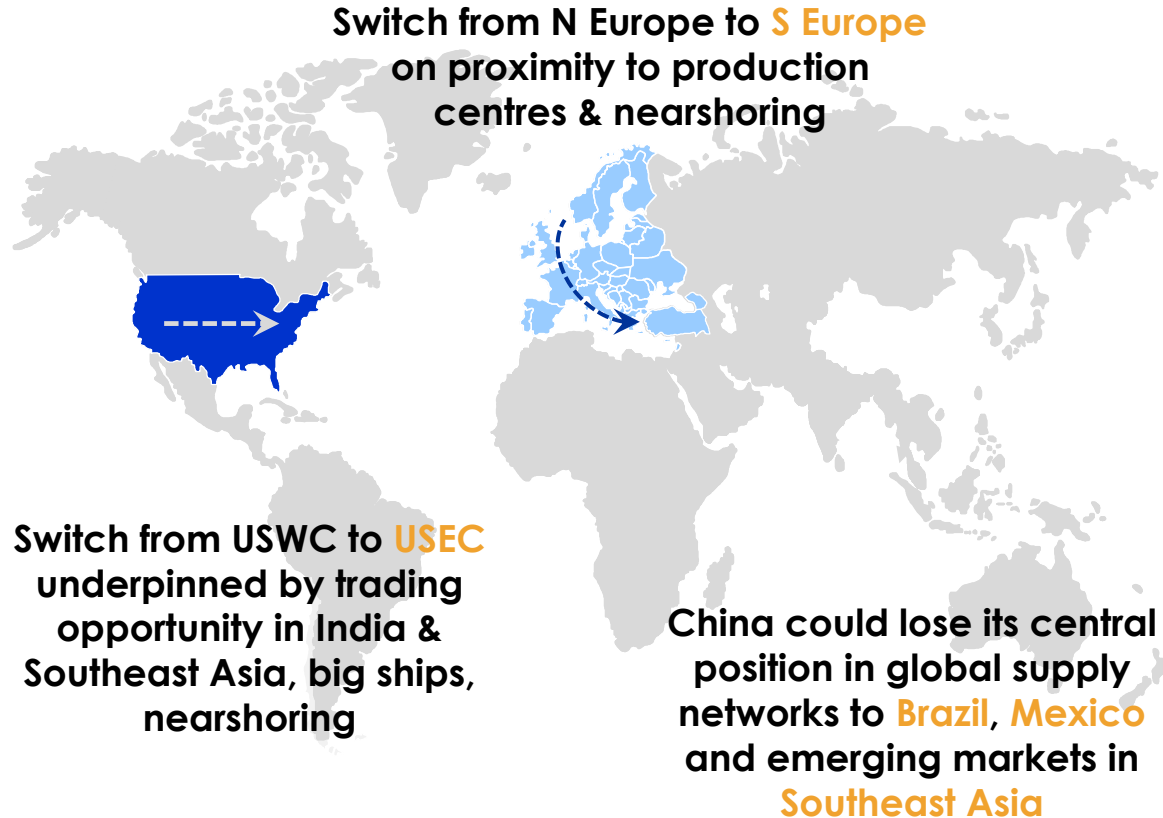
**Cargo  
will  
Change**

In both  
Content & Flows

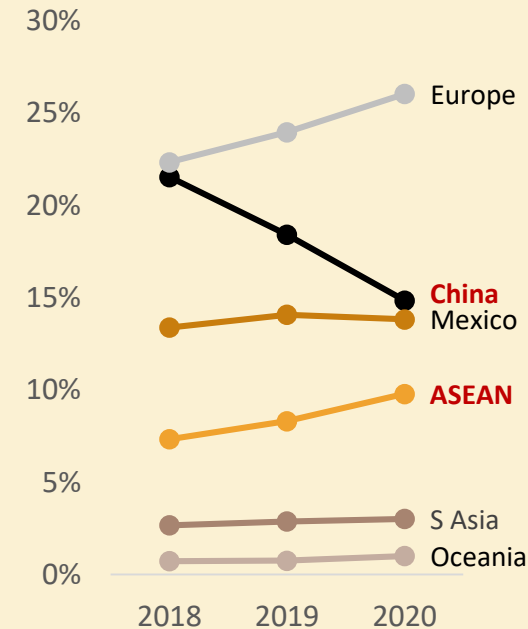


# Examples of Trade Shifts

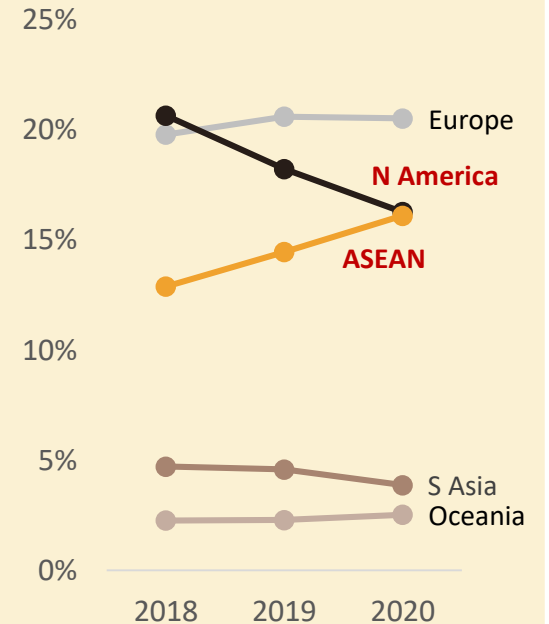
Threats, but also Opportunities



% Share of US Imports (\$)



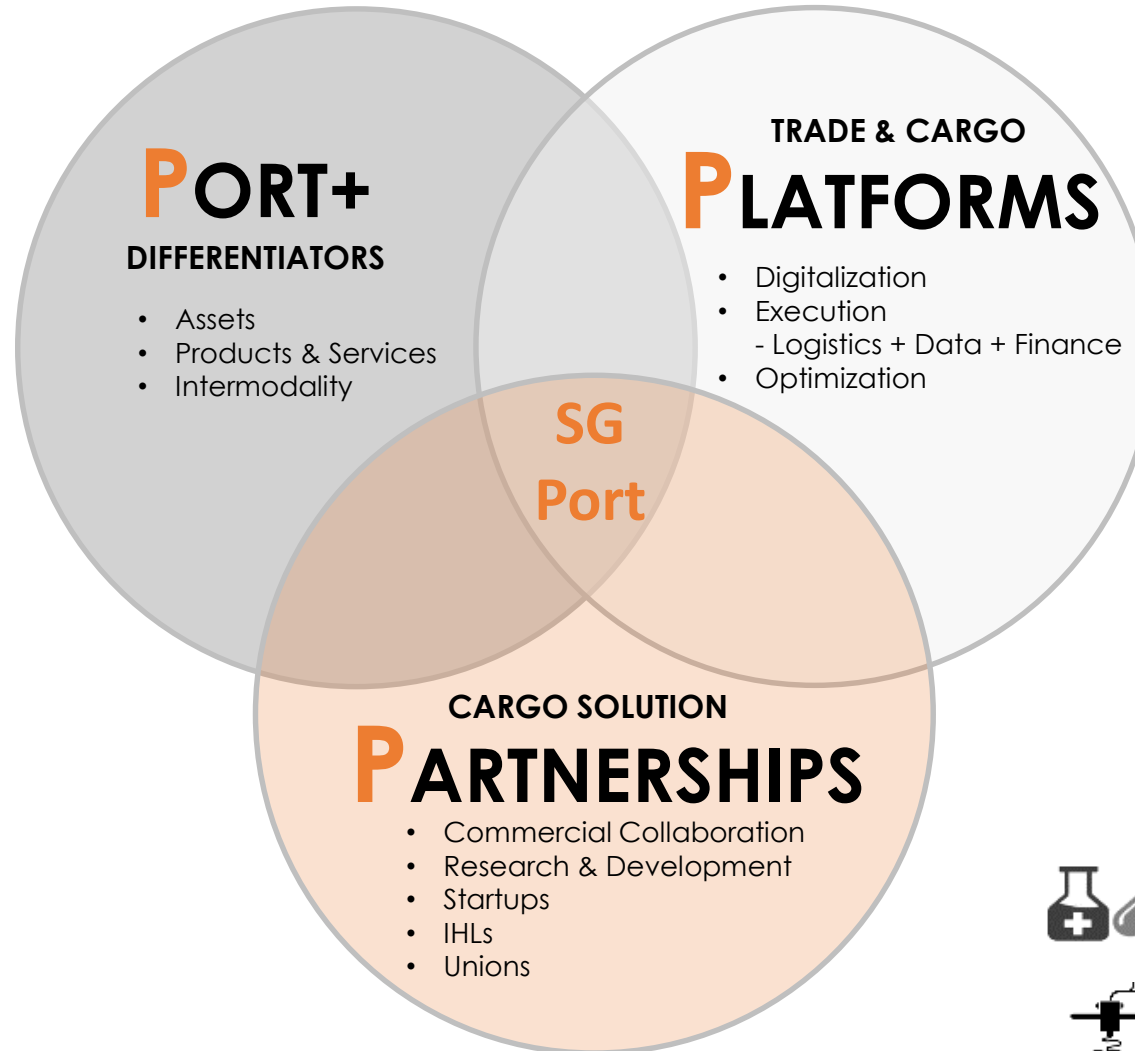
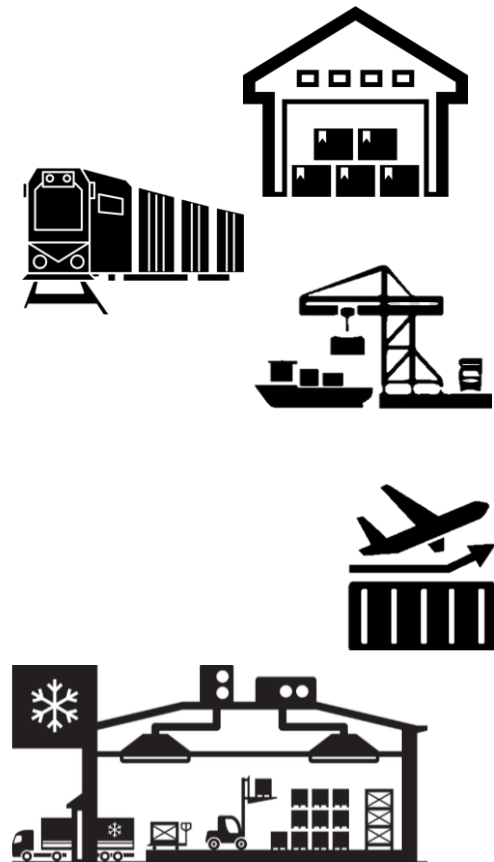
% Share of China Exports (\$)



Source: ITC

# PSA's 3P Strategy

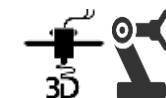
Going Beyond the Port - Cargo Solutions



**CALISTA**

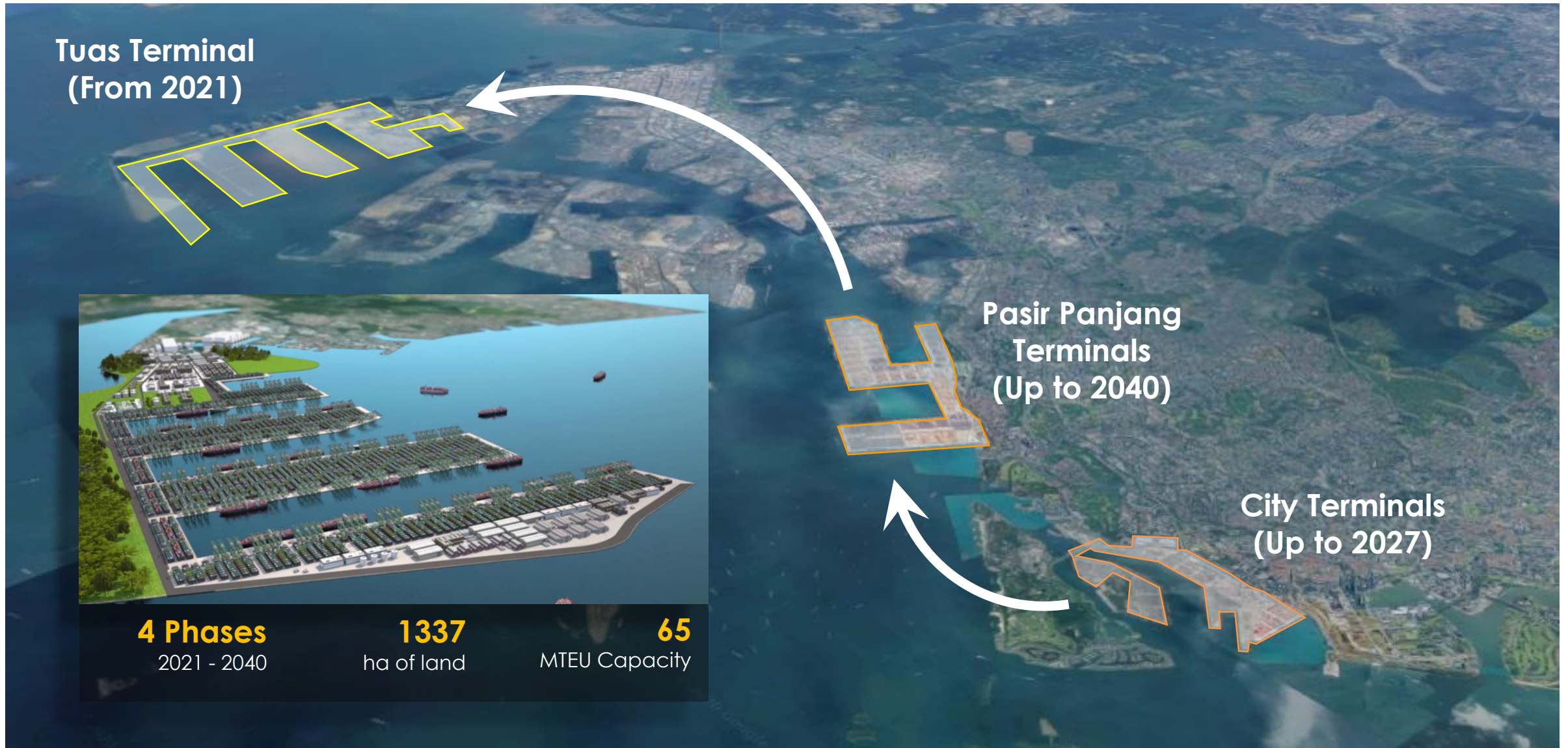
**PSA PORTNET**

**ace**™



# Towards Tuas

## The Future of Singapore Hub

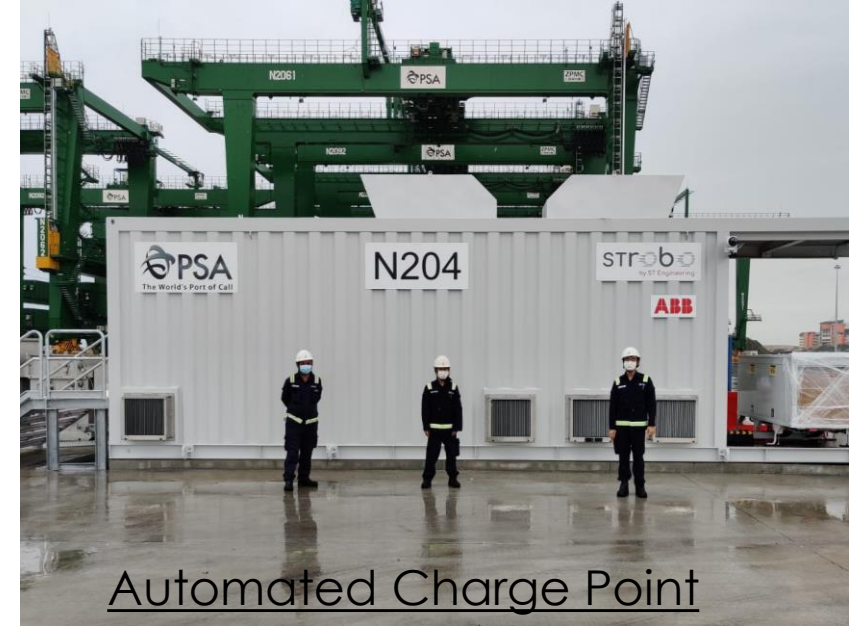




# Incremental Innovation...

Compounded over decades!

2020



1994

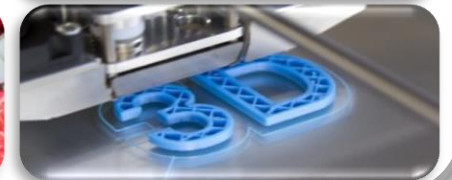




# Tuas: Supply Chain Ecosystem

## Co-locating synergistic industries near to Tuas port

RDC • Cold chain • Energy & chemicals • Advanced manufacturing



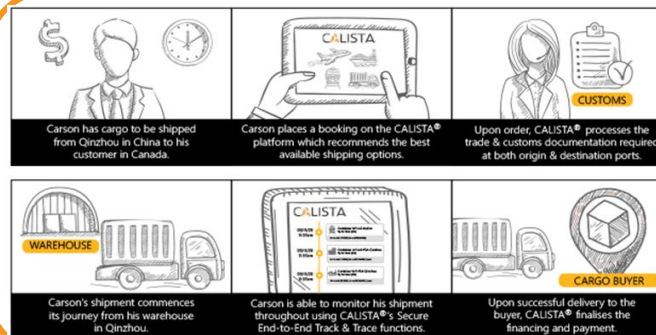
## Connecting to other business zones

Extending SG hinterland • Intermodal logistics corridor • SG inter-district logistics network



## Collaborating on Cargo Solutions via CALISTA

Digital platform • Trade documentation • Integrated processes • Analytics



# PSA SG's Workforce Transformation

Build Future-ready Human Capital

## Key Thrusts



### 1. Organisation

Fostering closer *Engineering-Infocomm Technology-Operations* ("EIO") integration in business units to drive innovation and automation

#### Examples:

- Agile transformation in ICT
- Closer integration in Tuas Terminal organisation design



### 2. Jobs and Career Redesign

Dual-skilling, rotation across functions, reskilling and upskilling staff to take on higher value jobs

#### Examples:

- Executives on Dual Track Schemes
- Frontline staff upskilled to take on supervisory roles



### 3. Building Future Competencies

Equipping our workforce with future ready competencies

#### Examples:

- Systems Engineering training with SIT
- Automation Familiarisation
- Robotic Process Automation (RPA)
- Capability Transfer Programme with technology partners



An aerial photograph of a large port facility. Numerous long piers extend into a body of water, each lined with many small ships, likely cargo vessels or tankers. The port is surrounded by land with some buildings and greenery. The text "Thank You" is overlaid in the center of the image.

# Thank You