

## CHAPTER 4

**MANAGING DIRECTOR'S MESSAGE**

**ZHANG Dayu**  
Managing Director

Over the past year, COSCO SHIPPING Ports has actively responded to the concerns of the market and stakeholders. We strived to strengthen epidemic prevention and control measures, improve operational safety and promote the development of green and smart ports. We confronted challenges with a positive and pragmatic attitude, and built a more stable business foundation to promote sustainable development inside and outside the Group.

2021 has been a year full of challenges. Although the measures of many countries to push forward COVID-19 vaccination brought a positive note to the fight against the epidemic, the mutation of the virus has brought more uncertainty. Amid the fluctuations of the epidemic, we never let our guard down. We coordinated our terminal companies to strengthen epidemic prevention and control, and organised epidemic prevention trainings for staff to enhance prevention awareness. At the same time, we carried out comprehensive inspections of port areas, standardised the management and control of disinfection measures, implemented special work schedules for personnel in higher-risk positions, and strictly conducted nucleic acid testing for frontline personnel. With the active support and cooperation of our staff, we are fully committed to containing the spread of the epidemic.

During the year, we held meetings on operational safety and ecological and environmental protection. In addition to the focus of epidemic prevention and control, we also shared the safety and environmental risks faced by port operators to strengthen the rectification of potential hazards and improve weak links, with the aim of maintaining “high standards and strict requirements”. We carried out comprehensive safety and environmental protection inspections and safety performance assessments on the Subsidiaries as planned by conducting a comprehensive inspection of the work environment, large-scale equipment and facilities, potential hazard investigation and rectification, safety risk identification and control in order to adhere to the principle of operational safety and provide a strong basis for the sustainable development of the Group. At the same time, we attach great importance to ecological and environmental protection, and always focus on improving the quality of the ecological environment in the course of business development. Under the guidance of the leading group for ecological and environmental protection, our domestic Subsidiaries strictly comply with all relevant management guidelines, proactively carry out daily environmental monitoring, enhance the environmental management of construction projects and the management of environmental protection facilities, fully implementing the concept of green development.

Facing the trend of “green shipping”, we revised and improved the management guidelines related to energy conservation and emissions reduction, and led and guided the energy conservation and emissions reduction works of our domestic Subsidiaries. All of our domestic Subsidiaries have completed the construction and renovation of shore power systems to supply electricity to vessels when they are at berth and satisfy their need for electricity during berthing. Using electricity instead of fuel can reduce carbon emissions during operations and contribute to the environmental protection of port areas. In the future, we will continue to maintain close communication with shipping companies to understand their plans for energy conservation and emissions reduction in order to satisfy the needs of our customers, and accelerate the adoption and upgrading of green and smart ports to strengthen our competitive advantages.

On the other hand, we remain vigilant amid the increasingly frequent and severe extreme weather events brought by climate change, and standardise the preventive measures in typhoon and flood seasons in accordance with the management guidelines on typhoon and flood prevention, carry out drills from time to time, and keep abreast of weather warnings and weather changes. This enables us to activate emergency plans in time and secure large machinery and facilities in the port areas to ensure the safety of the port areas and terminal workers.

Apart from expanding our business, we also proactively contribute to social welfare and epidemic prevention, poverty alleviation and environmental protection in the places where we operate. The Company was awarded the “Caring Company” logo for the third consecutive year as a recognition of our corporate social responsibility. We will continue to give back to the society and contribute to community development.

Despite the challenges ahead, we will continue to enhance our performance in the areas of environmental, social and governance measures, and facilitate sustainable development to create value for the Group and our stakeholders.



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Managing Director