COSCO SHIPPING PORTS LIMITED Sustainability Report 2021

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# CHAPTER 5 ABOUT COSCO SHIPPING PORTS

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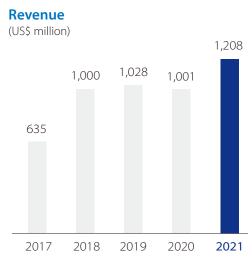
# **CORPORATE OVERVIEW**

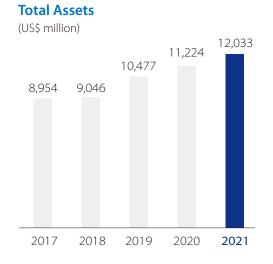
COSCO SHIPPING Ports is a leading ports operator in the world, with a portfolio covering the five main port regions in Mainland China, Southeast Asia, the Middle East, Europe, South America and the Mediterranean. As of 31 December 2021, COSCO SHIPPING Ports operated and managed 367 berths at 37 ports worldwide, of which 220 were for containers, with a total annual handling capacity of approximately 122 million TEU.

The Company upholds its mission of "The Ports for ALL" and strives to build a global terminal network with controlling stake that offers linkage effect on costs, services and synergies, creating mutual benefits across the shipping industry chain, connecting global shipping services and becoming truly "the ports for all people".

COSCO SHIPPING Ports' intermediate holding company is COSCO SHIPPING Holdings Co., Limited ("COSCO SHIPPING Holdings") (stock code: 1919 (H Share), 601919 (A Share)) whose ultimate holding company, China COSCO SHIPPING Corporation Limited ("COSCO SHIPPING"), is the largest integrated shipping enterprise in the world. As of 31 December 2021, COSCO SHIPPING held 46.74% shares in COSCO SHIPPING Holdings, which in turn held 50.23% shares in COSCO SHIPPING Ports.

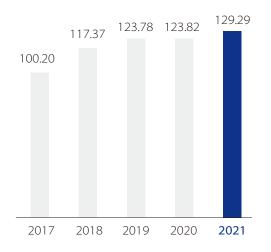
### **KEY FINANCIAL PERFORMANCE IN THE LAST FIVE YEARS**





### **Total Throughput**

(million TEU)



# **CORPORATE VISION**

COSCO SHIPPING Ports completed its reorganisation in 2016 and developed three major strategies:

#### **GLOBALISATION**

 Building a global terminal network with controlling stake that offers linkage effects on costs, services and synergies



#### SYNERGY

- Leveraging the synergies with COSCO SHIPPING and the OCEAN Alliance to strengthen its service capability to serve shipping alliances
- Establishing close partnerships and maintaining good relationships with port authority groups, terminal operators and international liner companies to maximise synergies and value

#### CONTROL

Strengthening control and management of the ports and terminals business – further integrating our existing terminals portfolio and increasing the value of these investments through building controlling stakes; increasing our influence in entire ports through equity investments in port groups; and adopting unified management and operating system to integrate terminal operations

COSCO SHIPPING Ports is committed to expanding its business network and providing quality services. During the year, the Company has undertaken mergers and acquisitions and integration of various terminals, further enhancing our global terminal network. In July 2021, the Company completed the acquisition of 20% equity in Red Sea Gateway Terminal, strengthening its presence in the Red Sea region; in September, the Company entered into a share purchase agreement to acquire 35% equity in Container Terminal Tollerort in the Port of Hamburg, Germany, as a key node in European terminals, creating synergy between the Company and shipping fleets and providing customers with higher quality and more efficient services; in December, the Company completed the acquisition of equity interest in Tianjin Container Terminal, making it a 51%-owned subsidiary of the Company. Its high competitiveness in the Bohai region will facilitate the Company's increase in market share.

The Company is determined to put the concept of sustainability into practice, and proactively invests in and builds green and smart ports to improve the efficiency of terminal operations while promoting energy conservation and emissions reduction. In 2021, the Company launched a green finance framework to facilitate future investment in more suitable green projects, while laying a solid foundation for our Subsidiaries' low-carbon transformation and realisation of carbon neutrality in the future.

The impact brought by the on-going epidemic is far-reaching. Imbalance between supply and demand in global transportation capacity as well as blockages in ports have disrupted the order of the industry chain and posed great challenges to the ports and shipping industry. As a global integrated container terminal operator, COSCO SHIPPING Ports has demonstrated resilience and flexibility in its operations during the pandemic by proactively collaborating with the Subsidiaries to maintain close contact with customers, actively provide coordination and offer solutions, mitigating the impact of border closures and port blockages.

As of 31 December 2021, the Company owned 15 Subsidiaries and 31 Non-controlling Terminals. For the Company's global terminal portfolio, please refer to the section headed "Operational Review" in the 2021 Annual Report of COSCO SHIPPING Ports.

# **GLOBAL TERMINAL NETWORK**



# **TOTAL THROUGHPUT** 129,286,375 TEU



CSP Chancay Terminal

# **OVERSEAS TOTAL THROUGHPUT** 30,011,144 TEU

1		Throughput (TEU)
	Piraeus Terminal	4,696,265
	CSP Zeebrugge Terminal	931,447
	CSP Spain Related Companies	3,621,188
	CSP Abu Dhabi Terminal	697,236
	COSCO-PSA Terminal	4,727,146
	Vado Reefer Terminal	67,252
	Euromax Terminal	2,658,175

Notes:

- from July to December 2021.
- \*\* The Group holds 40% equity of APM Terminals Vado Holdings B.V. and completed the acquisition of Vado Container Terminal on 24 September 2021. The Company indirectly holds 40% equity of throughput of the terminal from October to December 2021.

## **Busan Terminal**

## **COSCO-PSA** Terminal



	Throughput (TEU)
Kumport Terminal	1,248,131
Suez Canal Terminal	3,648,393
Red Sea Gateway Terminal*	1,354,374
Antwerp Terminal	2,202,433
Seattle Terminal	292,473
Busan Terminal	3,809,888
Vado Container Terminal**	56,743

\* On 14 July 2021, the Group completed the acquisition of 20% equity interest in the terminal. Therefore, the figure of the terminal for the year ended 31 December 2021 was the throughput of the terminal

the terminal since then. The figure of the terminal for the year ended 31 December 2021 was the

(16

# **GREATER CHINA TOTAL THROUGHPUT** 99,275,231 TEU

Throughput (TEU)

2,600,511

6,845,534

3,040,534

1,009,674

488,186

1,452,334

Bohai Rim	
42,835,185	TEL

Yangtze River Delta

Shanghai Pudong Terminal

Shanghai Mingdong Terminal

Ningbo Yuan Dong Terminal

Lianyungang New Oriental

Nantong Tonghai Terminal

15,436,773 TEU

	Throughput (TEU)
QPI	23,710,000
Dalian Container Terminal	3,584,187
Dalian Dagang Terminal	20,300
Tianjin Euroasia Terminal	3,197,096
Tianjin Container Terminal	8,642,445
Yingkou Terminals <sup>1</sup>	2,304,613
Jinzhou New Age Terminal	735,208
Qinhuangdao Port Harbour Terminal	641,336

Southeast Coast and Others 6,149,785 TEU		
	Throughput (TEU)	
Xiamen Ocean Gate Terminal	2,541,035	
Quan Zhou Pacific Terminal	1,255,347	
Jinjiang Pacific Terminal	323,043	
Kao Ming Terminal	2,030,360	

Pearl River Delta 28,841,688 TEU		
	Throughput (TEU)	
Yantian Terminals	14,161,034	
Guangzhou Terminals <sup>2</sup>	11,607,532	
Hong Kong Terminals <sup>3</sup>	3,073,122	

Southwest Coast 6,011,800 TEU	
	Throughput (TEU)
Beibu Gulf Port <sup>4</sup>	6,011,800





### Notes:

Terminal

Taicang Terminal

- 1 Throughput of Yingkou Terminals was the total throughput of Yingkou Container Terminal and Yingkou New Century Terminal.
- 2 Throughput of Guangzhou Terminals was the total throughput of Guangzhou South China Oceangate Terminal and Guangzhou Nansha Stevedoring Terminal.
- 3 Throughput of Hong Kong Terminals was the total throughput of COSCO-HIT Terminal and Asia Container Terminal.
- 4 On 30 November 2020, the Group completed the acquisition of 26% equity interest in Beibu Gulf Terminal through injection of its equity interest in Qinzhou International Terminal into Beibu Gulf Terminal and cash consideration. Therefore, throughput of Qinzhou International Terminal for January to November 2020 was included in the throughput of Beibu Gulf Terminal, and only throughput of Beibu Gulf Terminal was included in throughput of Beibu Gulf Port starting from December 2020.

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Jinzhou 🖲 Yingkou Dalian Qingdao

Lianyungang

Nantong Taicang • Shanghai Ningbo

Kaohsiung

Quanzhou Jinjiang Xiamen

# **OUR APPROACH TO SUSTAINABILITY**

The Company adheres to "The Ports for ALL" as its corporate philosophy and strives to implement sustainability elements to create value for stakeholders and communities. To fulfil our commitment to environmental and social responsibilities, apart from our business expansion towards the new five-year development plan, we endeavour to integrate sustainability principles into our daily management, operations and culture, and utilise our resources and capabilities to give back to society. Being a responsible corporate citizen, COSCO SHIPPING Ports started to align its major initiatives with the SDGs of the United Nations since 2018, and has identified five goals which are deemed to be the most relevant and influential, integrating them into the Group's five key areas of sustainable development.

SDGs of Our Concern	The Group's Five Key Areas of Sustainable Development
4 EQUALITY ECONOMIC GROWTH	<b>Caring for Our People</b> Providing a safe, healthy, diverse and inclusive workplace to attract and nurture talents for our sustained growth.
9 NOUSTING NOUVAILUNE NOU HERASTRUCTURE 17 PARTNERSHIPS 100 THE GOALS	<b>Customers First</b> Increasing brand awareness and expanding global terminal network to improve operational efficiency and offer quality customer services.
9 NOUSTIR, NNOWIDIN NAD INFRISTRUCTURE	<b>Green Development</b> Investing in building "green ports", minimising the environmental impacts of our operations by targeting reduction in energy consumption and carbon neutrality, and promoting environmental awareness of staff, suppliers and the public to facilitate green and low-carbon development.
8 DECENT WORK AND ECONOMIC GROWTH	<b>Win-win Cooperation</b> Incorporating sustainability criteria into supplier selection and management, and deepening strategic partnerships to enable value chain enhancement.
4 EDUCATION 17 FOR THE COALS FOR THE FOR THE	<b>Investing in Communities</b> Upholding business ethics and ensuring operational compliance to promote the development, inclusiveness and construction of the communities where we operate in to foster a favourable business environment.

# **AWARDS AND HONOURS**

Awards and Honours	Awarding Organisations
COSCO SHIPPING Ports	
"Caring Company" logo 2018-2021	Hong Kong Council of Social Service
Gold Award in Environmental, Social and Governance	The Asset Magazine
<ul> <li>Best in ESG Awards – Middle Market Capitalization</li> <li>Best in Reporting Awards – Middle Market Capitalization</li> <li>ESG Report of the Year Awards – Middle Market Capitalization</li> </ul>	BDO Limited
Corporate Website Honors Prize	2021 Galaxy Awards
<ul> <li>Best Investor Relations Company</li> <li>Asia's Best CEO (Investor Relations)</li> <li>Best Investor Relations Professional</li> </ul>	Corporate Governance Asia Magazine
ALB Asia's Top 15 In-house Legal Teams	Asian Legal Business Magazine
<ul> <li>Excellence Award for H Share &amp; Red Chip Entries – Annual Reports Awards</li> </ul>	The Hong Kong Management Association
Best Investor Relations Company Hong Kong	Global Banking & Finance Awards
Most Innovative Port Operator	International Finance Magazine
Best Port Operator	Business Tabloid Magazine
<ul><li>Best Container Operator of the Year</li><li>Most Socially Responsible Port Operator</li></ul>	Global Business Outlook Magazine
<ul><li>Best Port Operator</li><li>Best CSR Company (Port Sector)</li></ul>	Finance Derivative Magazine
<ul> <li>Best Shipping Port Operator Hong Kong</li> <li>Best Investor Relations Company (Ports sector) Hong Kong</li> <li>Most Sustainable Company (Ports sector) Hong Kong</li> <li>Best CSR Company (Ports sector) Hong Kong</li> </ul>	International Business Magazine

Awards and Honours	Awarding Organisations
CSP Abu Dhabi Terminal	
NEESHAN Award for Best HSSE Performance	Abu Dhabi Ports
Dalian Container Terminal	
TOP 30 Innovation Cases in the Ports and Shipping Logistics Industry 2021	China Freight Industry Innovation Award
<ul> <li>Container Terminal with Domestic Trade Throughput of More Than 1 Million TEU</li> <li>Container Terminal with an Average Loading and Unloading Efficiency of More Than 100 Containers per Hour</li> <li>Container Terminal with Throughput of More Than 2 Million TEU</li> <li>Container Terminal with Crane Operating Efficiency of an Average of More Than 30 Containers per Hour</li> </ul>	Container Branch of China Ports and Harbours Association
Customer-Satisfied Container Terminal	China Shipping Gazette
Dalian AA-Level Model Enterprise with Harmonious Labour Relations	Dalian Human Resources and Social Security Bureau
The 2nd "Smart Port and Shipping" Data Innovation Application Competition – Excellence Award	China Transport Telecommunications & Information Center and China Ports and Harbours Association
<ul> <li>2021 Provincial Award for Excellent Quality Control Team – First Prize</li> <li>2021 Provincial Award for Excellent Quality Control Team – Second Prize</li> <li>2021 Provincial Award for Quality Trustworthy Teams</li> </ul>	China Quality Association
Guangzhou Nansha Stevedoring Terminal and Guangzhou	J South China Oceangate Terminal
<ul> <li>Excellent Organization Award (Onshore Container Crane) of the 10th "Golden Anchor Cup" Seafarers' Vocational Skills Competition in Guangdong Province 2021</li> <li>Group Second Class Award (Onshore Container Crane) of the 10th "Golden Anchor Cup" Seafarers' Vocational Skills Competition in Guangdong Province 2021</li> </ul>	Guangdong Seamen's Union
Kumport Terminal	
The Great Place to Work	Great Place to Work Organization
Port Management Services Award	Services Exporters' Association
COVID-19 Safety Service Certificate	Turkish Standards Institution
Lianyungang New Oriental Terminal	
Outstanding Team of Self-trade Innovation Labour Competition	Lianyungang Port Holding Group
• First Prize of Energy-saving and Carbon-Reduction Snapshot	Jiangsu Labour Competition Committee Office

Awards and Honours	Awarding Organisations
Nantong Tonghai Terminal	
<ul> <li>Inland Container Terminal with Throughput of More Than 1.4 Million TEU</li> <li>River-trade Container Terminal with Throughput of More Than 1 Million TEU</li> </ul>	Container Branch of China Ports and Harbours Association
Jiangsu Green Port Certificate	Jiangsu Provincial Comprehensive Transportation Society
Shanghai Pudong Terminal	
Shanghai May 1st Labour Award	Shanghai General Labour Union
<ul> <li>Outstanding Economic Contribution Award in Shanghai Pudong New Area 2020</li> </ul>	Shanghai Pudong New Area People's Government
Xiamen Ocean Gate Terminal	
<ul> <li>First Prize in the 2nd Competition on Promoting BRICS Industrial Innovation Cooperation – Business Application of 5G Automated Terminal</li> </ul>	Ministry of Industry and Information Technology, Fujian Provincial People's Government, Xiamen Municipal People's Government
<ul> <li>The Title of "High-quality foreign trade terminal berths in Fujian Province" (awarded again for berths 14#–17# of Xiamen Ocean Gate Terminal)</li> </ul>	Department of Commerce of Fujian Province, Fujian Provincial Port Office
<ul> <li>Container Terminal with Throughput of More Than 2.1 Million TEU</li> <li>Domestic Container Terminal with Average Loading and Unloading Efficiency of More Than 100 Containers per Hour</li> </ul>	Container Branch of China Ports and Harbours Association
APSN Green Port (GPAS)	APEC Port Services Network (APSN)
2021 Outstanding Unit of Port Control	Immigration Inspection of Haicang District
Yantian Terminals	
Best Green Container Terminal	Asian Freight, Logistics and Supply Chain Awards (AFLAS)
Enterprise Digital Learning Outstanding Award	CEIBS DIGITAL
Asia Container Terminal and COSCO-HIT Terminal	
<ul> <li>"2020-2021 Caring Shop and Company in Tsuen Wan &amp; Kwai Tsing District Award"</li> </ul>	Hong Kong Social Welfare Department
<ul> <li>"2017-2021 Good MPF Employer 5 Years+"</li> </ul>	Hong Kong Mandatory Provident Fund Schemes Authority
<ul> <li>"Caring Company 2018-2021" logo</li> </ul>	The Hong Kong Council of Social Service
<ul> <li>"Colourful Star Award in the Age-Friendly City Appreciation Scheme 2020-2021"</li> </ul>	

# **MEMBERSHIP AND CHARTERS**

Institution Name*	Position
Chamber of Greek-Chinese Economic Cooperation	Member
Deniz Ticaret Odası (Chamber of Shipping)	Corporate capacity
Exporters Association (IMMIB)	Corporate capacity
Foreign Investors Association (YASED)	Corporate capacity
International Port Community Systems Association (IPCSA)	Member
istanbul Chamber of Commerce (iTO)	Corporate capacity
Istanbul Chinese Businessmen and Industrialists Association	Corporate capacity
Istanbul Marmara Ege Akdeniz Karadeniz (İMEAK) Chamber of Shipping	Corporate capacity
Port Operators Association of Turkey (TÜRKLİM)	Corporate capacity
Protection Association (TURMEPA)	Corporate capacity
Turkish Ports Association (TURKLIM)	Corporate capacity
Turkish Quality Association (KALDER)	Corporate capacity
Turkish Marine Environment	Corporate capacity
Shanghai Port Association	Committee Member
Shanghai Pudong Modern Logistics Industry Association	Committee Member
China Ports and Harbours Association	Committee Member
China Ports and Harbours Association	Member
Container Branch of China Ports and Harbours Association	Vice Chairman
Container Branch of China Ports and Harbours Association (including committees under the Association)	Member
China Shipping Gazette	Director
Council of Maritime China	Director
Lianyungang Port and Port Association	Vice Chairman
Quanzhou Container Association	Vice Chairman
Business Environment Council	Board of Director
Council of Containerization Magazine	Vice President
Xiamen Ports Association	Vice President
Xiamen Container Transportation Association	Vice President
xmrc.com.cn	Member
Xiamen Logistics Association	Vice President
Xiamen Free Trade Zone Chamber of Commerce	Executive Vice President
Guangzhou Port Shipping Service Association	Committee Member
Guangzhou Port Shipping Service Association	Supervisor
Guangdong Ports Association	Director

\* Listed in order of stroke-count of each organisation's Chinese name

# **CORPORATE GOVERNANCE**

Good corporate governance is the key for the Company to promote high-quality and sustainable development, building a business environment which upholds integrity and maintains investor confidence through continuous improvement of risk management. COSCO SHIPPING Ports has always adhered to the highest ethical standards, followed good corporate governance codes and guidelines, and shaped a professional, transparent, open and accountable corporate image, thus demonstrating a commitment to corporate social responsibility to stakeholders and the society.

For details of our corporate governance, please refer to the section headed "Corporate Governance Report" in the 2021 Annual Report of COSCO SHIPPING Ports.

#### STRUCTURE

The Board of the Company maintains oversight of the overall business and performance, leading corporate strategies and managing resource allocation to lay a solid foundation for the Company's long-term development. As at 30 March 2022 (the date on which the Board approved this report), the Board consisted of 11 members, including 4 executive directors, 2 non-executive directors and 5 independent non-executive directors. Each member of the Board strictly complies with all applicable laws and regulations, upholds integrity and acts in the best interests of the Company and stakeholders as a whole to ensure the continuous healthy development of the Group.

To assist the Board in the execution of duties and to facilitate effective management, certain functions of the Board have been delegated to various Board committees. In order to enhance the supervision of environmental, social and governance issues and further promote the effective implementation of relevant policies and measures, in March 2021, the Company established the Environmental, Social and Governance Committee, which is chaired by Prof. CHAN Ka Lok, an independent non-executive director, with two members, namely Mr. FENG Boming, the Chairman of the Board and Mr. YANG Liang Yee Philip, an independent non-executive director. Under the leadership of the Board, the Environmental, Social and Governance Committee could effectively support the Company to further enhance its standard of corporate governance, and provide professional and diversified opinions on corporate social responsibility as well as the development and implementation of sustainable development measures, facilitating the monitoring and promotion of the Group's future goals in sustainable development.

Currently, there are 7 committees under the Board, including the Executive Committee, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Environmental, Social and Governance Committee, the Investment and Strategic Planning Committee and the Risk Management Committee. Each committee specifies in writing its terms of reference and its relevant powers and responsibilities to assist the Board in management and governance, enabling it to play an effective leadership role.

COSCO SHIPPING Ports acknowledges that a diversified Board can help enhance our overall performance, thus has implemented the Board Diversity Policy to promote sustainable development and enhance our competitive advantages. When considering and appointing directors, we take full consideration into the objective conditions of candidates, including, but not limited to, gender, age, skills, cultural background, knowledge and professional experience, adequately taking the existing structure and diversity of the Board into account. This is to ensure that directors can complement each other and bring diverse views to the Board, thereby assisting in the overall supervision of our operations.

For details of the Board committees of the Company, please refer to the section headed "Corporate Governance Report – Delegation by the Board" in the 2021 Annual Report of COSCO SHIPPING Ports.

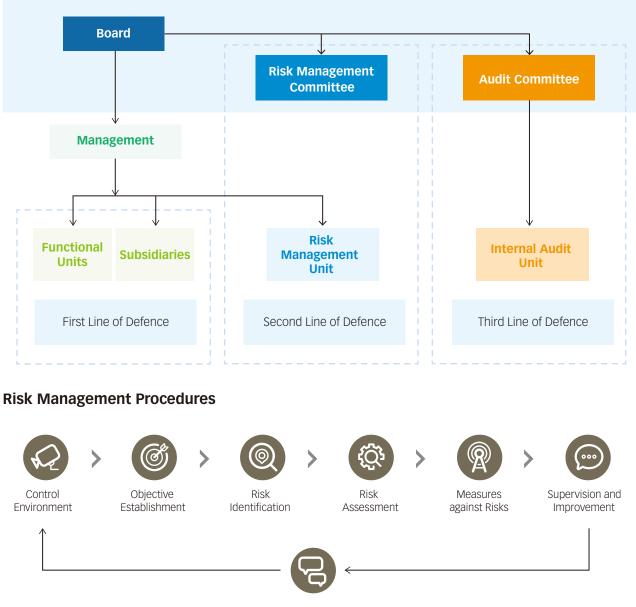
#### **RISK MANAGEMENT**

To ensure a prudent risk management strategy, the Company has developed the "three lines of defence" risk management and internal control system based on control environment, risk assessment and measures against risks, to identify, analyse and respond to potential risks in our business. We make reference to nationally and internationally recognised guidelines<sup>4</sup> to develop the risk management framework which covers five dimensions, namely corporate strategy, market, finance, law, and operations. The Board authorises the Risk Management Committee to oversee, review and improve the Company's risk management system, with the aim of preventing all kinds of risks and challenges.

4 Including the COSO Framework established by the Committee of Sponsoring Organisations of the Treadway Commission of the United States of America, the "General Risk Management Guidelines for State-owned Enterprises" issued by the State-owned Assets Supervision and Administration Commission of the State Council, the "Basic Norms of Internal Control for Enterprises" and complementary guidelines issued by the Ministry of Finance and four other ministries and commissions of the People's Republic of China, and the guide on internal control and risk management issued by the Hong Kong Institute of Certified Public Accountants.



# **Risk Management Structure**



Information Management and Communication

For details of the risk management system of the Company, please refer to the section headed "Corporate Governance Report – Risk Management and Internal Control" in the 2021 Annual Report of COSCO SHIPPING Ports.

#### **ANTI-CORRUPTION**

The Company has always upheld high standard of business ethics and integrity and is committed to preventing all forms of suspected corruption and bribery. We maintain a zero-tolerance policy in handling all relevant situations. Our Staff Handbook stipulates the Company's anti-corruption principles and regulations to ensure that all staff respect and comply with corporate ethical standards and business ethics, strengthening their ethical business standards. To enhance the promotion of corporate integrity culture, all directors of the Company completed training on anti-corruption during the year. In addition, we invited the Independent Commission Against Corruption of Hong Kong to provide professional training seminar on integrity for the staff of our Hong Kong Headquarters and the management staff of the Hong Kong Terminal 8, introduce laws and regulations on prevention of bribery, extortion, fraud and money laundering, share issues that staff should pay attention to and ways to avoid on conflict of interests through interactive sessions and case sharing, so as to strengthen their awareness of anti-corruption issues. We also organised anti-corruption video training for the staff of the Shanghai headquarters and the domestic Subsidiaries to improve the standard of corporate governance.



We have also developed a whistleblowing policy applicable to the Company and the Subsidiaries to provide employees with a formal and confidential reporting channel. We strictly follow investigation guidelines to handle violations of discipline and regulations and take corresponding follow-up actions, to stamp out corruption and illegal activities which may damage the interests of the Group. Meanwhile, with the aim of encouraging stakeholders to monitor the standards of integrity and accountability of the Company and work together with us in maintaining good corporate governance, the Company has set up a channel for reporting fraud at the corporate website to allow external stakeholders to report any suspected misconduct.

In order to maintain stringent and uniform standard of business ethics with our business partners and proactively improve supply chain management, the Company and its Subsidiaries require all interested suppliers to sign the Supplier's Undertaking Against Commercial Bribery at the tender stage to ensure that they clearly understand and comply with the Company's business ethics requirements, and uphold high level of business conduct and business integrity.