

## CHAPTER 4

# MANAGING DIRECTOR'S MESSAGE



**ZHU Tao**  
Managing Director

**Amidst the complex and ever-changing external environment in 2022, under the leadership of the Board, COSCO SHIPPING Ports forged ahead with concerted efforts, and focused on safety management, green and low-carbon transformation, and talent development and cultivation with the spirit of sustainable development, in order to build a solid foundation for high-quality development.**

Safety is the top priority of terminal operations. COSCO SHIPPING Ports insists on building a strong safety net, and assumes the main responsibilities for pandemic prevention and control to ensure the overall stable and orderly production and operation. The Company continues to improve systems related to safety management, organises self-inspection of potential safety hazards, regularly conducts comprehensive inspections of safe production, ecological and environmental protection, and pandemic prevention and control on the Subsidiaries, and proactively promotes training and education for personnel of third-party outsourcing units. During the year, there were no reported production safety accidents or ecological and environment pollution incidents in the Subsidiaries, which provided a solid guarantee for business operations and maintained a good and stable terminal throughput.

The Company proactively embraces the trend of green and low-carbon transformation to provide customers with higher quality services. During the year, the Company achieved full coverage of shore power for container berths at its Subsidiaries in China, which provides electricity for vessels, and assists vessels to effectively reduce carbon emissions, air pollutants and noise pollutions during berthing. The Company has also accelerated the promotion of the “diesel-to-electricity” conversion of gantry cranes in the Subsidiaries in China, using electricity instead of diesel generator to improve energy efficiency. During the year, the completion rate of the “diesel-to-electricity” conversion of gantry cranes reached 97.7%, which not only reduced energy consumption, but also improved environmental quality.

In order to prevent climate change risks and reduce carbon emissions, the Company has accelerated the exploration and application of new and clean energy sources. During the year, CSP Wuhan Terminal has introduced and implemented a distributed photovoltaic power generation project, which utilises clean and renewable solar energy, optimises the energy consumption structure, and assists the terminal in realising green transformation. COSCO SHIPPING Ports will adhere to promoting green and low-carbon development, and continue to promote the use of electric driverless container vehicles. At the same time, the Company is also seizing the opportunities brought by climate change and green development, proactively coordinating with its Subsidiaries and container freight stations to explore the new energy vehicle shipment business and solar photovoltaic power generation logistics projects, so as to provide customers with more supply chain solutions.

To effectively implement its development strategy, the Company attaches great importance to the building and development of talent pipeline, proactively enhances talent attraction, and strengthens the cultivation of the visions and professional knowledge of management and key personnel according to the development needs of the Company’s business and employees, and strengthens the drills and training for front-line operators of the terminals to build a professional and efficient talent team. During the year, the Company has set up a team of internal trainers, consisted of experienced employees as mentors, to pass on valuable experiences and knowledge, which is an effective way to revitalise existing human resources. With the development of automated ports which has created more remote operation positions, the Company is also proactively increasing the number of female employees in its Subsidiaries to support self-improvement and realisation of value of female employees, and to create an equal and inclusive working environment and opportunities.

The efforts of COSCO SHIPPING Ports in sustainable development have been recognised by the market. During the year, it was successfully selected to be included in the constituent stocks of the Hang Seng Corporate Sustainability Benchmark Index and won a total of 14 industry awards, including the “Best Corporate Governance and ESG Awards 2022 – Special Mention” by Hong Kong Institute of Certified Public Accountants, and was awarded the “Caring Company” logo for four consecutive years, which fully reflected the recognition of the Company from all sectors of society. The Company will proactively speed up sustainable development and share the fruits of success with its stakeholders.

Although the uncertainties of the global macro environment continue, the Company will continue to abide by corporate social responsibilities, implement the concept of sustainable development, and promote high-quality development to create the greatest value.



**ZHU Tao**  
Managing Director