

*Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited take no responsibility for the contents of this announcement, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this announcement.*



中遠海運發展股份有限公司  
**COSCO SHIPPING Development Co., Ltd.\***

*(A joint stock limited company incorporated in the People's Republic of China with limited liability)*

**(Stock Code: 02866)**

**ANNUAL RESULTS ANNOUNCEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2025**

**FINANCIAL HIGHLIGHTS (UNDER HKFRS ACCOUNTING STANDARDS)**

- Revenue from continuing operations amounted to RMB24,984,736,000
- Profit before tax from continuing operations amounted to RMB2,067,090,000
- Profit attributable to owners of the Company for the year amounted to RMB1,609,401,000
- Basic earnings per share attributable to ordinary equity holders of the Company amounted to RMB0.1214
- The Board proposed the payment of a final dividend of RMB0.015 per share (inclusive of applicable tax)

The board of directors (the “**Board**”) of COSCO SHIPPING Development Co., Ltd. (the “**Company**” or “**COSCO SHIPPING Development**”) is pleased to announce the consolidated financial information of the Company and its subsidiaries (the “**Group**”) for the year ended 31 December 2025 (the “**Period**” or the “**Year**”) prepared under HKFRS Accounting Standards, together with the comparative figures for the year ended 31 December 2024.

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS**  
**FOR THE YEAR ENDED 31 DECEMBER 2025**

	<i>Notes</i>	<b>2025</b> <b>RMB'000</b>	2024 <b>RMB'000</b>
<b>Continuing operations:</b>			
Revenue	4	<b>24,984,736</b>	27,411,245
Cost of sales		<b>(20,498,741)</b>	(22,767,001)
Gross profit		<b>4,485,995</b>	4,644,244
Other income	5	<b>301,046</b>	301,065
Other gains, net	6	<b>310,343</b>	386,189
Selling, administrative and general expenses		<b>(1,217,613)</b>	(1,182,444)
Reversal of (provision for) expected credit losses, net		<b>204,141</b>	(84,523)
Finance costs		<b>(3,592,266)</b>	(4,035,382)
Share of profits of associates		<b>1,578,992</b>	1,511,515
Share of (losses)/profits of joint ventures		<b>(3,548)</b>	6,908
<b>Profit before tax</b>		<b>2,067,090</b>	1,547,572
Income tax expenses	7	<b>(328,984)</b>	(125,066)
<b>Profit for the year from continuing operations</b>		<b>1,738,106</b>	1,422,506
<b>Discontinued operation</b>			
Profit for the year from a discontinued operation		–	213,660
<b>Profit for the year</b>		<b>1,738,106</b>	1,636,166
<b>Profit attributable to owners of the Company:</b>			
– From continuing operations		<b>1,609,401</b>	1,472,287
– From a discontinued operation		–	213,660
<b>Profit for the year attributable to owners of the Company</b>		<b>1,609,401</b>	1,685,947

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS (CONTINUED)***FOR THE YEAR ENDED 31 DECEMBER 2025*

	<i>Note</i>	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Profit/(loss) for the year attributable to non-controlling interests:</b>			
– From continuing operations		<u>128,705</u>	<u>(49,781)</u>
		<u>1,738,106</u>	<u>1,636,166</u>
<b>Earnings per share attributable to ordinary equity holders of the Company</b> <b>(expressed in RMB per share)</b>			
	8		
<b>Basic</b>			
– For profit for the year		0.1214	0.1246
– For profit from continuing operations		<u>0.1214</u>	<u>0.1088</u>
<b>Diluted</b>			
– For profit for the year		0.1214	0.1246
– For profit from continuing operations		<u>0.1214</u>	<u>0.1088</u>

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME***FOR THE YEAR ENDED 31 DECEMBER 2025*

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Profit for the year</b>	<u>1,738,106</u>	<u>1,636,166</u>
<b>Other comprehensive (expense)/income</b>		
<b>Other comprehensive (expense)/income that may be reclassified to profit or loss in subsequent periods:</b>		
Share of other comprehensive (expense)/income of associates	(288,267)	313,018
Share of other comprehensive expense of joint ventures	(20)	(295)
Cash flow hedges		
Effective portion of changes in fair value of hedging instruments arising during the year	37,194	(75,673)
Reclassification adjustments for (losses)/gains included in the consolidated statement of profit or loss	(389)	1,024
	<u>36,805</u>	<u>(74,649)</u>
Exchange differences on translation of foreign operations	<u>(142,958)</u>	<u>115,740</u>
<b>Net other comprehensive (expense)/income that may be reclassified to profit or loss in subsequent periods</b>	<u>(394,440)</u>	<u>353,814</u>
<b>Other comprehensive income/(expense) that may not be reclassified to profit or loss in subsequent periods:</b>		
Share of other comprehensive income/(expense) of associates	<u>173,964</u>	<u>(115,373)</u>
<b>Net other comprehensive income/(expense) that may not be reclassified to profit or loss in subsequent periods</b>	<u>173,964</u>	<u>(115,373)</u>
<b>Other comprehensive (expense)/income for the year, net of tax</b>	<u>(220,476)</u>	<u>238,441</u>
<b>Total comprehensive income for the year</b>	<u>1,517,630</u>	<u>1,874,607</u>
<b>Attributable to:</b>		
Owners of the Company	1,388,925	1,924,388
Non-controlling interests	<u>128,705</u>	<u>(49,781)</u>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	<i>Note</i>	<b>31/12/2025</b> <b>RMB'000</b>	31/12/2024 RMB'000
<b>Non-current assets</b>			
Property, plant and equipment		<b>55,591,791</b>	50,787,669
Investment properties		<b>103,096</b>	105,829
Right-of-use assets		<b>669,244</b>	763,005
Intangible assets		<b>151,364</b>	135,630
Investments in joint ventures		<b>124,459</b>	128,694
Investments in associates		<b>27,738,156</b>	26,905,498
Financial assets at fair value through profit or loss		<b>2,240,376</b>	2,093,635
Finance lease receivables		<b>23,521,278</b>	26,916,607
Derivative financial instruments		<b>21,080</b>	33,954
Deferred tax assets		<b>262,625</b>	282,680
Other non-current assets		<b>664,204</b>	85,497
		<hr/>	<hr/>
<b>Total non-current assets</b>		<b>111,087,673</b>	108,238,698
<b>Current assets</b>			
Inventories		<b>2,853,916</b>	2,267,719
Trade and notes receivables	<i>10</i>	<b>2,068,565</b>	2,557,244
Contract assets		<b>21,648</b>	6,718
Prepayments and other receivables		<b>2,884,012</b>	2,035,663
Financial assets at fair value through profit or loss		<b>2,191</b>	34,354
Finance lease receivables		<b>2,387,424</b>	2,524,940
Factoring receivables		–	–
Derivative financial instruments		<b>8,412</b>	–
Restricted and pledged deposits		<b>29,304</b>	24,586
Cash and cash equivalents		<b>10,247,773</b>	8,677,216
		<hr/>	<hr/>
<b>Total current assets</b>		<b>20,503,245</b>	18,128,440

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT 31 DECEMBER 2025

	<i>Note</i>	31/12/2025 <i>RMB'000</i>	31/12/2024 <i>RMB'000</i>
<b>Current liabilities</b>			
Trade and notes payables	<i>11</i>	3,733,700	3,870,652
Other payables and accruals		2,649,381	2,642,846
Contract liabilities		70,280	83,607
Derivative financial instruments		–	41,996
Bank and other borrowings		35,734,151	32,493,803
Corporate bonds		4,300,000	–
Lease liabilities		86,663	87,209
Tax payable		85,767	151,384
		<hr/>	<hr/>
<b>Total current liabilities</b>		<b>46,659,942</b>	<b>39,371,497</b>
		<hr/>	<hr/>
<b>Net current liabilities</b>		<b>(26,156,697)</b>	<b>(21,243,057)</b>
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		<b>84,930,976</b>	<b>86,995,641</b>
		<hr/>	<hr/>
<b>Non-current liabilities</b>			
Bank and other borrowings		40,278,372	43,312,253
Corporate bonds		12,600,000	12,000,000
Lease liabilities		76,179	155,936
Derivative financial instruments		730	–
Deferred tax liabilities		73,796	65,197
Deferred income		104,094	87,632
Other long-term payables		570,286	768,944
		<hr/>	<hr/>
<b>Total non-current liabilities</b>		<b>53,703,457</b>	<b>56,389,962</b>
		<hr/>	<hr/>
<b>Net assets</b>		<b>31,227,519</b>	<b>30,605,679</b>
		<hr/>	<hr/>
<b>Equity</b>			
Share capital		13,197,656	13,575,939
Treasury shares		(60,976)	(296,465)
Other reserves		17,652,229	17,016,300
		<hr/>	<hr/>
Equity attributable to owners of the Company		30,788,909	30,295,774
Non-controlling interests		438,610	309,905
		<hr/>	<hr/>
<b>Total equity</b>		<b>31,227,519</b>	<b>30,605,679</b>
		<hr/>	<hr/>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2025

## 1. CORPORATE AND GROUP INFORMATION

COSCO SHIPPING Development Co., Ltd. (the “**Company**”) is a joint stock company with limited liability incorporated in the People’s Republic of China (the “**PRC**”). The address of the Company’s registered office is Room A-538, International Trade Center, Lin-gang Special Area of the Shanghai Pilot Free Trade Zone, Shanghai, the PRC.

During the year ended 31 December 2025, the principal activities of the Group were as follows:

- (a) Manufacture and sales of containers;
- (b) Operating leasing and financial leasing; and
- (c) Investment management.

In the opinion of the directors of the Company, the immediate holding company and the ultimate holding company of the Company are China Shipping Group Company Limited and China COSCO Shipping Corporation Limited, respectively, both established in the PRC.

On 10 November 2023, the Group entered into a transfer equity agreement with a fellow subsidiary, pursuant to which the Group agreed to dispose of 100% equity interests of a subsidiary of the Group, Helen Insurance Brokers Limited (“**Helen Insurance**”). The transaction was completed in 2024. Helen Insurance was accounted as discontinued operation under HKFRS 5 “Non-current Assets Held for Sale and Discontinued Operations”.

### 2.1 BASIS OF PREPARATION

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”), and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for certain financial instruments which have been measured at fair value. These financial statements are presented in Renminbi (“**RMB**”), which is also the functional currency of the Company, and all values are rounded to the nearest thousand except when otherwise indicated.

The consolidated financial statements have been prepared on the going concern basis notwithstanding that the Group had net current liabilities of RMB26,156,697,000 as at 31 December 2025. The directors of the Company are of opinion that based on the available unutilized banking facilities and unutilized quota for the issuance of corporate bonds as at 31 December 2025, the Group will have the necessary liquid funds to finance its working capital and to meet its capital expenditure requirements. Accordingly, the directors of the Company are of the opinion that it is appropriate to prepare the consolidated financial statements on a going concern basis.

## 2.2 CHANGES IN ACCOUNTING POLICIES

The accounting policies used in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's annual consolidated financial statements for the year ended 31 December 2024 except as described below.

### (a) Application of amendments to the HKFRS Accounting Standards

In the current year, the Group has applied, for the first time, the following amendments to HKFRS Accounting Standards issued by the HKICPA which are effective for the Group's financial year beginning on 1 January 2025:

Amendments to HKAS 21	Lack of Exchangeability
-----------------------	-------------------------

The application of the amendments to HKAS 21 in the current year has had no material impact on the Group's financial performance and positions for the current and prior periods and/or on the disclosures set out in these consolidated financial statements.

### (b) New standards, amendments, interpretation and improvements to existing standards which have not been adopted

The following standards, amendments, interpretation and improvements to existing standards, which are relevant to the operations of the Group, have been published and are mandatory for the Group's accounting periods beginning on or after 1 January 2026 but have not been early adopted by the Group:

#### *New standards, amendments, interpretation and improvements*

		<b>Effective for accounting periods beginning on or after</b>
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11	1 January 2026
HKFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
HKFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to HKAS 21	Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be announced

The adoption of the above new standards, amendments, interpretation and improvements to existing standards is not expected to have a significant effect on the consolidated financial statements of the Group, except that the adoption of HKFRS 18 may have impact on the presentation of the Group's consolidated financial statements.

### 3. OPERATING SEGMENT INFORMATION

The Group is organized into business units based on their products and services and has three reportable operating segments as follows:

- (a) The container manufacturing business segment, which manufactures and sells containers;
- (b) The shipping leasing and container leasing business segment, which renders vessel chartering, container leasing and finance lease business; and
- (c) The investment management business segment, which focuses on equity or debt investments.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/loss, which is measured consistently with the Group's profit/loss before tax, excluding unallocated selling and administrative expenses and non-lease-related finance costs and including intersegment transactions.

Segment assets are measured consistently with the Group's assets.

Segment liabilities exclude certain bank and other borrowings and corporate bonds as these liabilities are managed on a group basis.

Intersegment sales and transfers are transacted with reference to the selling prices used for sales made to the third parties at the then prevailing market prices.

	For the year ended 31 December 2025			
Continuing operations	Shipping leasing and container leasing <i>RMB'000</i>	Container manufacturing <i>RMB'000</i>	Investment management <i>RMB'000</i>	Total <i>RMB'000</i>
<b>Segment revenue</b>				
Sales of containers	–	17,353,799	–	17,353,799
Other revenue from external customers	7,594,394	–	36,543	7,630,937
Subtotal revenue from external customers	7,594,394	17,353,799	36,543	24,984,736
Intersegment revenue from contracts with customers	–	4,561,493	–	4,561,493
Total segment revenue	<u>7,594,394</u>	<u>21,915,292</u>	<u>36,543</u>	<u>29,546,229</u>
<b>Segment results</b>	1,058,024	644,747	1,090,683	2,793,454
Elimination of intersegment results				9,001
Unallocated selling, administrative and general expenses				(231,398)
Unallocated finance costs				(503,967)
<b>Profit before tax from continuing operations</b>				<u>2,067,090</u>

### 3. OPERATING SEGMENT INFORMATION (CONTINUED)

	For the year ended 31 December 2024			
<b>Continuing operations</b>	Shipping leasing and container leasing <i>RMB'000</i>	Container manufacturing <i>RMB'000</i>	Investment management <i>RMB'000</i>	Total <i>RMB'000</i>
<b>Segment revenue</b>				
Sales of containers	–	19,871,857	–	19,871,857
Other revenue from external customers	7,514,493	–	24,895	7,539,388
Subtotal revenue from external customers	7,514,493	19,871,857	24,895	27,411,245
Intersegment revenue from contracts with customers	–	3,572,684	–	3,572,684
<b>Total segment revenue</b>	<b>7,514,493</b>	<b>23,444,541</b>	<b>24,895</b>	<b>30,983,929</b>
<b>Segment results</b>	1,002,971	852,639	643,459	2,499,069
Elimination of intersegment results				49,809
Unallocated selling, administrative and general expenses				(228,605)
Unallocated finance costs				(772,701)
<b>Profit before tax from continuing operations</b>				<b>1,547,572</b>

### 4. REVENUE

An analysis of revenue and other revenue from continuing operations is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Revenue from contracts with customers:</b>		
Sales of containers	17,353,799	19,871,857
<b>Other revenue:</b>		
Shipping leasing	2,062,997	2,297,140
Container leasing	5,531,397	5,217,353
Investment management	36,543	24,895
Subtotal	7,630,937	7,539,388
<b>Total revenue</b>	<b>24,984,736</b>	<b>27,411,245</b>

#### 4. REVENUE (CONTINUED)

The disaggregation of the Group's revenue from contracts with customers from continuing operations, including sales of goods and rendering of services, is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Geographical markets</b>		
Hong Kong, China	2,469,296	3,045,064
Chinese Mainland	4,731,765	3,210,493
Asia (excluding Hong Kong, China and Chinese Mainland)	5,720,533	5,180,181
United States	2,609,296	4,391,388
Europe	1,806,202	3,913,910
Others	16,707	130,821
	<hr/>	<hr/>
Total revenue from contracts with customers	17,353,799	19,871,857
	<hr/>	<hr/>
	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Timing of revenue recognition</b>		
Goods transferred at a point in time	17,353,799	19,871,857
	<hr/>	<hr/>

#### 5. OTHER INCOME

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Continuing operations</b>		
Interest income	118,523	138,974
Subsidies	97,097	111,817
Sales of scrap materials	68,795	23,743
Others	16,631	26,531
	<hr/>	<hr/>
Total other income	301,046	301,065
	<hr/>	<hr/>

## 6. OTHER GAINS, NET

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Continuing operations</b>		
Gain on disposal of property, plant and equipment	19,759	23,670
Gain on disposal of investments in associates	6	–
Gain on disposal of investments in joint ventures	–	172
Gain on disposal of financial assets at fair value through profit or loss	306	135,875
Dividend income from financial assets at fair value through profit or loss	1,284	9,867
Changes in fair value of financial assets at fair value through profit or loss	366,935	(170,241)
Donation expenditures for public interest	(26,105)	(25,192)
Net foreign exchange (losses)/gains	(52,340)	406,910
Gain on disposal of a subsidiary	–	4,269
Others	498	859
	<u>310,343</u>	<u>386,189</u>
Total other gains, net	<u>310,343</u>	<u>386,189</u>

## 7. INCOME TAX EXPENSES

According to the Corporate Income Tax (“CIT”) Law of the PRC, which was effective from 1 January 2008, the CIT rate applicable to the Company and its subsidiaries established in the PRC was 25% for the years ended 31 December 2025 and 2024, except for the subsidiaries which are eligible for preferential income tax policies and subject to CIT rate of 15% for the years ended 31 December 2025 and 2024.

Profits tax was provided at the rate of 16.5% (2024: 16.5%) on the estimated assessable profits of the Group’s subsidiaries operating in Hong Kong, China during the year.

Taxes or profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries or jurisdictions in which the Group operates.

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Continuing operations</b>		
Current income tax:		
– Chinese Mainland	272,257	194,805
– Hong Kong, China	13,642	62,465
– Elsewhere	13,076	(156,982)
	<u>298,975</u>	<u>100,288</u>
Subtotal	298,975	100,288
Deferred income tax	30,009	24,778
	<u>328,984</u>	<u>125,066</u>
Total	<u>328,984</u>	<u>125,066</u>

## 8. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE COMPANY

### For continuing and discontinued operations

Basic and diluted earnings per share from continuing and discontinued operations attributable to the owners of the Company are based on the following data:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Earnings</b>		
Profit for the year attributable to the owners of the Company:		
– From continuing operations	1,609,401	1,472,287
– From a discontinued operation	–	213,660
	<u>1,609,401</u>	<u>1,685,947</u>
Earnings for the purpose of basic and diluted earnings per share	<u>1,609,401</u>	<u>1,685,947</u>
	<b>Number of shares</b>	
	2025 <i>'000</i>	2024 <i>'000</i>
<b>Shares</b>		
Weighted average number of ordinary shares in issue during the year for the purpose of basic earnings per share	13,252,549	13,535,857
Effect of dilutive potential ordinary shares: Share options	131	151
	<u>13,252,680</u>	<u>13,536,008</u>

### From continuing operations

The calculation of the basic and diluted earnings per share from continuing operations attributable to the owners of the Company is based on the following data:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Profit for the year attributed to the owners of the Company		
Less:	1,609,401	1,685,947
Profit for the year from a discontinued operation	–	213,660
	<u>1,609,401</u>	<u>1,472,287</u>
Profit for the year for the purpose of basic and diluted earnings per share from continuing operations	<u>1,609,401</u>	<u>1,472,287</u>

The denominators used for basic and diluted earnings per share are detailed above.

### From discontinued operation

Basic earnings per share for the discontinued operation was RMB0.0158 per share (2025: nil) and diluted earnings per share for the discontinued operation was RMB0.0158 per share for the year 2024 (2025: nil), based on the profit for the period from a discontinued operation of RMB213,660,000 for the year ended 31 December 2024 (2025: nil) and the denominators detailed above for both basic and diluted earnings per share.

## 9. DIVIDENDS

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Paid interim dividend – RMB0.022 (2024: RMB0.019) per ordinary share	<b>290,348</b>	257,397
Proposed final dividend – RMB0.015 (2024: RMB0.019) per ordinary share	<b>197,437</b>	253,382

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting of the Company.

On 29 August 2025, the board of directors announced the payment of an interim dividend of RMB0.022 per share (inclusive of applicable taxes) for the six months ended 30 June 2025 (six months ended 30 June 2024: RMB0.019). Based on 13,197,655,820 shares (being the number of issued shares of the Company as at 29 August 2025), the aggregate interim dividend amounted to RMB290,348,000 (inclusive of applicable taxes) (for the six months ended 30 June 2024: RMB257,397,000). Such interim dividend has been paid during the year ended 31 December 2025.

On 30 March 2026, the board of directors proposed the payment of a final dividend of RMB0.015 per share (inclusive of applicable tax) for the year ended 31 December 2025 (2024: RMB0.019). As of the date of this announcement, the total share capital of the Company is 13,197,655,820 shares, including 16,516,300 A shares and 18,642,000 H shares held in the Company's dedicated accounts for share repurchase. Based on 13,162,497,520 shares (being the total share capital less such repurchased but not yet cancelled shares), the final cash dividend for 2025 is approximately RMB197,437,000 (inclusive of applicable taxes) (2024: RMB253,382,000). The final dividend is subject to the approval of shareholders of the Company at the forthcoming annual general meeting of the Company. The proposed dividend has not been recognized as a liability in the consolidated financial statements for the year ended 31 December 2025, but will be reflected as an appropriation of retained profits for the year ending 31 December 2026.

If the Company's total share capital entitled to profit distribution changes due to share repurchases or other reasons during the period from the date of this announcement to the record date of equity entitled to the distribution, the Company will adjust the total distribution amount accordingly based on the principle of keeping the distribution amount per share unchanged. If the total share capital changes thereafter, further announcement will be made regarding the specific adjustments.

## 10. TRADE AND NOTES RECEIVABLES

	<b>31 December</b> <b>2025</b> <i>RMB'000</i>	31 December 2024 <i>RMB'000</i>
Trade receivables	<b>2,179,348</b>	2,654,463
Notes receivables	–	4,873
Impairment	<b>(110,783)</b>	(102,092)
Net carrying amount	<b>2,068,565</b>	2,557,244

An ageing analysis of the trade and notes receivables as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

	<b>31 December 2025 RMB'000</b>	31 December 2024 RMB'000
Within 3 months	<b>2,015,714</b>	2,548,778
3 to 6 months	<b>35,477</b>	77
6 to 12 months	<b>17,374</b>	8,389
Total	<b><u>2,068,565</u></b>	<u>2,557,244</u>

## 11. TRADE AND NOTES PAYABLES

An ageing analysis of the trade and notes payables as at end of the reporting period, based on the invoice date, is as follows:

	<b>31 December 2025 RMB'000</b>	31 December 2024 RMB'000
Within 3 months	<b>3,339,486</b>	3,352,215
3 to 6 months	<b>14,669</b>	91,671
6 to 12 months	<b>322</b>	2,682
Over 1 year	<b>379,223</b>	424,084
Total	<b><u>3,733,700</u></b>	<u>3,870,652</u>

## MANAGEMENT DISCUSSION AND ANALYSIS

### I. THE BOARD'S DISCUSSION AND ANALYSIS OF THE GROUP'S OPERATIONS DURING THE REPORTING PERIOD

In 2025, the global economic and trade landscape was profoundly reshaped, with uncertainties becoming more pronounced. As a vital artery of global trade, the shipping industry continually tempered its resilience amidst supply chain volatility, while forging new pathways through the wave of green and intelligent transformation. Against a backdrop of complex challenges and evolving opportunities, COSCO SHIPPING Development anchored its future through strategic planning, harnessed momentum through reform and innovation, and delivered robust annual results for high-quality development with steady and solid steps.

In 2025, the Company achieved an operating revenue of RMB24.985 billion, and a profit before tax of RMB2.067 billion (representing a year-on-year increase of 33.57%). Profit from continuing operations attributable to owners of the Company amounted to RMB1.609 billion, representing a year-on-year increase of 9.31%. Basic earnings per share amounted to RMB0.1214.

The Company paid an interim dividend of RMB0.022 per share for 2025, and the Board proposed the payment of a final dividend of RMB0.015 per share for 2025, which represented an aggregate dividend of RMB0.037 per share for 2025.

### REVIEW OF OPERATIONS

2025 was a pivotal year for COSCO SHIPPING Development to deeply cultivate its shipping heritage and realize innovative value, building momentum for the successful conclusion of the “14th Five-Year Plan” and the commencement of the “15th Five-Year Plan”. The Company focused on enhancing the core functions of “industry, finance and investment”, accelerated the cultivation and development of new quality productive forces in shipping industry-finance, delivered tangible returns to shareholders through value creation, and honored its firm commitments on the journey towards sustainable development.

#### 1. *SOLIDIFYING THE FOUNDATION, INDUSTRY-FINANCE INTEGRATION REACHED A NEW LEVEL OF DEVELOPMENT*

**In respect of the container manufacturing business:** The Company deeply tapped into market potential, unleashed synergies across the industrial chain, and leveraged scientific and technological innovation as a driving force, refined production and operation management, and continuously built up the solid capabilities for high-quality development. In 2025, the Company sold approximately 1.80 million TEU. While continuously consolidating mainstream markets, the Company accelerated the enhancement of its “container+” customization capabilities. During the year, nearly 50 new products were developed, building a high value-added special container product matrix. In collaboration with industrial chain partners, the Company successfully pioneered the world’s first new-material bio-based refrigerated containers, driving the diversification and green transformation of its product mix. The Company expanded the application of reinforced containers, contributing to the innovation of shipping equipment. Furthermore, the Company launched the innovative “all-scenario smart storage” intelligent integrated solution, strengthening its technological leadership in the storage equipment sector.

**In respect of the shipping leasing business:** The Company capitalized on era-defining opportunities for fleet upgrading and transformation, proactively integrated into the development ecosystem of Hainan Free Trade Port, and leveraged its full lifecycle management and operation capabilities of vessels along with multi-channel financing abilities to continuously explore in industry-finance integration. In 2025, the Company successfully implemented industry-finance projects of more than 40 vessels, bringing its managed fleet to exceed 200 vessels and solidifying its leading position in China’s shipping leasing sector. Its outstanding performance in investment expansion across a diverse types of vessel – from dry bulk carriers, asphalt carriers, LNG carriers to VLCCs – has established a multi-dimensional and diversified shipping asset platform, pioneering new pathways for value creation.

**In respect of the container leasing business:** The Company proactively and strategically expanded its footprint in emerging markets, deepening network optimization in South America, Southeast Asia, South Africa and other regions, securing a competitive edge in new container bidding throughout the year. The Company remained focused on elevating its full lifecycle asset operation capabilities, enhancing the agility and efficiency of end-to-end collaboration. The synergy between container leasing and manufacturing yielded significant results, effectively unleashing the dividends of resource sharing and service interoperability. As at the end of 2025, its fleet exceeded 4.1 million TEU, further consolidating its global leadership underpinned by a diversified and globalized service foundation.

**In respect of the investment management business:** The Company continuously optimized resources allocation and promoted the enhancement of investment value. Meanwhile, the Company focused on strategic and emerging industries and, in conjunction with the Company’s business development, explored new models for innovative investment and logistics asset operation.

## ***2. INNOVATION-DRIVEN GROWTH, THE DIGITAL INTELLIGENCE ENGINE RESHAPED NEW GROWTH MOMENTUM***

Technological innovation has always been the core driver of the Company’s high-quality development. In 2025, the Company invested a total of nearly RMB320 million in scientific and technological research and development, and held over 810 valid patents as at the end of the year. The Company continued to deepen cooperation in industry-university-research integration and across the industrial chain, facilitating the practical application of cutting-edge technologies and contributing to the upgrading of the Company’s technological capabilities.

**In the field of intelligent manufacturing,** the Company stood at the forefront and set industry benchmarks. As of now, four of its container factories obtained the Level 3 Assessment Certificate of China Manufacturing Maturity Model. DFIC Ningbo was among the first in the industry to receive the national “Excellence-Level” intelligent factory certification while DFIC Qingdao and DFIC Ningbo were recognized as the “National 5G Factories”. The intelligent manufacturing achievements of several container factories were honored with awards from the National Equipment Management and Technological Innovation Achievement Exchange Conference and prizes from the China Equipment Repair and Transformation Innovation Achievement Competition (中國裝備維修與改造創新成果大賽), demonstrating the Company’s strength in “intelligent manufacturing”.

**In the field of digital empowerment**, the Company implemented multi-faceted initiatives to upgrade its smart operations. In the container leasing segment, the Company unlocked data silos across the leasing, manufacturing, and shipping value chain, providing customers with seamless end-to-end online services. Notably, its container trading platform project won the Pioneer Award Bronze Prize at the 2025 Global Digital Trade Expo and the Third Prize in the 4th Central Enterprises Star Innovation Competition. In the shipping leasing segment, the Company optimized its vessel digital operation management platform and established a digital-intelligence supervision platform to enhance digital efficiency. Concurrently, the Company actively explored the deep integration of AI into core scenarios, including intelligent manufacturing, market monitoring, and vessel management, driving quality improvement and expansion across all business lines.

### ***3. PURSUING GREEN DEVELOPMENT, LOW-CARBON TRANSFORMATION UNLOCKED NEW RESULTS IN VALUE***

Green and low-carbon development has become the cornerstone of the Company's sustainable growth strategy. The Company resolutely built a comprehensive green ecosystem for shipping industry-finance integration, achieving remarkable results through decisive actions.

**Advancing Green Production:** By prioritizing process upgrades and energy-saving optimizations, the Company refined its energy structure. All six of its container manufacturing facilities have been evaluated as "national green factories", making it the first in the container manufacturing industry to achieve full coverage of green factories.

**Expanding Green Business:** The Company forged long-term strategic partnerships with new-energy leaders and continuously broadened its customer base. The Company has been actively developing various types of marine power batteries and exploring a diversified portfolio of green solutions. Furthermore, the Company established the industry's first Container Carbon Footprint and Environmental Product Declaration (CFP & EPD) platform, which was featured in the 2025 ESG Blue Book of Listed Central State-Owned Enterprises. To date, CFP & EPD certified labels have been applied to over 500,000 containers.

**Positioning in Green Assets:** The Company accelerated the deployment of clean-energy logistics equipment and high-efficiency vessels. By investing in the construction of methanol- and ammonia-ready bulk cargo vessels and LNG carriers, the Company continued to increase the proportion of green assets in its portfolio. The Company strengthened the green attributes of container leasing assets to meet customers' demands for green data. In collaboration with industrial chain partners, the Company successfully obtained the country's first Hi-ECO E-vessel certificate for 700 TEU electric vessels, establishing a standardized, quantifiable, and traceable framework for green transportation services for electric vessels, and promoting the continuous release of green value in the shipping industry.

**Optimizing Green Financing:** The Company established a robust bridge for green shipping industry-finance services, with total financing scale for green and low-carbon transformation and sustainability-related projects of nearly RMB6.5 billion in the year. Furthermore, the Company issued the shipping industry’s first technology innovation low-carbon transition corporate bond, providing strong capital support for green transformation.

#### ***4. VALUE SHARING, MULTI-DIMENSIONAL RETURNS DEMONSTRATED NEW COMMITMENT TO RESPONSIBILITY***

Guided by value creation and aimed at value realization, the Company adopted a multi-pronged approach to drive new breakthroughs in quality and efficiency, implemented a combination of measures for value returns, and enhanced value communication across multiple channels, making every effort to safeguard the Company’s value and shareholders’ interests.

The Company adhered to rewarding investors with sustained and stable dividends, and an interim dividend of RMB0.022 per share for 2025 has been distributed. The Board proposed the payment of a final dividend of RMB0.015 per share for 2025, resulting in a total dividend of RMB0.037 per share for the Year, achieving eight consecutive years of annual dividend distribution. Furthermore, the Company efficiently completed two rounds of A+H share repurchases, repurchased and cancelled approximately 350 million shares with a total repurchase amount of RMB510 million. Subsequently, the Company initiated a new round of share repurchase, demonstrating its commitment to value through concrete actions and promoting the reasonable return of the Company’s market value.

#### ***5. REFINING GOVERNANCE, ESG PRACTICES DREW A NEW PICTURE OF SUSTAINABILITY***

The Company deeply integrated the concept of sustainable development into its development strategy and operational practices, strengthening the governance foundation, anchoring to digital intelligence and low-carbon development, and fulfilling social responsibilities, thereby painting a new picture of ESG governance. In 2025, the Company successively received more than ten honors in the ESG field: it was successfully selected for the lists of “China ESG Pioneers 100 Listed Companies” and “China ESG Pioneers 100 Central Enterprises Listed Companies”; it received the 2025 Social Responsibility Golden Bull Award for Listed Companies (HK Stocks) from China Securities Journal; it was selected for the S&P Global “Sustainability Yearbook (China Edition)” for the third consecutive year and once again honored with the “Industry’s Most Improved Company”; it maintained a stable A rating in the Hang Seng Index ESG rating. On the path of fulfilling social responsibilities, the Company remained true to its original aspiration, deeply participating in rural revitalization initiatives. Fully leveraging its container business advantages, the Company improved the working and learning environment for teachers and students at primary schools in Luolong County, Tibet, through constructing customized modular buildings, contributing to local economic and social development and the improvement of people’s livelihoods in Tibet.

## **6. *STEADY PROGRESS, RISK CONTROL AND COMPLIANCE FORTIFIED A NEW FOUNDATION FOR OPERATIONS***

The Company regarded risk control and compliance as the cornerstone for steady and long-term progress. The Company strengthened its capabilities of risk prediction and management and control, established and refined a triple-action risk response mechanism integrating “prevention, proactive control, and contingency planning”, systematically assessed the main risk types and changing trends, and formulated differentiated risk response measures, striving to ensure stable operation of the Company. The Company enhanced the internal control and compliance system, achieved full coverage of compliance management over business activities, optimized system management, and promoted mechanism innovation, ensuring the effective operation of internal control and compliance mechanisms. Concurrently, the Company consolidated the foundation of work safety by deeply advancing the campaign to address root causes, and focused on key areas for specialized governance, thus effectively elevating its level of intrinsic safety and maintaining a continuously stable situation in production safety.

### **OUTLOOK**

In 2026, the global economic landscape will continue to evolve, with the supply chain restructuring process accelerating amidst multiple disruptive factors. The wave of digital intelligent and green transformation is reshaping the shipping industry ecosystem with unprecedented force, unlocking new horizons and injecting new momentum for the industry’s resilient development.

Amidst industry transformation, COSCO SHIPPING Development will continue to maintain strategic focus, seek progress while maintaining stability to break new ground, pursue new equilibrium and achieve new breakthroughs amidst uncertainties and transformational opportunities. The Company will continue to forge the core competitiveness of “industry, finance and investment”, accelerate the enhancement of value creation capabilities. The container manufacturing business will further advance towards “refined operations”, upgrade manufacturing capabilities, optimize production capacity layout, and intensify efforts in the research, development and market expansion of high-end products such as special containers and green intelligent containers. The shipping leasing business will further deepen “momentum building”, strengthen industry chain collaboration, expand the scale of high-quality assets, actively broaden the “relationship network” with customers, and consolidate and enhance its industry position. The container leasing business will further upgrade towards “innovation”, create customized service solutions, enhance market responsiveness through process reengineering and dynamic optimization, and continuously create greater value for customers. The Company will continue to strengthen technology collaboration and empowerment, march towards “green and intelligent new manufacturing”, build “smart and agile new operations”, and incubate a “new paradigm of industry-finance synergy”. The Company will build a “digital intelligence connector” for container manufacturing, leasing and shipping, deepen the calculation capabilities and credibility of the container CFP & EPD platform, expand application scenarios for “green containers matching green vessels”, accelerate the deployment of clean energy logistics equipment and high-efficiency vessels, and cultivate and strengthen new growth drivers. The Company will comprehensively deepen reforms, further improve the modern corporate governance system, implement the concept of “investing in people”, strengthen market value management, promote the deep integration of ESG governance with strategic businesses, aiming to forge intrinsic value and long-term value, and better reward investors.

The new voyage of the “15th Five-Year Plan” has set sail. Transcending boundaries across mountains and seas, the Company will advance with steady strides toward new horizons. COSCO SHIPPING Development will take industry-finance integration as its oar to carve out a broad waterway for capability advancement; take technology as its sail to ride the tide of the era of new quality productivity; take digital intelligence and green development as its rudder to steer a steady course for sustainable development; and take value as its anchor to solidify the foundation for shareholder returns. Hoisting the sail and braving the waves, the Company will chart a brilliant blueprint!

## **II. DEVELOPMENT STRATEGY**

The Company will revolve around the main line of the shipping and logistics industry and focus on an integrated development model with container manufacturing, shipping leasing, and container leasing as core businesses, supported by investment management. The Company will adhere to the principle of “integrating industry and finance to promote industrial development”, leverage technological innovation as a key driver, and concentrate on two major tracks – digital intelligence and green and low-carbon transformation in order to comprehensively enhance service quality and efficiency, strengthen risk prevention and control, deepen management innovation, continuously improve core functions of “industry, finance and investment”, boost its core competitiveness, and strive to build itself into a world-class shipping industry-finance operator with features of COSCO SHIPPING.

In terms of container manufacturing business, the Company will take customer demands as the orientation, optimize resource allocation and product mix, and enhance its “container+” customization capabilities. The Company will continue to upgrade its intelligent manufacturing, leverage technological innovation and green and low-carbon transformation to establish advantages in cost, product and technology, and strengthen its core competitiveness of the trinity of “standard containers + reefer containers + special containers” to build a world-leading logistics equipment technology enterprise.

In terms of shipping leasing business, the Company will actively seize the opportunities presented by the green and low-carbon transformation of the shipping industry, optimize the allocation of internal and external resources, actively seek collaborations of resources across the shipping industry chain, focus on the service needs at various stages of the full lifecycle of various shipping assets, strengthen the “purchase, lease, financing, and sale” capabilities in industrial and financial services, so as to provide high-quality solutions for the development of the shipping industry, deepen lean management, and continuously consolidate its leading position in the domestic ship leasing industry.

In terms of container leasing business, the Company will further enhance full lifecycle asset operation capabilities for containers, leverage synergies across the industry chain such as “leasing-manufacturing” and “leasing-transportation”. The Company will analyze the container market cycles, steadily expand business scale, continuously optimize product portfolios, accelerate digital transformation, further strengthen global service network layouts, improve customer service agility, and consolidate its leading position in the global container leasing industry.

In terms of investment management business, the Company will uphold the principle of “investment promoting industry and industry-finance integration” to promote the convergence of industrial resources, capital and financial resources. The Company will further optimize asset structures, continue to explore innovative investment models, improve the layout of strategic emerging industries, empower shipping industry chain synergy, and promote coordinated development between capital and industry.

### **III. INDUSTRIAL ENVIRONMENT AND BUSINESS PLAN**

#### ***1. INDUSTRIAL ENVIRONMENT***

In 2025, in terms of the container leasing and manufacturing markets, investment in new global container shipping capacity recorded a slower growth than in previous periods but remained steady. The demand for new containers to match new shipping capacity, old container renewal and the expansion of container application scenarios provided stable support to the demand in the container market in 2025. Meanwhile, affected by the cyclical nature of global merchandise trade volume, adjustments to the global trade pattern and other factors, the container market experienced certain volatility during the Period. In terms of the shipping leasing market, the shipping leasing market continued to be influenced by multiple factors, including the trend towards regionalization of global trade and interest rates in the capital market. At the same time, driven by the worldwide implementation of environmental protection policies and the market environment in related segments, the transformation and upgrading process of the shipping industry has been accelerating, thus the demand for the shipping leasing market has further increased.

In 2026, the global economic landscape will continue to evolve, with the supply chain restructuring process accelerating amidst multiple disruptive factors. The wave of digital-intelligent and green transformation is reshaping the shipping industry ecosystem with unprecedented force, unlocking new horizons and injecting new momentum for the industry's resilient development.

In terms of the container leasing and manufacturing market, overall market demand is expected to return to normal. Factors such as the global trade pattern and geopolitical conditions will continue to affect the industry and increase market uncertainty, while the demand for containers to match new shipping capacity and for old container renewal will provide sustained and stable support to the market. Meanwhile, the improvement in technological innovation, expansion of application scenarios and the trend of green and low-carbon transformation in the container sector are expected to bring new development opportunities to the industry.

In terms of the shipping leasing market, affected by a combination of factors including the regionalization of global trade, interest rates in the capital market, and the accelerated green and low-carbon transformation of the shipping industry, the industry faces uncertainties but also embraces numerous market opportunities. This drives shipping leasing companies to upgrade their capabilities in full lifecycle vessel management, financing, asset allocation and other areas.

## 2. BUSINESS PLAN

In 2026, the Company will adhere to the principles of pursuing progress while maintaining stability, and enhancing quality and efficiency. It will focus on its core businesses, strengthen its core functions, and prioritize value enhancement and innovation-driven upgrades to lay a solid foundation for the “15th Five-Year Plan” period.

### *(1) Deepen core businesses and comprehensively enhance the core industry-finance capabilities*

In terms of the container manufacturing business, the Company will continue to intensify research and development and market expansion efforts in high-end products such as special containers and green intelligent containers, expanding its market influence in green products. At the same time, it will continue to promote digital and intelligent empowerment, effectively improve production efficiency, optimize cost control, and further elevate its overall competitiveness.

In terms of the shipping leasing business, the Company will comprehensively enhance operational and service efficiency, continue to deepen industry chain collaboration, expand the scale of high-quality assets, and actively consolidate and expand its “relationship network” with customers to solidify its leading position in the industry.

In terms of the container leasing business, the Company will further expand its global footprint, highly focus on diversified market demands, and create customized service solutions. Meanwhile, through process reengineering and dynamic optimization, it will enhance market responsiveness, drive business model innovation, and strengthen its value creation capabilities.

In terms of the investment management business, the Company will strengthen industry-finance collaboration and synergy, conduct in-depth research on strategic emerging industries and future-oriented industries, and actively explore and foster new business growth drivers.

*(2) Advance scientific and technological innovation and foster and expand new momentum for industry-finance integration*

Promote intelligent manufacturing and product innovation. The Company will advance the tiered development of intelligent factories, further conduct research and development on “container+” products, develop a series of patented special container products with independent intellectual property rights, and form a matrix of high-tech and high value-added special container products.

Promote the effective implementation of digital operations. The Company will promote the realization of full-process data connectivity, intelligent equipment management and control and online production optimization in container factories. The Company will continuously optimize the iFlorens digital operation platform, explore the integrated digital and intelligent development and innovative digital operation models for the industry. The Company will optimize the digital platform for shipping leasing, advance the construction of a digital intelligent supervision platform for vessels, and explore digital intelligence-enabled practices in ship leasing business management and ship management.

*(3) Practice sustainable development and comprehensively build a green ecosystem*

The Company will deepen container carbon reduction technologies, further enhance the calculation capability and credibility of the container CFP&EPD platform, and expand application scenarios for “green containers matching green vessels”. The Company will focus on low-carbon container manufacturing and leasing, as well as green ship leasing, strengthen collaboration in standard innovation, and further solidify the foundation for green technology reserves and industrialization.

*(4) Commit to value creation and strive to enhance shareholder returns*

The Company will always adhere to value creation as the core, strengthen market value management, enhance corporate governance efficiency, actively explore diversified ways to reward shareholders, so as to achieve further advancement in value realization.

## **IV. MAJOR RISKS AND COUNTERMEASURES**

### ***1. RISK OF CHANGES IN THE INTERNATIONAL TRADE LANDSCAPE***

The international trade landscape is characterized by complex characteristics such as divergent economic growth and the restructuring of trade flows. Differences in economic growth momentum among developed economies, emerging markets, and developing economies, coupled with factors like industrial chain relocation and geopolitical situation, may lead to further restructuring of the industrial chain, posing risks and challenges to the Company’s business operations.

The Company will closely monitor policy developments related to international trade, conduct relevant business planning and risk warnings, and enhance its responsiveness to international policy changes and market demand adjustments. Meanwhile, the Company will strengthen its diversified market layout, explore emerging markets, and expand supply and demand channels. For major risk changes, the Company will promptly make strategic adjustments and implement process management and control to ensure the orderly operation of core businesses and effectively prevent various adverse consequences such as economic losses, reputational damage, and business disruptions caused by uncontrolled risks.

## **2. RISK OF FLUCTUATIONS IN THE SHIPPING MARKET**

The shipping market may face a series of challenges including insufficient momentum for demand growth, restructuring of the global supply chain and uncertainty in trade policies. Uncertainties such as the global economic growth rate and the growth rate of container shipping trade volume may have an impact on the container prices and rental levels. Furthermore, the uncertainty over the recovery of the Middle East and Red Sea shipping routes will impact the shipping capacity supply and container demand in the container shipping market, which will subsequently be transmitted to vessel rentals and container prices.

The Company will continuously enhance its capabilities in information collection, analysis and judgment, and risk resilience concerning shipping market changes, keep monitoring market supply and demand dynamics, price trends, and market landscape, and make responsive adjustments in a timely manner after evaluation. Meanwhile, the Company will adopt measures such as developing leasing business in emerging markets and optimizing delivery plans for new containers to ensure the profitability of its relevant business segments and avoid substantial fluctuations in the Company's performance resulting from volatility in the shipping market.

## **3. RISK OF EXCHANGE RATE AND INTEREST RATE FLUCTUATIONS**

Fluctuations in exchange rates and interest rates may have a certain impact on the Company's financial expenses. For RMB interest rates, the Central Economic Work Conference proposed to continue implementing a moderately accommodative monetary policy. For USD interest rates, the target range for the federal funds rate was lowered to 3.5%–3.75% at the end of 2025, and may be further adjusted in 2026. For exchange rates, factors such as the Federal Reserve's monetary policy and domestic policies to stabilize growth will affect the RMB exchange rate against the USD.

The Company will consistently adhere to the principle of “natural hedging and neutral management” in response to the risks. First, it will fully leverage the policies of the Hainan Free Trade Port, continue to promote RMB pricing and settlement in the container leasing and manufacturing segment, and strengthen cross-border RMB settlement in the shipping leasing segment. Second, it will closely monitor fluctuations in USD and RMB exchange rates, strengthen the management of USD accounts receivable, coordinate forward and spot foreign exchange settlements, and to a certain extent, manage major foreign exchange risks by employing relevant hedging instruments. Third, it will exercise scientific control over the Company’s foreign currency assets and liabilities, employ monetary financial instruments to mitigate the impact of exchange rate fluctuations on the Company’s financial expenses.

#### **4. CUSTOMER NON-PERFORMANCE RISK**

Customer non-performance risk arises from the combined effect of three factors: the global economic and trade conditions, the industry cycle, and the customers’ own situations. At the global economic and trade conditions level, moderate global economic growth and mild terminal demand make customers’ operational decisions more cautious. At the industry cycle level, the supply-demand relationship in the container shipping market faces adjustments in 2026, which may impact the profit margins of customers in the container leasing and manufacturing business. At the customers’ own situations level, some small and medium-sized export enterprises have weaker capacity to cope with exchange rate fluctuations and raw material price changes, while transit trade customers need to adapt to new regulatory requirements in the ASEAN region. All the above factors may affect the stability of customer performance.

The Company will further optimize its customer credit rating and evaluation mechanism, blacklist management mechanism, risk early warning mechanism, and coordinated response mechanism for risk disposal, comprehensively enhance its capabilities in dynamic monitoring and risk early warning of customers’ performance capabilities, effectively prevent non-performance risks caused by declining customer financial stability and deteriorating solvency, and ensure the asset quality and profitability of the leasing business, as well as the operational stability of industrial investment projects.

**5. RISK RELATED TO ENVIRONMENTAL PROTECTION, ENERGY CONSERVATION AND EMISSION REDUCTION**

International and domestic environmental protection and emission reduction policies may have an impact on the Company's ship leasing and container manufacturing businesses.

The Company will keep abreast of policy developments and technical standard updates related to low carbon and emission reduction in the shipping industry, actively apply new technologies, processes, equipment and products for energy conservation and emission reduction, promote green development of the industry, and conduct research and assessment before the application of new technologies as well as formulate emergency response plans for contingencies, thus ensuring that all relevant businesses comply with domestic and foreign environmental protection and emission reduction policies, prevent major work safety accidents and environmental pollution incidents, and actively demonstrate corporate social responsibility.

## V. FINANCIAL REVIEW OF THE GROUP

The Group recorded revenue of RMB24,984,736,000 during the Period; profit before income tax from continuing operations amounted to RMB2,067,090,000, representing an increase of 33.57% as compared with the profit of RMB1,547,572,000 for the same period of last year; profit from continuing operations attributable to owners of the Company amounted to RMB1,609,401,000, representing an increase of 9.31% as compared with the profit of RMB1,472,287,000 for the same period of last year.

### Analysis of segment results is as follows:

*Unit: RMB'000*

Continuing operation segment	Revenue		Change (%)	Cost		Change (%)
	2025	2024		2025	2024	
Container manufacturing business	21,915,292	23,444,541	(6.52)	21,013,751	22,334,955	(5.92)
Shipping leasing business	2,062,997	2,297,140	(10.19)	693,091	817,938	(15.26)
Container leasing business	5,531,397	5,217,353	6.02	3,359,080	3,233,101	3.90
Investment management business	36,543	24,895	46.79	3,313	3,500	(5.34)
Offset amount	(4,561,493)	(3,572,684)	27.68	(4,570,494)	(3,622,493)	26.17
Total	<u>24,984,736</u>	<u>27,411,245</u>	<u>(8.85)</u>	<u>20,498,741</u>	<u>22,767,001</u>	<u>(9.96)</u>

### 1. Analysis of Container Manufacturing Business

#### 1) Operating Revenue

The operating revenue from the container manufacturing business amounted to RMB21,915,292,000, representing a decrease of 6.52% as compared with the revenue of RMB23,444,541,000 for the same period of last year. This was mainly attributable to the reduction in revenue scale resulting from the slowdown in container market demand as compared to previous periods and the decline in sales price of new containers, as affected by the global macroeconomic and trade patterns. Container sales volume for the Period amounted to 1,780,700 TEU, remaining relatively stable.

#### 2) Operating Costs

Operating costs of the container manufacturing business mainly consist of raw material costs, transportation costs, employee compensation and depreciation expenses. The operating costs amounted to RMB21,013,751,000 for the year ended 31 December 2025, representing a decrease of 5.92% as compared with the costs of RMB22,334,955,000 for the same period of last year. This was mainly attributable to the corresponding decline in production costs such as raw material costs resulting from the decrease in container production volume.

## **2. Analysis of Shipping Leasing Business**

### **1) Operating Revenue**

The Group recorded operating revenue from the shipping leasing business of RMB2,062,997,000, representing a decrease of 10.19% as compared with the revenue of RMB2,297,140,000 for the same period of last year, which was mainly due to the year-on-year decrease in the size of the fleet under finance leases. As of 31 December 2025, the Company's ship operating lease assets remained stable.

### **2) Operating Costs**

The costs of the shipping leasing business mainly comprised depreciation of ships and interest expenses. Operating costs of the shipping leasing business in 2025 amounted to RMB693,091,000, representing a decrease of 15.26% as compared with the costs of RMB817,938,000 for the same period of last year, which was mainly due to the year-on-year decrease in the size of the fleet under finance leases.

## **3. Analysis of Container Leasing Business**

### **1) Operating Revenue**

The Group recorded revenue from the container leasing, management and sales business of RMB5,531,397,000, representing an increase of 6.02% as compared with the revenue of RMB5,217,353,000 for the same period of last year, which was mainly due to the Company's close monitoring of the market environment, tapping into market potential, and steady expanding of its container management scale, resulting in a year-on-year increase in container leasing volume.

### **2) Operating Costs**

Operating costs of the container leasing business mainly include the depreciation and maintenance costs of containers, net carrying value of sale of containers returned upon expiry and interest costs of finance lease business. The costs related to container leasing, management, and sales in 2025 amounted to RMB3,359,080,000, representing an increase of 3.90% as compared with the costs of RMB3,233,101,000 for the same period of last year, which was mainly due to the year-on-year increase in container depreciation costs as a result of the growth in the size of container assets during the Period.

#### **4. Analysis of Investment Management Business**

For details of analysis of the Company's equity investment business as of 31 December 2025, please refer to the section headed "Significant Investment in Equity".

#### **GROSS PROFIT**

Due to the above reasons, the Group recorded a gross profit of RMB4,485,995,000 for the year ended 31 December 2025 (gross profit for the same period of last year: RMB4,644,244,000).

#### **SIGNIFICANT INVESTMENT IN EQUITY**

As at 31 December 2025, the carrying value of the Company's external equity investments amounted to RMB27,862,615,000, representing an increase of RMB828,423,000 or 3.06% as compared with that as at the beginning of the Period, which was mainly attributable to recognition of investment income from associates during the Period.

As at 31 December 2025, the carrying value of the Company's financial assets measured at fair value amounted to RMB2,242,567,000, representing an increase of RMB114,578,000 or 5.38% as compared with that as at the beginning of the Period, which was mainly due to recognition of changes in fair value of financial assets during the Period.

In 2025, the Company realized investment income of RMB1,575,444,000, representing an increase of RMB57,021,000 or 3.76% as compared with that of the same period last year, which was mainly attributable to the year-on-year increase in the operating results of associates.

In 2025, the gain on changes in fair value amounted to RMB366,935,000, representing an increase of RMB537,176,000 as compared with that for the same period last year, mainly due to the increase in the valuation of the Company's financial asset investments resulted from fluctuations in the capital market.

Among them, as of 31 December 2025, the Group's significant equity investments included an 11.12% equity interest in China Bohai Bank Co., Ltd., with the carrying amount of such investment being RMB11,579,768,000, representing approximately 8.8% of the Group's total assets.

## 1. Shareholdings in Other Listed Companies

Stock code	Company name	Investment cost (RMB'000)	Shareholding	Shareholding	Book value at	Gain during the Period (RMB'000)	Changes in	Gain from disposal (RMB'000)	Dividends	Accounting ledger	Sources of the shareholding
			at the beginning of the Period (%)	at the end of the Period (%)	the end of the Period (RMB'000)		other reserve during the Period (RMB'000)		received during the Period (RMB'000)		
09668	China Bohai Bank Co., Ltd.	5,749,379	11.12	11.12	11,579,768	580,177	(14,933)	-	-	Investment in associates	Purchase
601818/ 06818	China Everbright Bank Co., Ltd.	3,398,255	1.23	1.23	6,089,180	427,494	(72,601)	-	136,836	Investment in associates	Purchase
600179	Antong Holdings Co., Ltd.	49,023	0.27	-	-	16,660	-	207	-	Financial assets at fair value through profit or loss	Purchase
<b>Total</b>		<b>9,196,657</b>	<b>/</b>	<b>/</b>	<b>17,668,948</b>	<b>1,024,331</b>	<b>(87,534)</b>	<b>207</b>	<b>136,836</b>		

## 2. Shareholdings in Financial Enterprises

Name of investee	Investment cost (RMB'000)	Shareholding	Shareholding	Book value	Gain during the Period (RMB'000)	Changes in	Gain from disposal (RMB'000)	Dividends	Accounting ledger	Sources of the shareholding
		at the beginning of the Period (%)	at the end of the Period (%)	at the end of the Period (RMB'000)		other reserve during the Period (RMB'000)		received during the Period (RMB'000)		
Bank of Kunlun Co., Ltd.	1,077,153	3.74	3.74	1,640,314	68,669	(21,982)	-	25,384	Investment in associates	Purchase
CIB Fund Management Co., Ltd.	100,000	10.00	10.00	551,983	51,219	(343)	-	5,000	Investment in associates	Purchase
Shanghai Haisheng Shangshou Financial Leasing Co., Ltd.	134,236	25.00	25.00	59,196	(6,269)	-	-	-	Investment in associates	Purchase
COSCO SHIPPING Finance Company Limited	2,914,166	13.38	13.38	3,358,461	115,422	(4,527)	-	101,791	Investment in associates	Purchase
Powchan Financial Group Co., Ltd.	3,575,320	40.81	40.81	4,068,288	341,664	-	-	367,551	Investment in associates	Purchase
<b>Total</b>	<b>7,800,875</b>	<b>/</b>	<b>/</b>	<b>9,678,242</b>	<b>570,705</b>	<b>(26,852)</b>	<b>-</b>	<b>499,726</b>		

(a) *Summary of principal business of the investees in the investments*

<b>Name of Investee</b>	<b>Exchange</b>	<b>Principal business</b>
China Bohai Bank Co., Ltd.	The Stock Exchange of Hong Kong Limited (“ <b>Hong Kong Stock Exchange</b> ”)	Banking business
Bank of Kunlun Co., Ltd.	/	Banking business
Powchan Financial Group Co., LTD.	/	Leasing business
CIB Fund Management Co., Ltd.	/	Fund management business
Shanghai Haisheng Shangshou Financial Leasing Co., Ltd.	/	Leasing business
COSCO SHIPPING Finance Company Limited	/	Banking business
China Everbright Bank Company Limited	Shanghai Stock Exchange/ Hong Kong Stock Exchange	Banking business
Antong Holdings Co., Ltd.	Shanghai Stock Exchange	Logistic business

The capital market was volatile in 2025. The Company expects that the investment portfolio of the Group (including the above major investments) will be subject to, among other things, the movement of interest rates, market factors and overall economic performance. Moreover, the market value of individual shares will be affected by relevant companies’ financial results and development plan as well as the prospects of the industry where they operate. To mitigate relevant risks, the Group will take appropriate measures as and when necessary and adjust its investment strategies in a timely manner in response to the changes in market conditions.

## **INCOME TAX**

According to the Corporate Income Tax (“**CIT**”) Law of the PRC, which was effective from 1 January 2008, the CIT rate applicable to the Company and its subsidiaries established in the PRC was 25% for the years ended 31 December 2025 and 2024, except for the subsidiaries which are eligible for preferential income tax policies and subject to CIT rate of 15% for the years ended 31 December 2025 and 2024.

Profits tax was provided at the rate of 16.5% (2024: 16.5%) on the estimated assessable profits of the Group’s subsidiaries operating in Hong Kong, China during the Year.

Taxes or profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries or jurisdictions in which the Group operates.

## **SELLING, ADMINISTRATIVE AND GENERAL EXPENSES**

For the year ended 31 December 2025, the Group's selling, administrative and general expenses were RMB1,217,613,000, representing an increase of 2.97% as compared with the expenses for the same period of last year.

## **OTHER GAINS, NET**

For the year ended 31 December 2025, other gains of the Group were RMB310,343,000, representing a decrease of RMB75,846,000 as compared with other gains of RMB386,189,000 for the same period of last year, which was mainly due to the net foreign exchange loss resulting from exchange rate fluctuations.

## **PROFIT FOR THE YEAR ATTRIBUTABLE TO OWNERS OF THE COMPANY**

For the year ended 31 December 2025, the profit for the year attributable to owners of the Company was RMB1,609,401,000, representing a decrease of 4.54% as compared with the profit of RMB1,685,947,000 for the same period of last year.

## **LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE**

### **Analysis of Liquidity and Borrowings**

The Group's principal sources of liquidity are cash flow from operating business and short-term bank borrowings. The Group's cash is mainly used for expenses of operating cost, repayment of borrowings, acquisition and construction of vessels, procurement of containers and support of the Group's financial leasing business. During the Period, the Group's net operating cash inflow was RMB5,188,417,000. As at 31 December 2025, the Group's cash and cash equivalents were RMB10,247,773,000.

As at 31 December 2025, the Group's total bank and other borrowings amounted to RMB76,012,523,000, with RMB35,734,151,000 repayable within the first year, RMB17,412,361,000 repayable within the second year, RMB19,558,560,000 repayable within the third to fifth year and RMB3,307,451,000 repayable after the fifth year. The Group's long-term bank and other borrowings were mainly used for acquisition and construction of vessels, purchase of containers, and carrying out finance leasing business. As at 31 December 2025, the Group's long-term bank and other borrowings were secured by certain containers and vessels with an aggregate value of RMB22,038,555,000 and guaranteed by finance lease receivables with an aggregate value of RMB1,784,331,000.

As at 31 December 2025, the Group held corporate bonds and super & short-term commercial papers totalling RMB16,900,000,000 and the proceeds raised from the bonds were used for repayment of debts and replacing self-owned funds previously used for vessel acquisitions.

The Group's RMB-denominated borrowings at fixed interest rates amounted to RMB4,167,723,000. USD-denominated borrowings at fixed interest rates amounted to USD1,370,927,000 (equivalent to approximately RMB9,635,969,000), RMB-denominated borrowings at floating interest rates amounted to RMB13,116,900,000, and USD-denominated borrowings at floating interest rates amounted to USD6,984,397,000 (equivalent to approximately RMB49,091,931,000). The Group's borrowings are settled in RMB or USD while its cash and cash equivalents are primarily denominated in RMB and USD.

The Group expects that its capital needs for regular liquidity and capital expenditures can be funded by the internal cash flow of the Group or external financing. The Board will review the operating cash flow of the Group from time to time. It is the intention of the Group to maintain an appropriate composition of equity and debt to ensure an effective capital structure.

### **Net Current Liabilities**

As at 31 December 2025, the Group's net current liabilities amounted to RMB26,156,697,000. The Group's current assets mainly included inventories of RMB2,853,916,000; trade and notes receivables of RMB2,068,565,000; contract assets of RMB21,648,000; prepayments and other receivables of RMB2,884,012,000; financial assets at fair value through profit or loss of RMB2,191,000; the current portion of finance lease receivables of RMB2,387,424,000; cash and cash equivalents of RMB10,247,773,000; derivative financial instruments of RMB8,412,000; and restricted deposits of RMB29,304,000. The Group's current liabilities mainly included trade and notes payables of RMB3,733,700,000; other payables and accruals of RMB2,649,381,000; contract liabilities of RMB70,280,000; tax payable of RMB85,767,000; the current portion of bank and other borrowings of RMB35,734,151,000; the current portion of lease liabilities of RMB86,663,000; and the current portion of corporate bonds of RMB4,300,000,000.

## Cash Flows

The following table provides the information regarding the Group's cash flows for the years ended 31 December 2025 and 31 December 2024:

	<i>Unit: RMB'000</i>	
	<b>2025</b>	2024
Net cash generated from operating activities	<b>5,188,417</b>	6,704,059
Net cash used in investing activities	<b>(5,407,783)</b>	(3,113,127)
Net cash generated from/(used in) financing activities	<b>1,724,117</b>	(8,293,151)
Impact of changes in exchange rate on cash	<b>65,806</b>	355,879
	<hr/>	<hr/>
Net increase/(decrease) in cash and cash equivalents	<b>1,570,557</b>	(4,346,340)

### Net Cash Generated from Operating Activities

For the year ended 31 December 2025, the net cash inflows generated from operating activities was RMB5,188,417,000, representing a decrease of RMB1,515,642,000 as compared with the net cash inflows generated from operating activities of RMB6,704,059,000 for the same period of last year. This was mainly attributable to fluctuations in market demand for the container leasing and manufacturing segment, resulting in a year-on-year decrease in net cash inflows from operating activities during the Period.

### Net Cash Used in Investing Activities

For the year ended 31 December 2025, the net cash outflows used in investing activities was RMB5,407,783,000, representing an increase of RMB2,294,656,000 as compared with the net cash outflows used in investing activities of RMB3,113,127,000 for the same period of last year. This was mainly due to a year-on-year decrease in cash inflows from the recovery of finance lease investment projects during the Period.

### Net Cash Generated from/(Used in) Financing Activities

For the year ended 31 December 2025, the net cash inflows generated from financing activities was RMB1,724,117,000, representing an increase of RMB10,017,268,000 as compared with the net cash outflows of RMB8,293,151,000 for the same period of last year. This was mainly due to the Company's further optimization of its capital structure and expansion of its financing scale to meet its operational needs. For the year ended 31 December 2025, the Group borrowed bank and other borrowings amounting to RMB54,588,609,000, repaid bank and other borrowings amounting to RMB53,061,177,000, issued bonds amounting to RMB5,900,000,000, and repaid bonds amounting to RMB1,000,000,000.

## **Trade and Notes Receivables**

As at 31 December 2025, the Group's net trade and notes receivables were RMB2,068,565,000, representing a decrease of RMB488,679,000 as compared with the same period last year, of which notes receivables decreased by RMB4,873,000, and trade receivables decreased by RMB483,806,000. This was mainly attributable to the reduction in revenue scale resulting from the slowdown in container market demand as compared to previous periods and the decline in sales price of new containers, as affected by the global macroeconomic and trade patterns.

## **Gearing Ratio Analysis**

As of 31 December 2025, the Company's net gearing ratio (i.e. net debts over shareholders' equity) was 263.52%, representing an increase of 4.26 percentage points compared with the beginning of the Period. This was mainly due to the increase in the scale of liabilities during the Period.

## **Foreign Exchange Risk Analysis**

The revenues and costs of the Group's container manufacturing, shipping leasing and container leasing operations are settled or denominated in USD. As a result, the impact on the net operating revenue due to RMB exchange rate fluctuation can be mutually offset to a certain extent. During the Period, the Group recorded an exchange loss of RMB52,340,000, which was mainly due to fluctuations of the USD exchange rate during the Period; the decrease in exchange difference which was charged to equity attributable to owners of the Company amounted to RMB142,958,000. The Group will continue to closely monitor the exchange rate fluctuation of RMB and major international settlement currencies in the future to reduce exchange rate exposure and thus minimize the impact of exchange rate fluctuation.

## **Capital Expenditures**

For the year ended 31 December 2025, the Group's expenditures on the acquisition of containers, machinery and equipment, ships and other expenditures amounted to RMB9,108,025,000, and expenditures on the acquisition of finance lease assets amounted to RMB526,554,000.

## **Capital Commitments**

As at 31 December 2025, the Group's capital commitments in respect of property, plant and equipment contracted for but not provided for amounted to RMB24,874,184,000. The unpaid subscribed capital contributions in respect of investment agreements entered into by the Group amounted to RMB62,140,000. The unpaid finance lease payables contracted for by the Group amounted to RMB284,666,000.

## **Pledge**

As at 31 December 2025, certain container vessels and containers with net carrying value of approximately RMB22,038,555,000 (31 December 2024: RMB20,734,424,000), finance lease receivables of RMB1,784,331,000 (31 December 2024: RMB4,343,206,000) and restricted deposits of RMB1,100,000 (31 December 2024: RMB934,000) of the Group were pledged as security for the grant of bank borrowings and issuance of corporate bonds.

## **Material acquisitions and disposals of subsidiaries, associates and joint ventures**

During the Period, there were no relevant matters for the Group.

## **SUBSEQUENT EVENTS**

Other than Note 9 “Dividends” to the consolidated financial statements, since the end of the reporting Period, there have been no significant events that may have an impact on the Group.

## **CONTINGENT LIABILITIES**

As at 31 December 2025, there were no significant contingent liabilities for the Group.

## **EMPLOYEES, TRAINING AND BENEFITS**

As at 31 December 2025, the Group had a total of 16,581 employees, and the total staff costs for the Period (including staff remuneration, welfare cost and social insurance fees etc.) amounted to approximately RMB3,173,062,000 (including outsourced labor costs).

Remuneration management, as one of the most effective incentives and a form of enterprise value distribution, is carried out on the basis of total budget control, value creation, internal fairness, market competition and sustainable development. Based on the principle of “contractualised management, differential compensation”, the senior management of the Company has introduced and implemented the professional manager system and strengthened the incentive and restraint mechanism based on performance management. The Company’s comprehensive remuneration system applicable to the employees mainly consists of two aspects of salaries and benefits: (1) salaries, including position/title salary, performance salary, special incentives and allowances; and (2) benefits, including mandatory social insurance, provident housing fund as stipulated by the state and the corporate’s own benefits.

In response to the its production and operation needs as well as its reform and development requirements, and to support talent development and cultivation, the Company has established an employee training system to make it based on identification of demand, with the support of clearly defined responsibilities and list-based management. The Company has enhanced the training content and implementation system, organized and conducted various types of training and improved the effectiveness of training resource allocation, staff training participation and satisfaction. Based on the training system, various training programs were designed and implemented to address different types of business and positions, covering topics such as technological innovation, green and low-carbon development, industry expansion, management capabilities, risk management, safety, and personal competency.

## **VI. OTHER SIGNIFICANT MATTERS**

### **DIVIDEND**

The Company had paid an interim dividend of RMB0.022 per share for 2025 (inclusive of applicable taxes) (2024: RMB0.019 per share). The Board proposed to distribute a final dividend of RMB0.015 per share (inclusive of applicable taxes) for the year ended 31 December 2025 (2024: RMB0.019 per share), subject to the approval of shareholders of the Company at the forthcoming annual general meeting. The final dividend will be denominated and declared in RMB, payable to the holders of A shares and H shares of the Company in RMB and Hong Kong dollars, respectively within two months after the approval at the annual general meeting (other than those who are holders of H shares of the Company through the Shanghai-Hong Kong Stock Connect and the Shenzhen-Hong Kong Stock Connect, the final dividend will be paid to them in RMB).

The Company will disclose further details regarding the proposed final dividend in due course, including the expected timetable and arrangements in respect of the closure of the register of members of H shares by the Company.

## **PURCHASE, SALE OR REDEMPTION OF THE LISTED SECURITIES OF THE COMPANY**

On 28 June 2024, the 2023 annual general meeting, the 2024 first A share class meeting and the 2024 first H share class meeting of the Company considered and approved the grant of a general mandate to the Board to repurchase A shares of the Company (the “**A Shares**”) and H shares of the Company (the “**H Shares**”), so as to repurchase A Shares and H Shares not exceeding 10% of the number of A Shares (the “**2024 General Mandate to Repurchase A Shares**”) and H Shares (the “**2024 General Mandate to Repurchase H Shares**”) in issue as at the date of the 2023 annual general meeting, the 2024 first A Share class meeting and the 2024 first H Share class meeting of the Company, respectively. On 18 October 2024, the Board considered and approved the “Resolution on the Shares Repurchase Plan of COSCO SHIPPING Development with Special Bank Loan and Own Funds (《關於中遠海運發展以銀行專項貸款及自有資金回購股份方案的議案》)”, pursuant to which it is proposed to repurchase A Shares through centralized price bidding pursuant to the 2024 General Mandate to Repurchase A Shares (the “**2024 A Share Repurchase Plan**”) and to repurchase H Shares pursuant to the 2024 General Mandate to Repurchase H Shares. On 13 November 2024, the extraordinary general meeting of the Company considered and approved the implementation of the 2024 A Share Repurchase Plan. On 8 April 2025, the Board considered and approved the “Resolution on the Shares Repurchase of COSCO SHIPPING Development (《關於中遠海運發展回購股份的議案》)”, pursuant to which it further proposed to repurchase A Shares by way of centralized price bidding under the 2024 General Mandate to Repurchase A Shares and to repurchase H Shares under the 2024 General Mandate to Repurchase H Shares. All purchased Shares shall be cancelled and the registered share capital shall be reduced accordingly.

On 26 June 2025, the 2024 annual general meeting, the 2025 first A Share class meeting and the 2025 first H Share class meeting of the Company considered and approved the grant of a general mandate to the Board to repurchase A Shares and H Shares, so as to repurchase A Shares and H Shares not exceeding 10% of the number of A Shares (the “**2025 General Mandate to Repurchase A Shares**”) and H Shares (the “**2025 General Mandate to Repurchase H Shares**”) in issue as at the date of the 2024 annual general meeting, the 2025 first A Share class meeting and the 2025 first H Share class meeting of the Company, respectively. On 29 August 2025, the Board considered and approved the “Resolution on the Shares Repurchase of COSCO SHIPPING Development (《關於中遠海運發展回購股份的議案》)”, pursuant to which it proposed to repurchase A Shares by way of centralized price bidding under the 2025 General Mandate to Repurchase A Shares (the “**2025 A Share Repurchase Plan**”) and to repurchase H Shares under the 2025 General Mandate to Repurchase H Shares. On 23 September 2025, the extraordinary general meeting of the Company considered and approved the implementation of the 2025 A Share Repurchase Plan.

Monthly reports on the repurchase of A Shares and H Shares during the Period are as follows:

### Repurchase of A Shares

Month of repurchase	Number of shares repurchased	Price per share		Total price (excluding transaction costs) (RMB)
		Highest (RMB/Share)	Lowest (RMB/Share)	
January 2025	3,000,000	2.51	2.40	7,341,970
February 2025	13,214,700	2.41	2.33	31,237,333
March 2025	9,505,300	2.39	2.29	22,148,714
April 2025	29,500,500	2.34	2.12	66,223,391
May 2025	8,500,000	2.73	2.28	20,767,412
June 2025	15,010,000	2.52	2.45	37,359,544
July 2025	Nil	–	–	Nil
August 2025	Nil	–	–	Nil
September 2025	Nil	–	–	Nil
October 2025	Nil	–	–	Nil
November 2025	6,000,000	2.71	2.53	15,777,420
December 2025	10,516,300	2.55	2.43	26,389,691
<b>Total</b>	<b>95,246,800</b>			<b>227,245,475</b>

### Repurchase of H Shares

Month of repurchase	Number of shares repurchased	Price per share		Total price (excluding transaction costs) (HK\$)
		Highest (HK\$/Share)	Lowest (HK\$/Share)	
January 2025	38,012,000	1.05	0.98	38,561,480
February 2025	840,000	0.99	0.99	831,600
March 2025	Nil	–	–	Nil
April 2025	2,639,000	0.88	0.87	2,309,010
May 2025	45,373,000	1.04	0.89	43,648,240
June 2025	35,215,000	1.06	0.95	36,022,810
July 2025	Nil	–	–	Nil
August 2025	Nil	–	–	Nil
September 2025	Nil	–	–	Nil
October 2025	Nil	–	–	Nil
November 2025	5,221,000	1.20	1.10	6,101,550
December 2025	13,421,000	1.16	1.05	14,449,230
<b>Total</b>	<b>140,721,000</b>			<b>141,923,920</b>

As at the date of this announcement, (i) the 78,730,500 A Shares and 122,079,000 H Shares repurchased between January 2025 and June 2025 have been cancelled; and (ii) the 16,516,300 A Shares and 18,642,000 H Shares repurchased in November 2025 and December 2025 were repurchased for cancellation but had not yet been cancelled. During the year ended 31 December 2025, the Company also cancelled an aggregate of 28,724,292 treasury A shares originally held for the purpose of A share option incentive scheme. As of the date of this announcement, the Company did not hold any treasury shares (as defined under the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the “**Listing Rules**”)).

Save as disclosed above, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company’s listed securities (including the sale of treasury shares).

## **AUDIT COMMITTEE**

The audit committee of the Company (the “**Audit Committee**”) consists of two independent non-executive directors, namely Mr. Shao Ruiqing and Mr. Chan Kwok Leung, and one non-executive director, namely Ms. Zhang Xueyan. The Audit Committee has discussed with the independent auditor of the Company, SHINEWING (HK) CPA Limited, and reviewed the annual results of the Group for the year ended 31 December 2025. This annual results announcement is based on the Company’s consolidated financial statements for the year ended 31 December 2025 which have been agreed with the auditor of the Company.

## **CORPORATE GOVERNANCE CODE**

The Board has confirmed that the Company was in full compliance with all the applicable code provisions of the Corporate Governance Code set out in Appendix C1 to the Listing Rules during the year ended 31 December 2025.

## **MODEL CODE FOR SECURITIES TRANSACTIONS**

The Company has adopted a code of conduct regarding securities transactions by directors, supervisors and relevant employees (the “**Code of Conduct**”) on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix C3 to the Listing Rules. Having made specific enquiry to all directors and supervisors of the Company, each of the directors and supervisors confirmed he/she had complied with the required standard set out in the Model Code regarding securities transactions by directors and supervisors during the Period (for the supervisors of the Company, only for the period up to the cancellation of the supervisory committee). The Company is not aware of any non-compliance with the Code of Conduct by the relevant employees.

## SCOPE OF WORK OF SHINEWING (HK) CPA LIMITED

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of comprehensive income and the related notes thereto for the year ended 31 December 2025 as set out in this preliminary announcement have been agreed by the Group's independent auditor, SHINEWING (HK) CPA Limited, to the amounts set out in the Group's audited consolidated financial statements for the year ended 31 December 2025. The work performed by SHINEWING (HK) CPA Limited in this respect did not constitute an assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by SHINEWING (HK) CPA Limited on this preliminary announcement.

## DISCLOSURE OF INFORMATION

This announcement is published on the website of Hong Kong Stock Exchange at <http://www.hkexnews.hk> and the Company's website at <http://development.coscoshipping.com>. The annual report of the Company for the year ended 31 December 2025 will be sent by the Company to its shareholders in the manner as they elect to receive corporate communication and published on the aforesaid websites of Hong Kong Stock Exchange and the Company in due course.

By order of the Board  
**COSCO SHIPPING Development Co., Ltd.**  
**Cai Lei**  
*Company Secretary*

Shanghai, the PRC  
30 March 2026

*As at the date of this announcement, the Board comprises Mr. Zhang Mingwen (Chairman) and Mr. Wang Kunhui, being executive directors, Mr. Ip Sing Chi, Ms. Zhang Xueyan and Mr. Zheng Xiaozhe, being non-executive directors, and Mr. Shao Ruiqing, Mr. Chan Kwok Leung and Mr. Wu Daqi, being independent non-executive directors.*

\* *The Company is a registered non-Hong Kong company as defined in the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) and it is registered under its Chinese name and under the English name "COSCO SHIPPING Development Co., Ltd."*