

Stock Short Name: Ningbo Port Stock Code: 601018



# 2025

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT



### NINGBO ZHOUSHAN PORT COMPANY LIMITED

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NINGBO ZHOUSHAN  
PORT COMPANY LIMITED

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# Preface

## About this Report

### Report Introduction

This report is the third Environmental, Social and Governance (ESG) report issued by Ningbo Zhoushan Port Co., Ltd. Prior to this, the Company had published corporate social responsibility (CSR) reports for thirteen consecutive years. This report comprehensively presents the Company's practices and achievements in the areas of economic, environmental, social, and governance responsibilities for the year 2025, aiming to enhance communication with all stakeholders to meet their expectations for sustainable development and information transparency.

### Reporting Period

From January 1, 2025 to December 31, 2025, with portions retroactive to prior years.

### Reporting Boundary

Ningbo Zhoushan Port Co., Ltd. and its subsidiaries included in the consolidated financial statements.

### Reporting Cycle

The current report is an annual report.

### Basis for Preparation

This report has been prepared primarily in accordance with the following standards:

United Nations Sustainable Development Goals (SDGs)

Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)

International Organization for Standardization: Guidelines for Social Responsibility (ISO 26000:2010)

State-owned Assets Supervision and Administration Commission of the State Council (SASAC): ESG Special Reporting Guidelines for Central State-owned Enterprises Holding Listed Companies

National Standardization Administration of PRC: Guidance on Social Responsibility Reporting (GB/T 36001-2015)

China Enterprise Reform and Development Research Institute, Responsibility Cloud Research Institute: China

Enterprise Sustainable Development Report Guide CASS-ESG 6.0

Self-regulatory Guidelines for Listed Companies on the Shanghai Stock Exchange No.1-Standardized Operation

Self-regulatory Guidelines for Listed Companies on the Shanghai Stock Exchange No.2-Management of Information Disclosure Matters

Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial) Guide No.4 for Self-Regulatory Supervision on Listed Companies of the Shanghai Stock Exchange (SSE) - Compilation of Sustainable Development Reports

Wind ESG Rating Methodology

S&P Global Corporate Sustainability Assessment (CSA)

Sino-Securities Index ESG Ratings Methodology and etc.

### Sources of Information

The data is derived from the relevant statistical data of Ningbo Zhoushan Port Co., Ltd. Unless otherwise indicated, the currency units involved in this report are "RMB".

### Confirmation and Approval

This report was reviewed and approved by the Board of Directors of the Company on March 31, 2026.

### Version Notes

This English document is translated from the Chinese report. The Chinese version shall be taken as authoritative.

### Access to the Report

This report can be accessed and downloaded from the website of Shanghai Stock Exchange ([www.sse.com.cn](http://www.sse.com.cn)) or the Company's official website ([www.nbport.com.cn](http://www.nbport.com.cn)).

### Report Feedback and Contacts

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# Glossary of Terms

Short Name	Full Name / Explanation
Ningbo Port, The Company, we	Ningbo Zhoushan Port Co., Ltd.
Ningbo Zhoushan Port Group	Ningbo Zhoushan Port Group Co., Ltd.
Zhejiang Seaport Group	Zhejiang Provincial Seaport Investment & Operation Group Co. Ltd.
CMPort	China Merchants Port Group Co., Ltd.
CSRC	China Securities Regulatory Commission
SSE	Shanghai Stock Exchange
Double First-Class	World First-Class Strong Port, World First-Class Enterprise
Ningbo Ocean	Ningbo Ocean Shipping Co., Ltd.
Toumen Port	Zhejiang Toumen Port Co., Ltd.
Beilun First Container Terminal	Ningbo Beilun First Container Terminal Co., Ltd.
Beilun Second Container Terminal	Ningbo Zhoushan Port Co., Ltd. Beilun Second Container Terminal Branch
Beilun Third Container Terminal	Ningbo Beilun Third Container Terminal Co., Ltd.
Daxie Container Terminal	Ningbo Daxie Container Terminal Co., Ltd.
Beilun Ore Terminal Branch	Ningbo Zhoushan Port Co., Ltd. Beilun Ore Terminal Branch
Zhenhai Port	Ningbo Zhenhai Port Co., Ltd
Yougang Barge	Ningbo Yougang Barge Co., Ltd.
Shulanghu Company	Zhoushan Shulanghu Terminal Co., Ltd.
Taichang Wugang	Taichang Wugang Port Co., Ltd.
Wenzhou Port Group	Wenzhou Port Group Co., Ltd.
Jiaying Port	Zhejiang Seaport Jiaying Port Co., Ltd.

Short Name	Full Name / Explanation
Yongzhou Company	Zhoushan Yongzhou Container Terminal Co., Ltd.
Meidong Company	Ningbo Meidong Container Terminal Co., Ltd.
SMTL	Suzhou Modern Terminals Limited
Yiwu Port	Zhejiang Yiwu Port Co., Ltd.
NPIC	Ningbo Port Information & Communication Co., Ltd.
Logistics Group	Zhejiang Seaport Logistics Group Co., Ltd.
Ningbo Tally	Ningbo Ocean Shipping Tally Co., Ltd.
Port Service	Zhejiang Seaport Port & Shipping Service Co., Ltd.
Port area	A port area composed of docks and their supporting facilities.
Dock	Hydraulic facilities for docking vessels, loading and unloading cargo, and boarding and disembarking passengers within the port area.
Berth	Fixed positions for docking ships and loading and unloading cargo at port terminals.
TEU	It is an international unit of measurement based on a container measuring 20 feet in length, 8 feet in width, and 8.5 feet in height.
Throughput	The quantity of goods transported by water into and out of the port area within a certain period of time and loaded and unloaded by port enterprises.
Shore power	It refers to a system that provides power from the shore to the side of the ship during the docking period at the port. Shore power mainly ensures that after the ship docks, it still needs electricity for production and living on board, as well as electricity for continuous operation of auxiliary equipment.
Dual Carbon Goals	Core strategic goals for national green and low-carbon development, consisting of two phased objectives: carbon peaking (carbon dioxide emissions reach their historical peak and then decline steadily) and carbon neutrality (achieving a dynamic balance between greenhouse gas emissions and absorption within a specific period).
Zhigangtong	Zhejiang Zhigang Tong Technology Co., Ltd.

# Board Statement



The Company has always taken ESG as a core dimension of its strategic planning and deeply integrated it into the goal of "Double First-Class" development. In the 14th Five-Year Plan and medium- and long-term development strategies, we have systematically established an implementation path for the coordinated development of ESG and main businesses. We center on national strategies including "carbon peaking and carbon neutrality", "construction of a demonstration zone for common prosperity", prioritize the upgrading of green ports, integrated development of ports and cities, and enhancement of supply chain resilience as strategic focuses. Meanwhile, we actively align with industry development trends to promote the intelligent and green transformation of the Company's business.



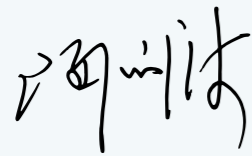
As the highest governing body and decision-maker for ESG authority of the Company, the Board of Directors has always placed the ESG strategy within the broader context of the company's development. It fully coordinates the in-depth deployment and efficient implementation of the ESG strategy, formulates and reviews the annual ESG policies, key tasks and development objectives, and regularly supervises and assesses the progress, effectiveness and performance of ESG target delivery. The Board continuously strengthens the development of ESG governance mechanisms, optimizing decision-making processes and refining management measures to ensure that, as the company advances its ESG management in a refined and standardized manner, it achieves efficient decision-making and scientific management, thereby driving the deep-rooted implementation of sustainable development principles.



With the goal of "a world first-class ESG benchmark and demonstration enterprise", we have formulated ESG assessment indicators covering low-carbon transition, green operations, workplace safety, high-quality services, efficient governance, smart ports and other aspects based on industry development trends, stakeholder expectations and our own development characteristics. When formulating the 15th Five-Year Plan, we will systematically incorporate key ESG topics such as green transition, smart operation, supply chain responsibility and governance modernization into the top-level design, and set specific objectives. Guided by these, we will pool efforts to promote the effective implementation of various ESG initiatives, continuously improve ESG management capabilities and practical results, and inject new impetus and contribute new strength to the sustainable development of the global port industry.

# Chairman's Message

Ningbo Zhoushan Port Co., Ltd. Chairman  
Tao Chengbo




The Fourth Plenary Session of the 20th Central Committee of the Communist Party of China has drawn a grand blueprint for the 15th Five-Year Plan development. The Zhejiang Provincial Party Committee and Provincial Government have prioritized the strategic task of accelerating the construction of a world first-class strong port. Having passed the 10th anniversary of the integrated reform of Zhejiang's seaports, the development landscape has taken on a brand-new look, with high spirits and vigorous momentum for progress. All staff of the seaport have thoroughly studied and implemented the spirit of General Secretary Xi Jinping's important instructions during his inspection of the Company. With lofty aspirations and determination to overcome challenges, we successfully concluded the 14th Five-Year Plan, and strive to compose a magnificent chapter of seaport employees in the new era serving national strategies and standing at the forefront of opening-up with concrete actions.

This year, we achieved a cargo throughput of over 1.22 billion tons, a container throughput exceeding 52 million TEUs, and sea-rail intermodal transport volume surpassed 2 million TEUs. The ranking of Ningbo Zhoushan International Shipping Center rose to seventh globally, achieving four consecutive leaps in five years and successfully joining the leading ranks of world first-class ports. Behind this remarkable performance is our deep integration of the ESG concept into the entire chain of port operations. With environmental sustainability, social responsibility soundness, and governance excellence, we have enabled the mission of "Linking the Globe, Serving the World" to shine more brightly in the journey of high-quality development, realizing the synchronized resonance and two-way empowerment of business growth and responsibility commitment.

We promote green development and business expansion in tandem, and build a strong ecological and environmental protection barrier with concrete actions. We stay committed to the goals of carbon peaking and carbon neutrality, and maintain stable performance in controlling comprehensive energy consumption per RMB10,000 of output value and carbon emission intensity. Guided by green indicators for business development, we strive to build a green and low-carbon port leading China in the development scale of renewable resources. We have put into operation 43.75 MW of grid-connected wind power and over

36 MW peak of distributed photovoltaic (PV) power. The number of electric trucks exceeds 800 units, electric mobile equipment exceeds 400 units, and over 110 hydrogen-powered trucks have been put into operation, forming the world's largest new energy mobile port machineries, and shore power coverage continues to upgrade with an annual usage of 25 million kWh. Taicang Wugang has been rated as the first five-star green port for iron ore docks in China, and several docks including Meishan and Yongzhou have won the four-star green port title. The development of green star-rated docks is deeply integrated with the port's core businesses, making green the most distinctive feature of the Company's development.

We focus on the core business of port operations and fulfill the social responsibility of a state-owned enterprise with caring measures. We closely follow the needs of production operations and talent development, and strengthen the cadre and talent team in multiple dimensions. A total of 80 national patents and 355 problem-solving breakthrough achievements have come from the frontline of production, leading all staff to strive for excellence through exemplary role models. Focusing on the urgent needs of employees, the "Five Deliveries of Care" service has benefited more than 1,700 employees, with 1,109 person-times of condolences and support throughout the year. The "Smart Labour Union" has made services easily accessible. We have promoted paired assistance for rural revitalization, repaid local construction with port development, and interpreted the responsibility of "win-win development between port and region" with concrete actions.

We safeguard the steady development of port business with standardized governance, and consolidate the foundation of a first-class strong port with institutional innovation. Taking intelligence and digitalization as the focus, we have upgraded the new-generation domestic Zhejiang Port business cloud platform and built an intelligent active defense system, achieving dual guarantees for port operation and information security. The internal control system has ranked first on the "Top 30 Zhejiang Listed Companies Internal Control Index" for seven consecutive years, building a solid risk control line for the efficient operation of core businesses such as containers, bulk general cargo and multimodal transport. The construction of an Incorruptible Port has been further advanced, with big-data supervision running through the entire business process, escorting the high-quality development of port business with first-class governance capabilities.

The year 2026 marks the beginning of the 15th Five-Year Plan and a critical juncture for the Company as it strives to transform from a "big port" to a "first-class port". Standing at this new historical starting point, we will continue to guide port development with the ESG philosophy, fully integrate the green development concept, continuously expand our clean energy portfolio, upgrade our green equipment system, and enhance our reputation as a green port leader. We will faithfully fulfill our social responsibilities, ensuring that development achievements benefit all port employees more equitably and empower regional economic growth. We will further advance the building of a modern governance system, using better governance and higher efficiency to underpin business expansion.

"The tide rises wide on both shores; the wind fair, a single sail hangs high". On the journey to building a strong port in the new era, only by striving to forge ahead with determination can we achieve steady and sustained progress. We will always keep in mind General Secretary Xi Jinping's earnest instructions to "work hard to build world first-class ports". We will embed the ESG philosophy deeply into the DNA of port development, interpret responsibility through solid actions, drive development with innovation, and work hand in hand with friends from all sectors. Together, we will strive to achieve new leaps in building a world first-class strong port, and make new and greater contributions to building a high-level outward-looking strong province and serving the establishment of a new development dynamic.

# About Us

## Company Introduction

Ningbo Zhoushan Port Co., Ltd. was renamed and established on September 28, 2016, after the original Ningbo Port Co., Ltd. absorbed and merged with Zhoushan Port Co., Ltd. As the core operating entity and important platform for coastal ports in Zhejiang Province, we are mainly responsible for the operation and management of Ningbo Zhoushan Port, Wenzhou Port, Jiaying Port, Taizhou Port, and Yiwu Inland Port. Our business scope includes loading and unloading operations of containers, iron ore, crude oil, coal, liquefied products, and general cargo, and we provide comprehensive services related to port operations, including tugboat assistance, terminal leasing, and end-to-end logistics, with a commitment to building a comprehensive and diversified port operation system.

### In 2025

We achieved a cargo throughput of **1.22** billion tons, up **7.2%**, and a container throughput of **52.98** million TEUs, a year-on-year increase of **11.2%**. Contributing significantly to these results, Ningbo Zhoushan Port has ranked first globally in cargo throughput for **17** consecutive years and third globally in container throughput for **8** consecutive years.

### By the end of 2025

Total Assets: RMB **123.425** billion  
Annual Operating Revenue: RMB **31.02** billion  
Annual Profit: RMB **7.215** billion



## Important Historical Development

### December 2025

- The annual container throughput of the Ningbo Zhoushan Port (port area) exceeded 40 million TEUs for the first time.

### November 2024

- Following the eighth consecutive year of Chuanshan Port Area exceeding 10 million TEUs in container throughput, Meishan Port Area has also surpassed the 10-million-TEU milestone for the first time. Ningbo Zhoushan Port has become the world's only port with two single-container terminals each handling over 10 million TEUs annually.

### December 2022

- The Company successfully spun off Ningbo Ocean to be listed on the main board of the SSE, becoming the first spin-off of A listed company in the A-share market of port and shipping in China.

### September 2022

- The Company completed a "ten-billion-level" private placement to CMport, making CMport the second largest shareholder of the Company and setting a new model for central and local cooperation.

### December 2020

- The Company acquired the competing assets in the same industry, namely Wenzhou Port Group, Jiaying Port, Toumen Port and Yiwu Port under Zhejiang Seaport Group. By equalization of equity, the substantive integrated operation and management of coastal port assets throughout the province has been achieved.

### August 2020

- The Company completed the non-public offering of stocks to Ningbo Zhoushan Port Group and Shanghai International Port (Group) Co., Ltd., achieving Cross-shareholding among large port enterprises in the Yangtze River Delta.

### March 2020

- When the General Secretary Xi Jinping inspected the Chuanshan Port Area of Ningbo Zhoushan Port, he emphasized, "We must adhere to first-class standards, achieve development and management excellence, strive to Build a World First-Class Port, and make greater contributions to national development".

### 2016

- The former Ningbo Port Co., Ltd. absorbed and merged the former Zhoushan Port Co., Ltd. by issuing shares to purchase assets, and it was renamed "Ningbo Zhoushan Port Co., Ltd." on September 28, 2016.

### September 2010

- Approved by the CSRC, Ningbo Port Co., Ltd. was officially listed on the Shanghai Stock Exchange.

### March 2008

- Ningbo Port Co., Ltd. was established by the former Ningbo Port Group as the main initiator, in collaboration with seven state-owned enterprises including China Merchants International Ports (Ningbo) Limited.

## Corporate Culture

### The "Three Ones" Cultural Objectives

**One Team:** We are committed to building a dynamic and capable excellent team. By uniting "Five Ports as One", we form a cohesive and aligned force, functioning as fingers clenched into a fist. This unity not only serves as the backbone of our vibrant and ascending enterprise but also acts as the driving force behind our focused and centralized development.

**One Culture:** We are committed to cultivating a robust port culture characterized by mutual support and solidarity. Rooted in our common heritage, we uphold the Zhejiang spirit of practical engagement, leading innovation, and pioneering excellence. By fostering a culture where service creates value and perseverance fulfills dreams, we not only perpetuate and innovate upon our corporate cultural genes but also fuel our drive to strengthen and enhance our enterprise.

**One Dream:** We are committed to realizing the dream of an exceptionally strong port. Keeping our original mission in mind, we strive towards building an international first-class strong port and creating a World First-Class port cluster. This vision is not only a collective aspiration of all our employees but also an inexhaustible driving force for the sustainable development of our enterprise.

### Cultural Theme: "Strong Port" Culture

Looking back at history, we have worked hard to start businesses, overcome difficulties, moved from inland rivers to estuaries, and then to the sea, building a vibrant source of development. The dream of a strong port is a common aspiration of generations of port workers. Looking to the future, we will continue to fight tenaciously and strive for excellence, shouldering the sacred mission of building an internationally first-class strong port. The "Strong Port" culture is the spiritual force driving the sustainable development of the enterprise.

We will follow the "Three-Step" strategic vision, accelerating the creation of an internationally renowned first-class strong port and a World First-Class port cluster, to fulfill our collective "Strong Port Dream".

### Corporate Mission: Build a World First-Class Port, Create Shared Value

**Build a World First-Class Port:** We consistently adhere to the new development concepts, accelerating the construction of an international first-class strong port and developing a World First-Class port cluster, aiming to swiftly achieve the objectives of "Four First-Class" standards and fulfill the "Strong Port Dream".

**Create Shared Value:** We consistently adhere to first-class service, and dedicated to creating the greatest value for our customers, employees, partners, society, and the nation.

### Corporate Vision: Become a World Leading Integrated Logistics Service Provider with Ports as the Core

Focusing on enhancing our core port operations, we are committed to innovative development, creating advantages in talent, service, systems, and management. We are strategically advancing the construction of "Four First-Class" standards, dedicated to becoming a leading global integrated logistics service provider with ports as the core.

### Core Values: Service Creates Value, Diligence Fulfills Dreams

**Service Creates Value:** Service is the cornerstone of enterprise development. We advocate maximizing the value for all stakeholders through service, winning customers, leading the market and rewarding society with high-quality and efficient service.

**Diligence Fulfills Dreams:** Dreams are forged through effort. We champion the principle that hard work pays off, prioritizing efficiency while considering fairness. Through persistent endeavor, we aim to realize dreams, reap happiness, and secure a promising future.

### Corporate Spirit: Devotion to the Port, Relentless Perseverance, Pursuit of Excellence

Devotion to the Port embodies a responsible spirit of ownership, characterized by loyalty to the enterprise and treating the port as one's own home. This spirit of dedicated service is pivotal in establishing a new image in the modern era.

Relentless Perseverance represents a spirit of proactive and enterprising initiative. It involves facing challenges head-on, daring to take responsibility, and being determined to advance, showcasing new achievements in the modern era.

Pursuit of Excellence is a spirit of innovation that transcends oneself. It involves relentless effort, striving for top-tier performance, and leading the forefront, creating new accomplishments in the modern era.

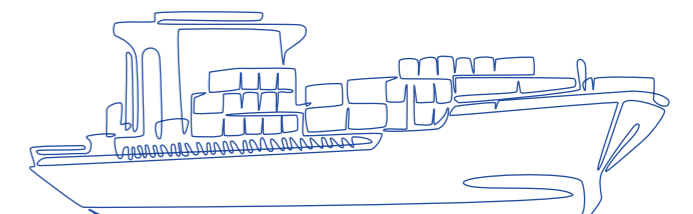
### Corporate Slogan: Linking the Globe, Serving the World, Future, Let's Go Together!

**Linking the Globe:** This embodies our vision and inclusiveness. We promote the integrated and coordinated development of the "5+1" port system and advance the "four major sectors" in a coordinated and efficient manner, fully demonstrating the ambition of the world's largest port that links rivers and seas.

**Serving the World:** This embodies our responsibility and mission. Through openness, cooperation and mutual benefit, we demonstrate the persistent pursuit of building a world first-class strong port and a world first-class port cluster, as well as the historical responsibility of contributing to a strong maritime country.

With global vision, open mind and an inclusive spirit, we inherit history and embrace the future. We will stay committed to openness, cooperation, inclusiveness, sharing and mutual benefit, and strive to create value and realize dreams for customers, employees, partners, society, the country and the world. We will advance the development of a world first-class strong port with global perspective and strategic thinking.

We declare to the world: Future, let's go together!



## Major Annual Honors

### Ningbo Zhoushan Port Co., Ltd.



Best Practice in Investor Relations Management for Listed Companies 2024

China Association for Public Companies

Best Practice Case for Annual Report Results Conference of Listed Companies 2025

China Association for Public Companies

Best Practice Case for Investor Relations Management of Listed Companies 2025

China Association for Public Companies

Class A Enterprise for Information Disclosure  
Shanghai Stock Exchange

Third Batch of Eagle Enterprises of Zhejiang Province  
Department of Economy and Information Technology of  
Zhejiang Province

Top 30 Zhejiang Listed Companies Internal Control Awards  
2025 (No.1)

School of Management at Zhejiang University

Top 100 Comprehensive Enterprises of Ningbo 2025 (No.27)  
Ningbo Enterprises Confederation, Ningbo Entrepreneurs  
Association, Ningbo Industry Economy Federation

Top 100 Value Main Board Listed Companies  
Securities Times

Best Practice Case for Listed Company Board Office 2025  
China Association for Public Companies

Best Practice Case for Listed Company Boards of Directors  
2025

China Association for Public Companies

Best Practice Case for Sustainable Development of Listed  
Companies 2025

China Association for Public Companies

Golden Information Disclosure Award 2024  
China Securities Journal

Outstanding Report on Corporate Social Responsibility (ESG)  
in the Transportation Industry  
China Association of Communication Enterprise Management

Leading Service Enterprise of Zhejiang Province 2025 –  
Global Modern Logistics Development Hub  
Zhejiang Provincial Development and Reform Commission

Top 100 Service Enterprises of Ningbo 2025 (No.9)  
Ningbo Enterprises Confederation, Ningbo Entrepreneurs  
Association, Ningbo Industry Economy Federation

The 20th Golden Round Table Awards for Chinese Listed  
Companies – Best Board of Directors  
Boardroom Magazine

Best Board of Directors Award – 2025 Listed Company  
Reputation List  
National Business Daily

ESG Value Communication Award for Listed Companies 2025  
Shenzhen Value Online • Easy-Board

### Ningbo Ocean Shipping Co., Ltd.



Outstanding Report on Corporate Social Responsibility (ESG) in  
the Transportation Industry

China Association of Communication Enterprise Management

ESG Value Communication Award for Listed Companies 2025  
Shenzhen Value Online • Easy-Board

Leading Service Enterprise of Zhejiang Province 2025 – Global  
Modern Logistics Development Hub

Zhejiang Provincial Development and Reform Commission

2025 Zhejiang Business ESG Classic 100  
Zhesang Institute

### Ningbo Port Information & Communication Co., Ltd.



Leading Service Enterprise of Zhejiang  
Province 2025 – Global Emerging  
Industry Technology Innovation Hub  
Zhejiang Provincial Development and  
Reform Commission

### Zhejiang Seaport Logistics Group Co., Ltd.



Leading Service Enterprise of Zhejiang  
Province 2025 – Global Modern  
Logistics Development Hub  
Zhejiang Provincial Development and  
Reform Commission

### Ningbo Beilun Third Container Terminal Co., Ltd.



Leading Service Enterprise of  
Zhejiang Province 2025 – Global  
Modern Logistics Development Hub  
Zhejiang Provincial Development  
and Reform Commission

### Ningbo Meidong Container Terminal Co., Ltd.



Leading Service Enterprise of Zhejiang Province 2025 – Global  
Modern Logistics Development Hub  
Zhejiang Provincial Development and Reform Commission

Grand Prize of the Science and Technology Award of China  
Ports & Harbours Association  
China Ports & Harbours Association (CPHA)

### Ningbo Beilun First Container Terminal Co., Ltd.



Outstanding Case of Corporate Social Responsibility (ESG) in  
the Transportation Industry 2025  
Association of Communication Enterprise Management

Inclusion in the Ningbo Municipal Enterprise Employee  
Innovation Workstation Construction List – North Star  
Innovation Workstation  
Ningbo Federation of Labour Unions

## Company Qualification

### Major Associations and Organizations the Company Participates In

Name of Association	Position
National Logistics Hubs Alliance	Director
Logistics Hubs Committee of China Communications and Transportation Association	Vice President
First Supervisory Board of China Ports & Harbours Association	Supervisor
China Institute of Navigation, Water Transportation Engineering Committee	Deputy Director
National Association of Financial Market Institutional Investors	Member
China Container Industry Association	Member
Zhejiang Provincial State-owned Assets Management Association	Director
Zhejiang Provincial State-owned Assets Administration Association Open Cooperation Committee	Deputy Director
The Listed Company Association of Ningbo	Vice President
The 11th Ningbo Association for Science and Technology	Vice Chairman
The Transportation Association of Ningbo	Vice President
Ningbo Institute of Internal Audit	Executive Director
Ningbo Financial Association	Director

### Main Qualification Certification of the Company and its Subordinate Units

ISO 37301 Compliance Management System Certification	Work Safety Standardization Certification (Level 1)
ISO 9001 Quality Management System Certification	Work Safety Standardization of Transportation Enterprises (Level 1)
ISO 45001 Occupational Health and Safety Management System Certification	RB/T 104 Energy Management System Certification for Transport Enterprises
APEC GREEN PORT	Five-Star China Green Port
ISO 50001 Energy Management System Certification	National High-Tech Enterprise
ISO 14001 Environmental Management System Certification	Professional Digital Profile of Crane Handling Machinery Operators
Certification of Qualification for Institution of Import & Export Commodity Inspection and Survey	CNAS (China National Accreditation Service) Laboratory Accreditation Certificate
Zhejiang Provincial CMA (China Metrology Accreditation) Certification	Work Safety Standardization Certification for General Cargo Port Enterprises in compliance (Level 1)

# 01

## Corporate Governance

Focus on Strengthening the Leadership of Party Building

Standardized Governance Consolidates Value Foundation

Safeguarding Business Integrity and Mitigating Compliance Risks

Integrity and Self-Discipline in Compliance with Business Ethics

Fair Competition and Ethical Market Conduct



Number of female directors

**1** person

Total duration of anti-corruption training

**26,857** hours

2024 annual dividend

RMB **2,101** million

2025 interim dividend

RMB **584** million

# Focus on Strengthening the Leadership of Party Building

The Company holds high the great banner of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly studies and implements the guiding principles of the 20th National Congress of the Communist Party of China, the Third and Fourth Plenary Sessions of the 20th Central Committee, the 15th Congress of the Communist Party of China Zhejiang Provincial Committee, and all plenary sessions of the 15th Zhejiang Provincial Party Committee. The company fully implements the general requirements for Party building in the new era, vigorously promotes the great founding spirit of the Party, and exercises full and strict governance over the Party in an in-depth manner. We adhere to the deep integration of Party building work with production and operation, continuously enhance the effectiveness of the initiative "Strengthen Party Building to Promote Development", and further lead high-quality development with high-quality Party building.

## Strengthen Political Construction

We always put political construction in the first place, fulfill the principal responsibility for full and strict governance over the Party, strengthen and standardize political activities within the Party, and strictly implement the "First Agenda Item" System and the system of special study prior to major decision-making, so as to strengthen theoretical arming. In 2025, the Party Committee held 20 meetings, deliberating 147 agenda items. We formulated the 2025 study plan for the theoretical study group of the Company's Party Committee, and organized special study and research on the guiding principles of important higher-level meetings such as the Fourth Plenary Session of the 20th Central Committee of the Communist Party of China and the 8th Plenary Session of the 15th Zhejiang Provincial Party Committee. We carried out study and education activities to thoroughly implement the spirit of the eight-point central regulation, organizing more than 300 special Party lectures, solidly conducted the "Four Inspections and Four Identifications" campaign, follow-up review of study and education, and the clearance of rectification issues, with all identified problems fully rectified.



## Consolidate Primary-Level Party Building

The Company earnestly implements the requirements of the "Four Synchronizations and Four Alignments" for Party building work, continuously consolidates the foundation of primary-level Party building, promotes full coverage of Party organizations and work, and effectively transforms Party building strengths into the core competitiveness for the sustainable development of the enterprise.

### Key Performance

As of the end of the reporting period, our Party Committee have a total of **255** Party organizations, including **24** Party committees, **19** general Party branches and **212** Party branches, with the primary-level Party organization system continuously improved. All Party branches organized Party members to conduct **920** study sessions through "Three Meetings and One Class" and themed Party days, guided **4,315** Party members to complete studies on the "State-owned Assets e-Learning" platform and successfully graduated.



#### Organization Building

- Optimize the set up of Party organizations to realize coverage in step with business development.
- Strengthen supervision of Party organizations at all levels and maintain dynamic clearance of non-Party member teams.
- Advance the standardized development of grassroots Party organizations and enhance and regulate grassroots organizational activities.



#### Team Building

- Built a full-chain management system for the "entry, exit, governance, nurturing, and care" of the Party member team, enhance the quality of the Party member team at the source.
- Implement regular education for Party members and build a strong professional Party-building workforce.
- Conduct the work of excellence and advanced selection within the Party to stimulate the Party member team to strive for.



#### Brand Building

- Focus on Party branches to promote the deep integration of Party building initiatives with core business.
- Deepen the advancement of civilization initiatives and built a distinctive port service brand matrix.



#### Model Education

- Select and cultivate advanced model benchmark to drive Party organizations at all levels to improve through demonstration, and guide all Party members, cadres and staff to follow examples and fulfill responsibilities.
- Conduct themed lectures and strengthen ideological guidance through advanced deeds from those around us.



Work on Appraisal and Selection of Advanced Entities and Individuals



On-site Tour Session

## Deepen "Dual Integration and Mutual Promotion"

The Company actively implements the working requirement of "Integrating the whole company, dual integration and mutual promotion", always adheres to the deep integration of Party building with production and operation, focusing on "opening-up and cooperation, reform and innovation, and tackling key problems through hard work". Centering on the objectives of the "Six Major Campaigns", the Company carries out the special initiative "Strengthening Party Building to Promote Development, Exemplifying Models to Strive for Excellence", thereby continuously advancing the dual integration and mutual promotion of Party building and business to a deeper and more substantive level.



### Construction of "Strengthen Party Building to Promote Development" Demonstration Sites

- Typical cases were summarized and developed, including the "Listing and Delisting" campaign of the General Party Branch of the Engineering Department of Beilun First Container Terminal, the "Party Member Supervisor System" of the Crane Unit Party Branch of Beilun First Container Terminal, and the "Party Member Gold Medal Mentor" initiative of the On-site Operation Party Branch of Beilun Third Container Terminal, providing replicable and scalable practical models for all business lines of the Company to deepen the integration of Party building and business operations, effectively elevating the overall level of grassroots practice in achieving Dual Integration and Mutual Promotion.



"Listing and Delisting" Campaign



### "Party Members and Cadres Taking the Lead in Demonstration" to Solve Key Problems

- Focus on promoting the continuous breakthrough of 36 projects led by Party organization secretaries, 155 research projects by leading group members, 269 innovation projects by Party branches, 4,773 practical projects by Party members, and 60 achievement projects by Youth League and youth organizations, effectively take the priorities of operation and development and the difficulties of reform and tackling key problems as the focus of Party building work, remove bottlenecks and challenges in development, and accelerate the transformation of achievements.



Party Members and Cadres Taking the Lead in Demonstration



### "Practicing the Mass Line" On-the-Job Follow-up Work

- Promote the downward extension of Dual Integration and Mutual Promotion to grassroots and frontlines, carried out regular on-the-job follow-up work by management personnel, encourage management staff to go deep into frontline teams and terminal positions for follow-up work. In 2025, a total of 2,487 management personnel participated in on-the-job follow-up of 19,045 shifts, identified and resolved 1,600 practical frontline problems, organized 41 commando teams to conduct 151 drills and practical operations.



On-site Follow-up Work



On-site Drills Organized by Production Commando Teams

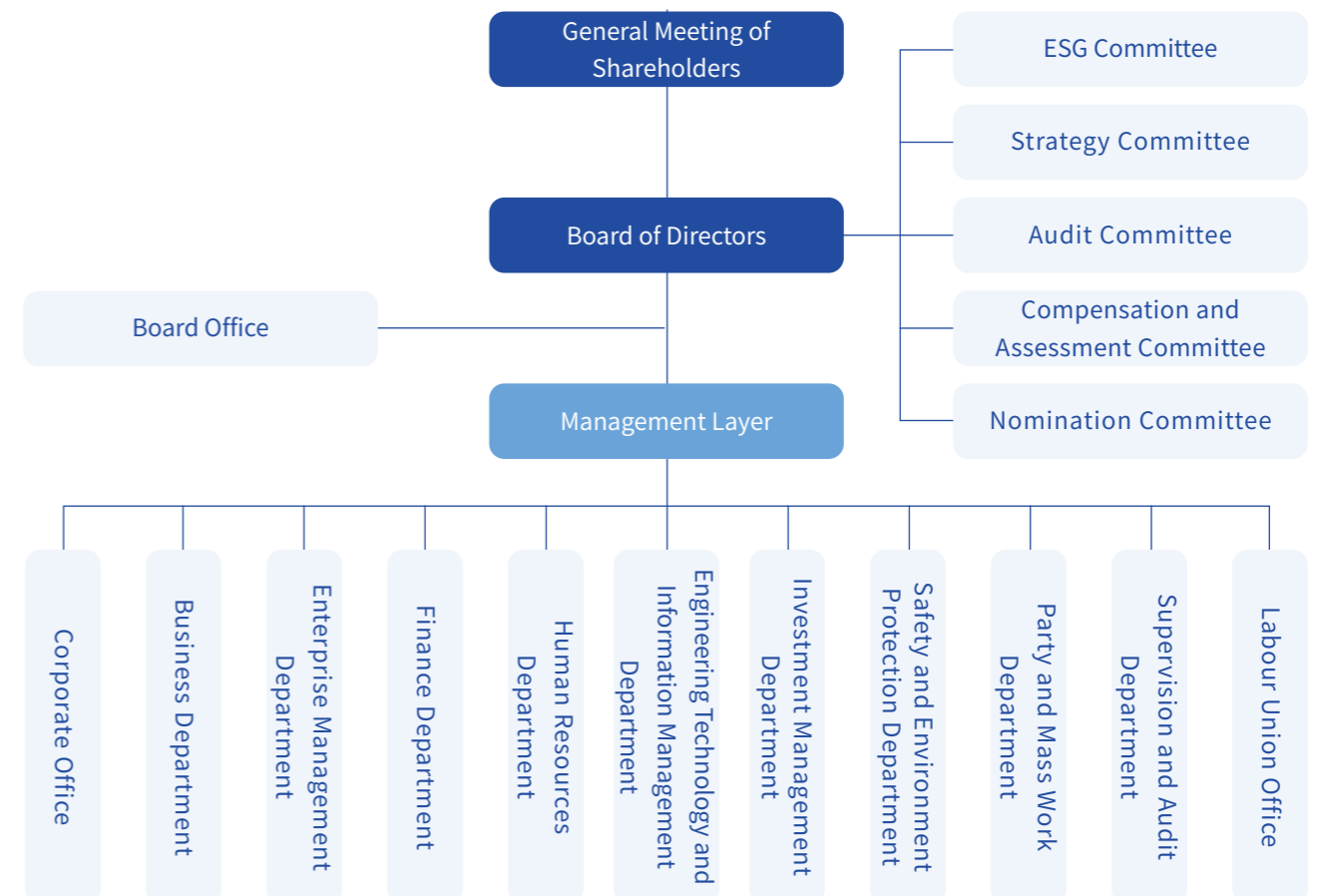
## Standardized Governance Consolidates Value Foundation


### Corporate Governance

#### Governance Structure

The Company strictly abides by the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, and other relevant laws and regulations, as well as the rules of the SSE. It has continuously improved its internal rules and regulations, including the Articles of Association, the Rules of Procedure for the Board of Directors, the Rules of Procedure for the Shareholders' Meeting, and the Work System for Independent Directors. These efforts further enhanced the Company's standardized operation and effectively protected the legitimate rights and interests of all shareholders. During the reporting period, we successfully abolished the Board of Supervisors and transferred the functions to the Audit Committee of the Board of Directors, thereby further optimizing a modern corporate governance structure characterized by clear rights and responsibilities and effective checks and balances.


#### Corporate Governance Structure





**Shareholders' Meeting**

The Company standardizes the procedures for the convening, calling and voting of the Shareholders' Meeting, and fully guarantees that all shareholders exercise their rights in accordance with the law. By deliberating and deciding on important matters such as the Company's operational guidelines and investment plans, the Shareholders' Meeting provides a clear direction for the company's development and ensures its steady growth.



**Board of Directors**

In accordance with the Company Law of the People's Republic of China and the Articles of Association, the composition of the Company's Board of Directors is reasonable and legitimate, and it strictly follows the operating mechanism of "non-executive directors outnumbering executive directors". The Board has five special committees, namely the ESG Committee, Strategy Committee, Audit Committee, Nomination Committee, and Compensation and Assessment Committee. The Board of Directors is committed to promoting the steady development of the Company, improving operational efficiency and enhancing market competitiveness.

**Key Performance**

During the reporting period held, **3** general meetings of shareholders; **9** meetings of the Board of Directors; **12** meetings of various special committees under the Board of Directors; issued **4** regular reports; disclosed **57** temporary announcements.

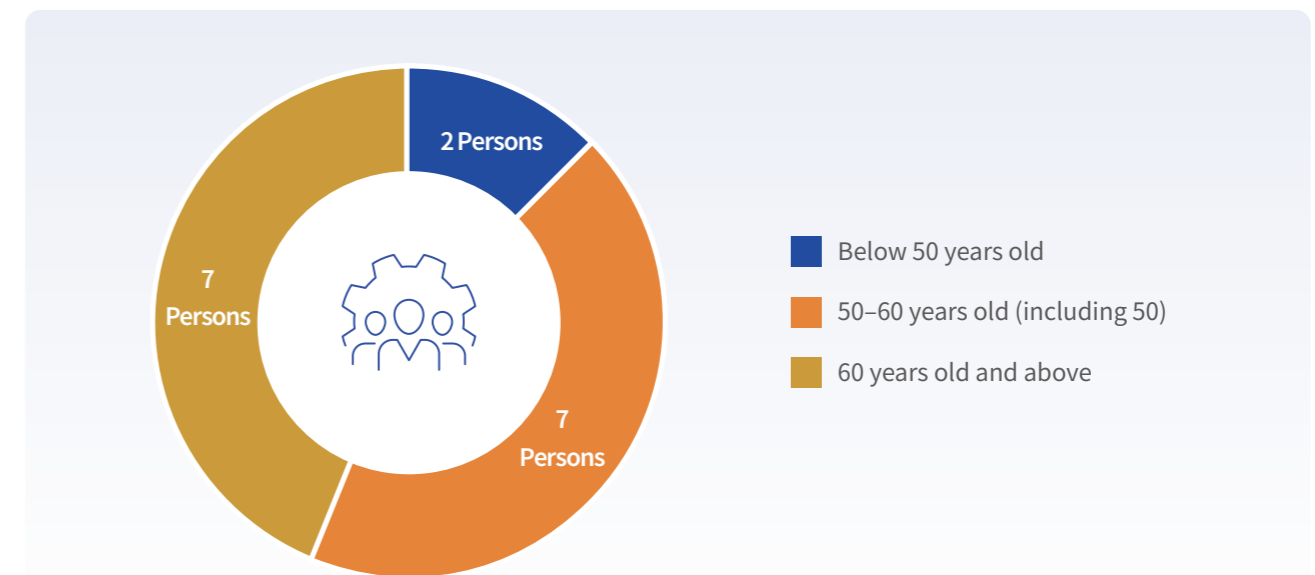
**Board Effectiveness**

With the revised Rules of Procedure for the Board of Directors as the core system, the Company clarifies the core authorities of the Board of Directors and review standards for various transactions, distinguishing voting requirements of a simple majority for ordinary matters and over two-thirds for material matters such as external guarantees. We establish a dual meeting system of "regular + temporary" to standardize the full process of proposal submission, notice, deliberation and voting. Meanwhile, we set up the Board Office as a permanent working body to ensure the implementation of affairs. The Chairman supervises the execution of resolutions and reports on progress, forming a closed loop of "decision-making – execution – supervision – feedback". The Board of Directors uniformly supervises information disclosure, discloses governance information in accordance with regulations, and voluntarily accepts oversight from shareholders, regulators and the public. Relying on professional committees such as the Audit Committee, we strengthen internal supervision to ensure the standardized performance of all functions and powers and the efficient realization of governance effectiveness.

**Board Professionalism and Diversity**

We continuously optimize the development of the Board of Directors and enhance the professionalism and diversity of our members. The current directors boast expertise in finance, law, shipping, macroeconomics and other fields, providing comprehensive professional perspectives for Board decision-making. Meanwhile, strategic investors including CMPort and Shanghai International Port Group are introduced to further diversity the composition of the Board of Directors, realize a majority of external directors over internal directors, and improve the scientificity and standardization of decision-making.

**Age Distribution of Board Members**



**Board Independence**

Multiple institutional arrangements are adopted to safeguard the independence of the Board of Directors. We specify that independent directors have no interest relationship with us and our major shareholders, and independent directors are appointed from outside the Company and account for more than half of the board members. Independent directors are entitled to special rights including independently engaging professional intermediaries and proposing the convening of meetings. All material matters involving connected transactions shall be submitted to the Board of Directors only with the consent of a majority of all independent directors, who may convene dedicated separate meetings for independent deliberation of relevant matters. We have established mechanisms including connected transaction recusal and standardized proxy attendance, to ensure that the Board performs its core duties of independent decision-making and supervision, free from any undue external interference.

## Investor Relations Management

The Company is committed to building a "three-good" listed company featuring good fundamentals, good corporate governance and good investor reputation. We have established diversified channels for investor communication and holds performance briefings following the disclosure of periodic reports, at which the chairman and/or general manager, independent directors, and other senior management attend, with a 100% online response rate to questions. We fully utilize information disclosure platform, comprehensively presenting our achievements in port operation, safety management, green and low-carbon development, social responsibility and other areas through periodic reports, ESG reports and other documents.

The Company attaches great importance to investor returns. Since our listing, we have distributed a cumulative cash dividend of RMB 18.84 billion to shareholders. As early as the ninth year after listing, we had returned all the RMB 7.4 billion of IPO proceeds to investors. In particular, over the past seven years, the annual cash dividend payout ratio reached 60% of distributable profits, which further protects the interests of investors, especially small and medium-sized investors. For 2024, we distributed cash dividends of RMB 2.101 billion, reaching an all-time high since our listing. In 2025, we launched an interim dividend of RMB 584 million for the first time. We have been repeatedly included in the annual A-share listed company cash dividend ranking list by the China Association for Public Companies.

### Key Performance

During the reporting period, the Company held **3** performance briefings and responded to **10** inquiries via the SSE E-Interaction platform.

### Case Launched of the "Investors Visit Listed Company" Event



On December 5, 2025, the series event "I Am a Shareholder – Investors Visit Shanghai Stock Exchange Listed Companies" co-hosted by the SSE and Guosheng Securities was held at our company. More than 40 investor representatives gained a comprehensive understanding of our development history and current operations through panel discussions and exhibition hall visits. Mr. Ding Songping, Director and Deputy General Manager of the Company, attended the event. We gave a detailed introductions regarding our development history, operational highlights and future prospects, and exchanged views on hot issues concerned by investors including port operation efficiency, smart port development and cost control.



Scene of Investor Exchange Activities

## Information Disclosure Management

The Company attaches great importance to information disclosure. Since its listing, the Company has ensured that periodic reports and temporary announcements are true, accurate, complete, timely and fairly disclosed, with no supplementary "patch" disclosures. We have formulated a series of systems including the Major Information Disclosure Management System, established a rigorous approval process, and clarified responsibilities for information disclosure, with announcements subject to multi-level review, specially issued implementation guidelines to enhance the awareness and capability of relevant personnel in information disclosure. We actively explore voluntary disclosure. Since 2012, we have disclosed major monthly port production data on the SSE website, setting a precedent among listed port companies. We have vigorously advanced ESG governance and published both Chinese and English versions of ESG reports for two consecutive years. Combining quantitative data and practical results, these reports fully present our core port business, smart and green development, and social responsibility commitment, establishing an image as a high-quality blue-chip listed company. Our Wind ESG rating stands at AA, ranking among the top listed enterprises in the transportation infrastructure industry. In 2025, we were awarded Grade A in the SSE information disclosure evaluation for the third consecutive year, the highest possible rating.

## ESG Management

The Company has always taken ESG as a core dimension of its strategic planning, deeply integrated it into the goal of the "Double First-Class" development, continuously improved and optimized its ESG management system, and steadily advanced the integration of ESG principles into port production, operation and management. Driven by ESG-oriented business innovation, the Company provides solid support for building a world first-class strong port.

## ESG Development Goals

### Overall Goals

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we comprehensively uphold the new development philosophy of "innovation, coordination, green, openness and shared", firmly pursue the path of sustainable development, promote the coordinated development of the "Three Models and Five Modernizations", accelerate the development of "Four First-Class", deeply embed the ESG concept, and strive to build ourselves into a world-class ESG benchmark and demonstration enterprise.

### Stage Goals



**Key Performance**

During the reporting period, **1** ESG Committee meeting was held.

As of the end of the reporting period, our Wind ESG rating had been upgraded from Grade A in the previous year to Grade **AA**.

**ESG Management System**

**ESG Management Structure**

The Company has established an ESG management system consisting of the Board of Directors, the ESG Committee, the ESG Leading Group and the ESG Working Group, forming a complete, clearly structured, well-defined and efficiently operational ESG governance framework. The job responsibilities of personnel at all levels, in all departments and positions were clearly defined, providing organizational guarantee for the implementation of all ESG initiatives.



**ESG Management Mechanism**

Through a series of institutional documents including the Working Rules of the Company's ESG Committee and the Environmental, Social and Governance (ESG) Management System, the Company strengthens the overall guidance of ESG work and promotes the standardized, institutionalized and regularized operation of ESG-related matters.

**Executive Compensation Incentives**

The Company implements an evaluation mechanism that unifies rights and responsibilities with obligations, giving equal weight to incentives and supervision, and promotes a compensation management approach that combines short-term business objectives with long-term strategic planning and integrates performance evaluations with management assessments. The compensation level of senior management personnel is linked to their respective jurisdictions of duties, and subject to comprehensive assessment against our operational development, work safety, environmental protection, energy conservation and emission reduction indicators.

**Stakeholder Engagement**

We attach great importance to communication with all stakeholders, including governments, regulators, shareholders, investors, employees, customers, business partners, suppliers, and community representatives. We continuously establish diversified and regular communication mechanisms to timely listen to and fully understand the demands and expectations of all parties. Meanwhile, we proactively respond to stakeholder concerns, effectively integrate their opinions and suggestions into our decision-making processes and operational management, continuously optimize our management practices, and achieve collaborative development with all stakeholders.

Stakeholder	Areas of Concerns	Communication Methods	Response Measures
Government and Regulatory Authorities	<ul style="list-style-type: none"> <li>Business Ethics</li> <li>Pay Tax Accordance to Law</li> <li>Response to National Strategies</li> </ul>	<ul style="list-style-type: none"> <li>Work Reports</li> <li>Stock Exchange Meetings</li> <li>Government Conferences</li> </ul>	<ul style="list-style-type: none"> <li>Integration into the National Development Agenda</li> <li>Compliant Operations</li> <li>Tax Transparency</li> </ul>
Shareholders and Investors	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Financial Performance</li> <li>Information Disclosure</li> <li>Stable Investment Returns</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders' Meetings</li> <li>Investor Hotline</li> <li>Performance Briefings</li> <li>E-Interaction Platform</li> <li>On-site Investor Visits</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of Operational Capabilities</li> <li>Annual Reports, ESG Reports and Interim Announcements</li> <li>Stable Cash Dividends</li> </ul>

Stakeholder	Areas of Concerns	Communication Methods	Response Measures
Employees	<ul style="list-style-type: none"> <li>Employee Rights and Interests</li> <li>Training and Career Development</li> <li>Democratic Communication</li> <li>Occupational Health and Safety</li> <li>Employee Care</li> </ul>	<ul style="list-style-type: none"> <li>Staff Representative Congress</li> <li>Performance Appraisal</li> <li>Petition Reception Days</li> <li>Employee Training</li> <li>Company Condolence Visits</li> </ul>	<ul style="list-style-type: none"> <li>Employee Management Systems</li> <li>Staff Development and Promotion Paths</li> <li>Occupational Disease Prevention and Physical Examinations</li> <li>Labour Union Activities</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Service Quality</li> <li>Production Safety</li> <li>Information Protection</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction Surveys</li> <li>Customer Visits</li> <li>Business Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Management Measures</li> <li>Customer Privacy Protection</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Industry Development</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Industry Forums and Conferences</li> <li>Visits and Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Launch of Strategic Cooperation</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Responsible Procurement</li> <li>Mutual Benefit and Win-Win Results</li> <li>Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Public Bidding Platforms</li> <li>Supplier Communication</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Integrity Commitment Agreements</li> </ul>
Community Partners	<ul style="list-style-type: none"> <li>Environmental Protection</li> <li>Rural Revitalization</li> <li>Public Welfare Activities</li> <li>Regional Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Public Welfare Activities</li> <li>Volunteer Activities</li> <li>Company Official Website</li> <li>WeChat Official Account</li> </ul>	<ul style="list-style-type: none"> <li>Development of Green Ports</li> <li>Advancement of Rural Revitalization</li> <li>Reduction of Logistics Costs</li> </ul>

## Materiality Assessment

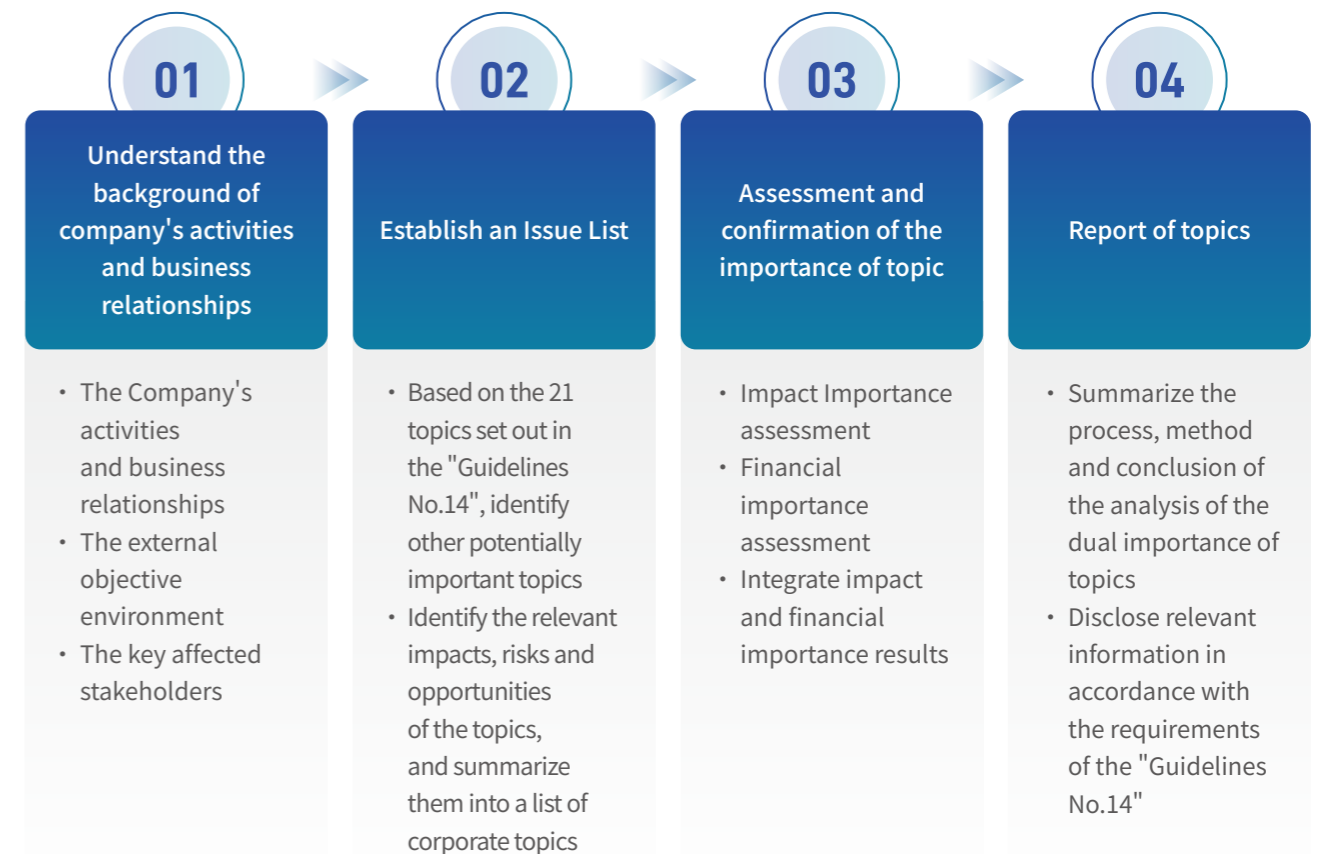
During the reporting period, we conducted a dual materiality assessment in accordance with the "Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)" (hereinafter referred to as the "Guidelines No.14") and the "Guide No.4 for Self-Regulatory Supervision on Listed Companies of the SSE - Compilation of Sustainable Development Reports" (hereinafter referred to as the "Guide No.4").

### Material Topics Analysis and Research

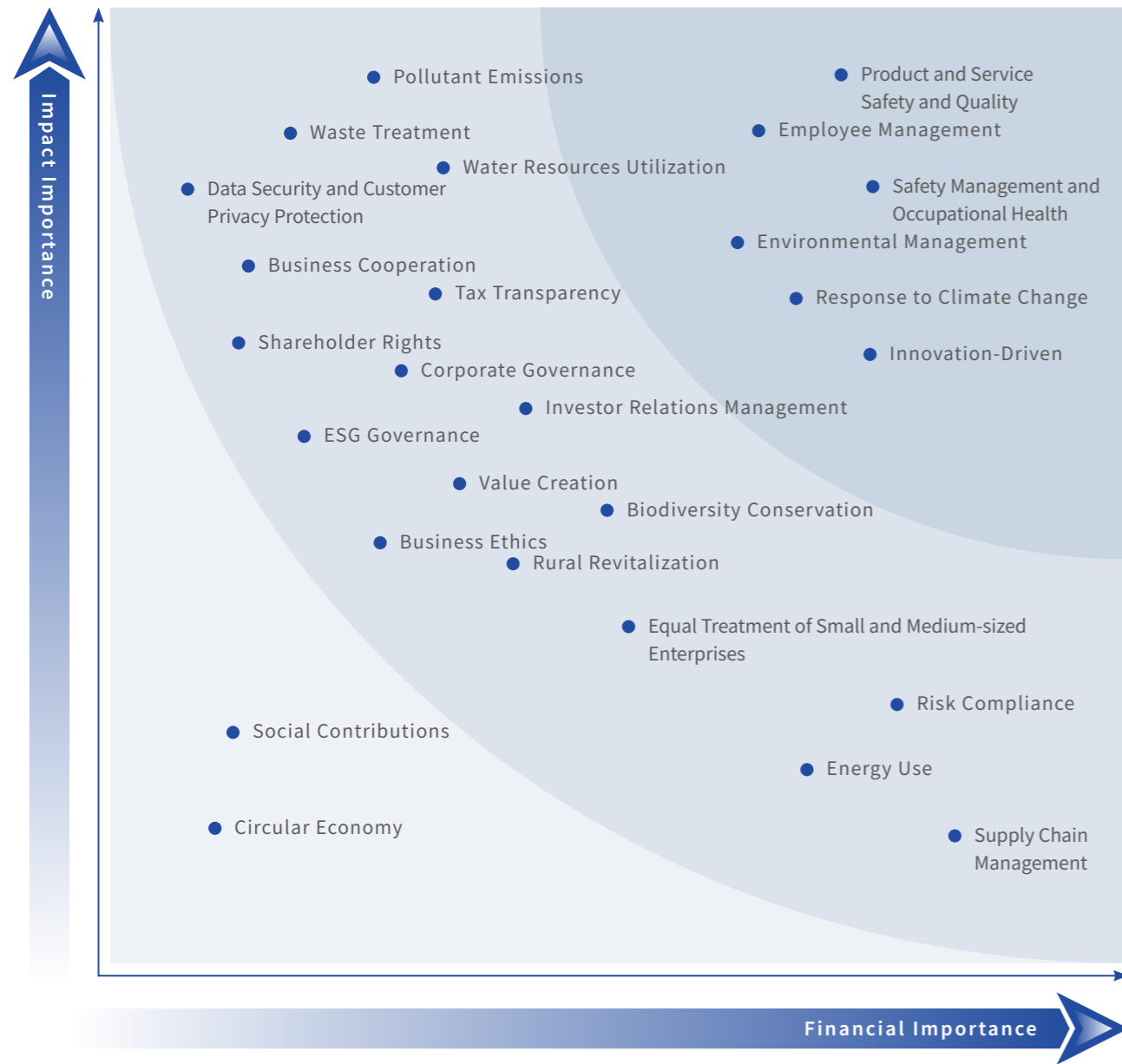
Combined with the characteristics of the port industry and actual business operations, we followed the double materiality principle of financial materiality and impact materiality, distributed the Materiality Topic Questionnaire, and comprehensively analyzed the impacts of ESG topics on our finance, economy, environment and society. We have identified 26 primary topics in total, among which 6 are classified as dual materiality topics.

We carried out in-depth ESG research, comprehensively evaluated our ESG performance, collected data through multiple channels and conducted internal departmental interviews, and performed benchmarking analysis on key topics to clarify subsequent improvement directions.

### The Assessment Process of "Dual Materiality"



Results of Material Topic Analysis



## Safeguarding Business Integrity and Mitigating Compliance Risks

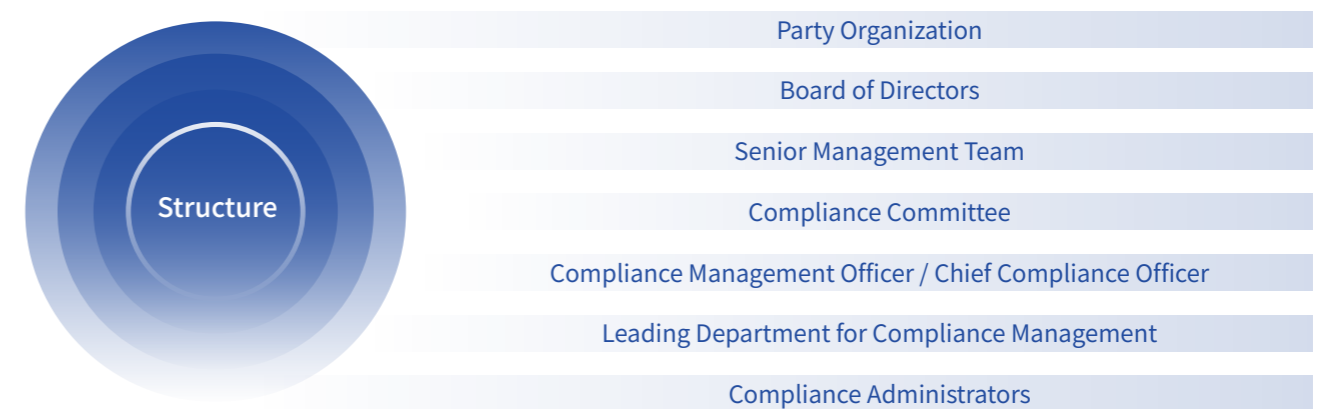
Compliance risk control serves as the core guarantee for our operation. We have always upheld the philosophy of "comprehensive compliance, substantive compliance and continuous compliance", and established a compliance risk system covering all businesses, full processes and all employees. Through institutional improvement, risk prevention and control, legal support, tax compliance, internal control enhancement and audit supervision, we consolidate operational defenses for our endeavor of building Double First-Class enterprise.

## Governance

### Compliance Management System

The Company has established a three-tier compliance management organization system consisting of the governance level, management level and implementation level, clarifying the compliance management responsibilities of the Party Committee, Board of Directors and senior management team, and forming a responsibility mechanism that "business management must include compliance management".

### Company Compliance Organization Structure



### Contract Management

Taking contract management as a key starting point, we have carried out initiatives including the Contract Text Quality Improvement Campaign, and innovatively launched programs such as the Contract Text Quality Index and standardized upgrading of contract templates. These efforts have achieved comprehensive improvement in contract text quality from top-level design to practical application. In contract implementation, we ensure 100% full coverage of legal review for all contracts. Relying on the achievements of business-finance integration, we embed compliance review nodes into the entire process from contract signing to performance, and realize real-time connection between contract management and financial accounting.



Contract Text Quality Improvement Campaign & Special Training on Business Outsourcing

## Tax Administration

The Company strictly abides by national tax laws and regulations as well as regulatory requirements for listed companies. Focusing on tax compliance, risk prevention and control, and digital transformation, the Company integrates tax administration into the entire operation process to ensure a stable and orderly tax environment.

## Construction and optimization of internal control system

The Company focuses on improving system refinement and coverage, organizes system streamlining and assessment at all levels, and continuously optimizes system content in response to updates in laws and regulations, adjustments to higher-level management systems, and feedback from grassroots units. The internal control system covers the headquarters and over 40 subordinate units, achieving full coverage of core businesses.

## Internal Audit

The Company has implemented the "4+2+X" initiative to deepen corporate governance, and carried out special audits covering production operations, engineering construction, bidding and tendering, enterprise-related third-party services, as well as business (labor) outsourcing.

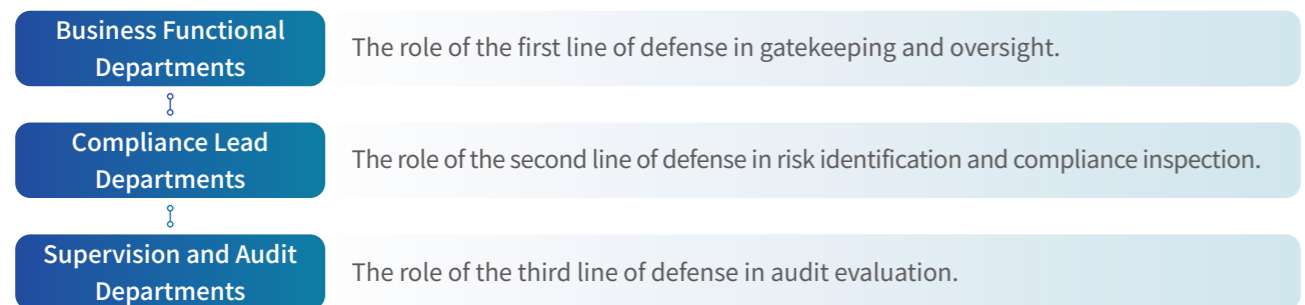
## Strategy

The Company aims at the "Double First-Class" initiative and takes the "Three Enhancements and Three Strivings" as a key driver. Adhering to the philosophy of "comprehensive compliance, substantive compliance and sustainable compliance", the Company integrates compliance, and risk control into its overall development strategy. By establishing a sound compliance and risk control system, strengthening full-process risk management and control, and promoting the standardization and digitalization of compliance management, we prevent various compliance risks in operation and management, ensure the smooth implementation of corporate strategic plans, and strive to build a world-class enterprise with excellent products, renowned brand, leading innovation and modern governance.

## Impacts, Risks and Opportunities Management

### Compliance Risk Control

The Company has established and improved the compliance risk management mechanism, formulated detailed "Implementation Rules for Compliance Risk Management", defined the responsibility of compliance risk management, effectively identified, actively managed and prevented compliance risks through "three lines of defense", and ensured the legality and compliance of business activities.



## Compliance risk identification

The Company has established a standardized compliance risk identification mechanism and issued the "Risk List of Major Compliance Obligations of Ningbo Zhoushan Port Co., Ltd. (2025 Edition)", which systematically identifies and categorizes compliance risk points in key areas including corporate governance, investment management, work safety, environmental protection, financial and tax management, and commercial bribery, with clear risk levels and prevention responsibilities. Meanwhile, the "List of Laws and Regulations Involved in Production and Operation of Ningbo Zhoushan Port Co., Ltd. (2025 Edition)" has been compiled to provide a legal basis for compliance risk identification.



## Compliance Risk Response

The Company and its subordinate units formulate compliance risk prevention measures based on the findings of risk identification, assessment and early warning. For risks that are representative, prevalent or may lead to serious consequences, we develop contingency plans and implement them into specific business processes and positions.

## Legal Affairs, Compliance and Internal Control Training

The Company regularly carries out compliance training. By leveraging campaigns including the "Zhejiang Law Publicity Month" and "Constitution Awareness Month", we conduct publicity and education including compliance knowledge popularization and legal provision interpretation, promoting the integration of compliance culture into daily operation and management, and forming a sound atmosphere where "everyone emphasizes compliance and everything abides by compliance". In May 2025, we organized a special three-in-one training on "Legal Affairs, Compliance and Internal Control", covering deputy general managers, general counsel, chief compliance officers and compliance backbones of all units. Through case explanations, practical operation analysis, research and exchange and other forms, we improved the overall compliance awareness and risk prevention and control capabilities of all employees.



Legal Knowledge Competition



special three-in-one training on "Legal Affairs, Compliance and Internal Control"



On-site Research by Shanghai Arbitration Commission



Constitution Awareness Month

## Internal Control Implementation and Risk Prevention and Control

The Company conducts internal control self-assessment in strict accordance with regulatory requirements, and establishes a mechanism of "promoting rectification through evaluation and promoting progress through rectification", strengthens the implementation of internal control defect rectification and effectiveness tracking, and improves the effectiveness of internal control implementation. Each year, we publicly disclose our Internal Control Self-Assessment Report and Internal Control Audit Report concurrently with the annual report of the listed company. We promote integrated risk management across internal control, legal compliance and audit, compile a collection of typical risk cases covering ten core business areas, and enhance internal control execution capacities of all employees.

### Tax Risk Prevention and Control

The Company establishes a monthly statistical reporting mechanism, strengthens communication with the competent tax authorities, and enhances tax compliance awareness campaigns. No major tax violations occurred throughout the year, and tax risks remained generally under control. We advance the digital transformation of tax management. The fully digital electronic invoice platform has achieved full-process invoice coverage for all our subsidiaries in Zhejiang Province, and accelerated the development of our proprietary invoice pool to improve the efficiency of tax administration.

## Indicators and Goals

### Compliance Management Indicators

#### Key Performance

As of the end of the reporting period, a total of **23** entities have obtained the ISO 37301 Compliance Management System Certification.

#### Institutional Development

In 2025, we newly formulated **3** systems, revised **20** systems and centrally abolished **2** systems; Compliance management covers our headquarters and more than **40** subsidiaries, achieving full horizontal and vertical coverage across the entire organization.

### Internal Control Indicators

The Company ranked first on the Top 30 Zhejiang Listed Companies Internal Control Index in 2025, and have been included in this index for seven consecutive years.

No major internal control risks occurred throughout 2025. A total of 48 entities have established standardized internal control systems.

## Tax Administration Indicators

In 2025, our tax payment scale grew in tandem with the growth of revenue and profits. No major tax violations occurred during the whole year. In 2025, the fully digital electronic invoice platform issued over 600,000 invoices cumulatively, with a total amount exceeding RMB 50 billion, covering over 130 internal entities and more than 800 external customers.

### Audit and Rectification Indicators

In 2025, we completed the audit of financial revenues and expenditures as well as internal control for 3 remote, scattered and peripheral subsidiaries. We organized the internal audit rectification "look back" campaign and a special inspection on material procurement below the quota, covering over 20 grassroots entities. Multiple rectification lists for identified problems were issued to push for the implementation of problem rectification and the improvement of management efficiency.

## Integrity and Self-Discipline in Compliance with Business Ethics

### Incorruptible Port

The Company has a Supervision and Audit Department as a dedicated department in charge of management work including anti-corruption, integrity in business conduct and compliance supervision. Work related to anti-corruption was coordinated and advanced by corporate directors as the supervising leader, with the responsibilities of the senior management fully implemented, to build a standardized and effective integrity risk prevention and control system.

In 2025, we strictly adhered to the integrity construction requirement of "upholding strict standards and implementing them thoroughly", properly applied the "four forms" of supervision and discipline enforcement, and continuously strengthened penalties for violations of disciplines and regulations. In 2025, discipline inspection organizations at two levels disposed of 55 problem clues, filed 22 cases, imposed Party disciplinary and administrative sanctions on 22 personnel, and handled 75 personnel through targeted application of the "four forms".

### Integrity Measures

#### Integrity Training

##### During the reporting period

The Company established **113** integrity operation posts, and carried out **1,376** themed education and training on integrity. The total duration of anti-corruption training reached **26,857** hours, covering **45,066** person-times.

## Case-Drive Correction

The Company continues to consolidate the achievements of learning and education on thoroughly implementing the Central Eight-Point Regulation. Focusing on the consolidation and expansion year of Incorruptible Port initiative themed "Rectification through Cases, Strengthened Accountability; Strict Governance with Care, Enhanced Responsibility", we promote the regular and long-term development of work style construction. We compiled and issued two issues of the Circular on Disciplinary Violations and Penalties, documented 9 typical cases for warning education, and launched the second selection of outstanding units in the construction of the Incorruptible Port. We fully leverage big data for supervision, optimize scenario-based applications including material management, bidding and tendering platform, and Kingdee financial system, and advance the standardization, specialization and systematization construction of the discipline inspection team.



Meidong Company: Organized the viewing of warning videos on disciplinary and legal violation cases



Daxie Container Terminal: Carried out integrity co-construction activities between the business acceptance center and CFS



Ningbo Tally: Carried out the "4+2+3" special inspection



Beilun First Container Terminal: Special Training on Integrity Risk Prevention & Promotion Meeting for Incorruptible Post Establishment

## Reporting Mechanism

The Company has formulated the Rules for Discipline Inspection and Supervision Petition Reporting, clarifying acceptance scope and disposal procedures for reports. We encourage employees and the public to make legitimate, orderly and truthful reports via mail, on-site visit, telephone and online channels.

### Reporting Channels



Report Hotline:  
+86-574-27695272



Report Email:  
JIWEI@nbport.com.cn

## Whistleblower Protection

### Avoidance system

- If examiners are close relatives of the parties involved or key witnesses, they shall voluntarily recuse themselves. Other relevant personnel may also request their recusal.



### Discipline of case handling

- All petition reports shall be kept strictly confidential to protect the rights and interests of informants. Reception, interviews, investigation and evidence collection shall be conducted by two or more personnel jointly. Any leakage of information shall be held accountable in accordance with regulations.



### Supervision and discipline enforcement

- Discipline inspection and supervision cadres must abide by laws and regulations, strictly observe work discipline, and must not overstep their authority to contact relevant personnel or violate confidentiality regulations. For any mistakes or serious disciplinary violations that occur during the review process, a "dual investigation for one case" mechanism will be implemented, and the direct responsibility and the responsibility of relevant leaders will be pursued.



## Supplier Integrity

We have formulated regulations including the Business Partner Compliance Management Regulations, stipulating that all parties signing contracts with us shall refrain from any conduct that may impair commercial integrity, and shall concurrently sign a compliance commitment letter.

The disciplinary inspection departments of the subordinate entities regularly conduct open and covert inspections on key third-party service institutions with business cooperation ties. They carry out systematic investigations on potential risks including abuse of port authority, petty corruption and hidden corruption arising in business operations.

## Fair Competition and Ethical Market Conduct

The Company strictly adheres to laws and regulations including the Anti-Monopoly Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China, and the Provisions on the Administration of Port Operations. We have deeply integrated anti-monopoly and anti-unfair competition requirements into our daily operations. We are resolute in preventing acts of confusion, standardizing the use of our corporate name and logos, and avoiding misleading customers. Upholding commercial integrity, we record all discounts and commissions truthfully in accounts, and reject commercial bribery and implicit benefits transfer. When providing external services, we offer equal treatment to clients under identical conditions, without setting discriminatory charges or operational thresholds. We refrain from false advertising and truthfully disclose information such as operational efficiency and service standards. Meanwhile, we fully open up contestable sectors, publicize charging items and their legal basis, and protect customers' right to independent choice. Through compliant operations, we maintain a fair competitive ecosystem in the port industry and consolidate the compliance foundation for sustainable development. During the reporting period, no lawsuits or major administrative penalties arising from unfair competition occurred.

# 02

## Environmental Performance

Pollution Prevention and Environmental Improvement

Lean Management and Efficient Resource Utilization

Low-Carbon Emission Reduction and Addressing Climate Change

Ecological Harmony and Biodiversity Protection



Achieved the  
**"3+6"** control goals

Wind power consumption  
**58,000,000** kWh

Solar power consumption  
**25,000,000** kWh

Recycled water usage  
**7,132,256** tons

representing  
**45.85%** of total water usage

# Pollution Prevention and Environmental Improvement

## Environmental Management

### Governance

Adhering to the principle of "ecological priority and green low-carbon development", we comply with relevant national laws and regulations, and continuously improve our environmental management system. We have formulated and implemented institutional documents including the Regulations on the Management of Ecological and Environmental Protection, the Environmental Sanitation Responsibility System and Assessment Measures, and the Environmental Target Management Responsibility Statement. As the competent department, the Safety and Environment Protection Department takes overall responsibility for the planning and implementation of environmental protection initiatives, strengthens supervision, guidance, inspection and assessment, presses forward environmental protection responsibilities at all levels, and ensures that all environmental protection requirements are integrated throughout the entire operation process.

The Company continues to increase investment in environmental protection, with a focus on the construction of environmental protection infrastructure and equipment upgrading and renovation, such as the construction of dust suppression facilities in storage yards, and the optimization of sewage and rainwater treatment processes, so as to comprehensively consolidate the hardware foundation for environmental management.

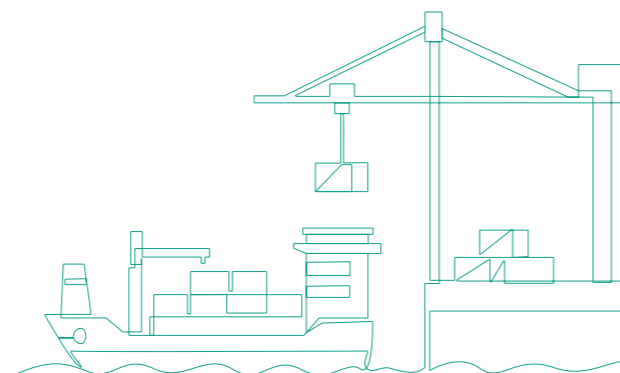
#### During the reporting period

Environmental protection investment reached RMB **360.6** million;

A total of **14** subsidiaries under the Company have successfully obtained ISO 14001 Environmental Management System Certification.

### Strategy

Guided by Xi Jinping Thought on Ecological Civilization, the Company thoroughly implements the spirit of relevant conferences on ecological and environmental protection, fosters and practices the concept of "lucid waters and lush mountains are invaluable assets". Centering on key areas including pollution prevention, ecological conservation and efficient resource utilization, we establish a systematic and regular mechanism for environmental protection advancement, and underpin the development of "Double First-Class" with high-quality ecological environment.



## Impacts, Risks and Opportunities Management

### Environmental Risk Prevention

The Company attaches great importance to environmental risk prevention and control, and continuously improves the environmental hidden danger investigation mechanism, formulates and implements the Procedures for the Identification, Evaluation, Management and Control of Environmental Aspects, the Emergency Plan for Environmental Emergencies, and the Regulations on the Investigation and Management of Environmental hidden dangers. We carry out investigations of risks and hidden dangers in all fields and establish dynamic lists, regularly conduct trend analysis of hidden danger data, and implement full-chain remediation with "one policy for one issue" based on the investigation results, forming a closed-loop management mechanism of "investigation-rectification-evaluation-optimization". We have set up an environmental emergency management organization, and organized environmental emergency drills to effectively improve the efficiency of hidden danger remediation and the capacity of joint emergency prevention and control, so as to effectively prevent environmental risks.

#### Key Performance

A total of **5** company-level environmental emergency drills (joint defense drills) were organized during the reporting period.



Conducted Joint Defense Exercises

### Environmental Education Activities

The Company attaches importance to environmental protection training, publicity and education. Combined with important nodes such as the World Environment Day, we carry out various forms of environmental publicity activities to popularize environmental protection knowledge and laws and regulations among employees and enhance their environmental awareness.

Case Publicity and Education Activities on World Environment Day in 2025



In 2025, Beilun First Container Terminal closely focused on the theme of "Beautiful China, I Lead the Way", created an immersive environmental protection atmosphere by building a three-dimensional publicity matrix consisting of large-scale publicity boards, posters and circular videos at elevator entrances. At the management practice level, led by the Engineering Department, the publicity and education activities were closely combined with green port construction and hidden danger investigation and rectification, and in-depth learning was carried out on typical cases of energy conservation, consumption reduction and pollution prevention and control to consolidate the foundation of environmental protection management. At the same time, relying on the "Polaris Safety Island" official WeChat account, an online prize-winning quiz was launched, attracting 1,931 employee participants, with 17,771 knowledge points disseminated, 4,094 visits and an average score of 92.03. Through "innovation empowerment + all staff participation", this activity achieved a dual breakthrough in publicity coverage and work promotion effectiveness, effectively played an exemplary leading role, and provided a solid awareness guarantee for the construction of a green demonstration port area.



Environmental Protection Offline Publicity and Education

Indicators and Goals

The Company has established the "Three Nos and Six Improvements(3+6)" environmental management target system, decomposed tasks at all levels and consolidated management responsibilities. Through multiple measures such as regular management and control, special supervision and technical upgrading, we ensure the effective implementation of the targets.

Three Nos

- No environmental pollution incidents at or above the general level, no general or above public health incidents, no occupational diseases cases.

Six Improvements

- Improve the proportion of reclaimed sewage and ensure that the discharged sewage meets the standard; Improve dust prevention and suppression measures to keep dust concentration below the standard value; Improve the compliance of hazardous waste storage and disposal; Improve the level of environmental protection equipment and facilities to ensure the good working condition of existing equipment; Improve the emergency response capacity for environmental incidents; Improve the management level of food hygiene, vector disinfection and prevention of major infectious diseases.

Key Performance

During the reporting period, all the "3+6" management and control targets have successfully **met** and completed. **No** major environmental incidents occurred, and there were **no** incidents of being subject to major administrative penalties by relevant departments such as the Ministry of Ecology and Environment or being held criminally responsible due to environmental incidents.

Management of "Three Wastes" Discharge

Wastewater Discharge Management

The Company strictly abides by relevant laws and regulations such as the Environmental Protection Law of the People's Republic of China, and the Water Pollution Prevention and Control Law of the People's Republic of China, as well as internal institutional documents including the Ship Pollution Prevention Regulations, Cabin Sewage and Water Management Guidelines, Domestic sewage treatment guidelines and Ship garbage management guidelines. We standardize the management of production sewage, domestic sewage, oily sewage and ship ballast water, establish clear wastewater emission reduction targets, and take a series of measures to promote the timely achievement of the targets.

Wastewater Discharge Goals

Goal



By the end of 2026, the Company's wastewater discharge intensity (tons per RMB 1 million revenue) will decrease by **2** % year-on-year.

Strategy

Strictly implement environmental compliance requirements, ensure **100**% compliant discharge of industrial and domestic wastewater by improving sewage treatment facilities and optimizing wastewater treatment processes; fully promote the construction of "zero direct discharge of sewage" port areas, reduce the total amount of pollutant emissions, improve the level of wastewater resource utilization, and minimize the impact of wastewater discharge on the surrounding ecological environment.

## Sewage Control Measures

In accordance with the requirements of "zero direct discharge of sewage", the Company improves sewage treatment facilities, equips accident fire water collection facilities and special sewage treatment systems in key areas such as oil and gas docks and chemical docks, and conducts classified collection, detection and treatment of various types of sewage before reaching the standard for reuse or being connected to the pipe network. We strengthen sewage detection, equip mobile monitoring equipment for accurate sampling and detection of port wastewater, strictly implement the mechanisms of "look back", "re-closed loop" and "repeated inspection", and form a management closed loop.

### Case The New Super-magnetic Sewage Treatment System of Beilun Ore Terminal Branch Put into Use



Beilun Ore Terminal Branch adheres to the principle of "100% collection and 100% treatment" of rainwater and sewage, and continuously improves the treatment process and reuse level. At present, the Beilun Operation Department is constructing a super-magnetic sewage treatment system, upgrading the existing four-level sedimentation tank, adding integrated super-magnetic separation equipment and related supporting facilities. The suspended solid concentration of the effluent water is stably controlled below 10-30mg/L, meeting the industrial reuse standard. Relying on the ecological environment management and control system, Zhongzhai Dock integrates multi-factor monitoring functions such as air, water quality and noise, promotes the intelligent transformation of the online sewage treatment monitoring system and reclaimed water reuse facilities, realizes the full-process intelligent scheduling of "collection-treatment-reuse" for the newly added ballast water recovery system in Zhongzhai, and comprehensively improves the efficiency of water resource recycling.



Sewage Treatment System of Beilun Ore Terminal Branch

Major pollutants in wastewater generated from our operations include chemical oxygen demand, ammonia nitrogen, total nitrogen, and total phosphorus, all of which are regulated under the pollutant discharge permit. During the reporting period, we achieved compliant discharge of our wastewater.

Pollutants	Annual Total Emissions (tons)
Industrial Wastewater Discharge	568,776
Chemical Oxygen Demand (COD)	22.94
Ammonia Nitrogen (NH <sub>3</sub> -N)	1.11
Total Nitrogen (TN)	1.34
Total Phosphorus (TP)	0.91
Biochemical Oxygen Demand (BOD)	0.27

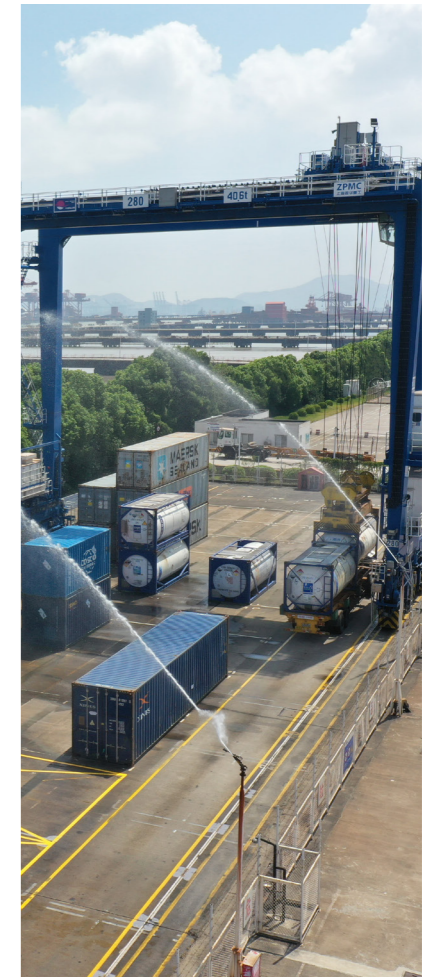
## Water Source Conservation

The Company implements a multi-pronged strategy encompassing operational controls, facility upgrades, and emergency oversight to safeguard water sources while advancing green development. Through whole-process protection, deployment of eco-friendly equipment, and coordinated emergency response mechanisms, we actively protect water source areas, achieving a win-win outcome for both ecological conservation and operational growth.

During terminal handling operations (especially for crude oil, chemical products and other hazardous cargoes), we upgrade leakage prevention facilities such as anti-seepage pallets and oil booms. High-pollution-risk operations are prohibited within and around drinking water source protection zones. We optimize vessel navigation routes to avoid core waters of primary drinking water source protection zones. Meanwhile, we strengthen water quality monitoring around anchorages and waterways to ensure that core operations including cargo handling and navigation will not compromise the safety of water sources.

We integrate environmental protection investment with port infrastructure construction. For instance, we build rainwater and sewage diversion systems and wastewater recycling devices within port areas. The recycled water is reused for operational scenarios including yard sprinkling and equipment cleaning, which reduces freshwater intake and prevents wastewater from polluting water sources. We upgrade shore power systems for vessels and promote new energy equipment such as electric container trucks to mitigate the impact of exhaust emissions and noise on the ecosystem around water source protection zones, while improving operational efficiency.

We establish an emergency linkage mechanism for water source risk response, and conduct regular leakage emergency drills in combination with vessel scheduling and terminal operation procedures. We add water source protection reviews in cargo access and operation approval procedures to impose environmental constraints throughout all core business processes, so as to achieve a win-win result of robust port development and sound ecological environment.



Reclaimed Water Sprinkling

## Exhaust Emissions Management

The Company strictly complies with the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution, and other applicable laws and regulations. We have established internal regulations including the Regulations on the Management of Ecological and Environmental Protection and the Management Standards for Dust and Wastewater Pollution Control, clarifying requirements and goals for air emissions, particularly for operations involving crude oil, refined oil products, and bulk cargo handling. The Board of Directors is responsible for decision-making on major issues such as investment in environmental protection facilities. The deputy general manager in charge oversees overall environmental protection work, and the Safety and Environment Protection Department undertakes daily waste gas control. By integrating regular supervision and inspections with special rectification actions, we consolidate the primary responsibilities of all subordinate units for exhaust gas management, so as to prevent adverse impacts on employees, local residents and other stakeholders.

Our waste exhaust pollutants include conventional pollutants and characteristic pollutants, all of which are under the management scope of the pollutant discharge permit. During the reporting period, real-time monitoring was implemented for vessel exhaust gas, bulk cargo dust and volatile organic emissions from oil loading and unloading. No excessive emissions were recorded in either organized or unorganized emission sources.

## Exhaust Gas Control Measures

### Strengthen Windbreak and Dust Suppression

- For bulk cargo operations such as coal and ore handling, we have fully deployed special equipment including cleaning machines, dust collectors and mist sprayers, and implemented comprehensive dust prevention measures at bulk cargo yards. Beilun Ore Terminal Branch has newly constructed dust control nets at No. 5-8 and on the southern side of Zhongzhai Yard to minimize dust pollution to the greatest extent.

### Enhance Daily Inspection and Maintenance

- We conduct special inspections on vapor recovery units, and urge entities including Zhenhai Port and the Yougang Barge to strictly abide by operating procedures and strengthen routine maintenance and management.

### Improve Air Monitoring Capacity

- We continue to upgrade air monitoring equipment. Meidong Company has completed the construction of the online vessel exhaust monitoring system and ambient air quality monitoring system, enhancing real-time monitoring capacity of waste gas emissions.

Pollutants	Annual Total Emissions (tons)
Total Exhaust Emissions	23,487
Particulate Matter (PM)	7,140
Sulfur Oxides (SO <sub>x</sub> )	4,888
Nitrogen Oxides (NO <sub>x</sub> )	15,867

## Waste Management

The Company strictly complies with the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes, the Measures for the Administration of Permit for Operation of Dangerous Wastes, and other relevant laws and regulations. We have formulated the Management Measures for Waste Materials to clarify classification standards, collection and storage specifications, and disposal procedures for general waste and hazardous waste. The Safety and Environment Protection Department oversees related work to advance green port operations.

### General Waste

- Designated storage and centralized collection;
- Entrust qualified third-party units for proper disposal;
- Enhance recycling and reuse.

### Hazardous Waste

- Equipped with dedicated hazardous waste storage warehouses and intelligent hazardous waste weighing system;
- Formulated hazardous waste management plans and signed agreements, entrusting licensed hazardous waste treatment companies for transportation, harmless disposal, or comprehensive utilization.

## Case Recyclable Materials Re-purposing

Beilun Ore Terminal Branch implemented classified management while re-purposing recyclable materials to promote resource circulation. Persisting in repairing and reusing old materials to reduce costs and improve efficiency is also a necessary path toward building a green port.

At the Zhongzhai Complex green belt, abandoned steel structure off-cuts were used to create a five-pointed star structure showcasing the "Red Terminal" dock culture. Small windmill structures were made from discarded galvanized pipes around the mechanical repair workshop. At the workshop entrance, flower boxes were crafted from used tires, and rest benches made from discarded oil drums were installed to enhance the overall environment.



Recyclable Materials Re-purposing at Beilun Ore Terminal Branch

## Key Performance

During the reporting period, total hazardous waste disposal amounted to **1,747** tons; total general waste disposal amounted to **21,308** tons.

## Noise Management

The Company prioritizes the procurement of low-noise equipment to minimize operational noise at the source. In conjunction with warning signs, horn prohibition and speed limit regulations, we strengthen on-site management and control. Meanwhile, we build green barriers and carry out corridor reconstruction to achieve physical isolation. Through multiple measures, we mitigate environmental disturbance and safeguard the health and safety of employees and surrounding residents.

Replacement of Bulldozers with New GB-compliant Single-bucket Machines



# Efficient Resource Utilization through Lean Management

## Water Resource Utilization

The Company continues to refine its water resource management system, having established the Regulations on Water Resources Protection and Management to define end-to-end management requirements for water conservation, recycling, and pollution prevention. The Safety and Environment Protection Department leads the coordination of water resource management initiatives, while all subsidiary entities implement their respective accountabilities, ensuring comprehensive responsibility coverage across both horizontal and vertical dimensions.

### Goal Planning

Water resources of the Company are primarily deployed for port production operations and ancillary support functions, including bulk cargo yard sprinkling and dust suppression, dock equipment cleaning, and employee domestic use. To effectively control water consumption, we have defined core control indicators for 2025 and promoted the achievement of goals.

### Water Resource Control

#### Goal



By the end of 2026, water resource usage intensity will decrease by 2% year-on-year and the proportion of recycled water will increase by 2%.

#### Strategy

Continuously optimize the port water supply and consumption system by expanding rainwater harvesting and reclaimed water reuse scales to enhance the utilization rate of non-conventional water sources. Building on this foundation, leverage refined management measures to strictly control total fresh water intake and unlock the full potential of water recycling, thereby achieving circular and efficient water resource utilization.

#### Key Performance

During the reporting period: Fresh water intake reached **8,424,101** tons;  
Recycled water usage reached **7,132,256** tons, representing **45.85%** of total water usage;  
Total water resource usage reached **15,556,357** tons;  
Water resource usage intensity reached **501.49** tons per RMB 1 million revenue.

## Water Sources Conservation Measures

### Strengthen the Circular Utilization System

Optimize rainwater and sewage treatment processes to enhance the port wastewater collection and treatment capacity, expand the application ratio of reclaimed water in scenarios including terminal surface sprinkling, equipment washing, and green space irrigation to reduce fresh water consumption. Enhance the operation and maintenance of rainwater collection systems to fully utilize natural water resources for production supplementation, increasing the utilization rate of non-conventional water resources.

### Promote Water-Saving Technologies and Equipment

Comprehensively deploy water-saving devices including sensor faucets to eliminate domestic water waste at the source. Conduct routine inspections and upgrades of the port water supply pipelines to reduce the pipeline leakage rate.

### Intensify Education and Awareness

Implement water conservation campaigns to disseminate practical water-saving techniques to employees. Display water-saving signage in operational areas and office spaces to foster a strong culture of "everyone saving water, in everything we do, at all times".

## Energy Management

### Governance

The Company advances the development of energy management system, continuously improves internal rules including the Measures for Energy Conservation Management, and the Measures for Power Supply and Consumption Management. New systems have been issued, such as the Specifications for Application and Management of Port New Energy Equipment, and the Interim Measures for Carbon Asset Management, establishing a comprehensive institutional framework covering energy procurement, consumption, recycling, and emission reduction. One dedicated Vice General Manager has been appointed to oversee energy affairs, with annual energy-saving and carbon intensity indicators integrated into the key task list and cascaded down to all grassroots energy-consuming entities. The Engineering Technology and Information Management Department serves as the lead department for energy management, responsible for setting and assessing energy-saving indicators for grassroots entities, thereby providing robust support for the Company's green and low-carbon operations.

### Strategy

Aligned with Dual Carbon Goals, the Company implements an energy strategy centered on cleanliness, low-carbon development, safety, efficiency, and smart collaboration, deeply integrating energy transition with port development. Focusing on four strategic directions namely energy cleanliness, electrification of energy consumption, intelligent management, and collaborative carbon reduction, we develop renewable energy projects, promote new energy equipment, construct smart energy systems and enhance green fuel services. These efforts accelerate the development of a new-type port energy system, positioning a benchmark for green and low-carbon ports.

## Impacts, Risks and Opportunities Management

### Diversified Supply, Green at Source

The Company fully leverages its natural endowments and spatial resources to continuously expand the deployment of renewable energy projects. Through the coordinated operation of distributed photovoltaic (PV) systems, wind power generation, energy storage systems, and hydrogen energy facilities, we reduce our reliance on traditional fossil fuels. In 2025, our total green power generation exceeded 83 million kWh, providing stable, clean, and low-carbon energy support for port production and operations, thereby reducing carbon emission intensity at the source.

Case

Grid Connection and Operation of Ningbo Zhoushan Port's Largest Rooftop Distributed PV Project



In May 2025, Zhejiang Seaport Smart Energy Company successfully completed the grid connection of a batch of PV projects in Digital Cross-border Logistics Company, Nanjing Mingzhou, Wenzhou Zhuangyuanao and other companies, with a total installed capacity of 15.94 MW. Among them, the 6 MW project of Digital Cross-border Logistics Company is the largest rooftop PV project in the port area in terms of installed capacity. The cumulative installed capacity of smart energy distributed PV projects has reached 17.45 MW, with an estimated annual power generation of 20 million kWh. It is equivalent to an annual reduction of approximately 10,800 tons of CO<sub>2</sub> and other greenhouse gases (GHG). Rooftop PV projects with a capacity of over 25 MW have been connected to the grid at multiple sites including Nanjing Mingzhou, Zhoushan Zongbao Zone, Meishan Digital Cross-border Logistics, Meishan Yuanda Warehouse, Haiyan Port Area, Beilun First Container Terminal and Wenzhou Zhuangyuanao Port Area. The overall PV installed capacity has exceeded 36 MW.



Distributed PV Projects

Equipment Substitution for Lower-Carbon Operations

The Company is comprehensively advancing energy substitution for port operating equipment, building a full-scenario green equipment system covering container trucks, mobile machinery, port machinery, and vessels. Through the large-scale introduction of electric equipment, pilot hydrogen energy applications, and the retrofit of traditional port machinery power systems, we are transitioning operational processes from "fossil fuel dependence" to "clean energy leadership". In 2025, the proportion of new energy mobile machinery increased significantly, reducing CO<sub>2</sub> emissions by over 13,000 tons for the full year. While lowering environmental impact, this initiative has also enhanced operational efficiency through reduced energy consumption costs.

Case

Ningbo Ocean's 740TEU Full Electric Container Vessel Project Selected as a National Green and Low-Carbon Demonstration Project



To promote the zero-carbon transformation of the shipping industry, Ningbo Ocean has implemented its green development philosophy by initiating the construction of the world's largest and China's first batch of 10,000-ton-class 740TEU full electric container vessels. Equipped with intelligent green equipment, these vessels achieve zero emissions throughout both operation and berthing. The project has been successfully selected for the national second batch of Demonstration Projects Featuring Advanced Green and Low-Carbon Technologies, with the first vessel launched on September 29, 2025.



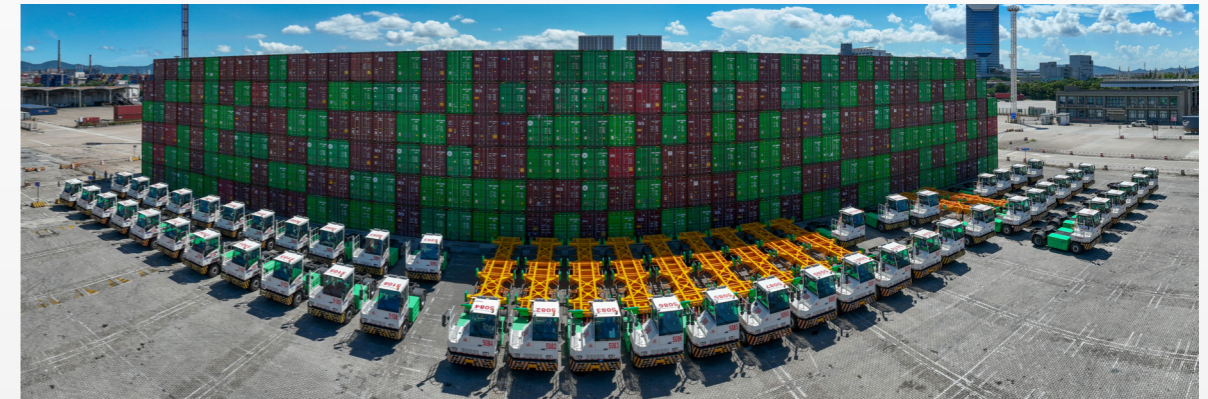
10,000-ton-class 740TEU Full Electric Container Vessel

Case

92 New Electric Container Trucks Fully Delivered and Put into Operation at Beilun First Container Terminal



To advance the development of a green and low-carbon terminal, Beilun First Container Terminal vigorously promotes clean energy equipment. A total of 92 newly added electric container trucks have all arrived at the port, lifting the proportion of electric container trucks above 50%. Upon full deployment, these vehicles are projected to reduce CO<sub>2</sub> emissions by approximately 3,818 tons annually and save energy costs by approximately RMB 10.58 million, supporting the optimization of the terminal's energy structure.



Electric Container Trucks

Value-Added Services and Supply Chain Decarbonization

Capitalizing on its strategic position as a key port hub, the Company deeply integrates low-carbon energy transition with industrial chain collaboration. By enhancing green fuel services, optimizing transport structures, and establishing industry benchmarks, we expand carbon reduction efforts from internal port operations to the whole supply chain, and lead the green transformation of the port and shipping industry.

Case

Fulfilling Zhejiang Province's First Marine Green Methanol Bunkering Operation



Responding to global shipping decarbonization pressures and environmental regulations issued by the IMO (International Maritime Organization), Ningbo Zhoushan Port bunkered green methanol for the vessel COSCO SHIPPING Libra berthed at Meishan Port Area in September 2025, marking the official launch of Zhejiang Province's first marine green methanol bunkering business. Ningbo Zhoushan Port has become one of the few domestic ports capable of providing three types of green fuel bunkering services, namely Liquefied Natural Gas, biofuel and methanol, injecting fresh momentum into the construction of the Yangtze River Delta shipping hub.



Green Methanol Bunkering

### Digital Empowerment and Refined Operations

The Company leverages digital transformation to drive quality and efficiency improvements in energy management. By establishing an integrated management platform, deploying intelligent dispatch systems, and refining energy consumption monitoring mechanisms, we achieve precise accounting of energy consumption, intelligent regulation of equipment operation, and closed-loop optimization of management processes. This transition shifts energy management from "experience-based" to "data-driven and intelligent" practices. Additionally, a regular energy audit mechanism has been instituted, conducting comprehensive audits of major energy-consuming entities every three years to accurately identify energy-saving potentials. The ETMS system enables monthly reporting and dynamic tracking of energy-saving targets for major energy consumers, ensuring controlled progress against objectives.

#### Case Meidong Company Launches Integrated Energy Management System



To ensure power stability and achieve energy visibility for its "10-million TEU capacity" terminal, Meidong Company officially launched its integrated energy management system. Based on a "wind-solar-storage" integrated energy management platform, the system consolidates four major energy forms, interconnects multiple independent subsystems, and adds five core functionalities. It enables real-time energy monitoring, intelligent regulation, and paperless operations & maintenance (O&M). By replacing manual inspections, the system significantly reduces work order processing time and enhances O&M and management efficiency. This advancement propels the port area's energy management into a new phase of intelligent control, supporting the green and low-carbon transformation of energy systems.



Integrated Energy Management System

The Company carries out energy conservation and emission reduction awareness campaigns and knowledge competitions for employees, advocating strict control over the use of office air conditioning and lighting. The utilization rate of LED lighting in storage yards, large equipment, and office areas has exceeded 90%. Energy management principals and officers from key energy-consuming entities participate in training programs such as the energy management personnel training courses organized by Ningbo City, so as to enhance their energy management skills and professional competence.

### Indicators and Goals

The Company formulates its 2025 energy control targets in accordance with national policies on energy conservation and carbon reduction, industry green development standards, and its medium-and-long term ESG planning.

#### Energy Control Goals

Deepen the green transformation of the energy structure, intensify the deployment of renewable energy such as wind and solar power, continue to promote new energy equipment such as electric container trucks and green port machinery, and increase the proportion of clean energy usage. Simultaneously, optimize the energy consumption structure, strengthen smart energy management, and promote a continuous decline in energy consumption per unit of output, contributing to the achievement of carbon peaking and carbon neutrality goals.

The Company's energy consumption covers direct energy (gasoline, diesel, natural gas, fuel oil, etc.) and indirect energy (purchased electricity, wind power, solar power, purchased steam, etc.), forming a diversified energy consumption structure.

Energy Type	Indicators	Unit	2025 Usage Volume
Direct Energy	Gasoline	tons	1,397
	Diesel	tons	88,267
	Natural Gas	m <sup>3</sup>	462,210
	Liquefied Natural Gas	tons	807
	Fuel Oil	tons	185,340
Indirect Energy	Purchased Steam	GJ	3,073
	Purchased Electricity	kWh	827,002,945
	of which: Wind Power	kWh	58,000,000
	of which: Solar Power	kWh	25,000,000
	Renewable Energy Consumption	kWh	83,000,000
	Renewable Energy Proportion	%	2
Comprehensive Energy Consumption	Total Comprehensive Energy Consumption	tons of standard coal	499,169
	Comprehensive Energy Consumption Intensity	tons of standard coal / RMB 1 million revenue	16.09

## Response to Climate Change

In active response to the national Dual Carbon Goals strategy, the Company takes low-carbon emission reduction as a key focus, and regards addressing climate change as a core responsibility for sustainable development. We proactively shift toward a green and low-carbon operation model in daily management, and realize coordinated progress in environmental performance and business growth.

### Governance

#### Governance System Development

The Company attaches great importance to the source control of climate risks. The Board of Directors oversees overall progress and coordinates the implementation of management measures such as climate risk identification, scenario analysis, and emission reduction initiatives, ensuring the deep integration of climate management with port operations.

Climate Change Control Entity	Role	Responsibilities
Board of Directors	Highest Decision-Maker	Fully responsible for the strategic layout and advancement of climate change responses, and formulates and reviews the effectiveness of the Company's climate change management and internal control systems.
ESG Leading Group	Corporate Management	Assessing climate-related impacts, risks, and opportunities; Tracking and supervising key climate indicators and GHG emission reduction progress; Maintaining close communication with stakeholders on climate-related matters and conducting awareness and capacity-building initiatives; Regularly reporting to the Board of Directors to ensure the implementation of all tasks and responsibilities.
Relevant Units and Departments	Executive Team	Implementing climate change policies and strengthening actions; Organizing inter-departmental collaboration to advance various tasks and regularly reporting to the ESG Leading Group and the Board of Directors to ensure the scientific and orderly progress of climate-related work.

## Strategy

The Company has conducted a comprehensive climate risk screening tailored to the specific characteristics of the port industry and its own operational realities. Through an in-depth analysis of exposure and vulnerability to climate hazards, the Company has systematically identified key risk points that could have a material impact on its financial performance and strategic objectives.

### Physical Climate Risks (Acute Risks)

Risk Categories	Risk Factors	Analysis of Potential Financial Impacts	Scope of Enterprise Impact (Upstream, Operations, Downstream)	Time Horizon (Short-term: <3 years; Mid-term: 3-5 years; Long-term: >5 years)	Core Response Measures
Physical Risks: Acute	Typhoon	<b>Revenue reduction:</b> Suspension of port operations directly reduces current throughput revenue. <b>Asset impairment:</b> Strong winds damage precision handling equipment (e.g., quay cranes), resulting in unexpected repair costs or asset write-offs. <b>Cost volatility:</b> In 2025, the average berthing efficiency of container vessels across the port increased by 9.6%, with an average waiting time of 15.46 hours.	Operations, Downstream	Short-term	<ol style="list-style-type: none"> <li>Establish a digital typhoon emergency management system with real-time linkage to meteorological monitoring.</li> <li>Enhance the wind resistance rating of terminal equipment and improve asset insurance coverage.</li> </ol>

Risk Categories	Risk Factors	Analysis of Potential Financial Impacts	Scope of Enterprise Impact (Upstream, Operations, Downstream)	Time Horizon (Short-term: <3 years; Mid-term: 3-5 years; Long-term: >5 years)	Core Response Measures
Physical Risks: Acute	Fog-related Navigation Disruptions	<b>Operational costs:</b> Delays (4h/call) increase vessel detention costs and reduce terminal berth turnover rates. <b>Efficiency losses:</b> Fluctuations in navigability during fog affect gross profit margins.	Operations, Downstream	Short-term	<ol style="list-style-type: none"> <li>Upgrade fog navigation technologies (e.g., 5G + AIS) and promote all-weather intelligent piloting.</li> <li>Optimize scheduling processes and utilize coordination mechanisms to improve post-fog recovery efficiency.</li> </ol>

### Physical Climate Risks (Chronic Risks)

Risk Categories	Risk Factors	Analysis of Potential Financial Impacts	Scope of Enterprise Impact (Upstream, Operations, Downstream)	Time Horizon (Short-term: <3 years; Mid-term: 3-5 years; Long-term: >5 years)	Core Response Measures
Physical Risks: Chronic	Sea Level Rise	<b>Shortened asset lifespan:</b> Saltwater corrosion accelerates the depreciation of fixed assets, reducing residual value. <b>Increased capital costs:</b> Additional capital expenditure is required to prevent backflow by upgrading terminal drainage and protection systems.	Operations	Long-term	<ol style="list-style-type: none"> <li>Raise the design elevation of new terminals.</li> <li>Adopt new high-performance anti-corrosion building materials.</li> </ol>
	Rising Temperatures	<b>Energy expenditure:</b> Surging demand for cooling power directly increases operating costs. <b>Labor costs:</b> Indirect financial costs arising from high-temperature subsidies, employee health protection investments, and efficiency losses.	Operations	Mid-to-Long-term	<ol style="list-style-type: none"> <li>Promote energy-efficient optimization of port green lighting and automated equipment rooms to reduce cooling energy consumption.</li> <li>Construct automated/remote-controlled terminals to reduce the exposure risk of manual labor in high-temperature environments.</li> </ol>

### Transition Risks

Risk Categories	Risk Factors	Analysis of Potential Financial Impacts	Scope of Enterprise Impact (Upstream, Operations, Downstream)	Time Horizon (Short-term: <3 years; Mid-term: 3-5 years; Long-term: >5 years)	Core Response Measures
Transition Risks	Energy Structure Adjustment	<p><b>Research and development (R&amp;D) and equipment costs:</b> R&amp;D investment reached RMB 389.83 million in 2025, impacting short-term profits and taxes.</p> <p><b>Early asset disposal:</b> Legacy equipment such as traditional fuel-powered container trucks faces impairment pressure due to premature phase-out.</p>	Upstream, Operations	Short-term	<ol style="list-style-type: none"> <li>Continue to advance the "Oil-to-Electric", "Oil-to-Gas" and hydrogen demonstration applications.</li> <li>Construct distributed wind, solar, and energy storage systems within the port area to increase self-sufficiency in green power.</li> </ol>
	Policy Compliance	<p><b>Compliance costs:</b> Labor and system investment costs required for maintaining Scope 1/2/3 carbon accounting.</p> <p><b>Potential taxes/fees:</b> Expenditures for purchasing carbon allowances if included in the carbon market.</p>	Upstream, Operations, Downstream	Mid-term	<ol style="list-style-type: none"> <li>Digitally manage energy ledgers to ensure carbon accounting meets regulatory requirements.</li> <li>Set targets to guide business divisions in proactively reducing carbon footprints.</li> </ol>
	Stakeholder Concerns	<p><b>Financing costs:</b> Poor green performance may lead to rising premiums on ESG bond financing or divestment by ESG funds.</p> <p><b>Brand value:</b> Negative reputation affecting major client occupancy decisions (e.g., supply chain assessments by shipping giants).</p>	Operations, Downstream	Short-term / Mid-term	<ol style="list-style-type: none"> <li>Enhance ESG disclosure transparency and proactively engage with major rating agencies.</li> <li>Conduct targeted ESG brand promotion to reinforce the green label of a "World First-Class Strong Port"</li> </ol>

### Opportunities

Opportunity Categories	Opportunity Factors	Analysis of Potential Financial Impacts	Scope of Enterprise Impact (Upstream, Operations, Downstream)	Time Horizon (Short-term: <3 years; Mid-term: 3-5 years; Long-term: >5 years)	Core Response Measures
Operational Resilience-Driven Efficiency Opportunities	Operational Efficiency and Customer Stickiness	<p><b>Turnover rate improvement:</b> Stable operational capability under extreme weather directly translates into increased port throughput efficiency.</p> <p><b>Market share growth:</b> Enhances attractiveness to major global shipping routes and strategic clients, consolidating core competitive barriers.</p>	Operations, Downstream	Long-term	<ol style="list-style-type: none"> <li>Establish a highly sensitive extreme weather early warning mechanism.</li> <li>Implement coordinated scheduling under complex climatic conditions to maintain operational continuity.</li> </ol>
Transformation Opportunities Driven by Low-Carbon Tech Innovation	Energy Cost Optimization and Financial Support	<p><b>Cost control:</b> Green power and energy-saving projects effectively reduce long-term energy operating expenses.</p> <p><b>Capital gains:</b> Access to special subsidies for "Green Port" construction and low-cost green financial support.</p>	Upstream, Operations	Mid-to-Long-term	<ol style="list-style-type: none"> <li>Implement integrated wind-solar-storage projects.</li> <li>Actively apply for national and local green port demonstration projects.</li> </ol>
	Expansion of Low-Carbon Value-Added Services	<p><b>New business revenue:</b> Under the context of carbon tariffs, develop new low-carbon shipping markets by providing carbon footprint tracking services.</p> <p><b>Competitiveness enhancement:</b> Differentiated service capabilities help increase market share.</p>	Operations, Downstream	Mid-to-Long-term	<ol style="list-style-type: none"> <li>Plan and establish an enterprise-level carbon accounting system.</li> <li>Explore value-added services such as supply chain carbon footprint tracking.</li> </ol>
ESG Governance and Capital Market Opportunities	Financing Optimization and Capital Favor	<p><b>Reduced financing costs:</b> Excellent compliance records help secure low-interest ESG-linked loans.</p> <p><b>Broadened funding channels:</b> Attract inflows of long-term ESG investment capital and optimize capital structure.</p>	Operations	Mid-to-Long-term	<ol style="list-style-type: none"> <li>Deeply integrate climate issues into the strategic governance system.</li> <li>Enhance information disclosure transparency and optimize international ESG rating performance.</li> </ol>

### Climate Adaptability Assessment

The Company selects climate scenario models suitable for the port industry, systematically simulating multiple pathways of extreme weather and policy transitions. Based on this, we conduct impact assessments to clarify potential financial gains and losses, and more importantly, to identify directions for optimizing asset allocation and enhancing operational resilience.

### Selection of Scenario Models

Following the requirements of the "Scenario Analysis Process" for climate change response outlined in the Guide No.4, the Company references the IPCC (Intergovernmental Panel on Climate Change) scenarios SSP2-4.5 (Intermediate emissions) and SSP5-8.5 (high emissions), as well as the NGFS (Network for Greening the Financial System) scenarios aligned with the below 2°C Scenario. Combining with the specific characteristics of port business, three core scenarios are selected to form a "baseline + stress + long-term" scenario portfolio, to analyze the potential pressures the Company may face under different scenarios.

Scenario Source	Applicable Risks	2025 Application Scenarios	Parameter Adjustment Based on the Company's Port Data
IPCC	Typhoon + Fog-related Navigation Disruptions	SSP2-4.5 (Intermediate Emissions) SSP5-8.5 (High Emissions)	Annual typhoon frequency increases by 10%–20%; annual heavy fog days to increase by 5%–10%
NGFS	Fog-related Navigation Disruptions (Long-term)	Below 2° C Scenario	Annual heavy fog days to increase by 5%–10%

### Impact Analysis

The Company has collected and analyzed the port's own historical observation averages over the past 10 years to serve as the baseline for climate scenario modeling. Data indicates that the average annual frequency of typhoons in the main port areas is 2.7 times, with severe typhoons of Grade 12 or above accounting for as high as 55.5%. Additionally, days with heavy fog average approximately 4.7% of the year (about 17 days). Based on this historical data, we conducted a deep-dive impact analysis on our core business:

01

**Extreme Climate Stress Test (High Risk)**

Addressing the acute physical risk of typhoons, the analysis utilized the IPCC SSP5-8.5 high-emissions scenario for stress testing. Projections indicate that typhoon frequency will increase by 20%, meaning the port will encounter approximately 3.2 typhoons annually. Coupled with the 55.5% proportion of high-intensity typhoons, extreme weather may exacerbate fatigue damage to large facilities and equipment. To counter this, we will continue to strengthen our disaster prevention and mitigation systems, ensuring asset safety and operational resilience remain within controllable limits through infrastructure reinforcement and optimization of emergency response plans.

02

**Operational Efficiency Impact Assessment (Medium Risk)**

Addressing chronic operational disruptions caused by fog, the model focused on evaluating navigational efficiency losses based on the NGFS 2°C scenario. Projections show that due to climate change, the adjusted number of heavy fog days in the port area will increase from 17 days to between 18 and 19 days. Although single-day navigation restrictions have limited direct financial impact on total revenue, long-term efficiency losses and cumulative delays across the operational chain constitute a moderate operational risk. To mitigate this, we will compensate for efficiency losses by upgrading intelligent meteorological early warning systems and optimizing piloting and scheduling algorithms, thereby resisting long-term operational pressure brought about by climate change.

## Impacts, Risks and Opportunities Management

The Company has established a systematic management process to ensure climate factors are deeply integrated into risk management and business decision-making.

**Identification and Assessment**

We follow the relevant requirements of the SSE regarding climate change issues, screen key climate scenario models suitable for the port industry, simulates extreme weather and policy transition paths, conduct climate impact assessments, and clarify the boundaries of potential gains and losses.

**Priority Setting**

Risks are prioritized based on their scope and severity to precisely allocate defensive resources.

**Monitoring Integration**

We strengthen meteorological early warning and dispatching capabilities to reduce the disruption of operational efficiency by extreme weather. Assessment results are directly translated into asset allocation directions, and measures are taken to pursue a low-carbon green transformation, shifting from "passive response" to "proactive governance".


### Climate Action and Transformation Results

Through strengthening emission reduction measures and enhancing system resilience, we collaboratively advance the development of green ports. Based on market-oriented mechanisms and standardized management, we continuously explore energy structure transformation and low-carbon model innovation, achieving a number of representative results in areas such as environmental rights trading, zero-carbon benchmark creation, and clean energy.

Case

**Green Power Driven, Zero-carbon Demonstration—Remarkable Efficiency of Meishan Port Area Wind-Solar-Storage Integrated Project**

As the core of Zhejiang's first low-carbon terminal demonstration project, the Meishan Port Area wind-solar-storage integrated project integrates wind, solar, energy storage and intelligent management systems to build a green energy matrix. With accelerated construction progress, Meishan low-carbon port area has been fully completed. Seven wind turbines have been connected to the grid in Chuanshan Port Area and Meishan Port Areas, with a total installed capacity of 43.75 MW.



Green Power Terminal

Case

Forging a "Green Identity": First Green Power Certificates Usher in a New Chapter of Port Energy Traceability



On May 6, 2025, Zhejiang Seaport Smart Energy Company obtained 112 green power certificates issued by the National Energy Administration, marking a historic breakthrough in the Company's green energy traceability certification. The Company accelerates the development of a wind-solar-storage-charging-swapping energy matrix. Supported by an under-construction PV cluster with a capacity of 35.3 MW, it is expected to supply 35 million kWh of green power within the year. While cutting operating costs, the Company advances the dual-carbon strategy through tangible emission reduction benefits and boosts the construction of high-star green ports.



Green Electricity Certificates

Case

Setting a New Industry Benchmark and Building a Cluster of Star-Rated Green Ports



At the Green and Safe Port Conference held by the China Ports & Harbours Association in November 2025, Taicang Wugang Terminal, an affiliate of the Company, was awarded the first 5-star Green Port certification among domestic iron ore terminals. Meanwhile, Zhongzhai Terminal, Jiaxing Dushan Terminal, Yongzhou Company and other subsidiaries obtained the 4-star Green Port title. Meidong Company passed the on-site assessment for 4-star Green Terminal certification, becoming the first terminal company with dual 4-star qualifications in smart operation and green development within the Company.



Taicang Wugang Was Awarded the First 5-star Green Port Certification

## Indicators and Goals

The Company aligns with the national Dual Carbon Goals, scientifically establishes its long-term vision for carbon neutrality, formulates climate-related indicators and phased targets in a coordinated manner, and advances the net-zero emission journey through solid implementation pathways.

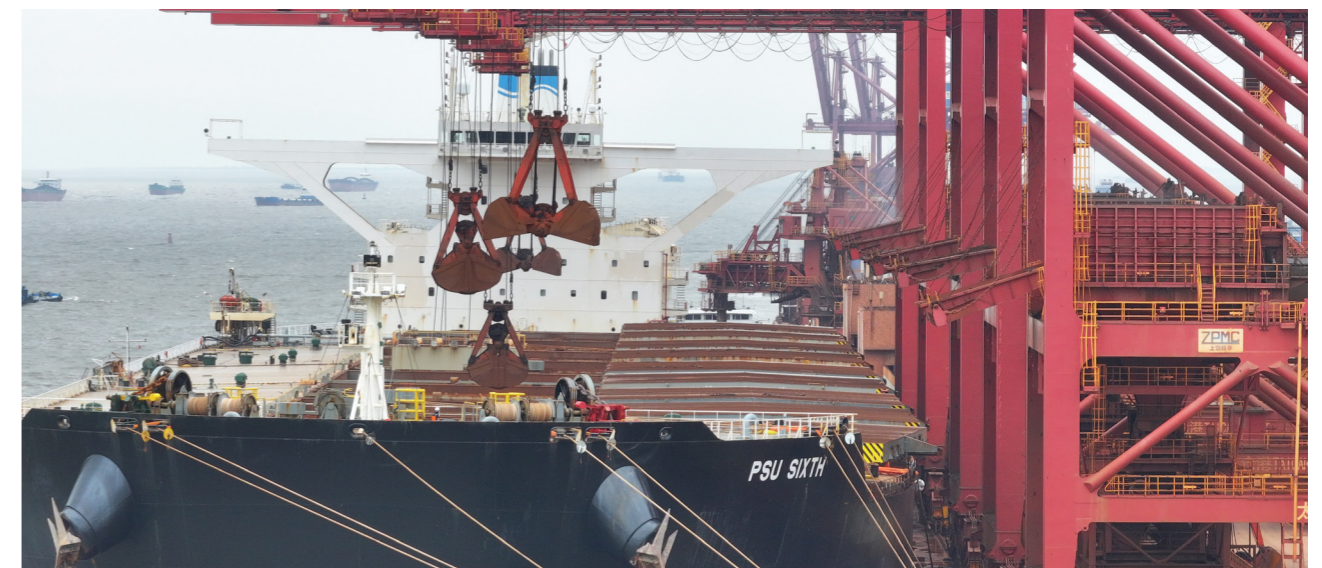
At the indicator governance level, we have built a rigorous emission reduction assessment system. In 2025, we strengthened refined Greenhouse Gas(GHG) emission management by issuing and implementing dedicated carbon intensity assessment indicators to all affiliated grassroots entities, which successfully met their annual emission control goals.

### Key Performance

During the reporting period, the total GHG emissions amounted to **1,233,198** tons of CO<sub>2</sub> equivalent with a GHG emission intensity of **39.75** tons of CO<sub>2</sub> equivalent per RMB 1 million revenue.

### GHG Emissions in Recent Years

Indicators	Unit	2023	2024	2025
GHG Emission Intensity	tons of carbon dioxide equivalent / RMB 1 million revenue	44.3	40.79	39.75



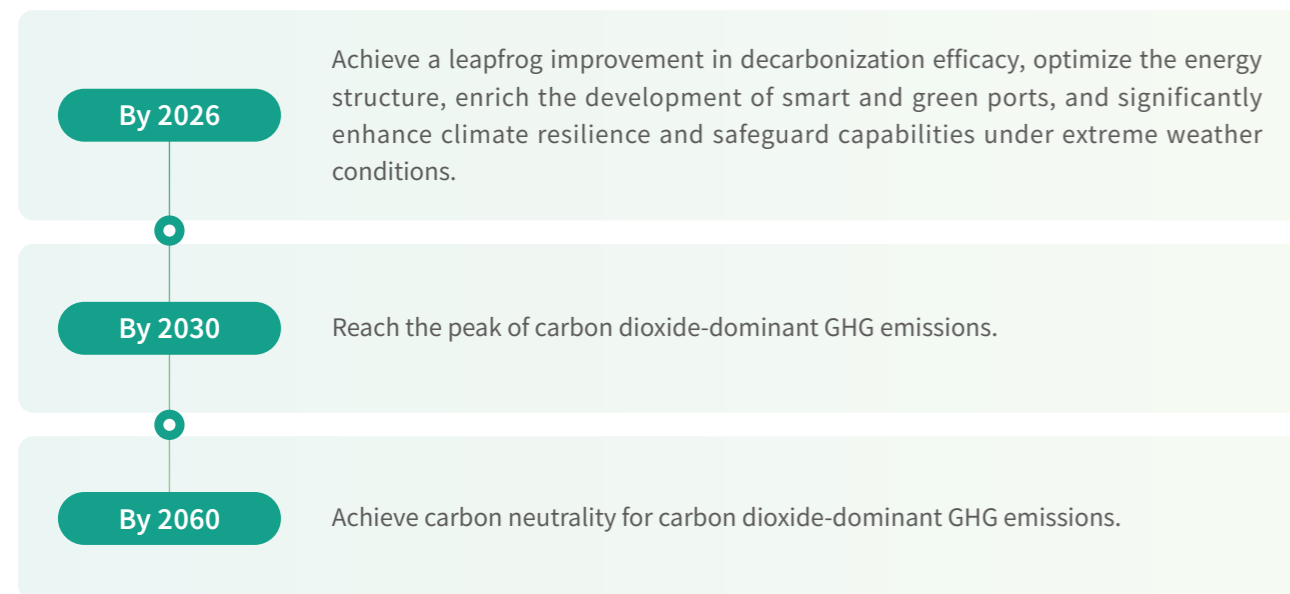
Aligning with the grand blueprint of carbon peaking by 2030 and carbon neutrality by 2060, the Company has constructed a green performance indicator system. This aims to cascade down climate change response targets, ensuring the timely fulfillment of objectives at each stage.

### Overall Goal



To become a world first-class ESG benchmark and demonstration enterprise.

### Phased Goals



### Action Pathways

Focusing on Scope 1 and Scope 2 GHG emission reduction, the Company optimizes the energy and fuel mix across port areas. We effectively control direct Scope 1 GHG emissions, accelerate the replacement of port operational equipment with new energy sources, steadily promote low-carbon retrofits, and continuously improve the cleanliness of port operations. A well-defined emission reduction indicator system has been established to gradually cut carbon emission intensity per unit throughput, ensure the orderly delivery of carbon management indicators, and facilitates green and low-carbon transformation.

During the reporting period, the Company formulated and implemented action plans for wind-solar-storage integrated projects, realized integration of wind power, solar power and energy storage facilities at ports, optimized energy supply structure, improved the utilization and consumption rate of green power, and reduced purchased energy consumption. We scale up investment in new energy equipment, introduce and upgrade mobile machinery such as electric container trucks and electric reach stackers, improve the low-carbon clean energy equipment system, and advance low-carbon upgrading throughout port operation links.

## Harmonious Coexistence and Ecological Balance Stewardship

The Company consistently upholds the development philosophy that "lucid waters and lush mountains are invaluable assets", thoroughly implements Xi Jinping's thought on ecological civilization, and aligns its operations with the specific characteristics of the port industry. We strictly comply with laws and regulations related to ecological and environmental protection, integrating conservation practices throughout the entire port production and operation process. By adopting targeted avoidance and mitigation measures, we actively advance ecological protection initiatives, promoting the synergistic development of port operations and environmental preservation.

### Ecological Protection Measures

In response to the marine ecological protection initiative proposed at COP30, Daxie Container Terminals deeply practices the green development philosophy of harmonious coexistence between humanity and nature. On December 27, 2025, Daxie Container Terminals participated in the Beilun District's "Zero-Carbon Partnership, Protecting the Blue Ocean" beach cleanup campaign, actively responding and contributing to the construction of a "Zero-Waste City" through concrete actions, thereby lending the strength of the port and shipping industry to safeguarding the clean coastline.



"Zero-Carbon Partnership, Protecting the Blue Ocean" Beach Cleanup

- Invasive Species Prevention and Control**
  - Focus on monitoring forest pests, quarantine fruit flies, gypsy moths, red fire ants, and other harmful organisms, conduct regular inspections of vegetation within the port area to solidify the biosecurity defense line.
- Ecological Restoration Promotion**
  - Adopt green vegetative ecological revetments for terminals to strengthen ecological protection; regularly remove white pollution (plastic waste) from river embankments to maintain the ecological environment of the port area.
- Water Environment Protection**
  - Ensure the full collection, transfer, and treatment of ship-generated pollutants, organize volunteer teams to clean river embankments and prevent garbage from entering the waterway.
- Installation of Treatment Facilities**
  - Equip vessels with oily water separators, sewage treatment plants, and ballast water treatment systems to minimize the impact of ships to the aquatic ecosystem.

# 03

## Social Responsibility

Collective Empowerment and State-Owned Mission Fulfillment

Digital Intelligence Integration and Technological Innovation

Solidified Responsibilities and Robust Safety Foundation

Win-Win Collaboration and Supply Chain Synergistic Efficiency

People-Centered Development and Harmonious Workplace Construction



Charitable donation expenditure

RMB **2.39** million

Volunteer service hours

**42,515** hours

Potential safety hidden danger inspections conducted

**17,988** times

inspection coverage rate

**100** %

Total investment in employee support

RMB **23.98** million

## Collective Empowerment and State-Owned Mission Fulfillment

The Company upholds the original mission of state-owned enterprises, fully undertakes key responsibilities for transportation stability, industrial support and green development, demonstrates state-owned enterprise responsibility with solid port and shipping strengths, and delivers lasting momentum for building a strong open province and a maritime power.

### Strategy

Guided by the imperative to serve national strategy, the Company has vigorously propelled regional economic prosperity and global supply chain stability alongside its rapid business expansion.

### Continuous Improvement of Logistics Network to Bolster Domestic and International Dual Circulation

#### Coastal Routes

Total container routes reached **309** (4 newly added), including **25** maritime express routes (3 newly added). The world's first China-Europe Arctic Express container route was officially launched at Ningbo Zhoushan Port in September.

#### Inland Rail-connected Routes

The coverage of sea-rail intermodal transport expanded steadily, covering **69** prefecture-level cities, with **29** regular trains, **40** dry ports and **111** routes in total.

#### Yangtze River Routes

**23** barges were deployed on the Yangtze River feeder routes, operating **39-40** weekly voyages, with continuously densified schedules and further improved services.

#### Inland Waterway Routes

**6** new inland waterway routes were opened in 2025, including Mengcheng, Tongling, Shengze, Danyang, Xingguang, Qiba, bringing the total number of inland routes to **44**. There are **6** routes served by **64**-TEU vessels, including the newly added Dongzhou and Xingguang routes. The proportion of cargo shifted from road to water for key clients maintains steady growth.

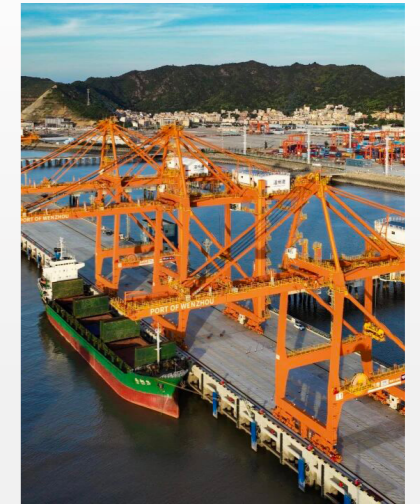
## High-Quality Development of Multimodal Transport Elevated Logistics Radiation Capacity

In 2025, Ningbo Zhoushan Port completed 2.03 million TEUs via sea-rail intermodal transport, a year-on-year increase of 11.6%. River-sea intermodal volume reached 1.16 million TEUs, rising by 19.8% year on year. River-inland intermodal transport registered 1,330,000 TEUs, with a year-on-year growth of 18.4%.

### Case

#### Steady Growth in Container Throughput at Wenzhou Port Group

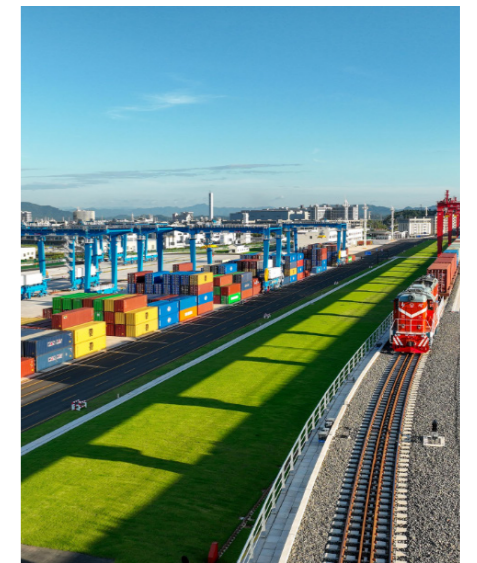
By November 30, 2025, Wenzhou Port Group had cumulatively handled an annual container throughput of 1.462 million TEUs, a year-on-year increase of 8.5%, surpassing the previous year's total. The full-year volume reached 1.62 million TEUs. Since the beginning of 2025, Wenzhou Port Group has seized development opportunities and vigorously advanced the construction of two major hubs. On one hand, Wenzhou Port Group optimized the route network, expanded and upgraded near-sea routes to 18 in total, covering Southeast Asia, China's Taiwan region and the Russian Far East. The Wenzhou-Ningbo inland feeder routes were also upgraded to further unblock domestic and foreign trade logistics channels. On the other hand, Wenzhou Port Group improved the multimodal transport system, boosted the efficiency of sea-rail and river-sea combined transport, and continuously enhanced port opening capacity. Through the commissioning of new berths and the optimization of customs clearance services, operational efficiency was steadily improved. Multiple coordinated measures laid a solid foundation for the steady growth of container throughput.



Construction of the Multimodal Transport Center

## Promoting Regional Development

As a key pivot serving the national "Dual Circulation" and regional strategies, the Company continues to strengthen its role as a hub, driving logistics cost reduction and quality improvement, injecting strong impetus into regional industrial upgrading, opening-up, and the stability of industrial and supply chains. The Company has established 111 sea-rail intermodal routes and 40 inland ports spanning to 69 cities across 16 provinces, building a logistics bridge connecting the east and west and linking to the globe. In 2025, our annual sea-rail intermodal container volume surpassed 2 million TEUs for the first time, a year-on-year increase of 11.6%, ranking second among national ports for seven consecutive years. Meanwhile, the Company cut logistics costs greatly and improved customs clearance efficiency through model innovations including the integrated "rail-sea express & international fast lane" service, single-document system reform, and the upgrade of Zhejiang E-Port platform. Continuous hardware upgrades at key hubs such as Yiwu (Suxi) International Hub Port and Beilun Railway Port Station further unlocked transportation potential, delivering solid support for the efficient export of manufactured goods and the convenient inbound delivery of raw materials.



Sea-Rail Intermodal Container Diagram

## Deepening Industry Exchange

The Company continues to strengthen industry cooperation, jointly promoting high-quality development in the port and shipping industry through strategic synergy, university-enterprise collaboration, and participation in industry standard-setting.

### Case 2025 Freight Forwarder Seminar of Ningbo Zhoushan Port Successfully Held



In January 2026, the 2025 freight forwarder seminar of Ningbo Zhoushan Port themed Linkage for Empowerment, Cargo Connects the World was successfully convened at Ningbo Cultural and Creative Port. Nearly 100 participants gathered at the event, including staff from business departments and relevant subsidiaries, as well as representatives of the freight forwarder association and relevant enterprises. All parties jointly discussed cooperation plans, explored ways to improve logistics quality and efficiency, and exchanged insights on building a new pattern of global cargo circulation.



2025 Freight Forwarder Seminar

## Actively Giving Back to Society

### Social Contributions

The Company consistently upholds the philosophy of "giving back to society and benefiting the public", actively conducts diverse social welfare activities to enhance public well-being and benefits.

#### Key Performance

During the reporting period, the Company recorded charitable donations of RMB **2.39** million, with volunteer service hours reaching **42,515**. A total of **8,691** employees took part in public welfare activities, and relevant assistance and public welfare services benefited **12,324** people in total.

### Case Taicang Wugang "Little Bees" Volunteer Team Guards the Ecology of the Yangtze River



Since 2016, the "Little Bee" Volunteer Service Team of Taicang Wugang has steadily advanced the volunteer initiative of Protecting the Mother Yangtze River. The team has continuously raised public awareness of environmental protection, and delivered outreach and education on the Yangtze River Protection Law of the People's Republic of China, as well as relevant requirements of the "One Zero, Two Comprehensives and Four Free Services" policy. Meanwhile, through targeted actions including "Sentinel Patrol", "Ecological Restoration" and "Biological Enhancement", the team has carried out riverbank waste clean-up, tree planting and greening, and fish fry releasing activities. To date, over 2,000 bags of garbage have been collected, green coverage across all available greenable areas has reached 100%, and 50,000 fish fry have been released into waters each year. This project once won the silver award in the National Port Industry Youth Volunteer Service Project Competition.



"Little Bees" Volunteer Team

### Rural Revitalization

The Company and its subordinate enterprises actively respond to the major national and Zhejiang provincial policies on rural revitalization, and continue to deepen paired assistance with multiple villages across Zhejiang Province, including Fengxi Village in Sheyang Township of Longyou County, Baiyun Village in Shiliang Town of Kecheng District, and Shichuan Village in Badu Town of Longquan City, Lishui. Through dispatching resident village cadres and conducting targeted support in donation, industrial development and consumption assistance, solid efforts have been made to advance rural revitalization.

#### Key Performance

During the reporting period, the Company contributed RMB **2.2** million for rural revitalization donations, with relevant support benefiting **1,840** people.

Case Paired Assistance with Fengxi Village, Sheyang Township, Longyou County



Since 2025, the resident working group has visited the village 12 times, launched 1 assistance project, secured 2 projects with funding of RMB 3.8 million. Key progress included the implementation of the RMB 2.1 million "Fengxi Village Port Lifting Gear Leasing" project and the introduction of investors from Henan to develop ecological bass breeding and other local industries. The group visited over 120 low-income households, donated RMB 100,000, assisted in selling RMB 259,000 worth of agricultural specialties, and secured RMB 1.7 million for renovating the village's comprehensive property building and cultural auditorium. In 2025, Fengxi Village's annual operating income exceeded RMB 1 million.



Longyou County Sheyang Township Paired Assistance Targeted Donation Ceremony

Case Paired Assistance with Baiyun Village, Shiliang Town, Kecheng District



Promoted the construction of the Common Prosperity Workshop in Baiyun Village, which leveraged railway logistics advantages to tailor a cold chain logistics solution for Golden Fox Company, with an estimated cost reduction of 15%. Facilitated the procurement of 2.25 tons of prunes, driving approximately RMB 110,000 in sales revenue, and advanced a 3.33 hectares inland mariculture project. In addition, advanced the asphalt paving renovation of the Bailing-Shihua road section to eliminate potential safety hidden dangers. Supported the themed village party in Shiliang Town and introduced volunteer public welfare services, and provided financial aid for one impoverished college student. In 2025, the annual operating income of Baiyun Village exceeded RMB 1 million.



Condolences to Difficult Households in Baiyun Village

Case Paired Assistance with Shichuan Village, Badu Town, Longquan City, Lishui



A donation of RMB 350,000 was provided in 2025, and support was offered to secure RMB 2.9 million in funds for road renovation and farmland improvement. Three village cadres and industrial leaders were arranged to attend special training courses on rural revitalization, and agricultural technology experts were invited to deliver two on-site guidance sessions in the village. The "Haichuan Agriculture Supporting Common Prosperity Workshop" was built to develop high-altitude vegetable and under-forest ganoderma lucidum planting across an area of over 40 hectares. The initiative created 100 local jobs and raised per capita annual income by more than RMB 30,000. Agricultural products worth RMB 350,000 were purchased through consumption-based assistance. Visits and condolences were delivered to 20 low-income households, 10 veteran Party members and more than 300 elderly residents. Four groups with a total of 200 Party members participated in themed Party day activities, purchasing local specialty products valued at over RMB 40,000. In 2025, the annual operating income of Shichuan Village exceeded RMB 500,000.



Multiple "Agricultural Byproduct" Charity Sales Events Held in Wenzhou and Longquan

## Digital Intelligence Integration and Technological Innovation

### Innovation-Driven Development

#### Governance

The Company continuously improves the full-process management system for scientific and technological innovation, and issues and implements special administrative measures including the Measures for the Administration of Genuine Software and Other Related Matters. We clarify the application criteria for scientific research projects, whole-process control requirements and achievement evaluation systems, and coordinate the advancement of research project management, innovation platform development, and achievement transformation, ensuring the steady and orderly implementation of all scientific research initiatives.

#### Strategy

Led by "Innovative Zhejiang", the Company increases investment in the field of scientific and technological innovation, making precise layout plans.

##### Funding Investment and Management



Focus on key areas such as artificial intelligence and green low-carbon, as well as major projects, strengthening the scientific management of R&D funds to ensure the supply of scientific innovation capital.

##### Science and Innovation Platform Construction



Leverage the principal role of various units, striving to establish high-level sci-tech innovation platforms such as Zhejiang provincial key laboratories of transportation industry around key areas.

##### Industry-University-Research Collaboration



Deepen collaboration with universities, research institutes, and upstream and downstream enterprises in the industry chain to jointly tackle key core port technologies.

## Impacts, Risks and Opportunities Management

### Incentives for Scientific and Technological Innovation

The Company establishes and improves incentive and assessment mechanisms, commending and rewarding collectives and individuals who have made outstanding contributions in scientific research breakthroughs, technological innovation, and the promotion and application of achievements. This effectively stimulates employees' innovation vitality and promotes the transformation and application of scientific and technological achievements.

### Intellectual Property Protection

Relying on a digital management system, the Company coordinates the entire process management of intellectual property creation, declaration, and application, ensuring efficient and transparent work. Simultaneously, we urge subordinate entities to regularly verify the validity of intellectual property rights and promptly maintain relevant rights and interests, ensuring legality, compliance, and continuous effectiveness. In 2025, we achieved significant results in intellectual property protection and transformation, with no infringement disputes occurring.

### Adherence to Scientific Ethics

The Company conducts strict ethical reviews of all R&D projects to ensure that research directions comply with requirements for ecological protection, social equity, and human well-being. We fully assess the potential impact of new technologies on port communities, proactively strengthen communication and collaboration with stakeholders, and ensure that R&D activities are open, transparent, fair, and standardized.

## Indicators and Goals

To promote the intelligent and green transformation, we have increased R&D investment and established and improved R&D innovation incentive and assessment mechanisms. We commend and reward collectives and individuals who have made outstanding contributions in scientific research, technology development, promotion and application of advanced achievements, and completion of technical breakthroughs, stimulating employees' innovation enthusiasm and promoting the transformation and application of scientific and technological achievements.

### Progress in 2025

Orderly promoted the declaration and implementation of various projects, deepened industry-university-research cooperation, improved the innovation system, and steadily implemented various innovation tasks.

### 2026 R&D Innovation Goals Planning

Increase R&D investment, strengthen technical breakthroughs and cultivation of high-energy platforms, accelerate the transformation of scientific and technological achievements, promote the deep integration of emerging technologies and business, and enhance overall innovation capabilities.

### Key Performance

During the reporting period, total R&D investment in scientific and technological innovation reached RMB

**389.83** million;

The number of R&D employees stood at **1,062**;

The total number of valid patents amounted to **1,082**;

The number of software copyrights totaled **376**.

The Company always regards scientific and technological innovation as the core driving force for enterprise development, achieving significant progress in the three major areas of R&D institution construction, industry-university-research cooperation, and intellectual property system construction.

The NPIC successively established three major laboratories focusing on big data, cloud intelligence, and information security, and successfully earned recognition as a provincial-level high-tech enterprise R&D center and a provincial-level enterprise research institute. We carry out industry-university-research cooperation with universities including Tsinghua University, Wuhan University of Technology, and Hunan University, jointly establishing enterprise colleges to promote technology transformation. Currently, the NPIC has obtained more than 100 patents, software copyrights and industry standard formulation participation credentials in total, and has passed multiple system certifications covering quality management, information services, information security and DCMM Level 3.

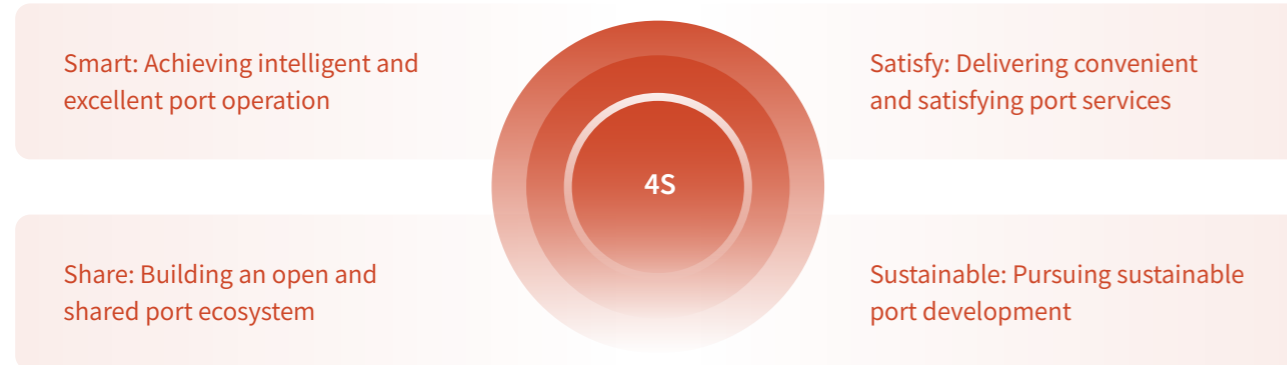
### Key Performance

During the reporting period, the NPIC was successfully selected into the 2025 list of national-level Specialized, Sophisticated, Distinctive, and Innovative "Little Giant" Enterprises, thanks to its outstanding technological innovation capabilities and industry contributions. This marked the NPIC's **first breakthrough** in obtaining this national accreditation.



## Smart Port Construction

The Company continues to deepen smart port construction, centering on the "4S" (Smart, Sustainable, Safe, Service) smart port construction concept. Focusing on the digital port production and operation system, intelligent terminal operation system, digital logistics service system, and smart port and shipping digital ecosystem, we actively promote the deep integration of next-generation frontier technologies with port and shipping logistics businesses, accelerating the digital reform process of port and shipping.



## Digital Port Production and Operation System

The Company focuses on the digital transformation of core port production and operation. Leveraging the special pilot initiative for building a powerful transportation nation, we advance the smart upgrading of traditional docks, the domestic substitution of core systems, and the development of visualized platforms, so as to build a new production and operation management system that is fully independent, controllable, efficient and collaborative.

### Case

Ningbo Zhoushan Port's Smart Renovation Pilot Project for Traditional Ports Passes the First Batch of Special Acceptance under the National Powerful Transportation Nation Initiative



To advance the digital and intelligent upgrading of ports and support the development of a powerful transportation nation, we launched the pilot project for the smart transformation of traditional container and dry bulk docks. Selected as one of the first batch of national pilots by the Ministry of Transport in 2023, the project was advanced through government-enterprise collaboration and dedicated task force operations. We upgraded three typical traditional docks and fulfilled four core key tasks. After nearly two years of steady advancement, the project successfully passed official acceptance on December 3, 2025, with all target indicators fully completed. Among them, 40% of the indicators were overfulfilled, seven outcomes reached leading standards nationwide and globally, and three achievements filled industry gaps. The project delivers replicable and scalable experience, empowering the construction of a world first-class strong port.



Pilot Project for the Smart Transformation of Traditional Container and Dry Bulk Docks

### Case

Beilun First Container Terminal's Visualization Application (OPTIM) Officially Launched



To address the challenges of data silos and delayed monitoring in traditional dock operations, Zhejiang Zhigangtong Technology Company (Zhigangtong) jointly developed the port visualisation application (OPTIM) with Beilun First Container Terminal, which was officially launched on November 27, 2025. Centered on "GIS technology + port perception network", the application has undergone customized upgrading to integrate multi-dimensional sensing data. It enables seamless connection with multiple systems for centralized and synchronized data aggregation, and delivers precise modelling of all production factors. The whole operation process is made controllable and traceable, improving refined management and operational efficiency at docks. The system has been deployed and applied at multiple docks across the province, with further functional expansion planned for the future.



Visualization Application (OPTIM)

## Intelligent Terminal Operation System

The Company focuses on the full-process intelligent upgrade of terminal operations, promoting the application of underwater robots, drone inspections, intelligent equipment scheduling, remote-controlled automated equipment, and autonomous driving technology to achieve three-dimensional unmanned operations on water, land, and air, comprehensively improving operational efficiency and safety levels.

### Case

Shulanghu Ore Transfer Terminal Yard Inspections Enter the "Unmanned Era"



The unmanned aerial vehicle (UAV) automatic yard inspection system was deployed at the Shulanghu Ore Transit Dock and completed its maiden flight on June 30, 2025. Equipped with LiDAR sensors and an intelligent drone dock for round-the-clock unattended operation, the system conducts autonomous cruising and data collection. It connects to the management system to generate digital twin models. The solution cuts the full-yard inspection duration from half a day to 30 minutes, improves operational efficiency and site safety, and reduces measurement errors. It creates an innovative model for the efficient and safe operation of dry bulk docks and supports the development of automated bulk cargo docks.

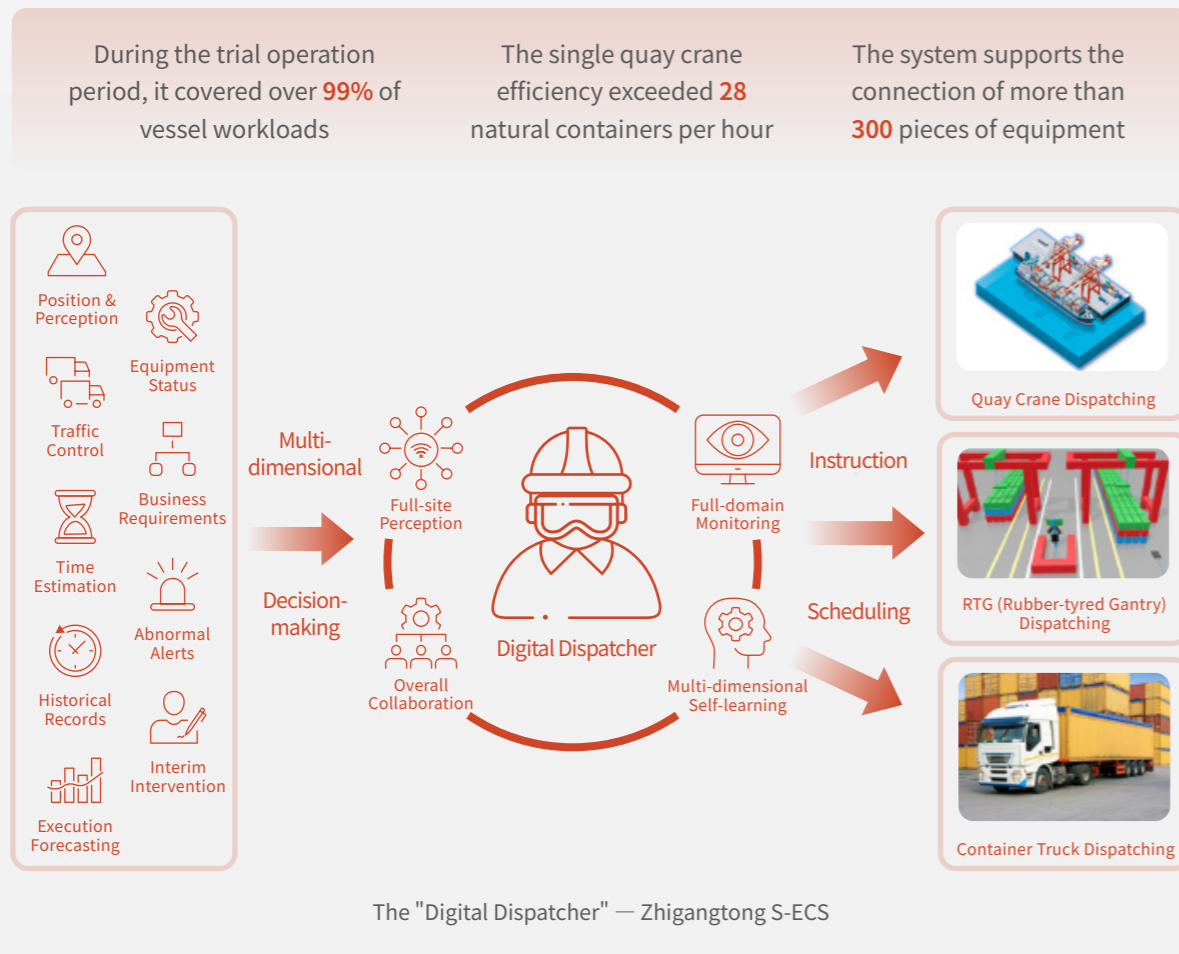


UAV Automatic Inspection

Case The "Digital Dispatcher" — Zhigangtong S-ECS Officially Launched at SMTL Dock in Suzhou



To address bottlenecks such as low manual scheduling efficiency and poor collaboration in port operations, the SMTL collaborated with the Zhigangtong to jointly develop the intelligent equipment scheduling system (S-ECS) over 15 months, which was fully launched on December 15, 2025. Adopting a four-tier architecture, the system realizes full-process intelligent scheduling of three core types of equipment. Integrated with multiple technologies, it dynamically optimizes operation plans. During the trial operation period, it covered over 99% of vessel workloads. The single quay crane efficiency exceeded 28 natural containers per hour, and the system supports the connection of more than 300 pieces of equipment. It achieves a fundamental transformation of the scheduling model and provides a replicable benchmark for intelligent port scheduling.



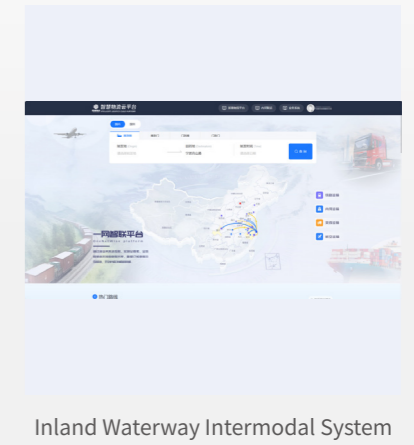
### Digital Logistics Service System

The Company reshapes logistics service models with digital means, breaking down information barriers in links such as inland waterway intermodal transport, ship agency, and ship inspection, achieving full-process online closed-loop management, and promoting the transformation and upgrading of logistics services towards mobility, intelligence, and greening.

Case Inland Waterway Intermodal System Reshapes Inland Terminal Operation Model



On August 20, 2025, the inland waterway intermodal system built on the "One-Net Smart Connection" ecological foundation and led by the Business Department of Ningbo Zhoushan Port was successfully launched at Hangzhou Inland International Intermodal Co., Ltd. The system breaks through the online closed-loop of the entire business process, covering modules such as orders, container management, commerce, and finance. It shortens processing time by nearly half, reduces manual verification workload by over 30%, allows custom export of statistical reports, improves the "One-Net Smart Connection" ecosystem, establishes a standardized data system, and helps reduce costs, improve quality, and increase efficiency for upstream and downstream supply chains. It will subsequently be promoted to other inland terminals.



### Smart Port and Shipping Digital Ecosystem

The Company actively builds an open and collaborative port and shipping digital ecosystem, strengthening digital links with upstream and downstream industry chains through expos, large model releases, technology exports, and industrial layouts, promoting the cross-regional replication of smart port solutions and empowering the overall upgrading of the industry.

Case Ningbo Port Showcases the Smart and Green Port Construction Achievements at the 7th Zhejiang International Intelligent Transportation Industry Expo



On December 11, 2025, the 7th Zhejiang International Intelligent Transportation Industry Expo opened, where we centrally showcased our achievements in smart and green port construction. Through the Port and Shipping Logistics Pavilion, we presented achievements such as smart port equipment and low-carbon layouts, demonstrating the effectiveness of building a world first-class strong port.



The 7th Zhejiang International Intelligent Transportation Industry Expo

## Information Security and Privacy Protection

### Management System

Guided by the core principles of active defense, compliance and controllability, and full-staff collaborative governance, the Company continuously improves the information security and privacy protection system. We have issued and implemented regulatory documents including the Measures for Informatization Management and Measures for Information Security Management, and steadily optimized the information security governance framework. In 2025, we have completed the certification and annual audits of the ISO 27001 Information Security Management Systems and CCRC (China Cybersecurity Review Technology and Certification Center) Security Integration Certification, ensuring that information security management aligns with international standards and industry norms. We have set up a dedicated information security function. The Engineering Technology and Information Management Department oversees the development of the governance framework and daily operation and maintenance, enabling in-depth coordination between technical defense measures and institutional management rules.

#### Key Performance

During the reporting period, **no** data loss or information leakage incidents occurred throughout the year.

### Information Security Emergency Management

The Company has formulated a dedicated emergency response plan for cybersecurity incidents. It classifies Level 1, Level 2 and Level 3 response criteria based on scope of impact and hazard severity, and clarifies the activation conditions, response procedures, division of responsibilities and handling time limits at all levels. A full-chain management mechanism featuring hierarchical control, rapid response and closed-loop disposal has been established. Multiple emergency drills have been conducted covering scenarios such as infrastructure failures, network anomalies and malfunctions in critical infrastructure system equipment rooms, effectively verified the operability of emergency plans and ensured their effective implementation.

#### Key Performance

During the reporting period, **1** information security emergency drill was completed.

## Technical Defense and Risk Prevention

The Company upgrades its intelligent security defense system and builds a security operation platform with full traffic coverage, enabling real-time monitoring and intelligent early warning of risks such as network attacks, system vulnerabilities, and abnormal access. We organize subordinate entities and third-party security service providers to regularly conduct vulnerability scanning, penetration testing, and security inspection assessments, establishing a daily security operations mechanism to promptly investigate and eliminate security risks and attack incidents.

#### Case

### Wenzhou Port Group's AI Cybersecurity Monitoring and Operations Platform Launched in Trial Operation



To address the shortcomings of previously scattered cybersecurity hardware and software equipment, insufficient coordination, and the inability of traditional protection methods to cope with new network attacks, Wenzhou Port Group launched the construction of an AI cybersecurity monitoring and operations platform in July, completing it after more than two months and commencing trial operation. Adopting a "Security + AI + Cloud + Operations" model, the platform integrates multiple core modules to achieve full-process closed-loop management of cybersecurity. It currently covers 36 information systems and processed over 120 security warnings on its first day online, driving the leap in cybersecurity protection from "passive defense" to "active immunity", effectively safeguarding the security of network systems and data.



AI Cybersecurity Monitoring and Operations Platform

### Adverse Incident Reporting

The Company clarifies the procedures for information security incident reporting and disposal. Upon identifying any incident, subordinate units shall immediately take containment measures and report to the headquarters level by level. The local information security authority is responsible for incident identification, investigation, evidence collection and classified disposal. After the incident is closed, timely reviews and rectification will be conducted to improve preventive measures.

## Information Security Training

The Company delivers information security training covering the headquarters and all subordinate entities. Adopting a hybrid online-offline model, the training covers institutional regulations, risk prevention and control, privacy protection and other key topics, so as to comprehensively enhance all employees' security awareness and practical capabilities.

### Key Performance

During the reporting period, **1** information security training session was conducted.

### Case

Security Training with the Theme of "Cybersecurity for the People, Cybersecurity by the People"



The training was delivered through a combined online and offline approach. It covered information security rules and regulations, key information security precautions in daily work, data leakage prevention, anti-phishing awareness and other relevant topics. Invited guests including officials from Ningbo Public Security Bureau attended the event, with representatives from 34 subordinate entities participating on-site. The training has effectively improved employees' proficiency in information security management.



Information Security Education Training

## Solidified Responsibilities and Robust Safety Foundation

The Company adheres to the safety philosophy that "hidden dangers are accidents, and accidents must be addressed". Strictly complying with national laws and regulations, we dynamically refine our institutional system, strengthen safety management for related parties and the construction of a dual prevention mechanism, and systematically advance grid-based supervision, smart security, and emergency response capabilities. With the goals of "zero tolerance for hidden dangers, zero production accidents, zero work-related fatalities", and "no occupational disease cases", the Company solidifies the cornerstone of high-quality sustainable development.

### Governance

The Company strictly complies with national laws and regulations including the Work Safety Law of the People's Republic of China, the Fire Protection Law of the People's Republic of China, and the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases. We dynamically optimize systems such as the Safety Production Responsibility System, Safety Production Risk Grading Control Regulations, Occupational Health Management Regulations, Employee Health Examination Management Measures, and Occupational Health Management Standards. We also issued the Interim Measures for the Safety Management of Business Outsourcing to strengthen the safety management of related parties.

The Company has established a safety production and occupational health governance system overseen by the Safety Production Committee (SPC), with daily management handled by the Safety and Environment Protection Department, and implemented by subsidiaries assuming territorial responsibilities. The Secretary of the Company's Party Committee and the General Manager serve as the Director of the SPC, with Deputy General Managers and heads of various departments acting as committee members. A Company Safety Director was newly appointed to strengthen leadership in safety work. During the reporting period, 4 of our subordinate entities passed the ISO 45001:2018 Occupational Health and Safety Management System certification.



## Strategy

Closely aligning with the national "Three-Year Action Plan for the Fundamental Improvement of Work Safety (2024–2026)" and provincial safety work deployments, the Company formulated and implemented a three-year safety work improvement plan. Adhering to the policy of "safety first, prevention foremost, comprehensive governance", we strictly implement the principles of "Party leadership in safety work" and the "Three Musts" safety responsibility requirements across industry, business, and production operations. The Company continuously refines the responsibility system featuring "Party and government shared responsibility, one position with dual responsibilities, joint supervision and management, and accountability for dereliction of duty". The Company systematically advances the modernization of the safety production governance system and governance capabilities, and makes every effort to build an intrinsically safe port.

## Impacts, Risks and Opportunities Management

### Safety Production Management

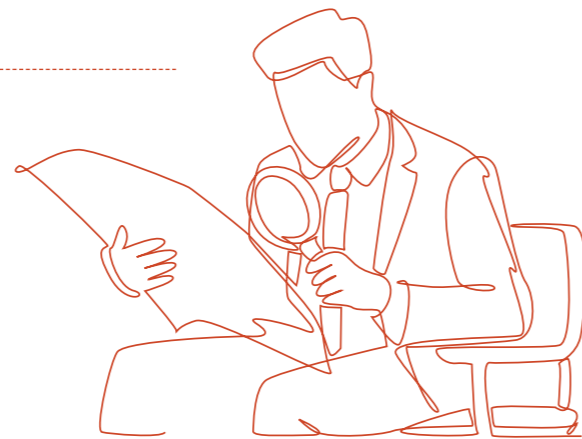
#### Risk Identification and Hidden Danger Investigation

The Company advances the construction of a dual prevention mechanism for safety production, deploying risk identification and assessment work, clarifying risk points and prevention and control measures at all levels, and continuously promoting operational risk identification, responsibility implementation, and system refinement.

- Wenzhou Port Group evaluated production safety factors according to the LEC evaluation method, formed a List of Hazard Identifications and Risk Assessments.

- The Inland Shipping System identified production safety factors including risks related to ships and equipment, environment and meteorology, personnel and management, and operations.

- Shulanghu Company established a production safety factor identification process: determining the scope of risk identification – dividing operational units – identifying risk events – analyzing risk-causing factors – filling out the risk identification and control information form.



The Company strengthened comprehensive safety and environmental protection supervision, forming special task forces to conduct normalized inspections of subordinate units, promoting closed-loop management of hidden dangers.

#### During the reporting period

The Company conducted **473** safety supervision and inspection visits to subordinate units, with a **100%** rectification completion rate; **17,988** safety hidden danger investigations were carried out, with a coverage rate of **100%**.

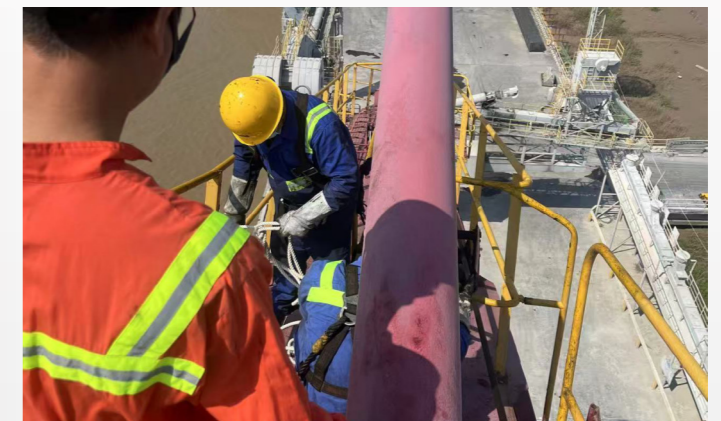
#### Case

#### Identify Hidden Dangers and Build a Stronger Risk Prevention Network During Safety Production Month



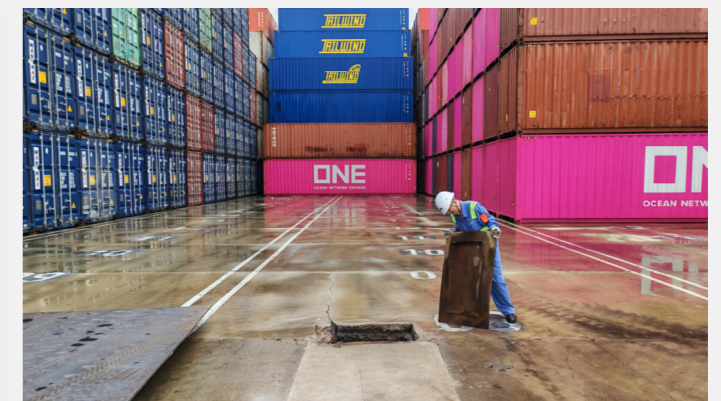
During Safety Production Month, our subordinate units organized a series of activities including hidden danger hunting.

The technical team and inspection personnel of Zhenhai Port bulk cargo team conducted a "checklist-style inspection" of potential safety hidden danger in the bulk cargo area of Zhenhai port area. All identified hidden dangers, regardless of size, were recorded with corresponding numbers, ultimately generating a full-process illustrated checklist from hidden danger discovery to rectification completion.



Zhenhai Port Conducted a "Checklist-Style Inspection" of Equipment and Facility Safety Hazards

Beilun Second Container Terminal and Daxie Container Terminals respectively launched activities such as "self-inspection of hidden dangers around us" and "snap photos of hidden dangers", encouraging all employees to become "safety sentinels" and checking for gaps in the safe and stable operation of the terminal starting from their own posts and walking routes.



Beilun Second Container Terminal and Daxie Container Terminals Launched "Self-Inspection of Hidden Dangers Around Us" and "Snap Photos of Hidden Dangers" Activities

## Safety Management Measures

01

### Grid-Based Management:

Established a fully covered safety supervision grid, clarified the responsibilities of district chiefs and grid officers, and strengthened performance supervision and assessment mechanisms to promote efficient grid operation.

02

### Closed Port Area Management:

Advanced version 2.0 of closed port management, accelerated the deployment of facial recognition authentication systems for critical access channels such as shuttle buses and access control points.

03

### Team Safety Education:

Solidly advanced team safety education, strictly implemented the retention of audio and video records for pre-shift meetings, and promoted the application of team-specific mobile apps.

04

### Smart Safety Control:

Formulated a safety informatization work plan, continuously expanded the application scope of robots and AI in safety management, and launched pilot projects.

05

### Dangerous Goods Management:

Comprehensively mastered basic information on incoming dangerous goods, strengthened the collection and system entry of information for transit dangerous goods containers, ensuring emergency inquiries and emergency plans could be "activated with one click"; strictly implemented the Company's Emergency Response Capability Improvement Plan for Dangerous Goods Fires (Leaks), strengthened the construction of emergency forces and practical drills, and enhanced the safety control level for dangerous goods operations.

06

### Safety Incident Handling and Response Mechanism:

Formulated the Provisions on the Reporting, Investigation, and Handling of Production Safety Accidents, establishing a full-process handling mechanism.

On-site assessment

Report to superior units within half an hour

Hierarchical response

Incident analysis

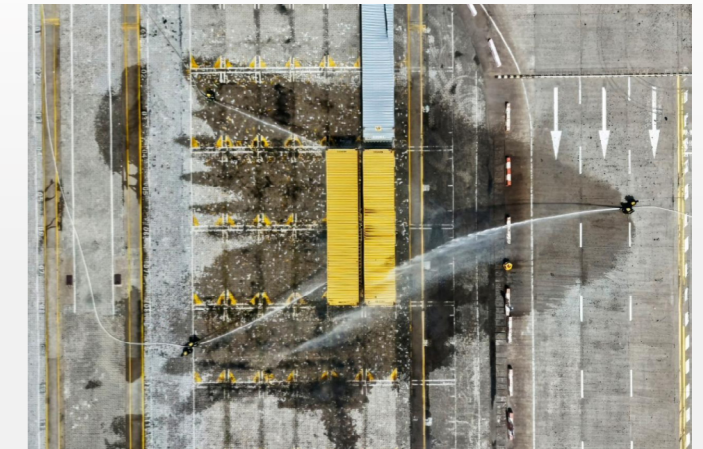
Review and improvement

All-staff training

## Case

### Beilun Third Container Terminal Dangerous Goods Emergency Drill

During Safety Production Month, the Chuanshan Port Area conducted an emergency drill for a lithium battery dangerous goods container fire in the new mixed storage yard. The drill simulated a scenario where a lithium battery container emitted smoke and caught fire due to thermal runaway. In addition to the practical drill, Beilun Third Container Terminal simultaneously carried out activities covering all employees, including hidden danger investigation and rectification, special safety knowledge training on lithium batteries, and accident warning education. Through the combined approach of "drill + investigation + education", the intrinsic safety level was effectively enhanced.



Beilun Third Container Terminal Sounds the Assembly Call for Dangerous Goods Emergency Drills

## Contractor Safety Management

The Company strengthened the safety access, assessment, and elimination of outsourcing companies, establishing a full-chain closed-loop management mechanism of "access - process - assessment - application", gradually eliminating "small, scattered, and poor" outsourcing companies, ensuring that safety responsibilities for outsourced businesses are compacted layer by layer and management is closed-loop and controllable.

## Safety Emergency Management

### Improving the Emergency Plan System

Compiled the Compilation of Emergency Response Plans for Sudden Incidents, reviewed every three years, covering 1 comprehensive plan and 16 special plans, forming the company-level emergency plan system.

### Optimizing Emergency Resource Allocation

Conducted emergency resource surveys, dynamically adjusting reserve categories and quantities to maximize the practical efficacy of emergency supplies; continuously strengthened the construction of full-time and part-time emergency teams such as fire protection companies, micro fire stations, and voluntary fire brigades, creating a composite emergency rescue force that is "versatile and multi-purpose".

Emergency Drills >



Enhancing Port Emergency Capability Enhancement



Formulated the emergency response linkage mechanism for harbor tugboats in the Ningbo port area; established a special ship-shore water safety task force to coordinate ship-shore water safety affairs for container docks.

Optimizing Cooperation Mechanisms of Joint Defense Association



Guided by practical operations, the Ningbo port area joint defense association optimized the "One Zone, One Database, One Task Force" cooperation mechanism and refined the emergency response system consisting of one comprehensive emergency plan, special emergency plans for five major zones, and multiple operational manuals.

Normalizing Practical Drills



Seizing key periods such as Fire Safety Month and Safety Production Month to regularly organize normalized drills, and irregularly organizing "double-random and unscripted" emergency drills to enhance the ability to prevent, resolve, and handle emergencies.

During the reporting period

The Company conducted **5,095** safety drills.

Case Chuanshan Port Area Comprehensive Emergency Drill Successfully Conducted



In June 2025, the Ningbo port area joint defense association Chuanshan Port Area lubricating oil leak comprehensive emergency drill was successfully held at Berth 1 of the Chuanshan Port Area container dock. The drill simulated a collision causing a container loaded with lubricating oil to fall into the sea and rupture, effectively testing the scientific nature and operability of the Ningbo port area joint defense association emergency plan.



Lubricating Oil Leak Comprehensive Emergency Drill

Case Emergency Drills Enhance Practical Capabilities During Safety Production Month



During Safety Production Month, our subordinate units organized emergency drills.

Zhougang Company conducted a fire accident emergency drill in the Laotangshan operation area. The drill simulated a fire caused by overheating of a conveyor belt in the Laotangshan transit phase III dock, testing the upper-lower coordination and rapid response mechanism for sudden fire accidents, and enhancing employees' fire safety awareness and emergency handling capabilities.



Zhougang Company Conducts Fire Accident Emergency Drill



Taizhou Port Company Conducts Comprehensive Emergency Drill for Security and Container Falling into the Sea

Taizhou Port company conducted a large-scale comprehensive emergency drill in the Damaiyu port area. The drill simulated two scenarios, including suspicious person intrusion and container falling into the sea, testing the port's security event handling capability and container rescue capability respectively.

Non-ferrous Mineral Storage and Transportation Company organized a large vehicle fire emergency escape drill, adapting a "drill + interactive teaching" model to enhance employees' self-rescue and escape capabilities.



Non-ferrous Mineral Storage and Transportation Company Conducts Large Vehicle Fire Emergency Escape Drill

## Safety Training

The Company enhances the safety literacy and operational level of all employees through diverse training measures:

### Key Management Personnel Position Suitability Training

Aimed at "one textbook per position, one question bank per position", urged all units to update and refine training materials and safety question banks for positions such as Chairman, General Manager, Deputy General Manager in charge of operations (engineering, safety), and department managers, and completed corresponding safety examinations to improve the performance capabilities of management personnel at all levels.

### Video Documentation of Operating Procedures

Advocated for employees to participate in making videos of operating procedures, covered all operating processes. Employees can learn anytime, anywhere through the safety collaboration platform and Team APP.

### Personalized Safety Position Training

Implemented personalized training plans of "one textbook per position", assisting employees in obtaining relevant certificates. In 2025, we organized relevant personnel to participate in certificate acquisition and review for main persons in charge and safety management personnel, with 9 employees obtaining Safety Management Certificates.

### Study of Accident Case Compilations

Compiled and distributed the Compilation of Accident Cases (Second Batch), requiring all units to deeply study and propagate it, using nearby incidents to educate nearby people and strengthen safety awareness.



Production of Operating Procedure Videos



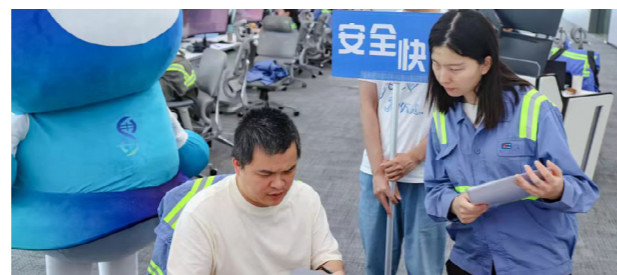
Team APP



Safety Management Certificates



Beilun First Container Terminal Launches Team Leader & Certified Safety Engineer Safety Lecture Competition



Yongzhou Company Brings "Flash Safety Knowledge" into the Port Area.

## Key Performance

During the reporting period, the Company conducted safety training involving **241,289** person-times, with a total safety training duration of **404,733** hours.

## Case Convening the 2025 Safety Thematic Work Meeting

In July 2025, the Company convened the 2025 Safety Thematic Work Meeting. The meeting specially invited experts from the Ningbo Maritime Safety Administration to deliver a special lecture on "The Impact of Human Factors on Maritime Accidents and Preventive Suggestions". Combining accident cases, the experts deeply analyzed the role and manifestations of human factors in accidents and proposed targeted improvement suggestions.



2025 Safety Thematic Work Meeting

## Occupational Health Protection

### Occupational Health Management Measures

The Company systematically built an occupational health management system to fully protect employees' physical and mental health and the safety of the working environment:

- Distribution of labor protection equipment to employees reached **100%** coverage;
- Standardized occupational health examinations were conducted, and guardianship files were established and improved, with a **100%** coverage rate of employee pre-employment health check-ups;
- Strictly implemented the "three simultaneous" system for occupational disease prevention facilities, ensured synchronous design, construction, and commissioning with the main project;
- Strengthened the notification of occupational disease hazards, clearly conveyed hazard information to employees through multiple channels;
- Enhanced special labor protection for female employees, strictly prohibited the arrangement of female employees during pregnancy or breastfeeding to engage in prohibited operations.

## Occupational Disease Prevention and Control

The Company systematically advanced occupational disease prevention and control work to effectively protect employee health and safety:

- Strictly implemented occupational disease prevention and control requirements, completed the annual declaration of occupational disease hazard projects;
- Scientifically formulated the annual employee health examination plan, adopted staggered arrangements to ensure all who should be examined were examined, with a **100%** annual health check-up coverage rate for incumbent employees;
- Regularly entrusted professional institutions to carry out workplace hazard factor detection and evaluation;
- Standardized the setup of occupational disease hazard notification cards and warning signs, clearly conveyed occupational disease hazard information to employees in various forms;
- Improved the monitoring mechanism for vector biological prevention and control, implemented supervision and assessment of spring and autumn disinfection across the entire port area.

## Occupational Health Training

The Company strictly implements regulations including the Occupational Disease Prevention, Publicity, Education and Training System. We conduct regular occupational health training, systematically disseminate knowledge on occupational disease prevention and control, and enhance employees' awareness of health protection and self-protection capabilities. We steadily advance the training and certification of first-aid instructors, effectively improving employees' practical emergency rescue skills.

### Case

Nanjing Mingzhou Terminal Company "Caring for Workers' Mental Health" Education and Training



During the publicity week for the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, Nanjing Mingzhou Terminal company held an education and training session on "Caring for Workers' Mental Health".



Nanjing Mingzhou Terminal Company "Caring for Workers' Mental Health" Education and Training

### Case

Ningbo Ocean Achieves Full AED Coverage on Self-owned Vessels



To enhance the emergency rescue capability of vessels, Ningbo Ocean implemented a full AED (Automated External Defibrillator) coverage plan for its self-owned vessels, procuring professional equipment adapted to the shipboard environment, and completing the equipping in batches according to the ship schedule, providing solid protection for crew life safety. Ningbo Ocean invited professional first aid training teams to teach onboard, adopting a "theory + practice" combined model to help crew members proficiently master AED operation and CPR coordination skills, comprehensively improving the effectiveness of maritime emergency rescue.



Professional First Aid Training Team Teaching Onboard



Automated External Defibrillator

## Indicators and Goals

The Company continues to deepen the safety philosophy of "zero tolerance for hidden dangers, zero production accidents, zero work-related deaths", establishing the "Three Nos, Two Controls, Six Standards" safety production control target and the occupational health management work goal of "no cases of occupational diseases occurred". We track target progress annually, and during the reporting period, achieved both safety management and occupational health management goals.

- No fatal production safety liability accidents, no major or above fire liability accidents, no major or above economic loss liability accidents;
- Severe injury frequency controlled below **0.5‰**, minor injury frequency controlled below **0.85‰**;
- Signing rate of safety production responsibility agreements (contracts) for all employees and related parties reaches **100%**, certificate-holding rate for specified personnel reaches **100%**, hidden danger rectification implementation rate reaches **100%**, safety production expense accrual compliance rate reaches **100%**, employee safety education popularization rate reaches **100%**, and pre-work safety briefing implementation rate reaches **100%**.

### Key Performance

During the reporting period,  
investment in employment injury insurance and work safety liability insurance amounted to RMB **30.02** million;  
Total safety production investment reached RMB **254.63** million;  
Employee coverage rate of basic medical insurance stood at **100%**;  
Occupational disease incidence rate was **0**.

## Win-Win Collaboration and Supply Chain Synergistic Efficiency

The Company is committed to building an efficient, transparent, and sustainable supply chain management system. We systematically evaluate suppliers' quality, delivery timelines, environmental protection, and social responsibility performance, promoting shared responsibility and co-development of supplier capabilities. We rely on normalized communication mechanisms to continuously enhance supply chain transparency, resilience, and integrity levels.

### Governance

The Company formulated the Business Partner Compliance Management Regulations and the Supplier Management Measures, clarified supplier compliance obligations and responsibilities. We systematically construct a full-cycle supplier management mechanism covering access, assessment, and exit, strengthening commercial partner risk control and responsibility implementation.

### Impacts, Risks and Opportunities Management

#### Supplier Full Lifecycle Management

The Company implements full lifecycle management for suppliers. During the bidding phase, relying on the electronic bidding procurement platform and the discipline inspection early warning system, we strictly regulate bidding behaviors and implement risk warnings: during the performance phase, we dynamically monitor performance status to ensure suppliers continuously meet our compliance requirements, solidifying the supply chain security and compliance defense line.



Electronic Bidding Procurement Platform

### Supplier Management Measures

#### Supplier Risk Management

The Company implements classified management of supplier compliance risk levels, requiring suppliers at all risk levels to sign corresponding Integrity Covenants and Compliance Commitment Letters, clarifying the boundaries of rights and responsibilities, and strengthening supply chain compliance constraints and risk prevention and control.

#### Dynamic Supplier ESG Assessment

The Company systematically evaluates suppliers' certification status in environmental management, occupational health and safety, information security and other management systems. We also incorporate suppliers' ESG performance, including environmental protection, social responsibility and labor rights, into the evaluation indicators, so as to ensure they continuously meet the requirements on quality, delivery schedule, environmental protection and social responsibility.

The Company adopts dynamic assessment and hierarchical management. Suppliers are classified into four grades: A, B, C and D based on assessment results, providing an important basis for subsequent cooperation decision-making and the development of a negative list for compliance management.

#### Supplier Training and Communication

The Company regularly invites supplier representatives to attend compliance management and discipline inspection and supervision meetings, so as to deepen their understanding of compliance philosophy and management requirements. Several supplier representatives are appointed as specially-invited supervisors for discipline inspection and supervision, steadily improving supply chain transparency and integrity governance.

In 2025, targeting initial problems of the staff welfare mall such as limited product selection, relatively high pricing and lagging logistics fulfillment, Zhejiang Seaport Sunshine Procurement Co., Ltd. proactively launched multiple rounds of special supplier assessment and substantive negotiations. We broadened sourcing channels and introduced large e-commerce platforms, effectively stabilizing commodity prices through market-oriented

competition and breaking reliance on a single logistics route. Meanwhile, we established mandatory fulfillment standards covering order delivery timeliness, high-quality distribution and closed-loop after-sales response, forming systematic constraints on suppliers' service quality. The above measures have facilitated a smooth transition of the welfare procurement model from the traditional "centralized unified allocation" to "on-demand independent application", and built a fully transparent supply chain operation mechanism with clear standards and quantifiable services.



Supplier Exchange Meeting

## Indicators and Goals

### Key Performance

As of the end of the reporting period, the total number of suppliers stood at **9,395**, including **9,136** from mainland China, Hong Kong, Macao and Taiwan regions, and **259** from other countries and regions; The total number of primary suppliers reached **9,378**, among which the key primary suppliers amounted to **382**, and the expenditure on key primary suppliers accounted for **83.81%** of the total expenditure.

### Key Performance

As of the end of the reporting period, procurement expenditure from local suppliers in Zhejiang Province accounted for **54%** of the total; **No overdue** outstanding payments due to small and medium-sized enterprises (SMEs).

## People-Centered Development and Harmonious Workplace Construction

The Company strictly complies with national laws and regulations, effectively safeguarding the legitimate rights and interests of employees. By fostering an equal, respectful, diverse, and inclusive working environment, improving career development pathways, and strengthening internal communication and collaboration mechanisms, we continuously enhance employees' sense of belonging and identity.

### Governance

The Company strictly complies with national laws and regulations including the Labor Law of the People's Republic of China and the Labor Contract Law of the People's Republic of China, protecting the legitimate rights and interests of employees in accordance with the law. We have formulated comprehensive employee management systems including the Total Wage Management Measures, the Staff Welfare Management System, the Attendance and Leave Management System, the Management Measures for the Management (Technical) Personnel, and the Management Measures for Employee Education and Training, effectively safeguarding employees' legitimate rights and interests and career development.

The Company upholds the employment philosophy of diversity, equality, and inclusion, eradicating any discrimination based on ethnicity, race, nationality, religious belief, gender, age, or other characteristics in recruitment, compensation, training, promotion, dismissal, retirement, and other management aspects, effectively protecting the equal rights and development opportunities of every employee. The Company strictly complies with national and local laws and regulations such as the Regulations on the Prohibition of Child Labor, resolutely eliminating the employment and use of child labor in any form, and effectively protecting the legitimate rights and interests of minors.

## Strategy

The Company adheres to synchronizing employee development with enterprise development, firmly establishing the concept that "human resources are the primary resource", and determining the strategic position of employees in leading development. Regarding employees as the most active factor among all elements of enterprise productivity, the Company takes improving their comprehensive competency as the core issue of enterprise management. With capacity building as the core, institutional mechanism innovation as the driving force, and optimizing the employee development environment as the guarantee, we aim to build a high-quality, professional port employee team.

## Impacts, Risks and Opportunities Management

### Employee Rights and Interests

#### Compensation Management

The Company implements the enterprise-wide labor contract system, pays employee labor remuneration in full and on time in accordance with the law, with compensation higher than the local minimum wage standard. The Company focuses on the fairness of compensation distribution, guaranteeing equal pay for equal work, coordinating job value with reasonable compensation growth, effectively safeguarding the legitimate rights and interests of employees, and promoting the synergistic development of employees and the enterprise. During the reporting period, the ratio of the average male employee compensation (including bonuses) to the average female employee compensation (including bonuses) was 1.11:1.

#### Employee Benefits

The Company strictly implements the Staff Welfare Management System and the Attendance and Leave Management System, ensuring employees enjoy various benefits and holiday rights in accordance with the law; continuously optimizing benefits such as meal subsidies and insurance; fully paying social insurance and housing provident fund for all employees in accordance with the law, and providing additional protection for employees through enterprise annuities, completing the sorting of accounts for departing personnel and safeguarding the rights and interests of retired employees, effectively building a multi-level, sustainable employee benefit security system.

#### Employee Benefits



- Employee Recreational & Health Allowance
- Heat Illness Prevention Allowance
- Travel Expenses for Family Reunion Leave
- Lunch Subsidy
- Employee Hardship Assistance

#### Employee Holidays



- Statutory Public Holidays
- Weekly Rest Days
- Paid Annual Leave
- Official Business Leave
- Sick Leave
- Personal Leave
- Marriage Leave
- Bereavement Leave
- Family Reunion Leave
- Maternity Leave
- Breastfeeding Breaks
- Caregiver Leave
- Work-Related Injury Leave
- Childcare Leave
- and others

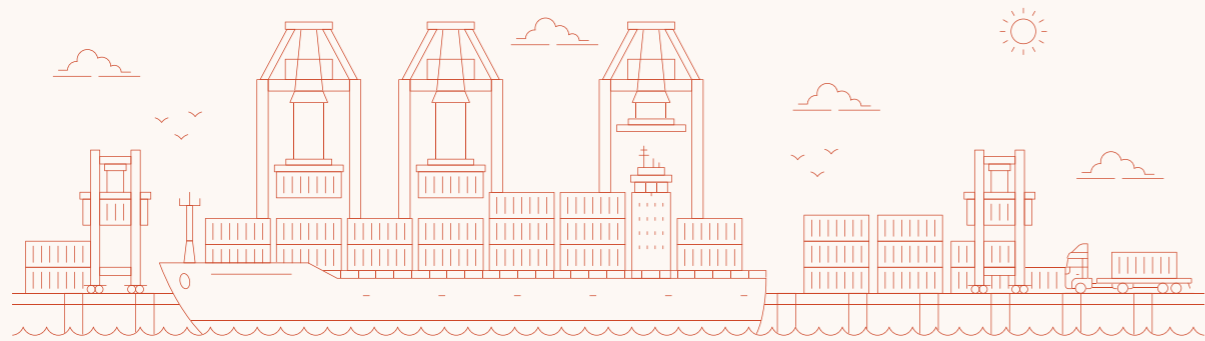
## Employee Satisfaction

The Company attaches great importance to employees' voices. It establishes a transparent and efficient communication mechanism through regular satisfaction surveys and diversified feedback channels. Survey data in 2025 shows that employee engagement and satisfaction remain at a high level, with a sound and positive organizational atmosphere.

## Democratic Management and Communication

The Company improves the democratic management system with the staff congress as the basic form, standardizes corporate affairs disclosure, and effectively safeguards employees' right to know, right to participate, right to express opinions and right to supervise.

- Established sound employee feedback and appeal channels and processes, strictly protecting the privacy of appeal information.
- Promoted the construction of "Smart Labour Union" 2.0, achieving full coverage of online processing for businesses such as hardship assistance and universal benefit services; built a dual platform of "online public opinion monitoring + offline ideological trend analysis" to smooth the path for expressing demands.
- Implemented a closed-loop management mechanism of "problem list + rectification ledger + look back" to promote early detection, early intervention, and early resolution of conflicts and disputes, continuously optimizing the employee experience.



## Employee Training and Development

The Company is committed to building a systematic career development platform for employees, relying on a sound training system, clear promotion channels, and diversified incentive mechanisms to help employees continuously improve their professional skills and comprehensive quality, achieving synergistic progress between personal growth and enterprise development.

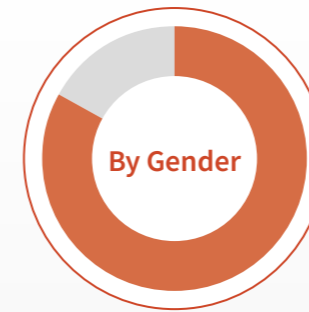
## Employee Recruitment

The Company recruits employees widely through diversified online and offline channels. During the reporting period, 266 fresh graduates were recruited, of which 51.5% held master's degrees, and 44.7% graduated from well-known domestic and international universities, continuously optimizing the employee structure and professional quality. The Company actively fulfills our social responsibility, conducting special recruitment for demobilized soldiers, demonstrating the social responsibility of a state-owned enterprise. In 2025, we recruited 5 demobilized soldiers.

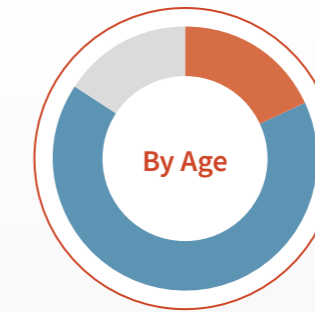
## Employee Overview

Total Number of Employees

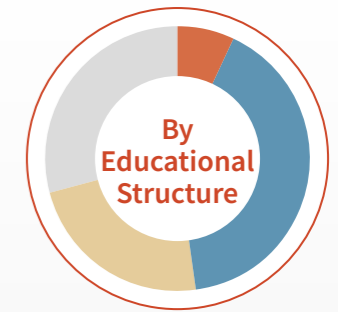
17,901 persons



Male 14,873 persons  
Female 3,028 persons



30 years old and below  
3,241 persons  
31-50 years old  
11,851 persons  
Over 50 years old  
2,809 persons



Postgraduate (including  
Master's) 1,251 persons  
University Bachelor's Degree  
7,315 persons  
Junior College 4,145 persons  
Technical Secondary School,  
High School and Below 5,190  
persons

## Local Employment

Number of Locally Employed Staff 12,596 persons

Number of Female in Junior Management Positions 86%

Total Number in Junior Management Positions 90%

## Management

Proportion of Female in Management Positions 9%

Number of Female in Junior Management  
Positions 21 persons

Total Number in Junior Management Positions 152  
persons

Number of Female in Senior Management  
Positions 0 persons

Number of Female in Management Positions in  
Business, Commerce, etc. 4 persons

Total Number of Management Positions in  
Business, Commerce, etc. 103 persons

## Others

Number of Employees with Disabilities 29 persons

Number of Ethnic Minority Employees 178 persons

New Employees

570 persons

### Employee Incentives

Relying on regulations such as the Employee Rewards and Punishments Measures, the Company has established a multi-dimensional performance appraisal system. We have set up special awards including the Double First-Class Initiative, Advanced Production (Work) Model and other honors to recognize outstanding employees and teams, and foster an organizational culture that values talents. Meanwhile, we implement a special subsidy policy for technical talents. Monthly subsidies of varying amounts are granted to high-level technical talents such as chief technicians, effectively enhancing their sense of gain and enthusiasm for innovation.

### Employee Performance Feedback and Appeals

The Company has established a standardized annual performance feedback and two-way communication mechanism, clearly stipulating that assessors must complete performance interviews within one week after the assessment concludes. The interview content not only objectively evaluates employees' work output, strengths, and weaknesses but also constructs a comprehensive performance closed-loop by formulating improvement plans, providing management support, and offering targeted personal training suggestions.

### Career Development

The Company has constructed a multi-track employee career development system covering management, technical, and operation support positions, providing employees with clear and diverse growth paths.

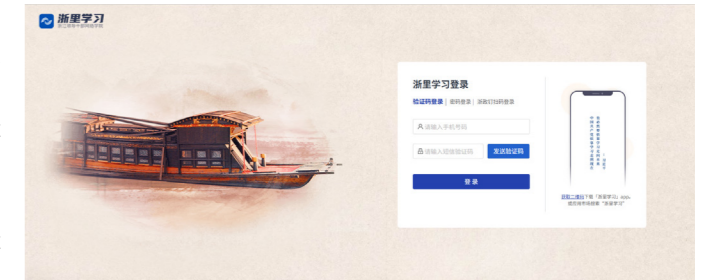
- Clarify the promotion qualifications, procedures and frequency for all career tracks in accordance with the Administrative Measures for Managerial (Technical) Staff and Career Development Management Measures for Operational Support Post Employees, and standardize and smooth career development channels.
- Carry out continuing education, assessment and appointment for professional and technical personnel on a regular basis, with 20 employees upgraded in professional and technical qualification levels during the reporting period.
- Advance the cultivation of highly skilled talents; leverage featured programs such as the Craftsman Special Training Camp and Digital Craftsman Class, and strengthen incentives via Model Worker selection and other mechanisms, so as to realize coordinated progress of employee competency improvement and industrial upgrading, and fully protect employees' career development rights and interests.



Trainees Conduct Simulation Operation Training

### Employee Training

The Company relies on online platforms such as "Zheli Learning", collaborating with offline special training and daily training. Through diversified formats such as specialty classes and enhancement classes, we continuously improve employees' professional capabilities and comprehensive literacy. We compile career growth guides, share development paths, and help employees clarify their growth directions. We select key personnel to participate in our high-level training projects to strengthen strategic thinking and management capabilities.



Zheli Learning Platform

#### Case

#### Leadership Empowerment Training for Young and Middle-aged Management Cadres



Attach great importance to the cultivation of young cadres, with the young and middle-aged cadre training class serving as one of the key platforms for cadre training and development. In July 2025, arrange management personnel to fully participate in the young and middle-aged cadre training organized by the superior unit. Adopt diversified training modes including theoretical lectures, on-site teaching and seminar exchanges to systematically strengthen the construction of talent echelons. Design courses closely aligned with current trends, focusing on core topics such as domestic and international macro situation analysis, digital transformation and upgrading, state-owned enterprise reform, as well as investment and finance. Deliver multi-dimensional knowledge empowerment to comprehensively enhance management cadres' strategic thinking and comprehensive governance capabilities, and provide solid talent support for the Company's high-quality and sustainable development.

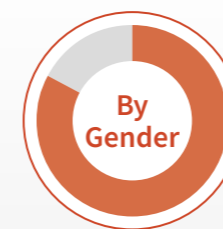
#### Total Annual Training Expenditure

Total Annual Training Expenditure RMB **38.61** million

Employee Training Coverage Rate **85.69%**

#### Total Number of Trained Employees

**15,339** persons



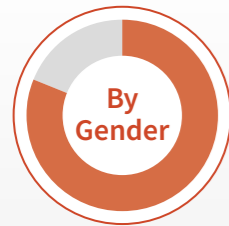
Male 12,716 persons  
Female 2,623 persons



Management 260 persons  
Staff 15,079 persons

Total Hours of Employee Training

684,968 hours



Male 556,684 hours  
Female 128,284 hours



Management 28,874 hours  
Staff 656,094 hours

Employee Care

The Company systematically builds an employee care system, focusing on health protection, work environment, work-life balance, team building, and family care, continuously enhancing employee well-being and sense of belonging.

The Company normalizes the "Care for Five Gifts" service, providing comprehensive care and support for employees. Through regular training on emotional management, traditional Chinese medicine wellness, and handcraft making, we help employees relieve stress and improve their physical and mental health levels.



"Emotional Management and Psychological Stress Relief" Mental Health Lecture



Succulent Micro-landscape Making Activity

Assistance for Needy Employees

The Company has established a comprehensive assistance mechanism. Through targeted identification and dynamic management, it provides timely and effective support to employees in financial hardship, effectively safeguarding their basic living rights and ensuring every employee feels the warmth and care of the enterprise.

During the reporting period

Condolences were extended to needy and sick employees for **1,109** person-times. Subsidies of RMB **456,000** were granted to **76** employees with special diseases, and the total amount in employee support reached RMB **23.98** million.



Visits to Needy and Sick Employees

Children's Education

The Company's "Summer Love School" project has been operating for twelve consecutive years, benefiting over a thousand person-times cumulatively. Through systematic and normalized summer care and growth support, the project effectively reduces the burden on employees' families, promotes work-life balance, and deeply cares for the well-being of employees' families.

Case Summer Love School

In 2025, the "Summer Love School" adopted the theme "Smart Fun Summer, Childhood Dreams Together", deepening the "care + education + practice" service model. It expanded its care scope to branches such as Ningbo Port mansion and Zhoushan, offering multiple summer care classes to provide safe and fulfilling summer care for employees' children.



Summer Love School

## Care for Female Employees

The Company strictly adheres to laws and regulations such as the Law of the People's Republic of China on the Protection of Rights and Interests of Women and the Special Rules on the Labor Protection of Female Employees. Through diversified care activities and special support initiatives, we foster a respectful, equal, and inclusive working and living environment.

### Case Lecture on "Effective Parent-Child Communication" for Female Employees

In May 2025, our Labour Union invited Dr. Li Guangxue, Associate Chief Physician of the Department of Child and Adolescent Psychiatry, Ningbo University Affiliated Kangning Hospital, to give a lecture to 60 female employee representatives from grassroots units. The lecture, titled "Effective Parent-Child Communication", analyzed parent-child conflicts and proposed practical solutions. This lecture not only popularized scientific parenting knowledge but also demonstrated our humanistic care for our female employees.



Female Employees "Effective Parent-Child Communication" Lecture

### Case March 8th Women's Day Themed Salon

In March 2025, our Labour Union, together with the Labour Union of Zhejiang Seaport Group, co-hosted the March 8th Women's Day themed salon "Seasons for Her, Love Like Nature" at the Hyatt Regency Ningbo Creative Culture Port.



March 8th Women's Day Themed Salon

## Focus on Mental Health

The Company established the "Mind Base" mental health service platform and innovatively launched the "Mind Growth" Teaching Caravan Initiative, extending professional psychological care services to areas such as Hangzhou, Taicang, Jiaxing, and Wenzhou. Throughout the year, 5 events were held, benefiting employees over 300 person-times, effectively enhancing their psychological well-being and organizational belonging.



"Mind Growth" Teaching Caravan - Hangzhou Area



"Mind Growth" Teaching Caravan - Taicang Area



"Mind Growth" Teaching Caravan - Wenzhou Port Group



"Mind Growth" Teaching Caravan - Jiaxing Port

## Employee Cultural Activities

The Company regularly organizes diverse, healthy, and uplifting employee cultural and sports activities to enrich employees' leisure lives and enhance team cohesion and centripetal force. We consolidate grassroots union service bases, continuously cultivate employee cultural brands with enterprise characteristics, and foster a positive, harmonious, and vibrant organizational atmosphere.

## Indicators and Goals

### Key Performance

During the reporting period, the total annual expenditure on employee training reached RMB 38.61 million, and the employee turnover rate stood at **0.98%**;

As of the end of the reporting period, the proportion of employees covered by performance evaluation and career development assessment was **99.32%**.

# 04

## Service Quality

Craftsmanship Pursuit and Service Quality Elevation

Refined Schemes and Robust Support System Establishment

Innovative Models and Expanded Service Value Creation



Complainant Satisfaction Rate

**100%**

Average Berth Productivity for 400,000-ton Bulk Carriers

**6,760.7** tons per hour

# Craftsmanship Pursuit and Service Quality Elevation

## Governance

The Company regards service quality as the core of the port's high-quality development. Aiming to build a world-class strong port, we enhance service quality and efficiency through refined management, continuously optimize port service supply capabilities, and support the stable and smooth flow of global industrial and supply chains with high-quality services.

The Company continues to refine its customer service and port operation institutional system. We have revised systems such as the Measures for the Administration of Port Operation Charges, the Measures for the Administration of Port Operation Contracts, and the Operational Rules for the Management of Bulk and General Cargo Handover. We also optimize the service quality assessment system to drive the continuous improvement of service quality and efficiency.

## Integrated Port Service System

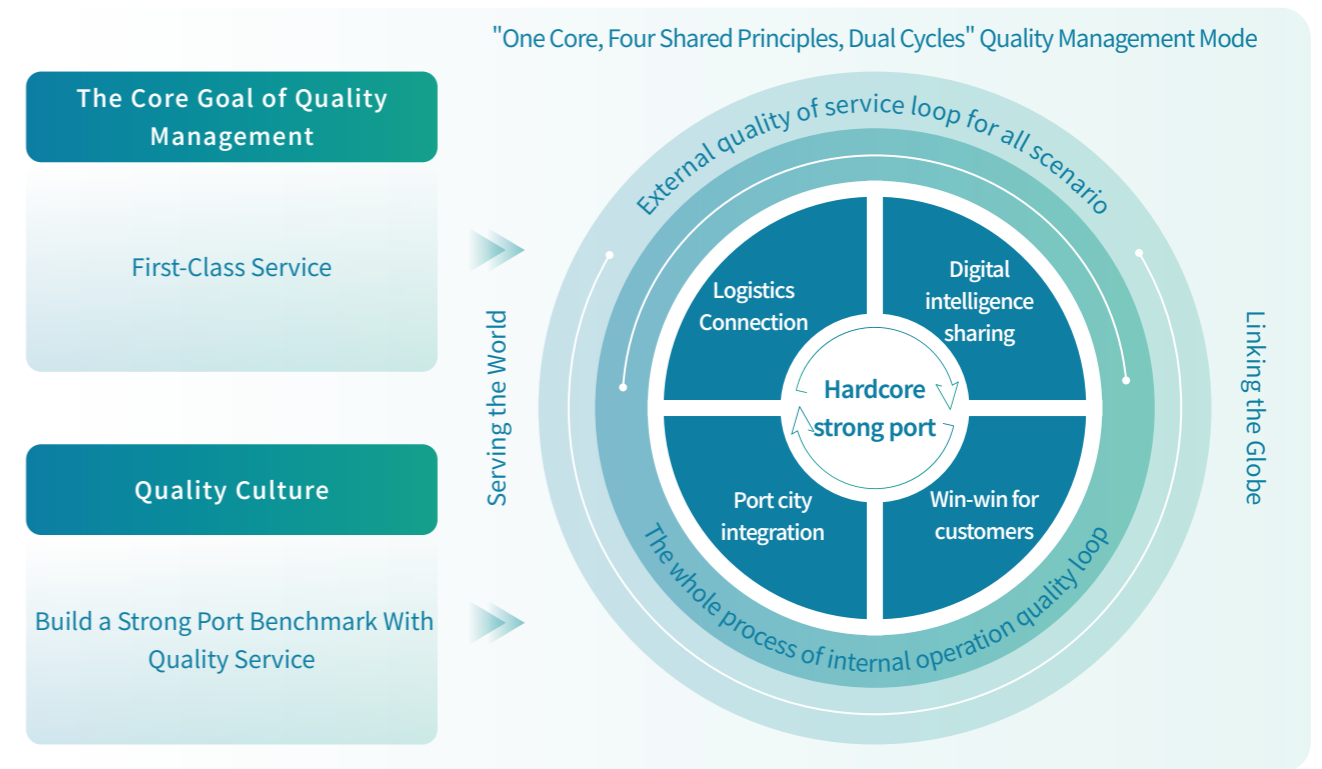
Business Segment	Core Service Content
Container Terminal	24/7 loading and unloading operations for all global vessel types
Bulk and General Cargo Terminal	Full-category coverage including ores, oil, grain, coal and ro-ro cargo
Port Logistics	Multimodal transport, warehousing, cold chain and special cargo freight
Port Support Services	Tugboat services, cargo handling and digital support



Port Aerial Photograph

## Strategy

The Company fully leverages the "One Core, Four Shared Principles, Dual Cycles" quality management model, formulates administrative measures including the Measures for the Administration of Freight Quality Management, and continuously optimizes service assurance and production organization, ensuring effective control of service quality and achievement of targets.



## Impacts, Risks and Opportunities Management

### Optimize Port Environment

The Company continues to deepen coordination with the Customs, the Immigration Inspection, and the Maritime Safety Administration authorities. We comprehensively advance the upgrading of port opening capacity, and launch a number of facilitation measures jointly with various port authorities. By optimizing customs clearance procedures and reducing non-operational time of vessels, we effectively improve overall port clearance efficiency.

### Port Coordination and Facilitation Measures

Coordinated Authorities	Core Initiatives and Outcomes
Customs	Promote remote quarantine and synchronized operations; optimize inspection procedures; develop intelligent inspect equipment.
Immigration Inspection	Improve pre-inspection efficiency; conduct advance checks on ore vessels at anchorage to achieve "immediate processing upon arrival".
Maritime Safety Administration	Enhance early warning and pre-control mechanisms; normalize handling of anchor shifts; implement the "Precise Berthing & Cost Reduction" initiative.

## Improving Port Operational Efficiency

The Company comprehensively enhances service capabilities, focusing on optimizing efficiency and enhancing capacity as the core, establishes an operation efficiency assessment and improvement mechanism. For the container business, differentiated assessment standards are set around core dimensions such as waiting time for berths, vessel turnaround efficiency at berth, and transshipment container on-time rate. For the bulk and general cargo business, operation efficiency benchmarks are formulated for each dock, and a single-vessel operation efficiency evaluation and weekly public scoring assessment mechanism is implemented, guiding efficiency improvement through refined assessment.

## Customer Communication and Complaint Handling

The Company prioritizes enhancing customer satisfaction and focuses on preventing and resolving operational risks. We build a multi-channel customer communication system and a robust complaint handling mechanism. We rapidly respond to customer demands and continuously optimize service processes and promptly handle and resolve petitions and complaints related to production and business operations, effectively safeguarding customer rights and interests.

### Customer Request Response and Closed-Loop Management

Core Module	Key Initiatives and Channels
Multi-channel Demand Access	24-hour hotline, dedicated email address; connecting with provincial and municipal people's livelihood platforms; conducting in-depth on-site research at frontline sites.
Closed-loop Management Mechanism	100% traceability follow-up and root-cause analysis for complaints; identifying and fixing management shortcomings through a review mechanism.
Specialized Service Optimization	Promoting container entry reservation and in-port navigation; establishing special task forces for peak complaint handling, with one-on-one follow-up.

## Indicators and Goals



Six companies have been selected as Zhejiang Provincial Leading Service Enterprises for 2025.

Ningbo Zhoushan Port Co., Ltd.

Zhejiang Seaport Logistics Group Co., Ltd.

Ningbo Ocean Shipping Co., Ltd.

Ningbo Beilun Third Container Terminal Co., Ltd.

Ningbo Meidong Container Terminal Co., Ltd.

Ningbo Port Information & Communication Co., Ltd.

Indicators	Unit	2024	2025
Average Berth Productivity for 400,000-ton Bulk Carriers	tons/hour	6,208.6	6,760.7
Maximum Vessel Productivity for Container Ships	TEUs/hour	338.6	392.9
Average Mainline Vessel Productivity for Containers	TEUs/hour	117.9	118.4
Average Mainline Berth Productivity for Containers	TEUs/hour	103.9	109.1
Port Throughput per Meter of Quay Line	TEUs/year	2,736	2,994
Complainant Satisfaction Rate	%	100	100

### Case

### Building the "FAST" Logistics Steward Team



The Company builds the "FAST" logistics steward team, guiding young employees to aim for "serving Zhejiang merchants and achieving win-win development". The team creates a "one-on-one" service mechanism, precisely matching service demands, cracking logistics bottlenecks for Zhejiang merchants going global. Long-term services such as policy promotion, "on-site diagnostic consultations for enterprises", and customized logistics solutions have been carried out. Throughout the year, the logistics steward team has visited and contacted 317 enterprises, resolving 159 enterprise logistics demands, achieving a multi-win pattern of joint growth between state-owned enterprises and private enterprises and enhanced industrial chain resilience.



Logistics Steward Visit Enterprises Scenario



The Logistics Steward participated in a parallel forum of the New Generation Zhejiang Entrepreneurs Themed Event and conducted on-site promotion.

## Refined Schemes and Robust Support System Establishment

### Optimizing Navigation Assurance

To properly address seasonal weather such as monsoons, typhoons and poor visibility, as well as various navigation risks, the Company collaborates with multiple parties including the maritime departments, meteorological departments and pilotage authorities to build a full-process, refined navigation assurance system to comprehensively secure the defense line for safe operation of the port and enhance supply chain resilience.

Core Dimension	Key Initiatives and Outcomes
Smart Meteorological Services	Promote representative station construction; implement zonal gale forecasting and differentiated control for "differentiated cargo types"; prioritize assurance for container and bulk ore carrier operations.
Navigation Assurance Optimization	Implement "segmented anchoring and segmented pilotage" for low visibility weather; coordinate the dispatch mechanism for commercial and fishing vessels to ensure joint governance.
Emergency System Construction	Establish a tugboat emergency linkage mechanism; form a ship-shore water safety task force; implement a specialized rectification checklist to enhance emergency incident handling efficacy.

## Strengthening Transshipment and Empty Container Assurance

The Company focuses on optimizing business processes, continuously enhancing port operation efficiency and service assurance levels through strengthening transshipment services and the coordination of empty container resources.

In terms of transshipment assurance, specialized service indicators are set for key regional markets such as the Yangtze River and Zhapu, and we optimize the entire operation process to improve transshipment efficiency and customer satisfaction. In terms of empty container assurance, addressing supply and demand fluctuations in the global trade environment, we efficiently alleviate supply-demand contradictions through measures such as issuing phased special policies, guiding empty container repositioning, and operating extra loaders. These efforts safeguard the shipment demands of foreign trade enterprises and support the stability of industrial and supply chains.



Continuously Enhancing Port Operation Efficiency

## Advancing Integrated Management of Navigation Zones

The Company deeply advances integrated management of navigation zones, building a collaborative operation system for the Northern Zhejiang, Yangtze River, and Southern Zhejiang regions. We expand the service network and unlock the collective efficiency of the port cluster. Support capacity in the Northern Zhejiang navigation area continues to improve, with the punctuality rate of the Zhapu feeder services remaining stable above 98%. The Yangtze River navigation area has launched its integrated system, optimizing berth resource allocation through empty container coordination and transshipment pilots. The Southern Zhejiang navigation area has built an integrated operation network by connecting liner schedules, providing standardized end-to-end logistics services for regional customers.

## Innovative Models and Expanded Service Value

While deepening core business of port loading and unloading, the Company consistently orients toward the diversified and personalized needs of customers. We continuously innovate service models and extend service chains, launching a series of distinctive services to constantly refine the full-process port logistics service system. While continuously enhancing the customer service experience, we effectively expand the boundaries and value space of port services, helping upstream and downstream industrial and supply chains to reduce costs, increase efficiency, and remain stable and unobstructed.

Core Business Segment	Key Initiatives and Outcomes
Ore Blending and Processing	Annual handling volume of Zhongzhai refined ore exceeded 10 million tons; Taicang Wugang screening project was put into operation; integrated "processing + transshipment" solutions such as ore-coal blending and crushing are provided.
End-to-End Logistics Innovation	Integrated sea-river intermodal resources and innovated the "dual-transport" model; added 3 new bulk dual-service routes in 2025, with annual end-to-end logistics volume reaching 31 million tons, a year-on-year increase of 3.6%.
"Rail-Sea Dual Express" Model	Integrated rail-sea express lines and international fast liner services, launching premium services such as "Yiwu-Dubai Connect" and "Anhui-Ningbo-Europe" routes; connected to fast liner routes to the Middle East, Mediterranean, West South America and other regions via Suxi Station.



Beilun Ore Terminal Branch Zhongzhai Blended Ore



Nanjing Mingzhou Terminal Integrated Ore and Coal Processing Services

# Future Outlook

## Anchoring Key Targets and Forging a New Blueprint for a Stronger Port

2026 marks the pivotal starting point of "the 15th Five-Year Plan" and is the assault year for the Company to fully sprint towards basically completing the "Double First-Class" target. Standing at this new development starting point, the Company will always take the Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era as the fundamental guideline, resolutely implement the decisions and deployments of the Zhejiang Provincial Party Committee and Government, anchor the "Double First-Class" construction target without wavering, resolve development challenges with strategic determination, and write the answer sheet for a strong port with practical actions.

Anchoring the direction of transformation and upgrading, the Company will continue to deepen the "Six Major Assaults" and fully enhance the "Four Major Capacity Levels", accelerating the fundamental leap from a "Throughput Giant Port" to an "Allocation Strong Port". Based on the core resource endowment of the port, we will integrate the advantages of sectors such as dock operations, warehousing logistics, and river-sea intermodal transport. We will focus on building the Yangtze River Delta Bulk Commodity Distribution Center, Energy Storage and Transportation Guarantee Base, and Digital Supply Chain Service Hub, constructing a full-process logistics service system connecting domestic and overseas markets and linking upstream and downstream, thereby strengthening the port's resource allocation capacity within the global supply chain.

Fulfilling the mission of green development, the Company will deeply integrate into the ESG sustainable development system, led by the Dual Carbon Goals, to promote the optimization of the port's energy structure. We will vigorously deploy clean energy projects such as photovoltaics (PV), wind power, and energy storage, promote the application of green port technologies, and deepen energy conservation, emission reduction, and pollution prevention in the port area to set benchmarks for green and low-carbon operations. Simultaneously, we will continuously refine the corporate governance system, strengthen compliance management and responsibility fulfillment, balancing the interests of shareholders, customers, employees, and all sectors of society, demonstrating the mission and responsibility of a state-owned enterprise.

Adhering to innovation-driven development, the Company will focus on the core tracks of port digitalization and intelligent transformation, increase investment in scientific and technological innovation, and break through key core technologies such as smart port operations, automation, and logistics information collaboration. We will promote the deep integration of big data, artificial intelligence, and the Internet of Things with port businesses, upgrading the smart port management platform to achieve comprehensive improvements in operational efficiency, service quality, and operational safety, empowering the high-quality development of the port with technology.

The Tide Rises in the East, Linking the Globe. In the future, the Company will always uphold the original aspiration of "serving national strategies and empowering regional development", breaking the deadlock with an assault posture, moving forward with a progressive momentum, and fully constructing a modern strong port with greater competitiveness, influence, and radiation capacity, injecting a constant stream of port power into serving the construction of a new development pattern and building a high-level open and strong province.

# Appendix

## List of Material Topics and Management

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
Environmental						
Environmental Management						
Achieve environmental sustainability by reducing environmental impact and enhancing environmental performance through the formulation and execution of comprehensive environmental protection management systems.	√	√	√	1.Policy and regulatory risks 2.Reputation and brand risks 3.Technology and innovation risks 4.Green port rating opportunities 5.Environmental business expansion opportunities 6.Government-enterprise environmental cooperation opportunities	Establish a comprehensive environmental management system; develop a sound environmental emergency response plan; enhance environmental awareness of all employees through regular drills and training. The Company participates in green port rating to set industry benchmarks, leverages environmental technology upgrades to expand customer services, and deepens environmental cooperation with government authorities to actively seek policy and financial support.	Environmental Performance
Energy Use						
Achieve efficient energy utilization through effective strategies and measures.	√	√	√	1.Operational and supply chain risks 2.Climate and natural risks 3.Green power industry layout opportunities 4.Energy management service export opportunities	Leverage the smart energy management system to accurately integrate energy consumption accounting into every aspect of port operations, effectively improve vessel energy efficiency, and reduce energy costs; mitigate negative impacts from extreme weather, ocean acidification, sea level rise, etc. The Company focuses on developing green power projects such as wind power and photovoltaics (PV) to increase port energy self-sufficiency; develops professional energy management systems (e.g., wind power generation) to help partners increase their share of green electricity.	Environmental Performance

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Pollutant Emissions</b>						
Continuously improve the environment by formulating relevant management systems and adopting effective measures to control pollutant emissions.		√	√	1.Policy and regulatory risks 2.Legal and litigation risks 3.Climate and natural risks 4.Financial and market risks 5.Pollution control technology innovation opportunities 6.Green logistics cooperation opportunities	Strictly comply with national and local pollutant emission regulations; rigorously control various pollutant emissions by optimizing port equipment and operational processes; actively promote the use of clean energy. The Company independently develops port-specific pollution control technologies to build core competitive advantages; leverages low-emission development advantages to deepen cooperation with green logistics customers.	Environmental Performance
<b>Water Resource Utilization</b>						
Achieve sustainable management of water resources by efficiently utilizing water, reducing water consumption, and protecting water resources from pollution.		√	√	1.Policy and regulatory risks 2.Operational and supply chain risks 3.Climate and natural risks 4.Opportunities for promoting water recycling technologies 5.Opportunities for establishing a water-saving port benchmark	Establish water use management goals and plans, strengthen water use monitoring and analysis, and actively implement various water-saving measures; develop port water recycling technologies and promote their application to the industry. The Company strives to build a water-saving port benchmark and actively seeks policy support and incentives.	Environmental Performance
<b>Waste Treatment</b>						
Reduce environmental pollution by properly handling waste generated during production and operations.		√	√	1.Policy and regulatory risks 2.Climate and natural risks 3.Financial and market risks 4.Opportunities for port solid waste resource utilization 5.Opportunities for waste treatment service outsourcing	Establish strict waste management systems, define waste classification standards and treatment processes, and accelerate the introduction and upgrading of waste treatment equipment. The Company promotes port solid waste resource utilization to create new revenue growth points; integrates waste treatment resources to provide specialized outsourcing services for the industry.	Environmental Performance

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Response to Climate Change</b>						
Achieve green and low-carbon development through measures such as improving processes, upgrading production equipment, optimizing energy structure, improving production energy efficiency, researching and providing green products and services, and improving and strengthening management.	√	√	√	1.Policy and regulatory risks 2.Climate and natural risks 3.Technology and innovation risks 4.Carbon trading market participation opportunities 5.Low-carbon port solution export opportunities 6.Green finance opportunities	Assess climate-related risks and opportunities based on governance, strategy, risk management, metrics, and targets; formulate a climate change response plan; integrate climate change issues into the overall development strategy. The Company actively participates in the carbon trading market to monetize port carbon assets and enhance economic returns; develops integrated low-carbon port solutions for industry-wide export; leverages green port construction achievements to access low-cost green finance.	Environmental Performance
<b>Biodiversity Conservation</b>						
Protect and restore ecosystems, maintain biodiversity, and enhance the biodiversity value of operating areas and other regions through a series of measures.	√	√	√	1.Reputation and brand risks 2.Climate and natural risks 3.Eco-port brand building opportunities 4.Government-enterprise ecological protection cooperation opportunities	Conduct comprehensive environmental monitoring, promptly prevent invasive species at terminals, and carry out port ecological restoration. The Company builds a distinctive eco-port brand to enhance market competitiveness and brand reputation; deepens ecological protection cooperation with government authorities to secure special ecological support.	Environmental Performance
<b>Circular Economy</b>						
Contribute to the harmonious symbiosis of economy and environment by optimizing production processes, increasing recycling rates, and recycling waste.		√	√	1.Technology and innovation risks 2.Financial and market risks 3.Opportunities for building a port circular economy industrial chain 4.Opportunities for applying for circular economy demonstration projects	Promote resource recycling and strengthen the recovery and reuse of waste and water resources. The Company builds a port-specific circular economy industrial chain to cultivate new business growth points; actively applies for national circular economy demonstration projects to seek policy support.	Environmental Performance

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
Cleaner Production and Green Design						
Create a green port by using cleaner production methods, adopting more efficient resource utilization methods, and reducing environmental pollution and energy consumption in the production process.	√	√	√	1.Policy and regulatory risks 2.Technology and innovation risks 3.Financial and market risks 4.Opportunities for green port equipment R&D 5.Opportunities for clean production technology export	Actively introduce clean energy such as wind power and PVs, and accelerate the application of new energy equipment such as electric forklifts and electric terminal tractors. The Company develops port-specific green equipment, building R&D and industrialization capabilities; exports port clean production technologies and management practices to the industry.	Environmental Performance
Social						
Innovation-Driven						
Enhance its own competitiveness and promote sustainable development by actively implementing the innovation-driven development strategy, promoting scientific and technological innovation, and strengthening the transformation and application of scientific and technological achievements.	√	√	√	1.Technology and innovation risks 2.Financial and market risks 3.Organizational and talent risks 4.Opportunities for smart port technology industrialization 5.Opportunities for technological achievements	Establish a sound technology innovation management system to promote standardized and efficient operation of technology projects; fully mobilize employees' innovation enthusiasm through incentives. The Company promotes the industrialization of core smart port and shipping technologies to create new revenue streams.	Social Responsibility
Safety Management and Occupational Health						
Protect the safety of employees and assets by ensuring the safety of production and operations, including emergency preparedness and response. Protect employee health and provide a healthy working environment to continuously improve employee satisfaction and reduce the incidence of occupational diseases.	√	√	√	1.Policy and regulatory risks 2.Organizational and talent risks 3.Legal and litigation risks 4.Smart security technology opportunities 5.System certification opportunities	Establish a Safety Production Committee and relevant working groups to ensure accountability at all levels; conduct safety production responsibility assessments to strengthen safety management and supervision mechanisms. Improve the occupational health management system and fully implement occupational disease prevention measures. Develop safety informatization work plans and expand pilot applications of robots and AI in risk identification and inspection. Promote subsidiaries to obtain ISO 45001 and other system certifications to enhance management standardization.	Social Responsibility

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
Data Security and Customer Privacy Protection						
Protect customer personal information security and privacy by complying with regulations related to information security and privacy protection, clarifying compliance requirements in stages such as collection, storage, use, processing, transmission, provision, public disclosure, and deletion, signing confidentiality agreements, and formulating emergency plans.	√	√		1.Policy and regulatory risks 2.Legal and litigation risks 3.Port data security service opportunities 4.Smart port data collaboration opportunities	Establish and improve information security management mechanisms; strictly enforce information security and customer privacy management systems; strengthen information security through technical means. The Company builds a data security service system in the port and shipping sector to expand related business; develops a secure and compliant smart port data platform to achieve industry data collaboration.	Social Responsibility
Product and Service Safety and Quality						
Continuously improve customer satisfaction and loyalty by expanding service functions and continuously improving service quality, creating an efficient and high-quality service port. Establish a customer service system to provide port services including cargo handling, intra-port barge services, and tugboat services to enhance the customer service experience.	√	√	√	1.Financial and market risks 2.Reputation and brand risks 3.Brand and market opportunities	Fully apply the "One Core, Four Shared Principles, Dual Cycles" quality management model to optimize service assurance and production organization, driving service quality improvement deeper and more solidly. Optimize customer service processes and improve service efficiency through multiple measures. Provide customized and efficient service experiences through innovative service models.	Service Quality

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Supply Chain Management</b>						
Ensure the sustainable operation and social responsibility fulfillment of the supply chain while reducing supply chain risks through measures such as integrating resources, optimizing processes, and improving efficiency.	√	√		1.Policy and regulatory risks 2.Financial and market risks 3.Digitalization opportunities	Improve the supplier management system, optimize procurement costs, enhance procurement efficiency, promote integrity and self-discipline, and increase the transparency and sustainability of supply chain management. Implement full lifecycle supplier management through electronic bidding procurement platforms and other systems.	Social Responsibility
<b>Employee Management</b>						
Improve employee capabilities and identification by effectively managing human resources, including recruitment, training, performance appraisal, and employee development, to help the enterprise achieve long-term sustainable development.	√	√	√	1.Organizational and talent risks 2.Legal and litigation risks 3.Reputation and brand risks 4.Organizational talent resilience opportunities	Adhere to lawful employment practices; create an equal, respectful, diverse, and inclusive work environment; improve employee career development paths; unleash employee potential; strengthen employee communication and collaboration. Implement pay equity, welfare benefits, and democratic management; deepen mental health services, hardship assistance, and cultural activities to enhance employee satisfaction.	Social Responsibility
<b>Industry Cooperation</b>						
Promote the high-quality development of the port, shipping, and transportation industry by actively carrying out industry cooperation, sharing resources, technology, and market information.	√	√		1.Reputation and brand risks 2.Organizational and talent risks 3.Strategic cooperation and industry collaboration opportunities 4.University-enterprise linkage and talent cultivation opportunities 5.Industry standard setting and voice enhancement opportunities	Organize industry events to expand brand influence; promote university-enterprise linkages to cultivate talent; deepen industry cooperation for joint technological breakthroughs; participate in standard setting to enhance industry voice.	Social Responsibility

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Social Contributions</b>						
Fulfill the responsibilities of a state-owned enterprise and build a responsible listed company by carrying out various social welfare and volunteer activities.		√	√	1.Reputation and brand risks 2.SOE responsibility image enhancement opportunities 3.Employee cohesion enhancement opportunities 4.Social influence expansion opportunities	Organize employee teams to carry out diverse social welfare volunteer activities; include social welfare performance in the employee recognition system to incentivize participation; build a distinctive social welfare brand and strengthen publicity.	Social Responsibility
<b>Rural Revitalization</b>						
Accelerate agricultural and rural modernization and achieve comprehensive rural revitalization by investing in and supporting rural development through projects.		√	√	1.Reputation and brand risks 2.Rural assistance activity opportunities 3.Rural industrial development support opportunities 4.Corporate brand image enhancement opportunities	The Company and its subsidiaries regularly carry out rural assistance activities; support the development and expansion of local rural specialty industries based on local conditions; strengthen publicity to enhance the corporate social responsibility image.	Social Responsibility
<b>Value Creation</b>						
While creating financial returns, create value for society and the environment through other business activities to achieve corporate social responsibility and long-term sustainable development.	√	√	√	1.Financial and market risks 2.Reputation and brand risks 3.Optimize port operations in service of national strategies 4.Improve logistics efficiency to promote regional connectivity 5.Ensure global supply chain stability to demonstrate responsibility 6.Lead industry transformation through smart port construction	Continuously optimize port operation processes to improve operational efficiency; strengthen logistics network construction to promote regional connectivity; accelerate the application of smart port technologies to drive transformation; enhance supply chain collaboration to ensure global logistics stability.	Social Responsibility

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Governance</b>						
<b>Corporate Governance</b>						
Continuously improve corporate transparency by establishing and maintaining good management and supervision structures, including board structure, shareholder rights protection, and ethics guidelines.	✓	✓	✓	1.Policy and regulatory risks 2.Financial and market risks 3.Reputation and brand risks 4.Organizational and talent risks 5.Opportunities to standardize shareholders' meeting and board operations 6.Opportunities to enhance corporate transparency and credibility 7.Opportunities to improve shareholder rights protection mechanisms	Continuously standardize the rules of procedure of shareholders' meetings and the board of directors; strengthen information disclosure to improve governance transparency; improve shareholder rights protection mechanisms to enhance investor confidence.	Corporate Governance
<b>Shareholder Rights</b>						
Ensure fair shareholder participation in corporate governance and enhance shareholder confidence and maintain company stability by balancing and protecting shareholder interests.	✓	✓	✓	1.Financial and market risks 2.Reputation and brand risks 3.Opportunities to strengthen minority shareholder protection 4.Opportunities to optimize ownership structure 5.Opportunities to improve profit distribution policies 6.Opportunities to enhance shareholder confidence and company stability	Improve minority shareholder participation mechanisms to ensure fair rights; continuously optimize equity structure to enhance governance effectiveness; formulate reasonable profit distribution policies to increase shareholder returns; strengthen investor communication to enhance shareholder trust.	Corporate Governance

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
<b>Risk Compliance</b>						
Ensure the collaborative operation of law, compliance, risk, and internal control by establishing a comprehensive compliance management system, and systematically identify, assess, and respond to various risks faced.	✓	✓		1.Policy and regulatory risks 2.Legal and litigation risks 3.Opportunities to improve risk compliance management systems 4.Opportunities to enhance proactive compliance risk prevention capabilities	Improve the risk compliance management framework with clear division of responsibilities; fully implement the Chief Compliance Officer system to strengthen supervision; optimize the "three lines of defense" coordination mechanism to enhance prevention and control effectiveness; strengthen compliance risk identification and early warning for proactive management; improve legal and policy risk response mechanisms to ensure compliant operations.	Corporate Governance
<b>Business Ethics</b>						
Ensure that all business behaviors comply with social expectations and legal requirements by strictly adhering to ethical standards and laws and regulations, and requiring customers, employees, and partners to strictly fulfill responsibilities and commitments.	✓	✓	✓	1.Legal and litigation risks 2.Reputation and brand risks 3.Opportunities to improve internal anti-corruption review mechanisms 4.Opportunities to enhance anti-monopoly compliance capabilities 5.Opportunities to raise company-wide business ethics awareness	Improve the operation mechanism of the Discipline Inspection Committee to strengthen oversight; improve the internal anti-corruption review system and increase enforcement; strengthen anti-monopoly compliance training and risk assessment; conduct company-wide business ethics awareness campaigns; integrate business ethics into corporate culture to foster a sound environment of integrity-based operations.	Corporate Governance
<b>Investor Relations Management</b>						
Establish trust relationships with investors, attract and retain investors that match the Company's strategy, and achieve a win-win situation between the Company and investors by strengthening measures such as information disclosure.	✓	✓	✓	1.Financial and market risks 2.Reputation and brand risks 3.Opportunities to build multi-level investor communication mechanisms 4.Opportunities to enhance timeliness and transparency of information disclosure 5.Opportunities to deepen investor trust relationships	Establish diversified investor communication channels combining online and offline methods; strengthen information disclosure management to ensure timeliness, accuracy, and transparency; regularly hold investor exchange activities to enhance interaction and mutual trust; improve investor feedback mechanisms for win-win development.	Corporate Governance

Topic Objective	Scope of Impact			Risk and Opportunity	Risk and Opportunity Response	Corresponding Chapter
	Value Chain	Company Operations	Social Impact			
Tax Transparency						
Ensure tax compliance and transparency by strictly complying with national tax policies and transparent tax declaration and payment procedures.		√	√	1.Policy and regulatory risks 2.Reputation and brand risks 3.Opportunities to enhance tax compliance and transparency 4.Opportunities to improve financial revenue/expenditure review mechanisms 5.Opportunities to enhance capital flow review rigor 6.Opportunities to strengthen tax risk prevention capabilities	Closely monitor changes in tax policies and make timely adjustments; strictly implement financial revenue/expenditure reviews to regulate fund management; improve tax filing processes to enhance transparency and compliance; strengthen capital flow reviews to prevent tax risks; conduct regular tax self-assessments and training to raise company-wide compliance awareness.	Corporate Governance
ESG Governance						
Further improve and perfect the corporate governance mechanism by integrating ESG development concepts into various systems and processes of corporate governance, promoting sustainable development.	√	√	√	1.Policy and regulatory risks 2.Reputation and brand risks 3.Organizational and talent risks 4.Opportunities to improve ESG organizational governance structure 5.Opportunities to standardize and institutionalize ESG work 6.Opportunities to build normalized ESG operation mechanisms	Fully integrate ESG development concepts into all corporate systems and processes; build an ESG governance structure with clear responsibilities and efficient operation; strengthen standardized management of ESG work to achieve normalized operation; improve the hierarchical ESG management system with clear division of duties.	Corporate Governance

## Annual ESG Performance Data

### Governance Data

Indicators	Unit	2023	2024	2025
Corporate Governance				
Total tax payment	RMB 100 million	17.22	17.80	21.64
Number of shareholders' meetings held	times	3	4	3
Number of Board of Directors meetings held	times	7	11	9
Board member attendance rate	%	100	100	100
Number of independent directors	persons	6	6	6
Number of female directors	persons	0	1	1
Number of Audit Committee meetings	times	4	7	5
Number of Compensation and Assessment Committee meetings	times	1	1	1
Number of Nomination Committee meetings	times	5	6	4
Number of Strategy Committee meetings	times	1	2	1
Number of ESG Committee meetings	times	0	0	1
Number of special meetings for independent directors	times	/	2	4
On-site working days for independent directors	days	/	≥ 15	≥ 15
Number of Party Committees	units	26	24	24
Number of General Party branches	units	26	24	19
Number of Party branches	units	231	209	212

Indicators	Unit	2023	2024	2025
Number of Party members	persons	4,947	4,792	4,987
Cash dividend distributed	RMB 100 million	16.93	17.70	21.01
<b>Risk Compliance</b>				
Number of units passed ISO 37301 Compliance Management System Certification	units	10	23	23
Legal review rate of economic contracts, major decisions, and rules/regulations	%	100	100	100
Number of units established internal control standard system	units	39	41	48
<b>Business Ethics</b>				
Number of units setting up integrity operation posts	units	139	132	113
Themed education and training on integrity	times	1,469	1,566	1,376
Total duration of anti-corruption training	hours	25,066	26,280	26,857
Total person-times of anti-corruption training	person-times	38,393	43,230	45,066
Number of corruption lawsuits filed and reviewed	cases	0	2	6
<b>Investor Relations Management</b>				
Number of announcements disclosed	copies	66	61	57
Number of voluntary announcements disclosed	copies	12	12	12
Number of performance briefing meetings held	sessions	3	4	3
Number of questions replied on SSE E-Interaction platform	items	36	16	10
<b>ESG Governance</b>				
Number of ESG leading group meetings held	times	0	2	1
Number of ESG working group meetings held	times	0	1	1

## Environmental Data

Indicators	Unit	2023	2024	2025
<b>Environmental Management</b>				
Environmental protection investment amount	RMB 10,000	51,060	52,410	36,060
Number of units passed ISO 14001 Environmental Management System Certification	units	10	12	14
Number of units passed ISO 50001 Energy Management System Certification	units	/	/	11
<b>Energy Consumption</b>				
<b>Direct Energy</b>				
Gasoline	tons	1,153	1,398	1,397
Diesel	tons	84,820	90,290	88,267
Natural gas	m <sup>3</sup>	375,663	339,328	462,210
Liquefied natural gas	tons	986	967	807
Fuel oil	tons	135,509	160,853	185,340
<b>Indirect Energy</b>				
Purchased steam <sup>1</sup>	GJ	424	460	3,073
Purchased electricity	kWh	784,716,417	820,791,600	827,002,945
Of which: wind power consumption	kWh	/	/	58,000,000
Solar power consumption	kWh	/	/	25,000,000
Renewable energy consumption	kWh	/	/	83,000,000
Renewable energy proportion	%	/	/	2
Comprehensive energy consumption	tons of standard coal	416,292	466,547	499,169
Comprehensive energy intensity	tons of standard coal / RMB 1 million revenue	16.01	16.25	16.09
<b>Exhaust Gas</b>				
Nitrogen oxides (NO <sub>x</sub> )	tons	11,011	13,024	15,867
Sulfur oxides (SO <sub>x</sub> )	tons	3,661	4,345	4,888
Particulate matter (PM)	tons	7,000	7,378	7,140
Total exhaust emissions	tons	/	/	23,487

<sup>1</sup> The increase in purchased steam consumption during the reporting period was primarily due to increased usage for air conditioning and heating in the building of Port Service Company, as well as additional insulation requirements for chemical storage tanks at Jiaying Port.

Indicators	Unit	2023	2024	2025
Exhaust emission intensity	tons per RMB 1 million revenue	/	/	0.76
<b>Wastewater</b>				
Chemical oxygen demand (COD)	tons	18.98	10.58	22.94
Total phosphorus (TP)	tons	0.69	1.54	0.91
Total nitrogen (TN)	tons	0.15	0.23	1.34
Ammonia nitrogen (NH <sub>3</sub> -N)	tons	2.39	0.36	1.11
Biochemical oxygen demand (BOD)	tons	/	/	0.27
Industrial wastewater discharge	tons	/	/	568,776
Domestic wastewater discharge	tons	/	/	1,231,923
Total wastewater discharge	tons	1,596,494	1,665,348	1,800,700
Wastewater discharge intensity	tons per RMB 1 million revenue	61.42	58.02	58.05
<b>Waste</b>				
<b>Hazardous Waste</b>				
Total hazardous waste emissions	tons	1,436	1,393	1,747
Hazardous waste emission intensity	tons per RMB 1 million revenue	0.06	0.05	0.06
<b>General Waste</b>				
Total general waste emissions	tons	26,629	25,174	21,308
General waste emission intensity	tons per RMB 1 million revenue	1.02	0.88	0.69
<b>Water Resources</b>				
Fresh water intake	tons	4,852,376	7,173,737	8,424,101
Recycled water usage	tons	2,548,723	6,399,250	7,132,256
Recycled water usage proportion	%	34.44	47.15	45.85
Total water resource usage	tons	7,401,099	13,572,987	15,556,357
Water resource usage intensity	tons per RMB 1 million revenue	284.73	472.89	501.49
<b>Greenhouse Gases</b>				
Scope 1 <sup>2</sup> : direct GHG emissions	tons of carbon dioxide equivalent	702,968	631,968	849,475
Scope 2 <sup>3</sup> : indirect GHG emissions	tons of carbon dioxide equivalent	447,571	538,843	383,723
Total GHG emissions	tons of carbon dioxide equivalent	1,150,538	1,170,811	1,233,198
GHG emission intensity	tons of carbon dioxide equivalent / RMB 1 million revenue	44.3	40.79	39.75

<sup>2</sup> Scope 1: Our direct GHG emissions primarily stem from fossil fuels consumed by vessels, vehicles, and machinery. The CO<sub>2</sub> emission factors for fossil fuels adopt the calculation factors issued by the local government or authoritative institutions where the operations are located.

<sup>3</sup> Scope 2: Our GHG emissions primarily stem from indirect GHG emissions generated by purchased electricity. The CO<sub>2</sub> emission factors for electricity adopt the calculation factors issued by the local government or authoritative institutions where the operations are located.

## Social Data

Indicators	Unit	2023	2024	2025
<b>Innovation-Driven</b>				
R&D investment in scientific and technological innovation	RMB 10,000	25,913	40,259	38,983
Total number of R&D employees	persons	749	987	1,062
Number of Female in R&D, technical depts.	persons	/	/	106
Proportion of R&D personnel	%	4.25	5.74	5.93
Total number of valid patents	pieces	625	851	1,082
Number of software copyrights	pieces	228	289	376
<b>Safety Management</b>				
Safety production investment amount	RMB 10,000	24,884	24,854	25,463
Investment in employment injury insurance and work safety liability insurance	RMB 10,000	3,062	3,041	3,002
<b>Safety Supervision and Inspection</b>				
Number of inspections conducted	times	302	395	473
Rectification completion rate	%	100	100	100
<b>Safety Hidden Danger Investigation</b>				
Number of investigations conducted	times	14,842	30,137	17,988
Investigation coverage rate	%	100	100	100
<b>Safety Drills and Training</b>				
Safety drills	sessions	1,036	6,952	5,095
Total person-times of safety training	person-times	207,608	238,127	241,289
Total safety training duration	hours	431,643	504,347	404,733
<b>Occupational health</b>				
Number of entities passed ISO 45001:2018 Occupational Health and Safety Management System certification	units	/	/	4
Coverage rate of employee safety responsibility assessment	%	100	100	100
Coverage rate of employee labor protection equipment distribution	%	100	100	100
Coverage rate of pre-employment health check-ups	%	100	100	100
Annual health check-up coverage rate for incumbent employees	%	100	100	100

Indicators	Unit	2023	2024	2025
Basic medical insurance coverage rate for employees	%	100	100	100
Occupational disease incidence rate	%	0	0	0
Number of work-related deaths	persons	3	1	1
Number of lost work days due to work injuries	days	9,972	1,769	5,955
<b>Supply Chain Management</b>				
<b>Equal Treatment of SMEs</b>				
Amount of overdue payments at end of reporting period	RMB 10,000	/	/	0
Total number of suppliers	units	13,036	12,463	9,395
<b>Supplier Distribution</b>				
Mainland China, HK, Macau, Taiwan regions	units	12,848	12,253	9,136
Other countries or regions	units	188	210	259
Proportion of procurement expenditure to local (Zhejiang province) suppliers	%	66	59	54
Total number of tier-1 suppliers	units	/	/	9,378
Total number of tier-1 key suppliers	units	/	/	382
Percentage of tier-1 key supplier expenditure relative to total expenditure	%	/	/	83.81
Total number of non-tier-1 key suppliers	units	/	/	9,001
<b>Employee Overview</b>				
Total number of employees	persons	17,635	17,200	17,901
<b>By Employment Type</b>				
Full-time	persons	17,635	17,200	17,901
Part-time	persons	0	0	0
<b>By Contract Type</b>				
Open-ended contract	persons	10,768	11,228	12,372
Fixed-term contract	persons	6,867	5,972	5,529
No labor contract signed	persons	0	0	0
<b>By Gender</b>				
Male	persons	14,527	14,294	14,873

Indicators	Unit	2023	2024	2025
Female	persons	3,108	2,906	3,028
<b>By Age</b>				
30 years old and below	persons	3,416	3,365	3,241
31-50 years old	persons	11,607	11,158	11,851
Over 50 years old	persons	2,612	2,677	2,809
<b>By Job Level</b>				
Management	persons	221	240	260
Staff	persons	17,414	16,960	17,641
<b>By Region</b>				
China (incl. HK, Macau, Taiwan)	persons	17,634	17,197	17,898
Other countries and regions	persons	1	3	3
<b>By Educational Structure</b>				
Postgraduate	persons	883	1,062	1,251
University bachelor's degree	persons	6,448	6,782	7,315
Junior college	persons	4,420	4,057	4,145
Technical secondary school, high school and below	persons	5,884	5,299	5,190
<b>New Employees</b>				
Total number of new employees	persons	482	393	570
<b>By Gender</b>				
Male	persons	365	280	400
Female	persons	117	113	170
<b>By Age</b>				
30 years old and below	persons	415	332	356
31-50 years old	persons	67	53	186
Over 50 years old	persons	0	8	28
<b>Employee Recruitment</b>				
Number of vacancies filled by internal candidates	persons	/	/	38

Indicators	Unit	2023	2024	2025
Percentage of vacancies filled by internal candidates	%	/	/	58
Total number of vacancies	persons	/	/	66
Total recruitment cost	RMB	/	/	304,823
Average recruitment cost	RMB per person	/	/	535
<b>Employee Turnover<sup>4</sup></b>				
Total number of turnover employees	persons	520	409	175
<b>By Gender</b>				
Male	persons	420	332	148
Female	persons	100	77	27
<b>By Age</b>				
30 years old and below	persons	135	113	63
31-50 years old	persons	195	164	93
Over 50 years old	persons	190	132	19
<b>By Job Level</b>				
Management employees	persons	/	/	7
Staff	persons	/	/	168
Employee turnover rate	%	2.95	2.38	0.98
<b>By Gender</b>				
Male	%	2.89	2.32	1.00
Female	%	3.22	2.65	0.89
<b>By Age</b>				
30 years old and below	%	3.95	3.36	1.94
31-50 years old	%	1.68	1.47	0.78
Over 50 years old	%	7.27	4.93	0.68
<b>By Job Level</b>				
Management employees	%	/	/	2.69

<sup>4</sup> Notes on statistical caliber of employee turnover data: The 2023–2024 data includes retired employees, while retired employees are excluded from the statistics starting from 2025.

Indicators	Unit	2023	2024	2025
Staff	%	/	/	0.95
Proportion of employees paying social security	%	100	100	100
<b>Employee Diversity</b>				
Number of locally employed staff	persons	11,488	11,687	12,596
Number of employees with disabilities	persons	16	20	29
Number of ethnic minority employees	persons	95	174	178
Proportion of local staff in senior management	%	86	86	86
Proportion of local staff in management	%	96	90	90
Proportion of Female in management positions	%	7	7	9
Number of Female in junior management positions	persons	/	/	21
Total number in junior management positions	persons	/	/	152
Number of Female in senior management positions	persons	/	/	0
Number of Female in management positions in business, commerce, etc.	persons	/	/	4
Total number of management positions in business, commerce, etc.	persons	/	/	103
<b>Employee Compensation</b>				
Average employee salary: senior management (base salary only)	RMB	/	/	309,629
Average employee salary: senior management (base salary + bonus)	RMB	/	/	1,064,153
Average male employee salary: management (base salary only)	RMB	/	/	253,517
Average female employee salary: management (base salary only)	RMB	/	/	247,167
Average male employee salary: management (base salary + bonus)	RMB	/	/	857,678
Average female employee salary: management (base salary + bonus)	RMB	/	/	786,790
Average male salary: non-management (base salary only)	RMB	/	/	44,176
Average female salary: non-management (base salary only)	RMB	/	/	45,416

Indicators	Unit	2023	2024	2025
Average male employee salary	RMB	/	/	47,099
Average female employee salary	RMB	/	/	46,654
Average male employee bonus	RMB	/	/	174,135
Average female employee bonus	RMB	/	/	153,117
<b>Performance Appraisal &amp; Career Development Assessment</b>				
Proportion of employees receiving performance appraisal & career development assessment during reporting period	%	98.40	98.56	99.32
Number of employees receiving performance appraisal & career development assessment during reporting period	persons	17,353	16,953	17,779
<b>Employee Training</b>				
Total annual training expenditure	RMB 10,000	3,700	3,769	3,861
Employee training coverage rate	%	84.95	97.80	85.69
Total number of trained employees	persons	14,981	16,822	15,339
<b>By Gender</b>				
Male	persons	12,409	14,003	12,716
Female	persons	2,572	2,819	2,623
<b>By Job Level</b>				
Management	persons	221	238	260
Staff	persons	14,760	16,584	15,079
Total hours of employee training	hours	659,925	850,174	684,968
<b>By Gender</b>				
Male	hours	523,791	718,960	556,684
Female	hours	136,134	131,214	128,284
<b>By Job Level</b>				
Management	hours	27,350	25,043	28,874
Staff	hours	632,575	825,131	656,094
<b>Democratic Management</b>				
Employee satisfaction	%	100	100	100

Indicators	Unit	2023	2024	2025
<b>Employee Care</b>				
Total investment in employee support	RMB 10,000	1,171	1,132	2,398
Amount of employee supplementary insurance	RMB 10,000	120	136	255
Visits to needy and sick employees	person-times	767	723	1,109
<b>Social Contributions</b>				
Charitable donations	RMB 10,000	88	294	239
Hours of volunteer service	hours	18,761	24,429	42,515
Number of public welfare participants	persons	3,772	5,809	8,691
Number of beneficiaries / population reached	persons	32,224	30,743	12,324
<b>Rural Revitalization</b>				
Rural revitalization donations	RMB 10,000	/	43.6	220
Number of beneficiaries / population reached	persons	/	1,840	1,840
<b>Information Security &amp; Privacy Protection</b>				
Information security incidents	times	/	/	0
Information security emergency drills	times	/	/	1
Number of information security training sessions	sessions	/	/	1

## Service Data

Indicators	Unit	2023	2024	2025
Service Quality				
Average berth productivity for 400,000-ton bulk carriers	tons/hour	6,680.0	6,208.6	6,760.7
Maximum vessel productivity for container ships	TEUs/hour	392.3	338.6	392.9
Average mainline vessel productivity for containers	TEUs/hour	118.2	117.9	118.4
Average mainline berth productivity for containers	TEUs/hour	102.1	103.9	109.1
Port throughput per meter of quay line	TEUs/year	2,457	2,736	2,994
Number of "Belt and Road" container shipping routes	10,000 TEUs	130	130	132
Annual number of "Belt and Road" container voyages	Voyages	5,600	6,000	6,389
Annual "Belt and Road" container throughput	10,000 TEUs	1,421	1,603	1,741
Customer service				
Number of violations involving product/service information and labeling	cases	0	0	0
Number of violations involving marketing and communication	cases	0	0	0
Customer satisfaction (complainant satisfaction rate)	%	100	100	100
Number of unresolved customer complaints	cases	0	0	0
Number of violations involving health and safety impacts of products/services	cases	0	0	0
Number of complaints due to safety and health reasons	cases	0	0	0

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Chapter	GRI Standards	Shanghai Stock Exchange Requirements	ESG Special Report Reference Indicators for Central Enterprise-Controlled Listed Companies
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## Comments and Feedback

Dear Reader,

Thank you for reading this Report! We sincerely invite your evaluation of this Report and welcome your valuable feedback, so that we may continuously improve our ESG performance and enhance our accountability and outcomes!

### 1. Selective questions (please select "√" in the corresponding position)

① Your overall impression of this report is:

Very Good     Good     Average     Below Average     Poor

② What do you think of the quality of ESG information disclosed in the report?

Very Good     Good     Average     Below Average     Poor

③ What do you think of the structure of this report?

Very Good     Good     Average     Below Average     Poor

④ What do you think of the report layout design and presentation form?

Very Good     Good     Average     Below Average     Poor

### 2. Open-ended questions

① What additional information do you think should be further disclosed in this report?

② In what aspects can the Ningbo Zhoushan Port Co., Ltd. 2025 Environmental Social and Governance (ESG) Report be improved? Please provide your valuable opinions and suggestions.

#### • Offline Mail Submission

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Please leave your contact information:

Name \_\_\_\_\_ Organization/Company \_\_\_\_\_

Phone Number \_\_\_\_\_ Email Address \_\_\_\_\_