深圳港集团有限公司
SHENZHEN PORT GROUP CO., LTD.

让 世 界 连 接 更 紧 密

深圳港 SZP 让世界连接更紧密 40周年专刊（总第176期）

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大力弘扬企业家精神 加快建设世界一流企业

集团服务汽车出海全产业链能力进一步提升

荒滩绘华章 大港通全球

目录

CONTENTS

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让世界连接更紧密

PROMOTE THE ENTREPRENEURIAL SPIRIT AND ACCELERATE THE ESTABLISHMENT OF WORLD-CLASS ENTERPRISE

大力弘扬企业家精神 加快建设世界一流企业

文 / 编辑部
By The Editorial Team

暮春时节，万物蓬生。

在“十四五”收官之际，深圳港集团在奋进高质量发展新征程上按下冲刺键！“必赢之战”誓师大会锚定目标、整装待发；一季度实现“开门红”，奏响全年奋战的序曲；“十五五”战略规划稳步推进，开启下一个五年接续奋斗的新篇章。

2025 年 1 月 24 日，是深圳港集团成立整整 40 周年的日子。

In the late spring season, all things flourish.

As we approach the conclusion of the “14th Five-Year” plan, Shenzhen Port Group has pressed the accelerator on its new journey toward high-quality development. The oath-taking conference for the “must-win battles” reaffirmed commitments and mobilized efforts, achieving a robust start in the first quarter has heralded a year of commitment. The “15th Five-Year” strategic plan is progressing steadily, ushering in a new chapter of continued effort for the next five years.

January 24, 2025, marks the 40th anniversary of Shenzhen Port Group.

40 年来，集团先后经历了开山填海、合资兴港、转型升级、高质量发展四个阶段，展现了深圳速度、探索了经营新路、擘画了辽阔版图、构建了产业业态、锻造了创新精神，始终在时代浪潮中阔步前行，其背后是持续迭代的深圳港特色企业家精神与打造全球影响力卓著的海洋经济综合服务商的深度耦合。当下，集团正处于承前启后、变革超越、重构未来的关键阶段，继续弘扬具有深圳港特色的企业家精神，是集团高质量发展的自信之基、力量之源。

作为市属国有企业，我们需要有对党忠诚、信念坚定的企业家精神。要坚守创业初心，始终心系“国之大者”，在深圳经济特区发展大局中定位企业坐标、谋划长远发展，以优异的业绩实现国家所向、深圳所需、企业所能的有机统一。

坚持高质量发展，我们需要有追求卓越、执着坚守的企业家精神。以“功成不必在我”的精神境界和“功成必定有我”的历史担当，一件接着一件办、一茬接着一茬干，打好必赢战、攻坚战、持久战，为集团加快打造全球影响力卓著的海洋经济综合服务商添砖加瓦。

深化国企改革，我们需要有敢闯敢试、勇于担当的企业家精神。以“摸着石头过河”的智慧和“敢为天下先”的勇气，一以贯之将深化改革进行到底，努力在全国国资国企改革中走在前列、形成示范。

数字化时代，我们需要有勇立潮头、开拓创新的企业家精神。充分发挥数据资产和应用场景优势，深度挖掘港口大数据价值，以技术创新和数字赋能驱动管理创新和商业模式变革，加快建设符合“四个一流”要求的国际航运枢纽。

赤子追梦、追则必达。让我们继续以践行新时代企业家精神为不懈追求，始终昂扬斗志、激情澎湃，持之以恒增强核心功能、提升核心竞争力，以恒心办恒业、以改革谋发展、以创新创未来，全力以赴完成好目标任务，为集团加快建设世界一流企业，为深圳打造更具全球影响力的经济中心城市，为国家进一步全面深化改革、推进中国式现代化作出更大贡献。

Over these four decades, the Group has traversed four key phases: land reclamation, joint ventures to promote port development, transformation and upgrading, and high-quality growth. It has exemplified the “Shenzhen Speed”, explored innovative operational pathways, charted an expansive blueprint, established diverse industrial ecosystems, and fostered an entrepreneurial spirit, consistently advancing in the tide of the times. Central to this journey is the continuously evolving entrepreneurial spirit unique to Shenzhen Port, deeply intertwined with its ambition to become a globally influential comprehensive service provider in the marine economy. As the Group stands at a pivotal juncture of bridging the past with the future, transformation, and surpassing expectations, it is crucial to continue nurturing this distinctive entrepreneurial spirit. This spirit is the bedrock of our confidence in high-quality development and the wellspring of our strength.

As a state-owned enterprise under municipal governance, we must embody an entrepreneurial spirit characterized by loyalty to the Party and steadfast beliefs. We must remain true to our founding mission, always keeping in mind the nation's paramount priorities, aligning the enterprise’s positioning within the broader context of Shenzhen's development, and planning for long-term success, thereby achieving a harmonious balance among national aspirations, local needs, and the capabilities of the enterprise through exemplary performance.

To champion high-quality development, we need an entrepreneurial spirit that aspires for excellence and is committed to perseverance. Embracing the mindset of “success does not need to be attributed to me”, alongside the sense of responsibility that “success must involve me”, we will methodically address tasks, overcoming challenges, and making relentless efforts to help the group realize its goal of becoming a globally influential comprehensive service provider in the marine economy.

In advancing state-owned enterprise reform, we need an entrepreneurial spirit that is bold in exploration and willing to take on responsibility. Armed with the wisdom of “crossing the river by feeling the stones” and the courage to “be the first to innovate”, we will steadfastly pursue deepening reforms, striving to lead in national state-owned asset and enterprise reforms and set a benchmark.

In the digital era, we require an entrepreneurial spirit that embraces innovation and stands at the forefront. By leveraging the advantages of data assets and application scenarios, and delving into the value of port big data, we will harness technological innovation and digital empowerment to drive management innovation and transform business models, accelerating the establishment of an international shipping hub that meets the criteria of "four top-class" standards.

With a passionate pursuit of our dreams, we are confident in achieving our goals. Let us continually strive to embody the entrepreneurial spirit of the new era, fostering high morale and enthusiasm. By steadfastly enhancing core functions, improving core competitiveness, nurturing enduring businesses through diligent efforts, seeking progress through reform, and innovating for the future, we will do our utmost to meet our targets and contribute to the Group’s aspirations for building a world-class enterprise, to enhancing Shenzhen's stature as an economically influential city on the global stage, and to supporting national initiatives for deeper reforms and advancing Chinese-style modernization with even greater contributions.

编者按

2025 年，深圳港集团成立 40 年来，一代代深圳港人不忘初心、勇担使命，书写了深圳市港口事业发展浓墨重彩的华美篇章，见证了深圳港集团从无到有、从小到大、从大到强的成功蜕变和华丽转身。这 40 年是深圳港集团发展壮大的 40 年、开疆拓土的 40 年、改革创新的 40 年。

40 年的建设历程，深圳港人积累了宝贵经验；40 年的坚定前行，形成了具有深圳港特色的企业家精神。本栏目将集中展现集团 2024 年特殊贡献奖团队事迹，让我们一起发扬深圳港精神，传承深圳港文化，一起干字当头、苦干实干，为集团建设世界一流企业贡献力量。

BRAVELY LEAD THE WAY IN INNOVATION PAVING THE PATH FORWARD AND ACTIVELY CULTIVATING NEW MOMENTUM FOR HIGH-QUALITY DEVELOPMENT

勇立潮头 开拓创新

加速科技创新成果转化赋能高质量发展

文 / 集团战略发展部
By Strategic Development Department, Shenzhen Port Group

2024 年，深圳港集团在创新发展工作方面持续完善科技创新顶层设计，印发了《深圳港集团关于促进创新发展的实施方案（2024-2025 年）》和《深圳港集团 2024 年改革十大行动计划》，从加强创新基础能力建设、深化产学研用协同创新、依托应用场景开展科技创新、加大战略性新兴产业培育力度等方面，系统规划了集团科技创新工作的开展方向，更好地推进了技术创新和成果转化。

在创新驱动发展战略引领下，深圳港集团各级共同努力，研发投入实现了较快增长。在集团 2024 年创新创意大赛上，集团 7 个具有示范性、经济性、可复制推广性的优秀创新项目脱颖而出，进一步培育了比、学、赶、超的创新工作氛围，深圳港集团智慧低碳底色更亮、成色更足，“新”的特征更加鲜明。

Shenzhen Port Group has consistently refined its top-level framework for technological innovation, driving forward its commitment to innovative development. In 2024, the Group released the Implementation Plan for Promoting Innovation and Development (2024–2025) and the Top Ten Reform Initiatives of Shenzhen Port Group for 2024, providing a strategic blueprint for advancing innovation. These initiatives emphasize strengthening foundational innovation capabilities, fostering deeper industry-academia-research collaboration, leveraging real-world applications to drive technological breakthroughs, and accelerating the cultivation of strategic and emerging industries. Through these efforts, the Group has further propelled technological advancements and the commercialization of research outcomes.

Under the guidance of an innovation-driven development strategy and through the concerted efforts of all levels within the Group, Shenzhen Port Group has achieved rapid growth in R&D investment. At the 2024 Innovation and Creativity Competition, seven outstanding projects distinguished themselves with their exemplary demonstration value, economic feasibility, and scalability, fostering a dynamic culture of competition, learning, and excellence. Shenzhen Port Group's commitment to smart and low-carbon development has become even more pronounced, with a stronger foundation and a more distinctive mark of innovation.

港区进口无纸化换单仅需24分钟

2024 年 7 月 23 日，集团旗下盐田港区见证了一场港口效率的“链上革命”。当日，华南中远海运集装箱运输有限公司借助“盐田港区块链无纸化换单平台”，与中国深圳外轮代理有限公司携手完成首单进口共舱集装箱在线无纸化放货换单操作，全程仅耗时 24 分钟。如此高效操作的背后，是盐田港区对传统港口作业模式的颠覆性变革。

往昔，一票货物从到港直至提货，需要经过十余方流转纸质单据，整个过程耗时往往超过 2 天。货代人员需在船公司、港口和代理公司之间来回奔波，宛如一场“马拉松”。而且，一旦单据丢失或者延误，货物滞留产生的成本动辄数万元。如今，客户使用区块链无纸化换单系统，轻点鼠标就能完成全部流程操作。这种转变，不仅得益于技术革新，更是全球贸易效率重构的一个生动写照。

港口作为全球贸易的核心节点，高速运转是关键。2023 年相关调研显示，中国主要港口平均每个集装箱需处理 28 张纸质单据，单据流转耗时占总物流周期的 35% 以上，高峰期港口单证处理中心日均处理量超 10 万份，这一港口效率瓶颈亟待解决。盐田港区积极响应中共中央国务院印发《数字中国建设整体布局规划》和交通运输部办公厅《关于做好进口电商货物港航“畅行工程”有关工作的通知》相关政策，打造出全国首个“区块链 +CA 认证无纸化换单系统”，凭借这两项关键技术，解决了深圳长期以来共舱集装箱无法在线放货的痛点，为客户提供“高效、安全”的全程线上服务。

区块链技术犹如给数据加上了“铁锁链”，提单信息上链后，通过哈希算法被永久锁定，杜绝了伪造与篡改的可能，确保每一份电子提单都“坚如磐石”。CA 认证则像是构筑起一道身份“安全盾”，企业与用户必须经过实名核验与加密电子签名，彻底清除冒名操作风险。该系统将传统换单时间大幅压缩 80%，单证处理效率实现飞跃式提升。据统计，代理企业年均可节省成本约 4 万元，同时有力推动港口吞吐量显著增长。

绿色转型与安全升级是这一系统的又一大亮点。该系统每年减少 1.5 亿张 A4 纸的使用，这相当于保护了 1235 棵树，减少碳排放 75 吨，为港口贴上了耀眼的“零碳标签”。基于

Yantian Port Blockchain-based Paperless Bill Exchange Platform

On July 23, 2024, Yantian Port, which is under the Group, ushered in a new era of efficiency with a "blockchain revolution" in port logistics. On that day, COSCO Shipping South China, leveraging the Yantian Port Blockchain-based Paperless Bill Exchange Platform, successfully completed the first-ever online, paperless bill of lading exchange for an imported co-loaded container in collaboration with China Ocean Shipping Agency Shenzhen. The entire process was completed in just 24 minutes—an extraordinary leap from traditional operations. Previously, cargo clearance and pickup entailed the circulation of over ten physical documents among multiple parties, a process that often took more than two days. Freight forwarders had to shuttle between shipping companies, ports, and agencies, navigating a cumbersome, marathon-like process. Any loss or delay of documents could result in cargo detention costs reaching tens of thousands of yuan. Today, with the blockchain-based paperless system, customers can complete the entire process with just a few clicks. This transformation is not merely a technological breakthrough but a landmark shift in global trade efficiency.

As vital nodes in global trade, ports depend on speed and precision. A 2023 study revealed that major Chinese ports handle an average of 28 paper documents per container, with document processing consuming over 35% of the total logistics cycle. During peak periods, port document processing centers handle over 100,000 documents daily, posing a significant operational bottleneck. In response, Yantian Port has proactively aligned with national policies, including the Plan for the Overall Layout of Building a Digital China issued by the CPC Central Committee and the State Council and the Notice on Enhancing the "Smooth Flow Project" for Imported E-Commerce Cargoes from the Ministry of Transport. In doing so, Yantian Port has pioneered China's first Blockchain + CA Authentication Paperless Bill Exchange System. By integrating these two key technologies, the platform has resolved Shenzhen's long-standing challenge of enabling online cargo release for co-loaded containers and delivered a fully digital, highly efficient, and secure service.

Blockchain technology serves as an "iron chain" securing data, permanently anchoring bill of lading information through hash algorithms, eliminating any risk of forgery or tampering. Meanwhile, CA authentication acts as a "security shield" for identity verification—requiring enterprises and users to undergo real-name authentication and apply encrypted electronic signatures, completely eradicating the risk of unauthorized operations. This system has revolutionized traditional bill exchange processes, reducing processing time by 80% and achieving a breakthrough in document handling efficiency. Statistics indicate that agency enterprises can save approximately CNY40,000 annually while significantly enhancing port throughput.

Beyond its efficiency gains, the system also excels in driving green transformation and security enhancement. By reducing the use of 150 million A4 sheets per year—equivalent to saving 1,235 trees and cutting

IS027001 标准构建的数据防护体系实现了数据“零泄露”，纠纷率下降 90%，客户满意度高达 98%。此外，链上追溯功能将问题定位时间缩短至分钟级，客户能够快速锁定环节漏洞，及时止损。例如，某企业曾因传统纸质单据丢失，面临巨额赔偿，而如今借助系统追溯功能，迅速查明责任方，不仅挽回损失，还重塑了合作信任。不仅如此，系统还支持批量委托与换单服务，进一步为大宗贸易客户降低成本、提高效率，成为区域经济发展的“加速器”。

无纸化并非终点，而是港口智慧化的起点。目前，无纸化换单平台已与中远海运、GSBN 联盟及驳船代理等核心伙伴实现对接，并计划向 COCL、ONE 等国际船企拓展，助力“一带一路”沿线港口数字化转型。当区块链与 CA 认证交织成数字纽带，盐田港区正凭借创新之力，重塑全球贸易的效率与信任标杆。这里不仅是货物运输的枢纽，更将成为智慧港航领域的标杆，在科技赋能与绿色发展的和谐交响中，照亮全球贸易链的未来蓝图。

坦克链条同源技术现身港区

深夜的实验室里，金属链条相互摩擦发出的尖锐声响，与分贝仪急促的警报声交织在一起，奏响了一曲刺耳却又充满希望的乐章。这，正是黄石新港技术团队全力攻克链斗式卸船机核心技术时的真实场景。当第 6 批用于试验的链条，因强度不足再次断裂，那堆积如小山般的废弃链节，几乎将整个研发工作逼入了绝境。直到有一天，有着和坦克链条同源技术的特种链条，在实验室里交出了一份完美答卷。

carbon emissions by 75 tons—it has earned the port a distinctive "zero-carbon label." Built on the ISO 27001 standard, the system guarantees "zero data leakage," cutting dispute rates by 90% and achieving a customer satisfaction rate of 98%. Additionally, its blockchain-based traceability function reduces issue localization to mere minutes, allowing customers to quickly pinpoint process gaps and mitigate losses in real time. For example, a company once faced substantial compensation claims due to lost paper documents. With the new system, it was able to swiftly trace the responsible party, recover losses, and even restore trust in business partnerships. Moreover, the system supports batch authorization and bill exchange services, further reducing costs and improving efficiency for bulk trade customers, solidifying its role as an "accelerator" for regional economic growth.

Paperless operations are not the final destination but rather the starting point of smart port evolution. The platform has already integrated with key partners, including COSCO Shipping, the GSBN, and feeder agents, and is now expanding to international shipping giants such as COCL and ONE to propel digital transformation across ports along the Belt and Road Initiative. As blockchain and CA authentication intertwine into a digital tie, Yantian Port is leveraging innovation to redefine the benchmarks of global trade efficiency and trust. More than just a logistics hub, it is set to become a model for smart ports and shipping, illuminating the future blueprint of global trade through the synergy of technological empowerment and sustainable development.

Huangshi New Port's First Chain-Bucket and Enclosed Scraper Unloaders

In the late of night, the piercing screech of metal chains grinding against each other mixed with the urgent beeping of decibel meters, forming a discordant yet hopeful symphony. This was the relentless reality for the Huangshi New Port technical team as they pushed the boundaries of engineering to conquer the core challenges of the chain-bucket unloader. When the sixth batch of test chains failed once again due to insufficient strength, the growing mountain of discarded chain links threatened to bring the entire project to a standstill. Then, a breakthrough arrived—an advanced chain, engineered from the same technology used in tank tracks, delivered flawless performance in the lab, marking a turning point in their pursuit of innovation. For decades, inland ports along the Yangtze River have grappled with challenges posed by huge water level variations, environmental inefficiencies, and low automation. Traditional unloading equipment often falters in the face of fluctuating water levels, while its operation generates excessive dust and consumes large amounts of energy, placing ports under immense environmental and financial strain.

Determined to break these barriers, Huangshi New Port assembled an elite task force that worked tirelessly to pioneer two groundbreaking solutions: the 2,000t/h Chain-Bucket Unloader and the 1,000t/h Enclosed Scraper Unloader. The chain-bucket unloader features a linear-advancing bucket excavation system, enabling precise and efficient front-facing material extraction. Paired with cutting-edge three-dimensional wave-avoidance technology, it ensures stable operations even under extreme water level fluctuations. Meanwhile, the enclosed scraper unloader, equipped with a screw feeder and column-type lifting boom, not only automatically disintegrates compacted materials but also adapts seamlessly to fluctuating water levels—eliminating inland ports' long-standing dependence on favorable weather conditions. Beyond

长江内河港口长期以来深受大水位差、环保性差以及自动化程度低等难题的困扰。传统的卸船设备，一旦遇到水位落差大的情况，便毫无应对之策。而且，其作业过程中粉尘肆意飞扬，能耗居高不下，让港口在环保和成本方面承受着双重巨大压力。

黄石新港公司勇敢直面这些挑战，迅速组建技术攻坚小组。经过夜以继日的艰苦研发，成功推出了两大创新设备：2000t/h 链斗式卸船机与 1000t/h 埋刮板卸船机。其中，链斗式卸船机创小车直线推进链斗正面挖掘取料系统，通过直线推进链斗，实现正面高效取料，再配合先进的三维避浪技术，能够在大水位差的复杂环境下稳定开展作业；埋刮板卸船机则搭载螺旋喂料装置与柱式升降臂架，不仅能够自动破除板结物料，还能实现大水位差作业，彻底打破了内河港口“看天作业”的被动局面。在成本节约方面，两种设备每年可节约用电成本超 20 万元，管理成本降低 100 万元。经济效益方面更是成绩斐然，单个泊位年收益增加 700 万元以上，设备投资回报周期大幅缩短。同时，该技术具备出色的可复制性，设备采用标准化设计，一旦技术成熟且效果得到验证后，其他内河港口可以采用相同的设计方案进行复制，为整个行业注入了一剂“强心针”。

当首台链斗卸船机在黄石新港正式投入运行，它那有力的机械臂所划出的，不仅仅是物料流畅的流转轨迹，更是中国内河港口迈向智慧化、绿色化转型的时代弧线。从实验室里金属碰撞的轰鸣声，到长江之畔高效有序的作业场景，这场技术革命有力地证明：突破行业瓶颈的关键钥匙，往往就蕴藏在敢于重构规则的创新基因之中。未来，黄石新港将继续以创新的“卸”为笔，在长江经济带建设的宏伟蓝图上，书写高质量发展的崭新篇章。

临港物流“携程式”服务来了

曾经，盐田港区的临港物流服务宛如一场令人疲惫不堪的繁琐“闯关游戏”。客户只能依靠人工查舱、手工记录仓储信息以及通过电话询报关进度等传统方式，在各个环节中艰难周旋，身心俱疲；业务员则深陷数据孤岛，在跨部门协调的重重困境中难以自拔；管理层由于信息的严重割裂，对整体业务的把控犹如雾里看花，无法全面、准确地掌握全局动态。

然而，这一瓶颈，被“一体化智慧物流服务平台”彻底打破。如今，客户只需轻点屏幕，便能轻松贯通仓储、堆场、报关等

their technological breakthroughs, these innovations drive substantial economic benefits. Collectively, the two machines slash annual electricity costs by over CNY200,000 and reduce management expenses by CNY1 million. The economic impact is even more profound—each berth's annual revenue sees an increase of over CNY7 million, significantly accelerating the return-on-investment cycle. Moreover, the technology is designed for seamless replication, utilizing a standardized framework that allows other inland ports to adopt and implement the system with ease once its effectiveness is validated.

When the first chain-bucket unloader was officially commissioned at Huangshi New Port, the powerful movements of its mechanical arm symbolized not only the smooth flow of materials but also the beginning of a new era in the intelligent and green transformation of China's inland ports. From the clattering sounds of metal in the lab to the efficient, orderly operations along the banks of the Yangtze River, this technological revolution firmly demonstrates that the key to overcoming industry bottlenecks often lies in the innovative spirit that dares to challenge and redefine established norms. Looking ahead, Huangshi New Port will continue to drive innovation, writing a new chapter of high-quality development within the grand vision of the Yangtze River Economic Belt.

Integrated Smart Logistics Service Platform R&D Project

In the past, logistics services at Yantian Port resembled a daunting and convoluted "obstacle course." Customers had to rely on traditional methods, such as manually checking containers, recording storage information by hand, and inquiring about customs clearance progress via phone, making each step a struggle that left them physically and mentally exhausted. Meanwhile, business staff found themselves trapped in data silos, unable to escape the challenges of cross-departmental coordination. Management, facing a fragmented information flow, was unable to gain a clear and comprehensive view of the overall business landscape.

This bottleneck, however, has been completely eliminated with the Integrated Smart Logistics Service Platform. Customers can now effortlessly navigate the entire process—from warehousing and yard management to customs clearance—with just a few taps on their screens. The logistics experience has become as seamless and efficient as booking a trip on a travel platform.

In the face of growing external competition and internal system fragmentation, Shenzhen Port Group's logistics sector has positioned this platform as a vital "digital bridge." For the first time, the platform integrates both internal and external systems, enabling smooth collaboration and coordination across essential business modules, such as booking, warehousing, and multimodal transport. Today, the platform is transforming the logistics ecosystem at Yantian Port. Customers can now complete the full process—from booking to customs clearance—effortlessly, enjoying a user experience as easy as planning a vacation. Business staff have left behind "phone bombardments" and the "ocean of spreadsheets," with enhanced efficiency and the ability to provide personalized service through customer profiles. Management now utilizes real-time data dashboards to gain valuable insights into business trends, shifting decision-making from being "experience-driven" to "data-driven." This transformation is reshaping the logistics ecosystem from traditional services to a new benchmark in smart logistics, as one customer aptly stated: "Now, port-side logistics is as simple as booking a flight."

全流程业务，临港物流服务变得如同规划“携程式”旅行一般，便捷又高效。

在外部竞争日益激烈，内部系统呈现孤岛化的双重压力之下，深圳港集团旗下物流产业正以该平台作为关键的“数字桥梁”，系统内首次尝试如此广泛而深入地对内外部系统进行协同与对接，将订舱、仓储、多式联运等核心业务模块进行无缝对接。如今，平台的成果正在重塑盐田港区的临港物流生态。客户只需轻点屏幕，即可完成从订舱到报关的全流程操作，体验如旅行规划般轻松；业务员告别了“电话轰炸”与“表格海洋”，效率翻倍的同时，还能通过客户画像实现精准服务；管理层借助实时数据看板，洞察业务趋势，推动决策从“经验驱动”迈向“数据驱动”。集团物流产业生态体系正从传统物流服务蜕变为智慧物流服务的标杆，正如一位客户感叹：“现在，临港物流服务也能像订机票一样简单了。”

“冷库特种兵”上线

凌晨三点，18℃冷库内，叉车工人身着厚重防寒服，在货架间艰难地穿梭。他的手套上凝结着一层冰霜，呼出的气息瞬间化作团团白雾，这便是传统冷库作业的日常景象。

而现在，深圳港集团旗下盐冷控股公司的“钢铁战士”冷链叉车机器人正悄然改变这一切。在深圳某冷库的试点中，这些配备了物联网、5G、AI 算法与 3DSLAM 导航技术的智能设备，在零下低温环境中灵活自如地穿梭，定位精度可达 ±5 毫米，并且能够 24 小时不间断工作。它们的出现，不仅让叉车工们告别了在极寒中艰苦作业的日子，更开启了冷链物流无人化、智能化的全新纪元。

长期以来，传统冷库一直面临着三重难题：恶劣的低温环境致使工人关节炎、冻伤等职业病高发；人工操作效率低下，单吨装卸成本高达 18.5 元；货架碰撞、货物滑落等安全事故频繁发生，每年损失额令人惊心。盐冷控股公司针对这些痛点开展研发，其推出的冷链叉车机器人凭借 3DSLAM 导航系统、全密封防水设计以及 AI 动态避障算法三大技术突破成功破局。这些技术的集成，让机器人如同“冷库特种兵”一般高效工作。作业效率相比人工提升了 40%，装卸成本更是直接降至 12 元 / 吨，每年节约成本超过 10 万元。

Cold Chain Forklift Robot Project

At 3 a.m., within a -18°C cold storage facility, forklift operators, bundled in heavy winter clothing, struggle to navigate between cargo shelves. A layer of frost forms on their gloves, and their breath turns into white mist—this is the daily reality of traditional cold storage operations.

Now, Shenzhen Port Group's Yantian Port Cold Chain is quietly revolutionizing this scenario with its "Steel Warrior" cold chain forklift robots. In a pilot project at a Shenzhen cold storage facility, these smart devices, equipped with IoT, 5G, AI algorithms, and 3D SLAM navigation technology, glide effortlessly through the frigid environment. With positioning accuracy of ±5 millimeters, they operate seamlessly 24/7. The arrival of these robots not only spares forklift operators from working in freezing conditions but also ushers in a new era of unmanned, intelligent cold chain logistics.

For years, traditional cold storage has grappled with three major challenges: the extreme cold, which leads to a high incidence of occupational diseases like arthritis and frostbite among workers; inefficient manual operations, where loading and unloading costs can reach CNY18.5 per ton; and frequent safety incidents, such as shelf collisions and goods slipping, resulting in substantial annual losses. Yantian Port Cold Chain targeted these pain points and developed the cold chain forklift robot, achieving breakthroughs in three key technologies: the 3D SLAM navigation system, a fully sealed waterproof design, and an AI-powered dynamic obstacle avoidance algorithm. These innovations enable the robots to operate with the efficiency of "cold storage special forces." Their operational efficiency has increased by 40%, and loading/unloading costs have been reduced to just CNY12 per ton, saving over CNY100,000 annually.

This groundbreaking achievement has been included in the "Guangdong Province Application Scenario Opportunity List," becoming a benchmark in the smart cold chain sector. Yantian Port Cold Chain plans to expand the robots' applications across the entire cold chain operation process, including stacking, film wrapping, and inventory checks, while leveraging 5G edge computing to enable cluster collaboration among hundreds of devices. The project leader stated, "Intelligent robots are not just tools; they are the future of cold chain logistics." As the robotic arms carve precise arcs within the cold storage, they carry not only goods but also the technological force driving the industry's shift toward automation and low carbon. Starting with the Yantian Port Cold Chain pilot, this "dehumanization" revolution is spreading from cold storage to global logistics chains, delivering the warmth and precision of Chinese manufacturing to the world.

Utility Model Patent Research and Development Project for Cargo Hold Cleaning Process Tool Modification

On a spring morning in 2024, an operator from the Production Management Department at Huizhou Shenneng Port, a subsidiary of Shenzhen Port Group, stood at the hatch of a bulk carrier, his gaze fixed on the sticky coal at the bottom of the hold. As a metal shovel scraped against the ribs of the vessel's hold, sparks flew, but the material remained unmoved. Two workers, struggling on the slippery surface, narrowly avoided slipping and were forced to halt their work. This recurring scene, week after week, sparked the team's resolve for reform. Thus began the "Race Against the Mud" campaign for cargo hold tool innovation.

这一具有突破性的成果还入选了“广东省应用场景机会清单”，成为智慧冷链领域的标杆案例。接下来，盐冷控股公司计划将机器人的应用场景拓展至堆码、打膜、库存盘点等冷链作业全流程，并借助 5G 边缘计算技术实现百台设备的集群协作。项目负责人表示：“智能机器人不仅是工具，更是冷链物流的未来。”当机械臂在冷库中划出精准的弧线时，它们承载的不仅仅是货物，更是行业向无人化、低碳化转型的科技力量。从“盐田港冷链”试点开始，这场“去人工化”变革正以冷库为原点，向全球物流链传递着中国智造的温度与精度。

“微创新”带来的大变化

2024 年春天的一个清晨，深圳港集团旗下惠深港务码头的生产管理部操作人员站在一艘散货船的舱口，目光紧锁舱底黏湿的煤炭：铁铲划过船舱肋骨间隙时，火星四溅，可物料却丝毫未动：两名正在作业的工人，因脚下湿滑险些摔倒，无奈被迫中断工作，这周而复始出现的一幕幕，彻底点燃了团队革新的决心，一场名为“与泥泞赛跑”的清舱工具改革攻坚战正式打响。

长期以来，传统清舱作业饱受效率低下、用工量大、安全风险高的困扰，黏湿的物料紧紧附着在舱壁上，极难清除。而传统工具设计呆板，操作起来极为不便，工人们不得不频繁进出舱室，对工具进行调整，这既耗费时间，又极易引发安全事故。面对这些难题，团队将重点聚焦于工属具改造，以“结构优化 + 专利技术”作为双轮驱动力，对铁铲、刮板等传统工具进行升级，增加小挖机多功能替换装置前端，根据不同作业环境实现便携替换进行辅助作业，显著增强了工具对不同船型和物料的适应能力。

在这些技术突破的背后，是一套严谨的研发流程。团队综合运用 3D 建模与实地测试，针对工具的长度、重心配比等关键参数，进行了多次优化，确保工具操作起来既省力又精准。同时，团队同步推进专利申请工作。截至 2025 年 3 月，已提交了“一种可换清理头的清舱工具”“一种船舱清舱工具”等 3 项实用新型专利。这场从传统铁铲到专利工具的华丽蜕变，不仅成功破解了清舱作业的燃眉之急，更以这一“微创新”为杠杆，撬动了港口运营效率的巨大质变。如今，随着创新之火从工具改造逐渐蔓延至港口全流程，惠深港务码头正凭借技术的强大力量，重塑智慧港口在安全与效率方面的全新标杆。

For years, traditional cargo hold cleaning operations had been plagued by inefficiency, high labor demands, and safety risks. Sticky materials clung stubbornly to the vessel's walls, making removal exceedingly difficult. Traditional tools were awkward and inconvenient to use, requiring workers to repeatedly enter and exit the hold to adjust equipment. This process was time-consuming and prone to safety incidents. Confronted with these challenges, the team focused on modifying the tools, using a combination of "structural optimization + patented technology" as a dual driving force. They upgraded traditional tools like shovels and scrapers, integrating multi-functional replacement devices at the front of small excavators. This made it possible to easily switch out tools in different operational environments, significantly improving their adaptability to various vessel types and materials.

Behind these technological breakthroughs lies a rigorous R&D process. The team used 3D modeling and field testing to optimize crucial parameters such as tool length and center of gravity, ensuring that the tools were both labor-saving and precise. Simultaneously, they advanced the patent application process. As of March 2025, they had submitted three utility model patents, including "A Hold Cleaning Tool with a Replaceable Cleaning Head" and "A Vessel Hold Cleaning Tool." This remarkable transformation, from traditional shovels to patented tools, not only solved the immediate challenges of hold cleaning but also leveraged this "micro-innovation" to drive a significant qualitative shift in port operational efficiency. Today, as this innovation spreads from tool modification to the broader port operation process, Huizhou Shenneng Port is harnessing the power of technology to set a new benchmark for smart ports in terms of both safety and efficiency.

Safety Management Digitalization Project Based on Safety Standardization

In the summer of 2023, during a routine inspection at the Longgang Toll Station of Huiyan Expressway, a subsidiary of Shenzhen Port Group, a safety administrator identified a potential safety hazard. Unlike the traditional, cumbersome reporting process, the administrator used the "Ping An Huiyan" app on their mobile phone to take a photo, upload it, and mark the location. The system immediately generated a hazard report and accurately directed it to the responsible department for rectification. Within just a few hours, the issue was resolved, and the closed-loop rectification was completed. This scenario exemplifies the digital transformation of safety management on Huiyan Expressway.

As a crucial transportation route in Shenzhen, Huiyan Expressway has long struggled with management challenges, including the absence of standardized procedures, delayed information flow, and frequent regulatory blind spots. The traditional paper-based records and manual reporting system were highly inefficient, and hazard rectification was often delayed due to lengthy processes. To address these issues, the "Ping An Huiyan" system was developed. The system integrates standardized elements such as defined responsibilities, institutional management, education and training, and hazard investigation and remediation, all supported by mobile internet and GIS technologies. It establishes a comprehensive digital management platform that covers all personnel and processes. The system incorporates innovative technologies such as real-name authentication and facial recognition electronic signatures, enabling full closed-loop management from hazard identification to rectification.
Since its launch in July 2023, the system has delivered impressive results:

“平安惠盐”APP护航安全出行

2023年盛夏，在深圳港集团旗下惠盐高速龙岗收费站的一次日常巡查中，安全管理员发现了一处安全隐患。与以往烦琐的层层上报流程不同，他通过手机上的“平安惠盐”APP拍照上传，并标注位置，系统随即生成隐患报告，精准推送给整改责任单位。短短几小时内，隐患整改闭环便已完成。这一场景生动折射出惠盐高速安全生产管理的数字化转型实践。

作为深圳市重要的交通动脉，惠盐高速长期面临着标准化流程缺失、信息传递滞后、监管盲区频现等管理难题。传统的纸质记录与人工上报模式效率极为低下，隐患整改常常因流程冗长。基于此，惠盐高速公司的“平安惠盐”系统应运而生，该系统以全员安全生产责任制为核心，整合了目标职责、制度化管理、教育培训、隐患排查治理等标准化要素，依托移动互联网与GIS技术，构建起覆盖全员、全流程的数字化管理平台。系统突破性地引入实名认证、刷脸电子签名等技术，实现了隐患从发现到整改的全链条闭环管理。

自2023年7月上线以来，该系统成效显著：隐患整改率从89%提升至95%，超期整改率下降19%，纸质资料减少80%，安全事故发生率大幅降低，管理效率与员工参与度同步显著提升。惠盐高速将持续优化系统应用，通过落实高速公路异常停车安全防范快速发现、快速撤离、快速联动、快速自检、快速干预“五快机制”优化、隐患点动态图更新以及道路视频实时接入，推动安全监控能力迭代升级。这一创新实践，不仅为高速公路安全管理树立了数字化标杆，其可复制的技术框架与运营模式，更将有力助推“平安公路”建设。

这是一场“冷暖自洽”的变革

在深圳港集团旗下盐冷控股公司冷库运营过程中，存在着一个看似平常却长期未得到有效解决的能源矛盾现象：冲霜水需要消耗大量电能，将其加热至20℃，而与之相邻的电气间，空调却同样耗费大量电力，把28℃的余热排向室外。长久以来，这一矛盾被行业视为难以避免的“必要浪费”，直至盐冷控股公司“冷热联用”技术出现，，彻底颠覆了这一传统认知。

盐冷控股公司通过巧妙构建能源循环闭环，将电气间的余热回收并传输至冲霜水池，用于加热水源，同时，利用冲霜水的冷量为电气间降温。就这样，原本“对立”的冷热需求，在这一创新方案下，转变为协同增效的关键突破口。这一创新成果，不仅成功攻克了冷链行业高能耗的难题，更以其“零成本能源置换”的创新思维，为行业绿色转型提供了极具示范意义的解决方案。

在传统冷库模式下，冲霜水加热系统与电气间降温系统相互独立运行，各自为政。这导致冷库年耗电量高达70万度，产生的电费支出多达67万元。更为可惜的是，大量余热与冷量资源白白流失，经测算，每年相当于白白浪费超过40万度的能量。“冷热联用”技术实施后，成效极为显著。以具体数据来看，冷库年用电量大幅减少41万度，节省电费高达36.8万元，同时减碳量达到261.5吨，这相当于种植了1.28万棵树木所产生的碳汇效果。

考虑到南方地区湿热气候的特殊需求，技术团队进一步优化方案，开发出模块化设备。该设备具备高度适配性，能够快速部署至现有冷库，并且整个安装过程无需停产改造，极大降低了实施成本与时间成本。“这不是简单的节能改造，而是新质生产力的体现。”项目负责人这样评价道。目前，该技术已具备南方冷库推广条件，未来将助力深圳港集团申请“近零碳排放区”示范，成为全国冷链行业绿色升级的标杆。

当冷库的余热转化为冲霜水的温暖，当每一份能量都被充分利用、发挥价值，这场悄然兴起的能源变革正以深圳为起点，源源不断地向全国冷链行业输送绿色新质生产力。在这里，节能不再仅仅是一组数字的变化，更是技术与自然和谐共生的生动哲学实践。

在未来的征程中，深圳港集团技术创新团队将继续以卓越的技术研发能力和创新意识，为集团的高质量发展注入新的动能，书写深圳港集团新的辉煌篇章，为推动中国港口行业的数字化转型、智能化升级、绿色化发展和现代化进程贡献新的力量。

the hazard rectification rate has increased from 89% to 95%, overdue rectifications have decreased by 19%, paper documentation has been reduced by 80%, and the frequency of safety incidents has significantly decreased. Both management efficiency and employee engagement have notably improved. Huiyan Expressway plans to further optimize the system by enhancing safety monitoring capabilities. This will be achieved through the implementation of the "Five Fast Mechanisms" for rapid identification, evacuation, linkage, self-checking, and intervention of abnormal parking on highways. The dynamic updating of hazard points and the real-time integration of road video feeds will further strengthen safety management. This innovative practice not only sets a digital benchmark for highway safety management but also provides a replicable technological framework and operational model, making a significant contribution to the development of "Safe Highways".

Energy-saving Optimization Project for Defrost Water Heating and Electrical Room Cooling

During the cold storage operations of Yantian Port Cold Chain, a subsidiary of Shenzhen Port Group, a long-standing yet seemingly ordinary energy conflict persisted: defrost water required substantial electricity to heat it to 20°C, while the adjacent electrical room consumed significant power to cool the space, expelling the 28°C waste heat outdoors. For years, this conflict was considered an unavoidable "necessary waste" by the industry—until Yantian Port Cold Chain introduced the "combined heating and cooling" technology, which completely redefined this conventional thinking.

Yantian Port Cold Chain cleverly created an energy recycling loop by capturing the waste heat from the electrical room and transferring it to the defrost water pool for heating. Simultaneously, the cooling effect from the defrost water was used to lower the temperature in the electrical room. In doing so, what were once opposing heating and cooling demands were transformed into a mutually beneficial, efficient solution. This innovation not only resolved the cold chain industry's high energy consumption challenges but also presented a groundbreaking "zero-cost energy exchange" solution that supports the industry's green transformation.

Under the traditional cold storage model, the defrost water heating system and electrical room cooling system operated independently, resulting in an annual electricity consumption of 700,000 kWh and electricity expenses of CNY670,000. More critically, a large amount of waste heat and cooling resources went to waste. It was estimated that over 400,000 kWh of energy was wasted each year. Following the implementation of the "combined heating and cooling" technology, the outcomes were highly impressive. Specifically, the cold storage's annual electricity consumption was reduced by 410,000 kWh, saving CNY368,000 in electricity costs, while cutting carbon emissions by 261.5 tons. This is equivalent to the carbon offset of planting 12,800 trees.

Given the specific needs of the hot and humid climate in southern regions, the technical team further refined the solution, developing modular equipment that is highly adaptable. This equipment can be quickly deployed in existing cold storage facilities without the need for production downtime or major modifications, significantly reducing both implementation and time costs. "This is not just a simple energy-saving retrofit; it represents a manifestation of new quality productive forces," said the project leader. Currently, the technology is ready for wider implementation in southern cold storage facilities and will support Shenzhen Port Group's application for the "Near Zero Carbon Emission Zone" demonstration, setting a benchmark for the green transformation of the national cold chain industry.

When the waste heat from the cold storage is repurposed to warm the defrost water, and every bit of energy is fully harnessed for its maximum value, this quietly emerging energy revolution begins in Shenzhen and continuously delivers new green productive forces to the national cold chain industry. In this context, energy savings are no longer merely a numerical change but a dynamic philosophical practice in which technology and nature coexist in harmony.

Looking ahead, the Shenzhen Port Group's technology innovation team will continue to drive the Group's high-quality development with its exceptional technical research and development capabilities and innovative mindset, writing a new chapter of success for Shenzhen Port Group and contributing to the digital transformation, intelligent upgrading, green development, and modernization of the Chinese port industry.

SEIZE OPPORTUNITIES WITH PROACTIVE STRATEGIES STRENGTHENING END-TO-END SUPPORT CAPABILITIES FOR AUTOMOTIVE EXPORT ECOSYSTEMS

抢抓机遇 积极作为 服务汽车出海全产业链能力进一步提升

文 / 集团港航事业部
By Port and Shipping Business Department, Shenzhen Port Group

深圳港作为全球重要的贸易枢纽，其汽车出口业务的发展对于推动深圳乃至整个粤港澳大湾区经济增长具有重要意义。随着全球汽车产业的快速发展，特别是新能源汽车市场的蓬勃兴起，深圳港集团敏锐地捕捉到这一机遇，走在前列，积极布局汽车出口业务，致力于打造具有国际竞争力的汽车海运物流综合服务体系。这一战略举措不仅符合全球产业发展的趋势，更是深圳港集团提升服务城市发展能力的关键一步。

2024 年，深圳港汽车出口综合业务拓展团队攻坚克难、积极作为，从汽车出口综合服务体系建设、战略客户合作、滚装航线开拓、二手车出口、汽车一站式海运服务、汽车论坛推介、政策协调等方面持续发力，取得一系列明显成效。集团所属深圳港区汽车吞吐量超 7.6 万辆，同比增长 63%，占深圳全港近七成；其中小漠港滚装汽车吞吐量超 5.6 万辆，同比增长 183%；保发公司完成二手车出口近 1000 辆（市属国企排名第 2），汽车出口贸易额超 1 亿元；助力北汽国际出口新业务成功落地，各项指标均超额完成上级下达的年度任务目标，有力支持深圳“新一代世界一流汽车城”建设。

Shenzhen Port is a key global trade hub with its automobile export business playing a vital role in driving economic growth in Shenzhen and the broader Guangdong-Hong Kong-Macau Greater Bay Area. With the rapid expansion of the global automotive industry, especially the booming new energy vehicle (NEV) market, Shenzhen Port Group has keenly seized the opportunities and actively established its standing in the automobile export market to build a comprehensive service system of automobile maritime logistics with global competitiveness. This strategic initiative aligns with global industrial trends and represents a crucial step for Shenzhen Port Group in enhancing its ability to support the city's development.

In 2024, the Group's special team to expand comprehensive business in automobile exports overcame challenges and made continuous efforts to build a comprehensive service system of automobile export, strategic partnerships, roll-on/roll-off (Ro-Ro) shipping routes, used car exports, one-stop automobile maritime services, automotive forums, and policy coordination, which have yielded remarkable results. The automobile throughput at Shenzhen Port exceeded 76,000 units, reflecting a 63% year-on-year increase and accounting for nearly 70% of the total automobile exports through Shenzhen. Xiaomo Port's Ro-Ro automobile throughput surpassed 56,000 units, marking an impressive 183% growth. Shenzhen Port Bonded Zone Investment and Development Co., Ltd. completed the export of nearly 1,000 used vehicles (ranking second among municipal state-owned enterprises), with its automobile export trade value exceeding RMB 100 million. The Group also facilitated the successful launch of the new export business for BAIC International Development Co., Ltd., surpassing annual targets set by higher authorities and significantly supporting Shenzhen's vision of becoming the "new world-class automobile city".

成绩显著，有力支撑深圳“新一代世界一流汽车城”建设

2024 年，集团大力搭建汽车出海平台，增强服务能力，出台并组织实施《深圳港集团 2024 年汽车运输工作方案》，组织成员企业走访龙头车企、船公司、汽车物流与贸易商等超 50 次，推介深圳港汽车出口综合服务方案和政策，完善集团汽车海运物流综合服务体系，与比亚迪、中远海特、华南集运共同签订“车企+船企+港口”携手共建深圳港汽车海运母港的战略合作协议，为集团汽车枢纽港体系建设奠定良好基础。

在这些走访过程中，团队不辞辛劳，深入了解各方需求，积极推介深圳港汽车出口综合服务方案和政策。通过面对面的交流与沟通，团队成功吸引了众多合作伙伴的关注。比亚迪作为国内新能源汽车的领军企业，其在行业内的影响力和市场地位不言而喻，与这样一家龙头企业的合作，不仅能够带来大量的业务流量，更能够提升深圳港在汽车出口领域的知名度和美誉度；中远海特和华南集运则在航运和物流领域具有丰富的资源和专业的运营能力，与它们的合作能够为深圳港的汽车海运业务提供更加有力的支持和保障。

Supporting Shenzhen's Initiative to Become the New World-Class Automobile City with Outstanding Achievements

Establishing A Comprehensive Service System of Automobile Maritime Logistics.The Group issued and implemented the Shenzhen Port Group Automobile Transport Work Plan 2024, organizing over 50 visits to leading automakers, shipping companies, automobile logistics firms, and automobile traders to promote Shenzhen Port's comprehensive service solutions and policies in automobile export. A strategic cooperation agreement was signed between Shenzhen Port Group, BYD, COSCO-SC, and COSCO South-China, marking the joint effort to develop Shenzhen Port into a leading automobile maritime hub. These efforts have laid a solid foundation for the Group to build an automobile hub system.

During these visits, the team diligently assessed the needs of respective parties and actively promoted Shenzhen Port's solutions and policies on automobile export services. Through face-to-face communication, the team successfully drew the attention of many future partners. BYD, as a leading force in China's NEV manufacturers, boasts remarkable influence and market dominance. Partnering with this titan generates substantial business throughput for Shenzhen Port and elevates its global profile in automobile exports. Additionally, COSCO-SC, and COSCO South-China, commanding extensive resources and professional operation in shipping and logistics expertise, can provide robust support for the Port's automobile maritime shipping business in this cooperation.

集团大力开拓汽车滚装海运航线网络，深化与招商滚装、以星航运航线合作，成功引入 NYK、远海汽车船、比亚迪自营船和新中甫 4 家船公司，吸引全球第二大滚装船公司 NYK 滚装船两度挂靠小漠港区，新增 5 条滚装航线，累计 7 条外贸滚装航线、3 条外贸内支线，拓展多元化的“水陆双通”模式，首次实现 2 艘滚装船同时靠泊作业。通过集约资源、降低成本、提高效率，实现汽车滚装业务毛利率超 50%，首次实现年营收突破 4000 万元，同比增长 31%。

为了实现这一目标，团队付出了巨大的努力，他们积极与各家船公司进行沟通洽谈，了解其运营计划和航线布局，寻找合作的切入点；深入研究不同船公司的优势和特点，以便为客户提供更加优质、高效的服务；为了提高作业效率，团队对滚装船的靠泊、装卸等环节进行了优化；在装卸作业方面，团队加强了与码头、物流等各方的协调配合，提高了装卸效率，减少了船舶在港停留时间。

集团积极拓展与龙头车企战略合作，与比亚迪、北汽集团、三一集团达成战略合作，与东风柳汽、江铃汽车、长安汽车、小鹏汽车等建立合作机制。在深化比亚迪合作的基础上，成功拓展北汽、东风、小鹏、吉利、三一、金龙等多品牌、多车型业务。与北汽集团全面合作，协调解决北汽国际 170 多台车海事检验问题，协调北汽福田参与盐田港新能源重卡置换并成功落地 3 家承包商、13 台重卡签约，开展北汽团购活动；助推北汽国际转移超 5000 辆汽车经盐田港出口，北汽国际将部分 KD 件运输业务由南沙港调整至盐田港出口，2025 年计划增至 3-5 万辆车经集团深圳港区出口。与比亚迪战略合作，电池、KD 件出海整备中心、小漠——盐田驳船运输项目等稳步推进。

为了与这些龙头车企建立良好的合作关系，团队积极开展市场调研，深入了解各车企的出口需求和计划。针对不同车企的特点和需求，团队制定了个性化的服务方案，为其提供全方位的物流支持。在合作过程中，团队还注重与车企的沟通与协调，及时解决出现的问题，确保合作的顺利进行。

集团高质量举办汽车海运物流国际论坛，2024 年团队高质量举办了汽车海运物流国际论坛，吸引国内外 169 家单位近 400 人参会，论坛国际化、商业化、专业化水平进一步提升，高品质推介《深圳港集团汽车出口服务方案》，介绍四大“组合拳”产品，达成 10 项合作成果，近 20 名领导及行业专家分享交流，得到国权威媒体广泛报道，获得市领导、市国资委领导和国内外业界专家高度认可，为后续拓展汽车出口全链条业务合作奠定良好基础，集团港航及汽车出口的“朋友圈”不断扩容，有力促进新能源汽车“卖全球、运全球”。

为了办好这次论坛，团队精心策划、周密准备。在专家邀请上，分门别类，确保论坛的权威性、专业性和热度；在内容安排上，注重结合行业热点和趋势，设置了多个具有吸引力的议题。同时，团队还加强论坛宣传推广，最大限度提高论坛知名度和影响力。

集团不断构建汽车一站式综合服务，推进汽车出海一站式综合服务平台建设。小漠港区实现首单汽车整车全程物流项目，提供涵盖货物订舱、报关、商检、提单签发、陆运等全方位货运代理服务，通过“门到门”一站式汽车供应链优质解决方案有效增强客户黏性；北汽汽车出口一体化服务常态化运行；保发公司成为首批取得二手车出口资质企业，汽车出口一站式服务基地验收并成功运营，与比亚迪、北汽、理想等主机厂建立大客户采购渠道，出口汽车订单超 1000 台，二手车出口超 900 台，累计贸易额超 1 亿元。

为了构建这一站式综合服务平台，团队深入研究了汽车出口的全流程，识别出其中的关键环节和痛点问题。针对这些问题，团队与海关、商检等相关部门密切合作，简化手续，提高效率，整合资源，提供一站式解决方案。同时，团队还加强对物流过

Expanding the Network of Ro-Ro Shipping Routes.Deepening collaboration with CM RORO and ZIM Integrated Shipping Services, the Group successfully introduced four new shipping operators: NYK Line, COSCO SHIPPING Auto Carrier, BYD's Ro-Ro vessel, and Xin Zhongfu Shipping. This collaboration attracted RoRo ships of NYK, the world's second-largest Ro-Ro shipping company, to call at Xiaomo Port twice. Five new Ro-Ro routes were added to the Group's network, which brings the total to seven international Ro-Ro shipping routes and three domestic feeder lines for foreign trade, establishing a diversified multi-modal model. The simultaneous berthing of two Ro-Ro vessels was achieved for the first time. Through resource optimization, cost reduction, and efficiency improvement, the automobile Ro-Ro business achieved a gross profit margin exceeding 50%, with annual revenue surpassing RMB 40 million, a 31% year-on-year increase.

To achieve this goal, the dedicated team undertook extensive efforts: proactively engaging in communication and negotiations with shipping companies to understand their operational plans and route networks and seek the convergence of cooperation; conducting in-depth analysis of different carriers' strengths and service features to deliver enhanced and efficient client solutions; optimizing Ro-Ro vessel berthing and cargo handling procedures to boost operational efficiency; and strengthening coordination with port terminals and logistics during loading/unloading operations, which collectively reduced vessel dwell time through streamlined workflows.

Strengthening Strategic Cooperation with Leading Automakers.The Group has formed strategic partnerships with BYD, BAIC Group, and SANY Group, while established cooperative connections with Dongfeng Liuzhou Motor, JMC, Changan Automobile, and XPeng Motors. Beyond deepening collaboration with BYD, the Group successfully expanded the business with BAIC, Dongfeng, XPeng, Geely, SANY, and King Long, covering multiple brands and vehicle types. A comprehensive partnership with BAIC Group was established, resolving maritime inspection issues for over 170 vehicles of BAIC International Development. Coordination efforts facilitated BAIC Foton's participation in replacing heavy-duty NEV trucks at Yantian Port, which signed contracts with three subcontractors for 13 heavy trucks. A large-scale group procurement initiative for BAIC products was also launched. The Group assisted BAIC International Development in exporting over 5,000 vehicles via Yantian Port. BAIC International Development also readjusted the export port for part of its KD shipping business from Nansha Port to Yantian Port. It plans to increase its vehicle export volume in Shenzhen Port to 30,000–50,000 units annually. Additionally, progress was made in the BYD strategic cooperation, including the consolidation centers for battery and KD component export and the project of Xiaomo-Yantian barge transportation.

To establish strong partnerships with these leading automakers, the team conducted market research to gain an in-depth understanding of their export needs and schedules. Based on each manufacturer's specific requirements, customized logistics solutions were developed to provide comprehensive support. Throughout the collaboration, the team prioritized communication and coordination, promptly addressing operational challenges to ensure smooth cooperation.

Hosting Shenzhen Automotive Maritime Logistics International Forum. The team successfully organized the Shenzhen Automotive Maritime Logistics International Forum, attracting nearly 400 attendees from 169 domestic and international organizations. The forum realized a tiered upgrading in internationalization, commercialization, and professionalism. The event presented a high-profile promotion of the Shenzhen Port Group Automobile Export Service Plan, introduced four major product packages, facilitated 10 cooperation agreements, and hosted round-table sessions with nearly 20 industry leaders and experts. Extensive coverage from authoritative media, along with recognition from municipal and state-owned assets supervision leaders, has laid a solid foundation for expanding the whole-chain business cooperation of automobile export in the future, expanding the Group's business network and strengthening its contribution to the global trade and shipping for Chinese NEVs.

To ensure the success of the forum, the team had meticulous planning and thorough preparations. Experts were invited based on specific categories to ensure the forum's authority, professionalism, and attractiveness. In terms of content arrangement, the team focused on industry hotspots and trends, setting up multiple engaging topics. Additionally, efforts were made to enhance the forum's publicity, maximizing its visibility and impact.

Delivering One-Stop Automotive Export Services.The Group has advanced the construction of one-stop automotive export services. Xiaomo Port launched its first end-to-end automotive logistics project, offering comprehensive freight forwarding services, including cargo space booking, customs declaration, inspection, bill of lading issuance, and land transportation. With such a high-quality solution of a “door-to-door” one-stop automotive supply chain, customer engagement and loyalty have been significantly enhanced. The integrated export service for BAIC automobiles is entering the normalized operation stage. Shenzhen Port Bonded Zone Investment and Development Co., Ltd. has become one of the first enterprises to obtain used car export qualifications, with its one-stop automobile export service base successfully passing inspection for operations. Additionally, strategic procurement channels have been established with leading manufacturers such as BYD, BAIC, and Li Auto,

程的监控管理，确保货物交付及时安全。

集团为满足中亚及俄罗斯对经喀什出口汽车的旺盛需求，不段完善升级跨境贸易服务，投建并运营喀综保汽车跨境贸易综合服务基地，打造面向中亚地区的重要汽车出口集结地，该基地二手车交易市场及服务站资质，提供上牌、落户、转移待出口、仓储、报关、物流等一站式服务，成功处理 2000 单出口车辆业务，包括 859 单上牌、落户、转移待出口业务和 1141 单仓储业务。承接比亚迪 KD 件出口运输业务， 2024 年已运输 11185 箱 KD 件（业务从 2024 年 9 月开始），提升在中亚汽贸服务产业市场的品牌影响力，吸引多家车企咨询同类业务，增强平台引流能力。团队创新的“铁路 + 国际汽运”模式为行业提供了重要的参考模板，助力汽车出海渠道的拓展。

为了建设好这一服务基地，团队深入中亚及俄罗斯市场进行调研，了解当地需求和市场情况。他们克服了地域差异和文化障碍，与当地的政府部门及企业建立了良好合作关系。在基地的运营过程中，团队注重服务质量和效率的提升，不断优化服务流程，提高客户满意度。

积极作为，持续提升服务城市发展能力

推动深圳“新一代世界一流汽车城”建设。深圳作为中国的汽车制造重镇，拥有众多优秀的汽车企业和丰富的产业资源，汽车出口业务的蓬勃发展，不仅提升了深圳在全球汽车产业链中的地位，更为深圳汽车产业的国际化发展提供了广阔的平台。集团通过拓展汽车出口业务，为这些企业提供了更加便捷、高效的出口渠道，帮助它们更好地拓展国际市场，提升品牌的国际影响力。这不仅有助于深圳汽车产业的升级和发展，也能够吸引更多的相关企业和资源集聚深圳，形成良好的产业生态。

促进深圳港的转型升级。汽车出口业务的拓展，推动了深圳港从传统的集装箱港口向综合性枢纽港的转型升级。通过构建汽车海运物流综合服务体系，深圳港不仅提升了自身的物流服务能力，更为多元化的货物运输提供了新的解决方案，增强了港口的综合竞争力。传统的集装箱运输业务虽然在深圳港的发展中起到了重要的作用，但随着市场的需求变化和产业的升级，单一的业务模式已经难以满足发展的需要。汽车出口业务的加入，丰富了深圳港的业务种类，提高了港口的综合利用效率。

creating over 1,000 automobile export orders and more than 900 used car exports, with a total trade volume exceeding RMB 100 million.

To build this one-stop comprehensive service platform, the team conducted an in-depth study of the entire automobile export process, identifying key links and pain points. In response to these, the team fostered close collaboration with customs, inspection agencies, and other relevant departments to streamline procedures, improve efficiency, and integrate resources to offer an all-in-one solution. At the same time, the team strengthened logistics process monitoring and management to ensure the safe and timely delivery of goods.

Upgrading Cross-Border Trade Services.To meet the strong demand from Central Asia and Russia for automobile exports via Kashgar, a comprehensive service hub for cross-border automotive trade was established and put into operation in Kashgar Comprehensive Bonded Zone. This hub serves as a key export consolidation center for the Central Asian market. With the certification as a trading market and service station for used cars, the hub provides one-stop services, including vehicle registration, ownership transfer, pre-export storage, warehousing, customs declaration, and logistics. To date, it has successfully processed 2,000 orders related to car exports, including 859 orders of registration, ownership transfer, and pre-export storage, as well as 1,141 orders for warehousing. Additionally, the hub has undertaken the export transportation service of BYD KD parts, shipping 1,065 containers since September 2024. This has significantly enhanced the brand influence of the Group's automotive trade services in the Central Asian market, attracting multiple automakers to explore similar business opportunities and strengthening the platform's customer acquisition capabilities. The team's innovative "railway + international road transportation" model has provided a valuable industry benchmark, facilitating the expansion of automobile export channels.

To facilitate the development of this service hub, the team conducted in-depth market research in Central Asia and Russia, gaining insights into local demands and market dynamics. They overcame geographical and cultural barriers and established strong partnerships with local government agencies and enterprises. Throughout the hub's operations, the team has prioritized service quality and operational efficiency, continuously optimizing service procedures to enhance customer satisfaction.

Proactive Actions to Continuously Enhance the Ability to Serve Shenzhen's Development

Promoting Shenzhen's Construction to Be a "New World-class Automobile City".As a major hub of China's automotive industry, Shenzhen boasts numerous leading automakers and abundant industrial resources. The booming automotive export sector has not only strengthened Shenzhen's position in the global automotive supply chain but also provided a vast platform for the international development of the city's automotive industry. By advancing automotive export services, the Group has created more efficient and convenient export channels for these automakers, helping them tap into international markets and elevate their global brand influence. This not only facilitates the upgrading and development of Shenzhen's automotive sector but also gathers more relevant enterprises and resources, fostering a thriving industrial ecosystem.

同时，这也促使深圳港在设施建设、服务管理等方面进行提升和改进，以适应汽车运输的特点和要求。

带动相关产业协同发展。汽车出口业务的繁荣，带动了深圳及周边地区汽车制造、物流、金融、贸易等相关产业的协同发展。从汽车生产到运输，从金融服务到贸易流通，形成了完整的产业链条，为深圳经济发展提供了新的增长点。汽车制造业作为产业链的核心，其发展能够带动上下游众多产业的繁荣。物流产业为汽车的运输和配送提供了保障，金融产业为汽车的生产和销售提供了资金支持，贸易产业则促进了汽车的流通和销售。这些产业之间的相互协作和协同发展，不仅提高了整个产业链的效率和竞争力，也为深圳的经济增长注入了新的活力。

提升深圳国际影响力。通过举办国际论坛、拓展国际航线、与国际车企合作等方式，深圳港集团提升了深圳在全球汽车贸易中的影响力。深圳作为国际汽车贸易的重要节点城市，其在全球经济格局中的地位也得到了进一步巩固和提升。在经济全球化的背景下，城市的国际影响力对于其发展至关重要。深圳港集团通过积极参与国际汽车贸易，与国际车企和航运企业建立合作关系，将深圳推向了全球汽车贸易的舞台。这不仅有助于深圳吸引更多的国际投资和合作项目，也能够提升深圳在国际经济事务中的话语权和影响力。

未来，深圳港集团将持续优化汽车海运物流服务体系、加大航线开拓力度、深化与车企的战略合作、创新服务模式、加强人才培养与引进等，继续以服务城市发展为己任，不断提升自身能力，为深圳打造具有全球影响力的汽车贸易中心贡献力量，共同书写深圳港与城市发展的新篇章。

Driving the Transformation and Upgrading of Shenzhen Port.The expansion of automotive exports has accelerated Shenzhen Port's transformation from a traditional container port into a comprehensive logistics hub. By establishing a comprehensive service system of automobile maritime logistics, Shenzhen Port has not only enhanced its logistical capabilities but also provided innovative transportation solutions for diverse cargo, strengthening its overall competitiveness. While traditional container shipping has played a vital role in Shenzhen Port's growth, evolving market demands and industrial upgrades necessitate more diversified operations. The inclusion of automotive exports has enriched the port's service offerings, improved the overall utilization efficiency of the Port, and driven enhancements in infrastructure and management to meet the specific requirements of vehicle transportation.

Boosting the Coordinated Development of Related Industries.The rapid growth of automotive exports has fostered the coordinated development of various industries, including automobile manufacturing, logistics, finance, and trade in Shenzhen and its surrounding regions. From production to transportation, from financial services to trade circulation, a complete industrial chain has come into being, creating new economic growth drivers for Shenzhen. As the core of this chain, the automotive manufacturing industry propels the prosperity of upstream and downstream sectors. The logistics industry ensures the smooth transport and distribution of vehicles, the financial sector provides essential funding for production and sales, and the trade sector facilitates the global circulation of automobile products. The synergy among these industries not only boosts efficiency and competitiveness across the supply chain but also injects new momentum into Shenzhen's economic development.

Enhancing Shenzhen's International Influence.By hosting international forums, expanding global shipping routes, and fostering collaborations with international automakers, Shenzhen Port Group has significantly strengthened Shenzhen's role in global automotive trade. As a pivotal hub in the international automobile trade network, Shenzhen's global economic standing has been further reinforced. In an era of economic globalization, a city's international influence is critical to its development. By actively engaging in global auto trade and forging partnerships with international automakers and shipping enterprises, Shenzhen Port Group helps position Shenzhen into the global automotive trade landscape. This effort not only attracts more international investment and collaboration projects but also enhances Shenzhen's voice and influence in global economic affairs.

Looking ahead, Shenzhen Port Group will continue optimizing its maritime logistics services for automobiles, expanding shipping routes, deepening strategic collaborations with automakers, innovating service models, and strengthening talent development and recruitment. With a steadfast commitment to supporting the city's growth, the Group will keep enhancing its capabilities to help Shenzhen become a globally influential automotive trade center, jointly writing a new chapter in the development of Shenzhen as well as Shenzhen Port.

PURSUE EXCELLENCE WITH PERSISTENT DEDICATION ADVANCING WORLD-CLASS FINANCIAL MANAGEMENT SYSTEM

追求卓越 执着坚守 全力推进世界一流财务管理体系建设

文 / 集团财务管理部、盐田港股份公司

By Finance Management Department of Shenzhen Port Group, Shenzhen Yantian Port Holdings Co., Ltd.

2024 年，深圳港集团财务管理团队全面落实世界一流财务管理体系工作要求，以数字为刃、以算盘为戟，以“追求卓越”的魄力重构财务管理生态，以“执着坚守”的锐气突破发展桎梏，聚焦“组织变革、集约创新、开放共享、价值创造”，着力深化财务业务应用场景，在财务数字化转型、融资管理、税务筹划等财务管理工作方面取得丰硕成果，增强集团整体财务管控水平，提质增效，做强做优做大国有资本，助力集团加快建设世界一流企业。

务实干，闯新路 财务共享的数字化革命

“这不是简单的流程再造，而是一场触及灵魂的管理革命”。

In 2024, the finance management team of Shenzhen Port Group fully embraced the mandate to build a world-class financial management system. With data as its blade and the abacus as its spear, the team reimagined the financial management ecosystem with the resolve to pursue excellence and the tenacity to overcome development bottlenecks. Centered on organizational reform, intensive innovation, open sharing, and value creation, the team advanced the integration of finance into business operations and achieved notable progress in areas such as digital transformation, financing, and tax planning. These efforts have significantly enhanced the Group's overall financial governance, improved quality and efficiency, and strengthened, optimized, and expanded state-owned capital—laying a solid foundation for the Group's ambition toward world-class enterprise status.

Pragmatic Progress, Bold Innovation: Ushering in a Digital Revolution in Shared Financial Services

"This is no mere process redesign—it is a profound management

随着集团规模爆发式增长，业务类型逐渐多元化、管控要求趋严，传统的财务管理模式已经不能满足集团管控需要，如何实现集约、高效、精益管控成为了财务管理的棘手问题。财务管理创新团队充分研究了国务院国资委、深圳市国资委关于财务数字化转型的指导意见，牢牢把握发展方向和具体要求，立足集团实际情况开展了全面的调研，向行业内标杆企业虚心学习，终于正式运行了财务共享中心，这是集团财务转型的里程碑，标志着集团逐步形成共享财务、业务财务和战略财务三位一体的财务管理体系。2024 年，在集团所属 88 家企业全面上线财务共享平台报账功能，对纳入共享企业的核算规则和核算场景进行统一梳理，通过专业化的职能分工和高效化的流程设计，每单作业时间从财务共享前的平均 58 分钟缩减至 30 分钟，作业效率较共享前提高 48%，有力地支持了业务快速运转，同时降低了从事财务基础工作的人力占用。未来，财务共享中心将大力提升运行效率，将财务监督的触角延伸至集团全级次单位和所有业务，争当建设世界一流财务管理体系的主力军、排头兵！

做实功，挑大梁 融资创新的破壁之战

“我们不仅是在发行债券，更是在重塑资本市场对国企的定价逻辑”。面对集团 30 亿元公司债到期兑付压力，财务管理创新团队创造性地采用 " 长短结合 " 的发行策略，准确把握发行窗口，与券商和银行多方协调、博弈，在这个没有硝烟的资本战场最终取得了丰硕成果，20 亿元公司债创深圳市非金融企业同期限信用债历史最低利率、10 亿元公司债实现集团长期债券零的突破，通过置换债券存续期内较原公司债可节约财务费用 7，578 万元。

在深汕物流园融资攻坚中，团队更是展现了 " 逢山开路 "

revolution that reaches the very core of our operations." With the Group's rapid expansion, increasingly diversified businesses, and heightened demands for oversight, traditional financial management models could no longer meet the needs. Achieving centralized, efficient, and lean financial operations became a pressing challenge. In response, the financial innovation team undertook a comprehensive review of digital transformation guidelines from the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) and its Shenzhen counterpart. Grounded in the Group's unique context, the team conducted in-depth research, drew inspiration from industry benchmarks, and ultimately launched the Shared Financial Service Center—a milestone in the Group's financial transformation journey. This initiative laid the groundwork for a three-tiered financial framework encompassing shared finance, business finance, and strategic finance. In 2024, the reimbursement functionality of the shared finance platform was fully deployed across 88 affiliated enterprises. Accounting rules and operational scenarios were sorted, and professionalized role division and streamlined processes were implemented. The average processing time per transaction dropped from 58 minutes to just 30—a 48% increase in efficiency. This not only supported the Group's fast-paced operations but also reduced manpower for routine financial tasks. In the future, the Shared Financial Service Center will continue to enhance operational efficiency and extend the scope of financial oversight across all levels and business departments of the Group—positioning itself as both a backbone and a trailblazer in the pursuit of a world-class financial management system.

Delivering Real Achievements, Leading the Charge: Breaking New Ground in Financing Innovation

"We weren't just issuing bonds—we were redefining how the capital market values state-owned enterprises." Faced with the maturity of CNY3 billion in corporate bonds, the finance innovation team responded with a pioneering "long-short" issuance strategy. By seizing the right market window and engaging in strategic negotiations with banks and brokers, the team secured a landmark achievement: a CNY2 billion bond issued at the lowest interest rate on record for non-financial enterprises of the same tenor in Shenzhen, and a CNY1 billion bond that marked the Group's breakthrough into long-term bond issuance. This refinancing move is expected to save CNY75.78 million in interest expenses over the life of the bonds, significantly optimizing capital costs.

The team also demonstrated remarkable perseverance in navigating financing hurdles for the Shenshan Logistics Park project. Amid LPR adjustments and tightening market discipline, the partner bank, citing regulatory guidance, refused to disburse the loan at the originally agreed rate—threatening the Group with tens of millions in additional interest costs. The team swiftly reviewed contractual terms and regulatory provisions, and after several rounds of negotiations, succeeded in overcoming the policy barrier that loan rates must not fall below government bond yields of the same tenor. In the end, the Group secured a rate reduction that will save approximately CNY33 million over the loan term—substantially lowering financing costs and easing operational pressures.

Practical and Decisive Action: Unlocking Tax Efficiency Through Planning

Against mounting economic headwinds and shifting tax policies, tax

的坚韧。由于 LPR 下调及市场自律机制，合作银行提出由于国家相关监管部门及行业要求，项目贷款无法按照原利率提款，这将导致公司将多承担千万元利息费用。团队立即研究合同以及相关的政策规定，以寻求解决路径，并且与银行多轮争取与谈判，最终突破了贷款利率不能低于同期限国债利率的窗口指导规则，合同期内可减少约 3, 300 万元利息，大幅降低了融资成本，缓解公司运营压力。

谋实招，勇争先 税务筹划的破局之道

在经济下行压力加大、税收政策动态调整的背景下，企业税务管理工作既面临合规性挑战，也暗藏合理适用税务优惠政策的机遇。半山悦海花园项目土增税清算面临诸多难题，不仅要细致梳理各项成本费用的分摊和扣除项目的界定，同时政策的解读与实际操作存在一定差异。团队成员全力查找历史资料、并与税务局积极沟通，过三关、斩五将，解决了自建房成本扣除、地下车库成本扣除、部分成本费用不被认可等问题，实现土增税扣除项目“应扣尽扣”，大幅降低税负，显著提升了整体收益。

面对历史情况复杂、原纳税信用评级为 D 的郑州鲜易公司，财务管理创新团队积极研究政策，通过“信用等级动态修复”提升纳税信用，扫清资格障碍，最终成功申请到了增值税留抵退税款。商管公司经营困难，面临着高额的房产税和城镇土地使用税税负，财务管理创新团队提前布局谋划，调整商管公司成本归集，为申请税费减免做好准备，虽然预期申请税费减免成功的可能性极小，但团队迎难而上，历时 9 个月，终于取得了税务局减免税核准批复。在承接拖车中心项目后，财务管理创新团队以极强的专业素养发现拖车项目约定的增值税税率不

management has become a dual challenge—ensuring strict compliance while actively leveraging preferential policies where appropriate. The land appreciation tax (LAT) settlement for the Banshan Yuehai Garden project proved particularly complex, involving intricate cost allocations and inconsistencies between policy interpretation and practical implementation. Undeterred, the team conducted a thorough review of historical documents and maintained close communication with tax authorities. With diligence and expertise, they successfully addressed key issues such as cost deductions for self-built houses, underground parking, and initially disallowed expenditures. By securing all eligible deductions, the team significantly reduced the project's tax liability—delivering a marked improvement in overall returns.

Faced with complex legacy issues at Zhengzhou Xianyi—an enterprise previously rated D in tax credit—the finance innovation team proactively explored relevant policies and successfully restored the company's credit rating through "dynamic rehabilitation." This paved the way for the approval of VAT credit refunds that had previously been out of reach. At the Commercial Property Management Company, heavy property and urban land use tax burdens posed significant financial strain. Anticipating this, the team strategically reorganized cost allocations in preparation for a tax relief application. Despite minimal prospects for success, they pressed ahead over a nine-month period and ultimately secured formal approval for tax exemptions from the relevant authorities. Upon taking over the Trailer Center Project, the team quickly identified misaligned VAT rates that conflicted with current policy. After several rounds of negotiation with government departments, they successfully secured a rate adjustment, significantly lowering the project's long-term tax burden and improving operational efficiency.

Transformational and Strategic Breakthroughs: Fueling Growth in the Greater Bay Area

Shenzhen Yantian Port Holdings, the Group's listed platform company, ignited a new chapter in state-owned enterprise reform through capital operations exceeding CNY10 billion. In October 2024, it completed a major asset restructuring and supporting equity financing—driving a 130% increase in state-owned asset value and a 147% surge in market capitalization, setting a new benchmark for the industry.

Adopting a dual-engine approach of "share issuance + fundraising," Yantian Port Holdings seized the opportunity presented by China's registration-based reform. Shenzhen Port Group injected premium

符合政策要求，经多次与政府部门极力争取，最终推动落实拖车项目税率调整，大大减少了项目运营期税负，提升公司运营效率。

跨越式，突破性 赋能湾区发展的资本革新

集团上市平台公司盐田港股份以超百亿资本运作掀起国企改革浪潮，于 2024 年 10 月成功完成重大资产重组募集配套资金工作，实现国有资产增值 130%、公司市值增长 147% 的跨越式突破，树立标杆效应。

盐田港股份运用“股份发行 + 配套募资”双轮驱动模式，精准把握全面注册制改革窗口期，以市场化方式整合盐田三期与深汕投资股权，深圳港集团将其优质港口资产注入盐田港股份，推动优质资产注入上市公司实现了国有资产价值最大化。公司市值由重组前的 104 亿元提升至 257 亿元，增长近 1. 5 倍，在港口行业市值排名由第 11 名跃升至第 8 名，资产证券化率从 34% 跃升至 50%。在募资方案中，正确采用“产业资本主导 + 耐心资本护航”策略，积极寻找央企、地方国资以及金融投资公司等实力强的战略投资人。成功实现 4. 38 元 / 股的溢价发行，较重组价高出 9. 5%，发行价与当天市场价差率仅 10. 06%，创下近年来港口行业发行价差最小纪录。通过 400 余场路演对话央国企、金融机构及产业资本，最终吸引 68 亿元资金踊跃申购，超额认购倍数达 1. 7 倍，成功为公司引入包括重要产业投资人中远海运、地方国企赣州发展投资集团、金融资产投资公司工银投资等，实现产业资本、耐心资本获配比例高达 95%。本次重组带来的不仅是资本增量，更是为盐田港股份引入重要的战略投资者。中远海运携 10 亿元战略入股成为公司第二大股东，其覆盖 160 个港口的航线网络与盐田港形成“资本 + 业务”双纽带；工银投资、中银投资等 AIC 机构的入场，则构建起“港口运营 + 供应链金融”的价值链条。与此同时，盐田港股份持续优化治理结构，荣获“2024 大湾区上市公司治理 TOP20”及“年度贡献奖”，其治理模式被入选中国上市公司协会最佳实践案例。

接下来，集团财务管理创新团队将继续以战略思维和技术驱动为核心，实现从“成本中心”到“价值中心”、从“后台支持”到“前线指挥”的转型，成为企业价值创造、风险防控和可持续发展的核心引擎。

assets—Yantian Port Phase III and Yantian Port Shenshan Port Investment —into the listed entity, maximizing state-owned asset value through market-oriented integration. Market capitalization rose from CNY10.4 billion to CNY25.7 billion, pushing its industry ranking from 11th to 8th and increasing its asset securitization ratio from 34% to 50%. The fundraising strategy prioritized "industry-led capital with long-term support," targeting central SOEs, local state capital, and financial institutions. Shares were issued at CNY4.38—9.5% above the restructuring price—with only a 10.06% discount to market value, setting a record for minimal pricing gap in recent port-sector offerings. Over 400 road shows attracted CNY6.8 billion in subscriptions, with an oversubscription ratio of 1.7 times. The offering successfully brought in key strategic investors, including industry leader COSCO Shipping, local SOE Ganzhou Development Investment Holding Group, and financial investor ICBC Investment—bringing an impressive 95% allocation to industrial and patient capital. More than a capital infusion, the restructuring marked a strategic upgrade by introducing pivotal long-term partners to Yantian Port Holdings. COSCO Shipping made a strategic investment of CNY1 billion, becoming Yantian Port Holding's second-largest shareholder. Its global network, spanning 160 ports, forged a powerful dual synergy with Yantian Port —integrating capital and business operations. Meanwhile, the entry of AIC investors such as ICBC Investment and BOC Investment created a value chain that connects port operations with supply chain finance. At the same time, Yantijan Port Holdings continued to enhance its corporate governance. It was named among the "Top 20 Listed Companies in the Greater Bay Area for Corporate Governance in 2024" and received the "Annual Contribution Award." Its governance framework was also recognized as a best practice by the China Association for Public Companies.

Looking ahead, the Group's finance innovation team will harness strategic mindset and technology-driven solutions to transition from a "cost center" to a "value center," and from "back-office support" to "frontline leadership," positioning itself as a key driver of value creation, risk management, and sustainable growth.

TRAILBLAZE WITH BOLDNESS AND RESPONSIBILITY DEEPENING REFORM AND STRIVING TO SET A BENCHMARK FOR NATIONAL SOE REFORM

敢闯敢试 勇于担当
国企改革深化提升行动显成效

文 / 集团企业管理部、建设管理部、华舟海洋公司

By Corporate Management Department & Construction Management Department of Shenzhen Port Group, Huazhou Ocean Development Co., Ltd.

近年来，深圳港集团把握国家发展战略、立足国企功能定位，以入围国家“双百企业”为契机，一体推进国企改革深化提升行动、建设世界一流企业等改革任务，秉持高质量发展目标，改革创新管理模式，打造“三精管理”体系，创新招标采购体系，构建标准成本体系，并取得显著成效，有力推动了集团管理效能提升，为集团战略落地和经营目标达成提供坚实保障。

精于心，践于行 “三精管理”赋能高质量发展

深圳港集团聚焦组织精健化、管理精细化、经营精益化三大维度，以打造“三精管理”为抓手，发布集团“三精管理”实施方案及年度任务清单，做到“四个转变”，即从宏观战略指引向微观实操行动转变，从资源控制型竞争向运营服务型竞争转变，从重管理轻经营向重管理更重经营转变，从传统型规模粗放增长向注重高质量、高效益、高价值增长转变。

组织精健化：打造高效敏捷的“战斗单元”。通过一系列举措，全面优化了所属企业组织架构，实现了组织“瘦身健体”，显著提升了企业竞争力。优化体系，防控风险，把合规建设落在实处，大力推进国有企业治理体系和治理能力现代化；明确划分各级组织职责权限，所属盐田港股份公司、物流集团、大铲湾公司均已完成本部组织机构与部门职能的优化调整，以科学高效的方式推进战略性组织机构、部门设置重组和专业化整合工作；高效赋能，集团中高层管理人员参加“领航计划”港航专题培训班，学习“三精管理”内容和做法；各级企业加大人才培养力度，所属盐田港股份公司已开辟双向挂职、交流通道，建立符合企业发展规模和业务需要的人才队伍。集团通过卓越的战略规划能力和执行力，确保了在复杂多变的市场环境中保持灵活和竞争力。

管理精细化：以细节铸就卓越品质。聚焦成本管控，集团从明细成本项目层面提出各类业务的降本增效措施，落实对成本费用的精益管理，形成了《关于进一步加强营业成本管控的通知》与《重点付现成本费用管控方案》，全面实现集团上下从重点付现管理费用到劳务外包等经营成本的强管控，预计全年管理费用较预算节约 1.06 亿元，预算完成率 83.62%，较上年同期管理费用预算完成率 87.89% 下降 4.27 个百分点；其中非薪酬付现费用同比减少约 1,000 万元，降幅 6.39%；营业成本剔除供应链及保税燃油加注业务影响，非薪酬营业成本同比减少约 3,200 万元，降幅 1.5%。各级企业全面启动质量标准化建设，推动各企业从粗放化管理转型为规范化、系统化管理，促进企业管理水平提高。华舟海洋搭建标准成本指标模型，完成标准成本体系建设；黄石物流园、黄石新港、深汕运营、大铲湾智城公司已完成 ISO 质量认证工作；港服集团、物服公司、实华公司、资讯公司持续开展质量认证工作。全面梳理管理与

In recent years, Shenzhen Port Group has consistently pursued strategic reforms and innovative development. As a designated "Double Hundred Enterprise" under China's national reform initiative, the Group has systematically advanced its transformation, integrating the state-owned enterprise reform campaign with its mission to build a world-class enterprise. Guided by the principle of high-quality development, the Group has implemented transformative measures including: the innovative "Three-Precision Management" methodology, a restructured tendering and procurement ecosystem, and a comprehensive standardized cost management system. These strategic initiatives have yielded substantial improvements in operational efficiency and governance effectiveness, creating a robust foundation for achieving corporate strategic objectives and sustaining business growth.

The Group's "Management Trio" System to Empower High-quality Development with Meticulous Planning and Diligent Execution

Shenzhen Port Group focuses on three key dimensions—organizational streamlining, refined management, and lean operations—to implement the "Management Trio". It has introduced the "Management Trio" implementation plan and annual task list to achieve four key transitions, namely transitions from macro strategic guidance to micro-level operation, from resource-control-based competition to service-driven competition, from emphasizing management over operation to emphasizing operation effect based on fine management, and from traditional extensive growth models to models emphasizing high quality, high efficiency, and high value-added growth.

Organizational Streamlining: Building Agile and Efficient "Combat Units"Through a series of measures, the Group has comprehensively optimized the organizational structure of its subsidiaries, achieving the goal of "streamlining and strengthening the enterprises" that significantly enhances the Group's corporate competitiveness. The Group has optimized its system to strengthen risk control, ensured compliance in corporate governance, and actively advanced the modernization of SOE governance structures and capabilities. The responsibilities and authorities of every organizational level have been delineated. Key subsidiaries, including Yantian Port Holdings, Logistics Group, and Dachan Bay Company, have completed strategic organization restructuring and departmental function optimization, enabling scientific and efficient realignment and professional integration for their organization structure and department setting. To enhance leadership capabilities, mid-to-senior management participated in courses of the "Navigator Program" featuring port and shipping to study the "Management Trio" system. Additionally, subsidiaries have strengthened talent cultivation, with Yantian Port Holdings establishing dual-track secondment and exchange programs to build a talent team aligned with its business scale and operational needs. By leveraging superior strategic planning and execution capabilities, the Group ensures agility and competitiveness in a dynamic market environment.

Refined Management: Pursuing Excellence in Every DetailFocusing on cost control, the Group has proposed efficiency-enhancing measures for different businesses in terms of detailed cost items, implementing a lean cost management approach. Measures include the issuance of the Notice on Further Strengthening Operating Cost Control and the Work Plan of Cash Cost Control in Key Projects, ensuring strict oversight from administrative expenses to labor outsourcing costs. These measures are projected to save approximately RMB 106 million yuan of management costs annually, achieving a budget execution rate of 83.62%, a decrease of 4.27 percentage points compared to the previous year. Among the costs, non-salary cash expenses have been reduced by approximately RMB 10 million yuan, a 6.39% decline, while non-salary operating costs—excluding supply chain and bonded fuel services—have decreased by about RMB 32 million yuan, a 1.5% reduction. Subsidiaries have fully executed quality standardization, transitioning from extensive management to standardized and systematic management, thereby bringing a higher level for its corporate management. For instance, Huazhou Ocean Development has developed a standardized cost indicator model and established a standardized cost control system. Meanwhile, Huangshi New Port Modern Logistics Park, Huangshi New Port, Shenshan Port Operations, and Shenzhen Dachanwan Zhicheng Property Services have all achieved ISO quality certification. Additionally, other subsidiaries, including Port Services Group, Logistics Group, Shihua Energy Development and Yantian Port International Information, are continuing their efforts in quality certification. By comprehensively reviewing management and operational workflows, subsidiaries have optimized OA processes, significantly improving management efficiency. Simultaneously, an in-depth analysis of outsourced services has led to more reasonable outsourcing costs and better solutions. The Group remains committed to enhancing management efficiency and decision-making quality and has optimized operational workflows and upgraded service standards.

Lean Operations: Market-Driven High-Quality Development.The Group has firmly upheld the principle of coordinating management and operation, which emphasizes market research and pricing strategies based on smooth management to establish a profit-oriented operation and management system, reinforcing business expansion and industrial

操作流程，各级企业对 OA 流程进行优化，大大提升管理效率；同时细化分析研究全集团外包服务，合理控制各级企业外包服务成本，优化方案。同时，集团注重提升管理效率与决策质量，实现了运营流程的优化和服务质量的升级。

经营精益化：以市场驱动高质量发展。集团上下牢牢树立“从管理到经营”的理念，在做好管理工作的基础上，着重研究市场、价格等层面的问题，建立效益优先的经营管理体系，重点强化新业务拓展与产业协同。全面梳理各级企业客户管理情况，集团各级企业客户数超 400 家，老客户营收占比约 78%，新客户与潜在客户营收占比约 22%，通过逐一分析研究各企业新老客户维护与拓展情况，推动各级企业充分运用市场策略与价格策略开拓市场，拓宽渠道，努力做到稳存量、拓增量、提质量。“小漠－大铲湾”集装箱内贸航线实现常态化运营，航线吞吐量超 350 标箱；物流集团汽车出海、奥马冰箱陆改水等综合物流项目拓展成效初显，预计全年带来营收超 3,500 万元；资讯公司完成股权收购，承接系统内数字化项目超 2,700 万元，积极探索新商业模式与业务协同，拓展收入来源。股份公司持续推进粤港澳大湾区及长江经济带自营港口群的交流与合作；港服集团外包服务、物业管理、后勤服务齐头并进，逐步推进服务体系的完善。对亏损企业精准治理，设立亏损治理专班，按照“一企一策”原则，加强过程管控，确保落实亏损企业户数和亏损金额双下降的年度目标，2024 年较 2023 年度大幅度减少亏损户数。

coordination. Comprehensive reviews on the management of all-level customers indicate that the Group serves over 400 clients, with revenue from existing customers accounting for approximately 78% and revenue from new and potential customers making up 22%. By analyzing the retention strategies for existing customers and expansion strategies for new customers, subsidiaries have refined market strategies and pricing tactics for market expansion, striving to stabilize existing businesses, expand new opportunities, and enhance service quality. The “Xiaomo-Dachan Bay” domestic container shipping route is now under regular operation, with throughput exceeding 350 TEUs. Logistics Group’s automobile export and Aoma Refrigerator’s land-to-water logistics project have shown promising results, expected to generate over RMB 35 million yuan in annual revenue. Additionally, the Information Company has completed equity acquisitions and undertaken digitalization projects in the Group worth over RMB 27 million yuan. The Group is now exploring new business models and business coordination to expand revenue sources. Yantian Port Holdings continues expanding its cooperation network covering self-operated port clusters in the Greater Bay Area and Yangtze River Economic Belt, while Port Services Group advanced outsourcing, property management, and logistics services to supplement the service system. To apply targeted governance over loss-making subsidiaries, the Group has established a special team that reinforced the process control under the principle of one strategy for one specific company to meet the goal of reducing unprofitable entities and overall losses in 2024 compared to 2023, especially a substantial reduction in unprofitable entities.

Innovating and Optimizing the Management System to Enhance Tendering and Procurement Efficiency

Tendering and procurement management are fundamental to ensuring operation compliance, optimizing resource allocation, and achieving high-quality development in SOEs. In 2024, adhering to the principle of “in-compliance and optimal management”, Shenzhen Port Group innovated its management system based on in-compliance management

创新优化管理体系 提升招标采购效能

招标采购管理是国有企业保障合规运营、优化资源配置、实现高质量发展的重要基础。2024 年，深圳港集团秉持“合规管理、优化提升”的工作理念，通过创新优化管理体系，在合规运行的基础上进一步提升招采效能，为集团战略落地和经营目标达成提供了坚实保障。

制度重塑，筑牢规范根基。围绕“明权责、严管控、优服务”的目标，按“1+5”创新模式，2024 年，集团对招标及采购管理制度体系进行了系统性重构，以一级制度《招标及采购管理制度》为核心统领、5 项二级制度《集中采购实施办法》《自行采购实施办法》《定标工作规则》《定标成员库管理办法》《招标领导小组议事规则》为主体架构，形成了层次分明、标准清晰、实操性强的招标采购制度体系，较好适配集团高质量发展要求，进一步规范行为标准、压实责任链条、筑牢风险底线。

集采破垒，引领降本增效。以“一切成本皆可控”为指引，2024 年，集团系统梳理高频采购同类项，发布首份集中采购目录，并根据《集中采购实施办法》合规高效实施首批共 6 项集中采购项目，累计标的额约 8800 万元，业务范围涵盖集团系统内食材、办公用品及饮用水、保险、常年法律服务、审计服务和税务咨询项目。相比集中采购前实际发生的费用标准，集中采购匡算每年节资额约 200 万元，平均节资率约 5%。集中采购模式打破了以往零星分散采购的局限，显著扩大了项目规模，这不仅有利于提高集团在采购过程中的议价权，从而以更优惠的价格获取优质的产品和服务，节省采购成本，还能减少采购频率，降低采购过程中的时间成本、人力成本以及交易成本。同时，通过集中采购对供应商进行筛选与整合，优化了供应商结构，提高了供应商的服务质量与稳定性。这一系列积极变化标志着集团采购工作从传统的业务操作型成功转向管理控制型，成为集团落实降本增效理念的有力举措。

强化协同，释放聚合效能。2024 年，深圳港集团深入落实内部协同发展理念，在严格遵循合规原则的前提下，积极推动内部业务协同。完成集团系统内相关企业物业外包、工程代建、信息化项目等内部协同项目的规范化内部委托。大力推动内部协同，将充分发挥集团多板块业务发展的优势，实现资源的优化配置与共享，避免资源的重复投入与浪费。同时，集团系统通过内部协同，将有效降低整体运营成本，减少外部采购可能

to improve tendering procurement efficiency, thus ensuring strategic alignment and operational goal achievement.

Restructuring the Institutional Framework to Strengthen Regulatory Foundations.Centering on the objectives of “clarifying responsibilities, enforcing strict control, and optimizing services,” the Group systematically reconstructed its tendering and procurement management system in 2024 under its innovative “1+5” model, centering the primary regulation of Procurement and Tendering Management System, supplemented by five secondary rules: Implementation Measures for Centralized Procurement, Implementation Measures for De-centralized Procurement, Rules for Bid Evaluation, Management Measures for Bid Evaluation Member Pool, and Rules of Procedure for the Tendering Leadership Committee. This multi-layered, clearly standardized, and highly operable institutional structure is well aligned with the Group’s goals for high-quality development. It standardizes tendering and procurement conduct, clarifies the whole accountability chain, and establishes firm boundaries for risk control.

Breaking Barriers through Centralized Procurement to Drive Cost Reduction and Efficiency Gains.Guided by the principle that “all costs are controllable,” the Group conducted a comprehensive review of frequently purchased and similar items and released its first centralized procurement catalog in 2024. In accordance with the Implementation Measures for Centralized Procurement, the Group efficiently and compliantly implemented the first batch of six centralized procurement projects, with a total contract value of approximately RMB 88 million yuan. These projects covered categories such as food supplies, office consumables, drinking water, insurance, annual legal services, auditing services, and tax consulting services. Compared with actual expenses prior to centralized procurement, the estimated annual savings amount to around RMB 2 million yuan, with an average cost reduction rate of about 5%. The centralized procurement model has broken through the limitations of previously scattered and fragmented purchasing practices, significantly expanding the scale of procurement projects. This shift has not only enhanced the Group’s bargaining power during procurement—enabling access to higher-quality products and services at more favorable prices, thereby reducing procurement costs—but also helped to cut down on procurement frequency and lower the associated time, labor, and transaction costs. At the same time, centralized procurement helps the screening and consolidation of suppliers, optimizing the supplier structure and improving the overall quality and stability of supplier services. These positive developments mark a successful transformation of the Group’s procurement efforts from a traditional operational approach to a management- and control-oriented model, serving as a powerful driver for the Group to implement its cost reduction and efficiency enhancement strategy.

Strengthening Internal Coordination to Maximize Aggregated Efficiency
In 2024, Shenzhen Port Group fully implemented its development philosophy of internal collaboration to advance its internal business collaboration while strictly adhering to compliance principles. The Group completed the standardized internal commission processes for internal coordination projects such as property outsourcing, delegated project management, and IT development across subsidiaries. By promoting internal coordination, the Group capitalizes on the multi-sector advantages of its business, realizes optimal resource allocation and sharing, and avoids redundant investment and waste of resources. Furthermore, internal collaboration significantly lowers overall

带来的高额费用以及潜在的风险。更为重要的是，内部协同促进各板块之间的沟通与合作，将形成强大的发展合力，增强集团的整体效能，提升市场竞争力。

规范实施，提升管理效能。2024年，集团通过重构制度体系，强化过程审核，组织业务培训和专项检查，加强技术支持，有效提高了集团系统招采业务规范化水平，提升管理效能。从具体成效来看，2024年，集团系统年度整体招采节资率（相比采购预算额）约为34%，较2023年提升了7个百分点，招采业务降本增效成效显著；公开招标率从2023年的80%提升至87%，进一步提升招采业务公开公平与竞争性；2024年集团电子采购平台预警提示触发率已大大降低，采购流程的规范化程度显著提高。

下一步，集团将继续深化招标采购工作的改革与创新，不断适应市场变化与发展需求，为集团持续健康高质量发展，加快建设世界一流示范企业，奋力打造全球影响力卓著的海洋经济综合服务商战略目标提供强大助力。

标准成本体系建设运行成效显著

为推动集团高质量发展，以集团所属华舟海洋公司为试点，创新成本管理模式，推行标准成本体系建设，落实成本管控责任，项目运行成效显著。

项目团队依据华舟公司业务成本性态，创新成本管理模式，

operating costs and reduces the high expenses and risks associated with external procurement. Most importantly, it fosters communication and cooperation across different business segments, generating a strong collective momentum, enhancing the Group's overall efficiency, and strengthening its market competitiveness.

Ensuring Standardized Implementation to Improve Management Efficiency.In 2024, the Group effectively improved procurement compliance and management efficiency by restructuring its institutional system, strengthening process reviews, organizing specialized training and targeted inspections, and enhancing technical support. The results are as follows: the Group's annual overall cost-saving rate of tendering and procurement (based on procurement budget) reached approximately 34%, up 7 percentage points from 2023, showing a substantial effect on procurement cost reduction and efficiency improvement. The open tendering rate rose from 80% in 2023 to 87% in 2024, further improving the transparency, procedural fairness, and competitive integrity of the Group's procurement activities. Additionally, the alert-triggering rate on the Group's e-procurement platform dropped significantly, demonstrating a marked improvement in the standardization of procurement processes.

Looking ahead, the Group will continue to deepen innovation in procurement management, constantly adapting to market changes and development needs. These efforts will provide strong momentum for the Group's sustained, high-quality growth and will help accelerate its goal of becoming a world-class model enterprise and a globally influential integrated provider of marine economy-related services.

Notable Results Achieved from Implementing the Standardized Cost Control System.

To promote high-quality development, Shenzhen Port Group designated Huazhou Ocean Development Co., Ltd, one of its subsidiaries, as a pilot site to introduce an innovative cost management model based on a standardized cost control system, with clearly assigned cost control responsibilities. The project has yielded remarkable results.

Based on the cost characteristics of Huazhou Ocean Development

推动华舟海洋整体降本增效，2024年，全年节约金额464万元。建立实施的标准成本管理模式，为集团推进三精管理、推动信息化成本监管拓宽了思路，探索出途径、树立了典范。成本管理体系广覆盖：项目团队精细量化数量与价格标准，从生产原料、设备成本、人工成本入手，按重点成本项目选取7项指标，涵盖营业成本总额的90%以上，全方位构建成本标准化管控体系，选取3-5年数据，合理制定标准值，将成本管控标准化、系统化，构建全方位、全口径的成本管控模型。成本管控方式多元化：价量指标结合效率指标，实现指标联动融合；管控节点前移，提升一线员工参与度；织密成本管控网络，强化部门间协同；将成本管控思维渗透到生产经营的每一环节。体系模型持续完善：每月复盘体系运行效果，及时更新完善指标体系。实时跟进异常指标项目，精准锁定未达标指标并剖析动因，针对性提出降本措施。

Co., Ltd.'s business, the project team implemented an innovative cost management model that significantly improved cost-efficiency across the Company. In 2024, Huazhou Ocean Development achieved total cost savings of RMB 4.64 million yuan. The standardized cost management model provides valuable references, pioneers a replicable path, and sets a benchmark for the Group's overall efforts in the "Management Trio" and digitalized cost control. The cost management system has the following features. First is the broad coverage. The project team meticulously quantified standard values for quantity and pricing across key cost components, including raw materials, equipment, and labor. Seven major indicators were selected based on key cost projects, covering over 90% of total operating costs, forming a comprehensive and standardized cost control system. Historical data from the past 3 to 5 years was used to develop reasonable benchmark values, thereby standardizing and systematizing cost control and creating a full-spectrum, fully applicable cost management model. Second is the diversified control methods. Indicators for quantity and pricing were combined with efficiency indicators to establish a dynamic and integrated system. Control checkpoints were moved forward in the process to improve frontline staff participation. The cost control network was tightened, with a strong emphasis on cross-departmental coordination. A cost control-oriented mindset was embedded throughout all aspects of production and operations. Third is continuous improvement of the system mode. Monthly reviews of system performance were conducted to timely refine and update the indicator system. Anomalous indicators were closely monitored and analyzed to identify underperforming indicators and formulate corresponding cost-reduction measures.

PERSEVERANCE IN ACTION STAYING TRUE TO ITS MISSION AS MAJOR PROJECTS DELIVER RESULTS

攻坚克难 实干为本 多项重大项目建设开花结果

文 / 疏港公司、能发公司、东港区公司、惠盐高速公司

Perseverance in Action: Shenzhen Port Group Stays True to Its Mission as Major Projects Deliver Results

一直以来，深圳港集团牢记国企使命担当，主动投身全市改革发展大局，2024 年，面临重大建设项目的多重挑战，项目团队攻坚克难、实干为本，经过一年的不懈努力，集团多个重大建设项目取得了突破性进展，不仅提升了集团的市场影响力和行业地位，更为集团高质量发展作出了重要贡献。

加快推进平盐铁路改造工程 助力深圳国际物流枢纽战略升级

平盐铁路是深圳港连接腹地、通达全球的战略通道，承担着重要的集装箱货运功能，是深圳市打造成为国际性物流枢纽，优化深圳市货运通道布局，推动深圳后方陆域疏港交通服务模式转型升级的重要支撑。深圳港集团主动担当、快速响应，牵头组建平盐疏港铁路有限公司，加快推动平盐铁路改造工程，攻坚克难，聚力登高，加快前期工作审批、如期完成上级交办的征拆任务、超额完成年度投资任务、成功申请综合货运枢纽强链补链资金支持，多项工作成效显著。

优化项目建设方案，节约近期投资成本。平盐铁路改造工程作为社会资本投资建设的重大交通基础设施项目，全线规划建设 13 公里长大隧道，需穿越高速公路干线、生态敏感型水源保护区及高密度建成区，在工程技术复杂度与综合投资规模层面均居于国内同类工程前列。为减轻社会资本近期投资压力，团队结合铁路近期货运量，对项目建设方案进行了多轮研究和论证，在保证改造效能不受影响的前提下，成功实现项目前期投资压降 23 亿元，形成具有行业推广价值的重大基础设施降本增效实践案例。项目团队同步开展投资收益缺口敏感性分析，提出“以土地综合开发反哺铁路建设运营”的收益平衡方案。

多渠道争取资金支持，保障项目建设资金需求。为保障项目资金需求，团队多渠道筹集项目建设资金，一是向集团申请不超过 4.3 亿元委托贷款，用于支付项目工程款及拨付征拆资金，有力保障项目建设有序推进。二是积极协调股东双方完成项目增资决策并签署股东协议，股东双方按股比注入项目资本金，推动相关投融资方案落地落实。三是以重大项目建设为契机，成功申请到约 4.5 亿元的综合货运枢纽强链补链资金支持。四是启动项目前期贷工作并完成竞争性商洽评选，各参团银行正在加紧推进前期贷的方案的批复工作，争取尽快完成提款。

完成项目复工，探索可持续发展路径。团队积极会同相关单位优化施工组织，推进全线作业面工效提升、作业点增加，超额完成了集团下达的年度投资任务。加快推动项目前期专题手续获批，指导设计单位修编社会稳定性评价、用地预审及选址、防洪等专题并与主管部门沟通批复事宜。同时，提前谋划项目运营，谋划海铁联运运营思路，积极探索运输模式创新、服务模式创新和业务模式创新。

强化安全生产管理，筑牢项目安全生产防线。团队始终坚持“安全第一、预防为主、综合治理”的方针，将安全生产理

Shenzhen Port Group has consistently upheld its mission as a state-owned enterprise, actively aligning with the city's broader reform and development agenda. In 2024, amid complex challenges across multiple major construction projects, dedicated project teams pressed forward with resolve and pragmatism. Through a year of persistent effort, several key initiatives achieved breakthrough progress, not only elevating the Group's market presence and industry standing, but also making vital contributions to its pursuit of high-quality development.

Advancing the Pingyan Railway Upgrade to Power Shenzhen's International Logistics Ambitions.

The Pingyan Railway is a strategic channel linking Shenzhen Port with its inland hinterland and global markets. As a core component of the city's efforts to build a world-class logistics hub, the railway plays a crucial role in container freight transport, supports the optimization of Shenzhen's freight corridor network, and facilitates the transformation of inland port-access systems. Taking initiative with a strong sense of responsibility, Shenzhen Port Group led the establishment of Pingyan Shugang Railway Co., Ltd., expediting the upgrade project with determination and focus. The project team navigated complex challenges while maintaining momentum—accelerating early-stage approvals, completing land acquisition and demolition tasks on schedule, exceeding annual investment targets, and successfully securing national funding for enhancing multimodal freight hubs. These achievements mark significant progress and reflect the Group's capacity to deliver results through action and commitment.

Refining Project Plans to Optimize Costs and Ease Investment Pressure. As a landmark transportation infrastructure project backed by private capital, the Pingyan Railway upgrade entails the construction of a 13-kilometer tunnel that traverses existing expressways, ecologically sensitive water source protection zones, and densely populated urban areas. With its high level of engineering complexity and substantial capital requirements, the project ranks among the top of its kind nationwide. To alleviate short-term financial pressure on investors, the project team carried out multiple rounds of planning and feasibility studies, aligning the construction scheme with near-term freight volume forecasts. Without compromising the overall effectiveness of the upgrade, these efforts led to a reduction of CNY2.3 billion in upfront investment. This achievement stands as a benchmark case for cost control and efficiency enhancement in major infrastructure development, with strong replicability across the industry. Simultaneously, the team conducted sensitivity analyses on return-on-investment shortfalls and proposed a revenue-balancing strategy through integrated land development to support long-term construction and operations.

Mobilizing Diverse Funding Channels to Meet Financial Requirements. To secure adequate financial resources, the team pursued a multi-pronged funding strategy. First, an entrusted loan of up to CNY430 million was obtained from the Group to support construction expenditures and land acquisition, ensuring steady project momentum. Second, the two shareholders finalized capital increase decisions and executed a shareholder agreement, injecting equity contributions in proportion to their holdings to facilitate the execution of related financing plans. Third, leveraging the project's strategic importance, the team successfully secured approximately CNY450 million in national funding aimed at bolstering multimodal freight infrastructure. Fourth, early-stage loan negotiations were launched and competitively awarded, with participating banks currently fast-tracking approval processes to ensure timely fund disbursement.

Resuming Construction and Advancing Sustainable Development.In close coordination with relevant stakeholders, the project team optimized construction planning, improved overall efficiency along the corridor, and expanded the number of active work fronts—exceeding the annual investment target set by the Group. Efforts were also made to expedite administrative approvals for key pre-construction requirements, including revisions to reports on social stability risk assessment, land pre-approval and site selection, and flood control, followed by proactive engagement with regulatory authorities to secure approvals. Looking ahead, the team is proactively preparing for the project's operational phase. Planning is underway for sea–rail intermodal solutions, alongside ongoing

念贯穿于项目建设的各方面、全过程，高效成立了安全管理委员会和应急领导工作小组，配备了安全生产管理人员，并依据法律法规要求制定了11个安全生产管理制度，确保项目安全风险得到全面识别和评估。同时，项目团队定期对施工现场进行全面、深入检查，及时发现并消除各类安全隐患，保障了项目建设过程的安全可控。此外，团队结合项目特点制定风险清单，动态化开展项目安全风险管理、常态化开展隐患排查，全年未发生重大安全事故，确保项目建设安全、高效推进。

现代化能源基地建设展新颜

深圳港舟山能源基地作为深圳港集团能源板块的核心资产，已从孤岛上的“烂尾工程”蜕变为现代化能源基地，是集团服务国家能源安全和“双区”建设的生动实践，更是新时代国有企业深化改革、勇攀高峰的崭新答卷。

深圳港舟山能源基地地处长江经济带与“一带一路”交汇处，坐拥13座码头、310万方储罐容量，项目以“立足华东、辐射亚太”为定位，构建起“储、贸、用”一体化的能源产业链，成为集团紧跟国家能源发展步伐，深度融入“一带一路”、长江经济带、浙江自由贸易试验区等国家战略的桥头堡。

攻坚克难：以“拓荒牛”精神啃下硬骨头。深圳港舟山能源基地的诞生，始于一场“向难而行”的担当。2019年，深圳港集团积极响应国家纾困民企号召，主动承接舟山项目。彼时，项目深陷资金链断裂、法律纠纷缠身、工程停滞等困局，深圳港集团以“逢山开路、遇水架桥”的魄力，组建精干团队迎难而上，打响了一场“攻坚战”。

exploration of innovations in transportation models, service offerings, and business mechanisms—laying a solid foundation for sustainable, long-term development.

Strengthening Safety Management to Fortify Project Safeguards.The project team has remained steadfast in upholding the principle of "safety first, prevention-focused, and comprehensive oversight," embedding a rigorous safety ethos across every aspect and phase of construction. A dedicated Safety Management Committee and Emergency Response Task Force were swiftly established, supported by a full complement of safety personnel. In strict accordance with relevant laws and regulations, the team formulated 11 comprehensive safety management protocols to ensure the systematic identification, evaluation, and mitigation of safety risks. Regular, thorough inspections were conducted across all construction sites to promptly identify and eliminate potential hazards, ensuring full control over safety throughout the project lifecycle. Drawing on the project's unique characteristics, the team developed a dynamic risk register to support real-time risk monitoring and routine hazard elimination. Thanks to these proactive efforts, no major safety incidents were reported throughout the year—effectively safeguarding both personnel and progress, and ensuring safe, efficient project delivery.

A New Chapter in the Development of a Modern Energy Hub

The Shenzhen Port Group Zhoushan Energy Base, a flagship asset within the Group's energy segment, has been transformed from an isolated, stalled project into a modern, high-performance energy hub. It now stands as a compelling testament to Shenzhen Port Group's dedication to safeguarding national energy security, advancing the "dual-zone" development strategy, and demonstrating the innovative drive of state-owned enterprises in the new era.

Strategically situated at the intersection of the Yangtze River Economic Belt and the Belt and Road Initiative, the base features 13 terminals and a total tank capacity of 3.1 million cubic meters. Anchored in East China with a vision to serve the broader Asia-Pacific region, the project has built a fully integrated energy supply chain encompassing storage, trade, and utilization. As a key strategic foothold, it enables the Group to actively align with national energy priorities and participate deeply in major national initiatives such as the Belt and Road Initiative, the Yangtze River Economic Belt, and the China (Zhejiang) Pilot Free Trade Zone.

Overcoming Adversity with the Spirit of the Pioneer.The birth of the Shenzhen Port Group Zhoushan Energy Base began with a bold commitment to confront formidable challenges. In 2019, in response to the national call to support struggling private enterprises, Shenzhen Port Group voluntarily took over the distressed Zhoushan project. At the time, the project was entangled in financial insolvency, legal disputes, and stalled construction. With unwavering resolve to "forge paths through mountains and build bridges over rivers," the Group assembled a lean, expert task force to tackle the crisis head-on.

--Strategic Acquisition: Navigating Complexity with Insight and Determination
Amid the height of the pandemic, the project team operated across regions under intense pressure, completing a comprehensive 1.5-million-character due diligence report within two years. They crafted a "China–International–China" cross-border transaction structure and successfully navigated 14 categories of compliance review. Through innovative

破局并购，彰显智慧担当。项目团队跨地区作战，两年内完成150万字尽调报告，设计“中—外—中”跨境交易结构，历经14大类合规审查，最终以创新方案实现资产盘活。这场“没有退路的战役”中，项目团队既守住风险底线，又创造性地化解了债务风险，为国企纾困探索了新路径。复工建设，诠释铁军本色。外钓岛上，锈蚀的储罐、荒废的码头曾是触目惊心的“历史伤疤”。项目团队以“刮骨疗毒”的决心，完成93处主体工程缺陷修复，攻克进口设备螺杆泵维修改造难题，节约成本超600万元。面对孤岛施工等挑战，党员先锋带头驻岛，日夜鏖战，仅用两年实现南岛油库与码头完工，以“深圳速度”与“深圳智慧”破局。创新突破，锻造核心竞争力。对标国际优化储罐功能，提升市场吸引力，从破解国外技术垄断实现螺杆泵自主维修，到探索“仓单质押”“期货交割”等增值服务，项目团队以创新思维打破行业壁垒，将“不可能”变为“可能”。每一次技术突围，都是对“开山填海”精神的最好注解。

实干兴企：以卓越运营锻造高质量发展引擎。2024年，深圳港舟山能源基地由工程建设阶段转向全面投产运营阶段，交出了一份亮眼成绩单：实现南岛油库与码头工程投产运行，北岛油库如期完成投产验收，口岸开放通过省级验收，年吞吐量突破22万吨，完成311船次作业靠泊，完成30万吨级油轮首靠，与中石化等龙头企业签订近百万方仓储协议……这些成绩背后，是能发公司“严抓安全、深耕市场、锻造团队”的实干哲学。

安全为基，筑牢发展底线。汇聚业内安全人才，高标准搭建危化品安全风险管控体系并以高分通过码头安全生产标准化二级达标评定，高质量运行双重预防机制数字化、重大危险源监测预警系统并通过省、部级验收，实现并延续1700天、1000万人工时“零事故”安全绩效。市场为翼，激活增长动能。从世界油商大会精准招商，到与优联国际等4家客户签订105万立方米合作备忘录；从拓展保税仓储到布局期货交割业务，深圳港舟山能源基地紧跟市场、主动出击，创新理念，推进多元业务版图逐步成型。人才为本，凝聚奋进力量。加大港口能源人才引进力度，通过组建“以我为主”运营团队，实现市场化招聘、考核及流动管理，成立商务、运行顾问委员会等有效举措，深圳港舟山能源基地正在逐步锻造出一支“自主运营、能打硬仗”的铁军，为高质量发展注入不竭动力。

strategy, they revitalized dormant assets and resolved entrenched debt issues. In this high-stakes mission with no room for retreat, the team upheld strict risk controls while unlocking new possibilities—charting a pioneering path for state-owned enterprises to support distressed private firms.

--Construction Resumed: Embodying the Spirit of the Iron Army
On Waidiao Island, rusted tanks and abandoned docks once symbolized the scars of halted development. With the resolve to "scrape the bone to heal the wound," the team restored 93 major structural defects and tackled the technical challenge of refurbishing imported screw pumps—saving over CNY6 million. Faced with the dual hardship of isolated island construction and pandemic restrictions, Party members led to stay on-site and work around the clock. Within just two years, they completed the southern island's tank farm and terminal—breaking the deadlock with Shenzhen speed and Shenzhen wisdom.

--Innovation and Breakthrough: Forging Core Competitiveness
Benchmarking against international standards, the team upgraded tank functions to boost market competitiveness. From dismantling foreign technical monopolies through localized screw pump repair, to piloting value-added services such as warehouse receipt pledging and futures delivery, the team broke through long-standing industry barriers with bold, forward-thinking innovation. Every technical breakthrough stood as a vivid tribute to the pioneering ethos of "moving mountains and reclaiming the sea".

--Execution in Action: Driving High-Quality Growth Through Operational Excellence
In 2024, the Shenzhen Port Group Zhoushan Energy Base entered a new phase, transitioning from construction to full commercial operation—and the results speak for themselves. The southern island's tank farm and terminal became fully operational; the northern island facilities passed acceptance on schedule. The port opening cleared provincial-level inspection, annual throughput exceeded 220,000 tons, 311 berthing operations were completed, and the base received its first 300,000-ton oil tanker. Nearly one million cubic meters of storage contracts were signed with industry leaders such as Sinopec. These achievements reflect Energy Development Company's action-oriented philosophy: prioritize safety, cultivate the market, and build strong teams. It is this spirit of practical excellence that continues to fuel the company's journey toward high-quality, sustainable growth.

--Safety as the Foundation: Securing the Bedrock of Sustainable Development
By assembling top-tier safety professionals from across the industry, Shenzhen Port Group Zhoushan Energy Base has established a high-standard hazardous chemical risk control system, earning top marks in the Level II Safety Standardization Assessment for terminal operations. Its dual-prevention digital platform and major hazard source monitoring and early-warning system have passed rigorous provincial and ministerial evaluations. These integrated systems have supported the achievement and continuation of a remarkable safety record—over 1,700 days and 10 million work hours without a single accident.

--Market as the Wing: Unlocking Momentum for Growth
From precision-targeted investment promotion at the International Petroleum and Natural Gas Enterprises Conference (IPEC) to signing memorandums of cooperation totaling 1.05 million cubic meters with

深圳港盐田港区东作业区集装箱码头工程迎来新进展

深圳港盐田港区东作业区集装箱码头工程作为国家“十四五”规划重大项目，总投资预计达144.9亿元。项目规划新建3个20万吨级集装箱泊位，配套建设中—东作业区连接桥工程、配套工程及支持系统工程等。2024年，团队以高度的责任感与使命感，全力推进项目建设。面对复杂多变的环境和重重挑战，团队凭借饱满的热情和专业的精神，全面加速一期工程建设，成功攻克中东连接桥建设难关，圆满完成了年度固投任务，项目建设成效斐然。

一期工程全速推进。东作业区项目“一期工程”建设已于2022年9月开工建设，计划于2026年投入运营。2024年，团队以高质量标准全力推动一期工程加速前行。3月，一期工程成为深圳唯一荣膺广东省2023年度“平安工地”典型项目；7月，仅用一年时间便完成了全部水工1888根钢管桩沉桩作业；10月，5段码头结构圆满完成；11月，首批5台全球最大自动化双小车岸桥到港安装到位。项目建设取得阶段性成果，一座崭新的深水码头已初具规模，正朝着打造全球智慧化程度最高、运营效率最优、绿色发展最佳的自动化集装箱码头目标稳步迈进。

中东连接桥获得立项核准批复。东作业区项目关键性配套设施——“中东作业区连接桥”，对于实现盐田港中、东作业区之间的跨海连接，推动盐田港区统筹经营，促进国际航线中转箱及流机设备共享意义重大。面对东作业区一期工程建设投产进度要求，连接桥建设迫在眉睫。连接桥项目因涉及多个复杂区域，用地、用海及产权等问题交织，前期工作面临重重困难。面对挑战，团队迎难而上，凭借积极主动且富有成效的沟通协调策略，与各级政府主管部门紧密协作，研究商定解决方案并推动落实。经过不懈努力，2024年，项目团队成功攻克解决了项目线位方案、通航评价、节能评估、规划布局、用地选址、产权归属、社稳评估、渔港占用、用海预审、用地置换等关键性审批节点，并于12月30日成功获得了深圳市发改委立项核准批复，为项目开工建设奠定了坚实基础。

年度固投超额完成。固定资产投资是推动区域经济发展的重要引擎。2024年，团队与政府部门协同组建工作专班，紧盯建设节点，抢抓工程进度，通过调度会议、每日跟踪、挂图作战等工作机制，及时调整纳统口径并深度挖潜。全年东作业区项目实现固定资产投资纳统15.51亿元，圆满完成了深圳市重点投资项目总指挥部下达的15.5亿元项目决战任务，远超年初计划的11.52亿元。这一成绩占集团公司全年总固投任务30亿元的50%，为集团年度目标的实现提供了坚实保障。

创新突破用海工作。东作业区填海陆域存在多重复杂的历史用海遗留问题，涉及国家、省、市多个审批层级，常规手段难以有效解决。2024年，团队大胆创新，提出多元化解决方案，赢得国家部委及省、市主管部门支持，推动各项用海办理工作取得突破性进展。同时，团队积极协调国家发改委、财政部、自然资源部及深圳市相关部门，成功取得深圳市首例经营性用海海域使用金减缴批复，并办理全国首笔部本级海域使用金减缴退库，为国内类似项目提供了重要参考。

迈入2025年，随着一期工程建设持续推进和中东连接桥项目全面开工，东作业区项目团队将进一步优化资源配置，深化与各级政府部门的协作，以更高标准、更严要求，全力保障项目顺利实施，确保各项任务按时保质完成。

惠盐高速改扩建工程构建大湾区交通枢纽新动脉

20世纪90年代，集团所属惠盐高速深圳段随着城市发展和港口运营需要应运而生，成为盐田港一期工程中重点建设项目之一。1991年12月惠盐高速深圳段启动建设，1994年5月道路建成通车，深圳市第一条高速公路由此诞生。惠盐高速是深圳港陆路集输运体系的开拓者、区域经济和繁荣的推动者、沿线路衍经济的构建者，作为国家纵向高速公路长深和沈海高速的组成部分，已成为广东省第三纵、第五横高速的重要节点。通车运营30余年以来，为深圳特区经济发展、盐田港区快速腾飞作出了巨大贡献。

随着粤港澳大湾区战略上升为国家战略，湾区东西两岸交通联系进一步加强，社会经济迅猛发展，高速通行车辆日益增多，原本四车道的惠盐高速渐渐难以满足社会需求。为跟上时代发展步伐，以更饱满昂扬的姿态服务深圳“双区”建设，惠盐高速深圳段改扩建工程势在必行。2017年5月，惠盐高速

four key partners, Shenzhen Port Group Zhoushan Energy Base has demonstrated strong market responsiveness and proactive engagement. Through expanding bonded storage and laying the groundwork for futures delivery services, it has steadily advanced a diversified business landscape shaped by innovation and opportunity.

--Talent as the Core: Building the Engine for Progress
With a focus on attracting and cultivating talent in the port energy sector, the base has formed a self-driven operational team and implemented market-oriented recruitment, performance evaluation, and mobility mechanisms. The establishment of advisory committees for commercial and operational strategy further enhances governance. In doing so, Shenzhen Port Group Zhoushan Energy Base is forging a resilient and capable workforce—a "battle-ready, self-reliant elite force" powering its high-quality development journey.

Significant Progress Achieved in the Container Terminal Project at the East Port of Yantian Port

The container terminal project at East Port of Yantian Port is a national-level initiative under China's 14th Five-Year Plan, with a total planned investment of CNY14.49 billion. The project includes the construction of three 200,000-ton-class container berths, the bridge connecting the central port area and the East Port and accompanying infrastructure and support systems. In 2024, the project team, guided by a strong sense of mission, pressed ahead with full force. Confronting complex challenges and shifting external conditions, they demonstrated exceptional commitment and technical expertise—accelerating Phase I construction, overcoming major structural hurdles, and successfully meeting annual fixed-asset investment targets with remarkable outcomes.

Phase I construction accelerates with distinct milestones. Phase I officially commenced in September 2022 and is slated to become operational in 2026. In 2024, the project team maintained rigorous quality standards while driving construction at pace. In March, the project was recognized as the only Safe Worksite exemplar in Shenzhen by Guangdong Province for 2023. By July, all 1,888 marine engineering steel pipe piles were successfully installed within just one year. In October, five terminal structure segments were completed, and by November, the first batch of five of the world's largest automated dual-trolley quay cranes had been installed. With these milestone achievements, a modern deep-water terminal is quickly taking shape—steadily advancing toward its vision of becoming the world's most intelligent, efficient, and eco-friendly automated container terminal.

Approval has been secured for the bridge connecting the central port area and the East Port. The bridge connecting the central port area and the East Port, a pivotal component of the East Port project, has received official approval. This bridge is essential for establishing a cross-sea link between the central port area and the East Port, enabling integrated port management and fostering the sharing of international transshipment containers and logistics equipment. With Phase I construction of the East Port requiring rapid progress, the urgency of the bridge's construction became evident. The project presented a range of challenges, including land use, sea area rights, and property ownership, which complicated the preparatory work. Despite these obstacles, the team rose to the challenge. Through proactive communication and effective coordination, they worked seamlessly with various governmental agencies at all levels, developing, negotiating, and implementing solutions. After sustained effort, in 2024, the team successfully overcame critical approval hurdles, including project alignment, navigational assessments, energy efficiency evaluations, planning layout, land selection, property rights, social stability assessments, fishing port usage, sea area pre-approval, and land replacement. On December 30, the Shenzhen Development and Reform Commission granted formal approval, paving the way for the project's construction to begin.

Annual fixed-asset investment targets have been surpassed. Fixed-asset investment is a key engine for regional economic growth. In 2024, the team, in collaboration with government departments, established a specialized task force to focus on construction milestones and accelerate progress. Utilizing strategies such as scheduling meetings, daily tracking, and visual management, they were able to dynamically adjust project approaches and maximize investment potential. By year's end, the Eastern Operation Area project had secured CNY1.551 billion in fixed-asset investment, exceeding the CNY1.55 billion target set by the Shenzhen Key Investment Project Command Office and surpassing the original target of CNY1.152 billion. This achievement accounted for 50% of the Group's annual fixed-asset investment goal of CNY3 billion, providing strong backing for the Group's overall objectives.

Innovative breakthroughs have been made in maritime utilization. The East Port has long been encumbered by complex, multi-layered legacy issues in maritime use, involving overlapping approvals across national, provincial, and municipal authorities—challenges that defied conventional resolution. In 2024, the project team embraced bold innovation, advancing a suite of diversified solutions that earned broad support from central ministries and local regulators alike, bringing landmark progress in maritime permitting. In a further breakthrough, the team worked closely with the National Development and Reform Commission, Ministry of Finance, Ministry of Natural Resources, and Shenzhen municipal departments to secure the city's first approved reduction in commercial maritime use fees. They also achieved the nation's first ministerial-level refund of maritime usage payments, establishing a precedent for similar initiatives across China.

As Phase I construction accelerates and the Connecting Bridge project launches in 2025, the team will continue to refine resource allocation, deepen intergovernmental coordination, and uphold best-in-class standards to ensure the project is delivered on time, on target, and with enduring value.

Expanding the Huiyan Expressway: Forging a New Artery for the Greater Bay Area

In response to rapid urbanization and port development, the Shenzhen section of the Huiyan Expressway was launched in the early 1990s as a cornerstone of the first-phase development of Yantian Port. Construction began in December 1991, and by May 1994, Shenzhen's first expressway was officially open to traffic. As a pioneering corridor in Shenzhen's land-based logistics network, a catalyst for regional economic growth, a driver of corridor-based development, and a vital link in China's North–South expressway system—specifically the Changchun–Shenzhen and Shenyang–Haikou—the expressway has, for over three decades, powered the rise of the Shenzhen Special Economic Zone and propelled Yantian Port onto the global stage.

With the elevation of the Greater Bay Area to national strategic status,

圳段改扩建工程获广东省发改委批准立项，为广东省和深圳市重大工程，力争打造全国高速公路改扩建示范项目。2018 年，惠盐高速深圳段改扩建工程正式开工，项目起于惠州和深圳交界处坑塘径，终于深圳市龙岗区荷坳收费站附近（与机荷高速公路相接），路线全长约 20.326 公里，将原有双向 4 车道扩建为双向 8 车道。改扩建完成后，作为珠江两岸东西向跨湾交通大动脉，极大促进粤港澳大湾区经济腹地间交通互通，为“双区”建设蓬勃发展提供强有力的交通支撑。

作为城市密集区、高度建成区的改扩建工程，施工过程既要确保双向四车道持续通车运营，又要保证项目建设进度，难度可见一斑。项目周边路网密集、交通流量大、协调难度高；施工场地受限、桥梁占比大、装配要求严格；处于生态敏感区，对水、光、声、地等环保要求极高……

面对重重困难，惠盐改扩建项目团队积极应对，与行业主管部门、专家组、设计单位专题研讨，探寻最优解。针对工程质量难点，创新设计理念、开展技术攻关；针对施工运营安全难点，实施智能管控，引导智慧出行；针对工程进度难点，优化工艺流程，研发施工装备；针对绿色发展难点，践行绿色建造理念。

攻坚克难，精准梳理关键节点。改扩建工程中，团队精准梳理关键节点，制定攻坚策略，并通过劳动竞赛激发施工单位积极性。以金钱坳立交至锦龙跨线桥右幅 3 公里交通导改路段为例，面对土建、交安设施、机电等多单位交叉作业的高难度挑战，团队设立临时调度指挥点，优化施工流程，采取“白天大规模施工、夜间紧急施工”策略，高峰期投入 50 余台机械设备和 300 余名作业人员，最终安全高效完成任务。

改扩建工程的实施过程中，不可避免会引起施工路面封闭、缓行、积水等问题。团队为尽量减少对高速运营的影响，依托由交警、营运单位、救援单位、建设单位和参建单位组成的“五位一体”协调机制，采取了一系列应急救援保障措施：科学规划缓行区域，提前设置交通标志和隔离设施；与交警部门紧密协作，动态疏导交通并优化夜间施工；积水应急处置方面，通过制定 500 米分组分段拉网式排查法对道路沿线排水孔、排水管网等关键部位进行全面排查，确保快速排除积水。同时，通过“五位一体”机制实现多部门高效联动，储备充足的应急物资并定期开展应急演练，提升应急处置能力，确保快速响应突发事件。团队还通过媒体、导航软件和电子显示屏提前发布施

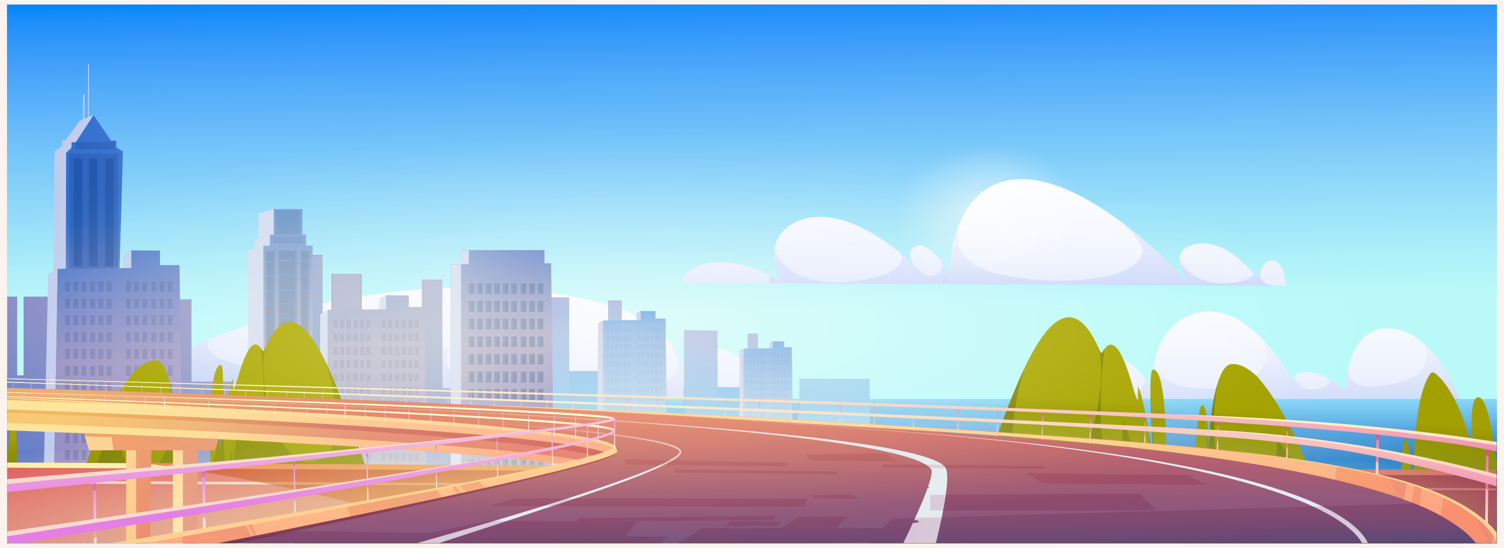
East–West integration across the region has accelerated. Surging traffic volumes have since outpaced the original four-lane capacity, underscoring the urgent need for expansion to meet the region's evolving demands and to support Shenzhen's "dual-zone" development initiative. In May 2017, the Guangdong Provincial Development and Reform Commission approved the expressway's expansion as a major infrastructure project. Construction began in 2018, stretching from Kengtangjing at the Huizhou–Shenzhen border to the He'ao Toll Station in Longgang District, linking up with the Jihe Expressway. The 20.326-kilometer upgrade will expand the existing four-lane road into an eight-lane, high-capacity corridor. Upon completion, it will serve as a vital east–west artery across the Pearl River, strengthening intra-regional connectivity and reinforcing the transportation infrastructure backbone of the Greater Bay Area and Shenzhen.

Carried out in densely developed urban zones, the project must balance uninterrupted traffic flow with a fast-paced construction schedule. Complex site conditions—a dense road network, high traffic volumes, coordination needs, tight spaces, heavy traffic, high bridge ratios, and strict assembly tolerances—pose formidable technical challenges. Environmental sensitivities further raise the bar for compliance with stringent standards across water, light, noise, and soil protection.

In the face of these challenges, the project team responded with agility and resolve—organizing focused consultations with regulators, experts, and designers to explore optimal solutions. To ensure construction quality, they adopted cutting-edge design concepts and addressed key engineering bottlenecks. For traffic and safety management, they deployed intelligent systems to enable smart mobility. To enhance efficiency, they refined construction workflows and developed bespoke equipment. Committed to sustainability, they embedded green construction principles throughout the project lifecycle.

Overcoming Obstacles: Sorting Critical Nodes and Driving Execution. Throughout the expressway expansion, the project team meticulously identified critical construction nodes, formulated targeted breakthrough strategies, and launched labor competitions to mobilize contractors. A standout example lies in the 3-kilometer traffic diversion zone between the Jinqianao Interchange and the Jinlong Overpass (right carriageway). Facing the challenge of simultaneous operations by multiple parties—spanning civil works, traffic safety, and electromechanical systems—the team established a temporary command post, streamlined workflows, and adopted a two-pronged strategy of large-scale daytime construction and emergency night operations. At peak times, more than 50 machines and 300 personnel were deployed on site, completing the task with both speed and safety.

As with any major infrastructure upgrade, issues such as lane closures, congestion, and flooding were inevitable. To minimize impact on expressway operations, the team activated an integrated coordination mechanism involving traffic police, highway operators, emergency services, construction supervisors, and participating contractors. Under this five-in-one framework, a series of responsive measures were implemented: congestion zones were clearly demarcated with signage and barriers; dynamic coordination with traffic authorities enabled real-time diversions and optimized night work scheduling. For drainage resilience, the team introduced a 500-meter segmented grid inspection method to thoroughly clear inlets and pipelines along the route, ensuring rapid water removal. Emergency supplies were pre-positioned, and



工信息和实时路况，引导公众合理规划出行。在宝荷桥上跨惠盐高速桥梁的安装过程中，团队成功实施了多达 20 次的全封闭高速主线作业，安全高效地完成了既定目标。凭借坚韧不拔的毅力和创新精神，应对了诸多挑战，成功完成金钱坳立交 H 匝道桥、植物园中桥、牛坳中桥、宝荷路跨线桥、蒲芦陂大桥等 8 座旧桥拆除工作，打通项目建设的“堵点”。

坚持匠心精神，推进道路改扩建品质建设。秉持匠心精神，以标准化施工和精细化管理为核心，严格把控工程质量与安全关。团队针对地基处理、路床施工、桥涵基础建设、涵洞工程、边坡防护、旧路处置以及路面结构层施工等复杂环节，制定专项质量管理办法，遵循“一坡一方案”的动态设计原则，保障工程耐久性、安全性。鉴于项目所在区域气候潮湿多雨，对路基施工影响较大，项目团队以降低差异沉降为目标，将新建路基下路床的压实度提高 1%，同时通过优化软基处理工艺、改进新路基施工方法以及加强搭接位置处理等措施，有效提升了新旧路基拼接的质量。根据不同路段的车流量差异，采用差异化设计方案，对特定路段的沥青混合料下面层进行加厚处理，并依据各路段的抬高拟合高差情况，制定针对性的衔接处理方案。积极开展“微创新”活动，推广应用钢筋骨架胎膜安装、卡尺控制钢筋间距等先进工艺，进一步提升了实体工程质量。积极协同各方力量，精准施策突破瓶颈，研发新技术，其中《改扩建高速公路新旧路基差异沉降绿色智能调控技术创新与应用》荣获中国交通运输协会科技进步奖一等奖。

优化方案与科技赋能，降低群众出行影响并筑牢安全防线。在龙岗立交 2 号桥的旧桥拆除工程中，根据既定的边界条件、交通疏导方案以及交警部门的建议，原计划的作业时间预计不

regular drills strengthened readiness and response capabilities. To keep the public informed and mitigate travel disruption, the team issued real-time updates through media platforms, navigation apps, and digital signage, enabling travelers to plan routes more effectively. During the critical bridge-lifting phase for the Baohe Overpass across the Huiyan Expressway, the team successfully carried out 20 full-closure operations of the mainline, completing them with precision and minimal disruption. With resilience and ingenuity, the team cleared multiple construction hurdles—including the demolition of eight outdated structures such as the Jinqianao Interchange H Ramp, Botanical Garden Bridge, Niuao Bridge, Baohe Road Overpass, and Pulupi Bridge—unblocking key nodes of obstacles and unlocking momentum for timely and high-quality delivery.

Crafting with Excellence: Advancing Quality in Road Expansion. Upholding a spirit of craftsmanship, the project emphasized standardized construction and meticulous management, maintaining stringent control over both quality and safety. For complex processes—ranging from foundation treatment and subgrade construction to culverts, slope protection, and pavement layer installation—the team devised specialized quality protocols. A dynamic "one-slope, one-plan" design model ensured structural resilience and long-term durability. Given the area's humid, rain-prone climate, which poses significant challenges for subgrade works, the team raised the compaction standard for newly constructed subgrade beds by 1% to reduce differential settlement. This was reinforced by optimized soft-soil treatment, refined subgrade construction methods, and improved joint section transitions—together enhancing the integration of old and new infrastructure. Tailored designs were implemented based on traffic volume across different sections. Selected segments received a thickened asphalt base, and elevation differences were addressed through precise height-matching strategies to ensure seamless transitions. Embracing "micro-innovation," the team adopted advanced practices such as steel cage pre-assembly and caliper-controlled rebar spacing to enhance construction precision and material efficiency. By aligning with stakeholders and driving targeted innovation, the team broke through technical bottlenecks and advanced industry standards. Among its achievements, the research initiative Green and Intelligent Differential Settlement Control for Old–New Subgrade Interfaces in Expressway Expansion Projects was awarded First Prize for

少于 28 天。在惠盐高速龙岗收费站已实施封闭的有利环境下，项目团队迅速组织施工单位对旧桥拆除方案及交通疏导方案进行优化，团队利用周末时间，实施 24 小时全封闭的深汕路绕行疏导方案，高效地完成了旧桥的拆除工作。同时，团队通过科技手段，精确地控制施工与交通运行效率之间的关系，建立完善的报备和信息传播机制。在旧桥拆除重建工作中，团队运用有限元技术对拆除方案进行了优化，实现了“一桥一方案”，确保了拆除过程的安全、环保、高效和经济性。此外，在涉及道路改扩建的纵断调整及互通立交改造工程中，团队利用 BIM 技术对交通疏导进行了全过程仿真模拟，通过可视化手段精确分析并规避了施工风险，巩固了道路交通安全的防线。通过方案优化与科技手段的结合，项目团队不仅高效地完成了施工任务，还显著降低了对公众出行的影响，确保了施工过程的安全与顺畅。

创新研发，打造优质道路工程。路面 3D 摊铺技术：提升施工效率与质量。考虑到路面工程项目具有线路长、施工点多、覆盖面广且施工节奏较快的特点，传统的人工管理方式难以满足精细化管理要求。项目团队攻坚克难，专题研究，引入路面 3D 摊铺技术，对主要部位专门编制 3D 作业指导书交底，通过将施工图纸数据精准映射到施工机械，实现机械的精准识别与操作。消除人为操作误差，并能够实时进行检测与纠偏，显著提高了施工效率，保障路面工程的成品质量。中分带护栏永临结合设计：强化安全防护功能。在施工期间，护栏主体结构作为临时防护设施使用，施工结束后，可通过现场直接调整或局部优化，将其转化为永久护栏。在护栏设置过程中，充分考虑了改扩建工程的交通组织需求以及施工期和运营期的安全防护要求，确保交通安全设施与公路主体工程及其他相关设施能够协同运行，形成完善的安全防护体系。

绿色低碳，践行绿色建造理念。惠盐改扩建项目贯穿深圳市龙岗区 5 个街道，地处高度城市化区域。为践行绿色发展理念，项目以“低碳、绿色、环保、循环利用”为目标，采取多项措施打造绿色生态公路。通过“永临结合”方式，科学利用服务区、互通立交等红线用地作为临时建设用地，减少环境破坏和后续复垦投入。项目全线涉及多处拆涵改桥和旧桥拆除，建筑废弃物经过回收加工后用于软基换填。针对深软地基，采用就地固化软基处理工艺，相比传统换填法，不仅处理速度快，还减少了淤泥外运，提高了基底承载力，降低了对周边环境和运输道路的污染。对于保通路段和现有通行路段的混凝土面板，

Scientific and Technological Progress by the China Communications and Transportation Association.

Optimized Planning and Technological Empowerment: Minimizing Travel Disruption, Fortifying Safety.During the demolition of Bridge No. 2 at the Longgang Interchange, the original construction timeline—based on defined boundary conditions, traffic diversion plans, and police advisories—was projected at no fewer than 28 days. Leveraging the temporary closure of the Longgang Toll Station on the Huiyan Expressway, the project team swiftly reorganized the demolition and traffic diversion schemes. A 24-hour weekend closure was instituted along the Shenshan section detour, enabling the safe and expedited removal of the old structure within a fraction of the planned duration. Technology was integral to balancing operational efficiency with public mobility. The team established a comprehensive reporting and information dissemination framework, while using finite element modeling to tailor bespoke demolition plans for each structure—ensuring safety, environmental stewardship, cost-efficiency, and technical precision. For vertical alignment adjustments and interchange reconfigurations, BIM was deployed to simulate traffic management scenarios throughout the construction cycle. These real-time, visualized simulations enabled accurate risk identification and proactive mitigation, reinforcing the safety perimeter across all phases. Through a fusion of systematic planning and digital enablement, the project team not only accelerated critical-path tasks but also substantially minimized disruptions to public travel—delivering a construction process that was efficient, coordinated, and secure.

Innovation-Led Execution: Building High-quality Roads.3D Paving Technology: Precision at ScaleIn light of the linear, decentralized, and fast-paced nature of road paving operations, traditional manual oversight often falls short in achieving precision and consistency. Rising to this challenge, the project team conducted dedicated R&D and introduced 3D paving technology. Customized operation manuals were developed for key segments, translating design data directly into intelligent and precise machine operations. This enabled automated paving systems to perform with high accuracy, eliminating human error, enabling real-time monitoring and correction, and significantly boosting productivity and finished quality. Median Barriers: Integrating Safety from Start to Finish.A dual-function design was adopted for central median barriers, serving first as temporary safety infrastructure during construction and later transitioning seamlessly into permanent installations through minor on-site adjustments. Barrier deployment was closely aligned with traffic management requirements and long-term safety standards, ensuring integrated coordination between protective infrastructure and the broader expressway system—laying the foundation for a resilient and future-ready safety framework.

Green and Low-Carbon: Advancing Sustainable Construction. Extending across five subdistricts in Shenzhen's Longgang District—a densely urbanized corridor—the Huiyan expressway expansion project championed a green, low-carbon construction ethos centered on environmental protection and resource circularity. Through a "permanent-temporary use integration" strategy, the team made use of land already within redline boundaries—such as interchanges and service areas—as temporary worksites, minimizing ecological disturbance and reducing post-construction restoration costs. Throughout the expresseway, culverts were upgraded to bridges and aging structures dismantled. Construction waste was recovered and repurposed as fill material for soft foundation

通过动态检测调整扩建方案，旧路面板共振破碎后作为填料用于垫层和路基改善层，实现了资源的充分循环利用，节能环保的同时降低了建设成本。

抢抓数字机遇，发展智慧高速。为加快建设交通强国，推动交通领域新型基础设施建设，惠盐高速公路改扩建项目在完成传统机电工程建设的同时，同步开展智慧高速工程建设。项目围绕公路建、管、养、运、服等业务场景，以 AI 引擎、地图引擎、数据引擎和业务引擎为核心载体，计划打造惠盐高速全路网感知、全方位服务、全天候通行、全过程管控、全数字运营的智慧化高速公路。目前，惠盐高速地面层首次在省内高速公路应用智慧发布系统，系统采用多源数据融合，结合定制化诱导策略，通过门架式情报板直观展示道路通行状况并同步发布交通实时诱导信息，有效提升群众出行服务品质。

惠盐高速改扩建项目推进过程中，克服了诸多困难，打造出高质量、安全可靠、绿色环保的道路改扩建典范。改扩建工程提高了通行水平和质量，促进了地方经济发展，为交通发展和城市建设注入强大动力，也为同类项目提供了宝贵经验。

treatment. For areas with deep, compressible soils, in-situ stabilization replaced traditional replacement methods—enhancing efficiency, improving bearing capacity, and minimizing both silt off-site transport and environmental impact. On sections where traffic remained open, dynamic assessments were conducted to refine the expansion approach. Old pavement panels were resonantly fractured and reused as base and subgrade materials—realizing full-cycle material reuse while reducing emissions and construction cost.

Seizing the Digital Opportunity: Advancing Smart Expressways.To accelerate the development of a modern transport powerhouse and propel next-generation infrastructure in the transportation sector, the Huiyan Expressway expansion project integrated smart highway technologies in parallel with traditional electromechanical systems. Centered around core functions—construction, operations, management, maintenance, and services—the project deployed a four-engine framework powered by AI, geospatial intelligence, data analytics, and integrated business platforms, to reach the goal of a fully digital expressway with all-domain sensing, all-weather access, full-process oversight, and system-wide smart services. In a provincial first, the expressway's surface layer now features a smart information release system. Through multi-source data fusion and customized induction strategies, the system uses gantry-mounted electronic message signs to deliver real-time traffic conditions and dynamic routing suggestions—significantly elevating travel efficiency and user experience.

Amid a host of engineering challenges, the Huiyan Expressway expansion has emerged as a model of safe, resilient, and environmentally responsible development. The project not only extends the operational lifespan of the tollway, but also enhances traffic flow, service quality, and infrastructure performance. Beyond mobility, it injects fresh momentum into regional economic growth and urban transformation, offering a forward-looking blueprint for similar initiatives across the country.

奋楫争先的40年

（1985—2025）

深圳，开启中国改革开放的壮丽征程；大鹏湾畔的潮涌，见证了深圳港集团从诞生到飞跃的辉煌篇章。

自 1985 年至 2025 年，深圳港集团历经四十载风雨洗礼，从盐田港起步，逐步发展成为世界级港口产业集团。这不仅是深圳经济特区飞速发展的缩影，更是中国改革开放伟大实践的生动写照。

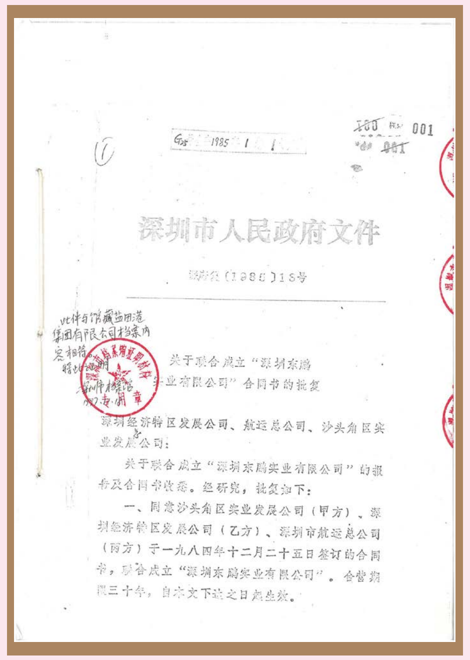
每一幅图片，都定格了一个时代的瞬间；每一个场景，都承载着无数建设者的心血与汗水。

开山填海

盐田港的建设是一段艰苦卓绝的奋斗史。1985 年，一群满怀激情的奋斗者从五湖四海来到荒凉的大鹏湾畔，用无数汗水书写下愚公移山、精卫填海的当代神话，为盐田港挺进世界一流大港奠定了坚实基础。

1985年1月24日

深圳市委市政府批准成立深圳东鹏实业有限公司（深圳港集团前身），起步资金 80 万元。



深圳市人民政府文件

1987年12月14日

盐田港起步工程在沙头角九径口举行奠基仪式，标志着盐田港开始实体工程建设。

1988年6月15日

盐田港起步工程开工，打下第一根桩。

1989年4月17日

盐田港一期工程万吨级泊位正式动工。

1990年12月19日

第一艘万吨轮——来自香港的巴拿马籍“织女星”号靠泊盐田港。

1992年11月11日

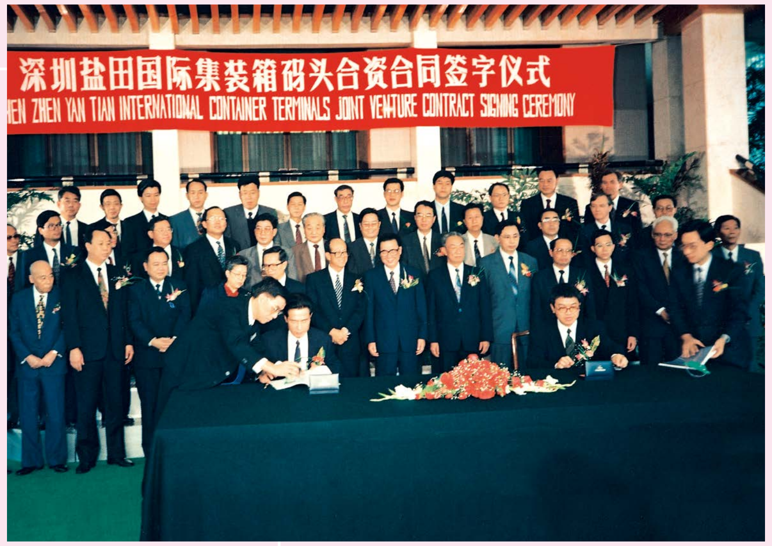
盐田港作为国家一类口岸对外开放，标志着盐田港正式开港。

合资兴港

深圳港集团因改革开放而生、因改革开放而兴，在发展历程中始终走在时代前沿，勇于探索、敢于创新，特别是在解决发展关键问题上，以政策创新为突破点，为中国港口发展探索了新的路径。

1993年10月5日

深圳东鹏实业有限公司（深圳港集团前身）与香港和记黄埔盐田港口投资有限公司在北京钓鱼台国宾馆正式签字，合资成立深圳盐田国际集装箱码头有限公司。这是新中国成立以来第一次允许外商控股经营大型基础设施。



1993年11月15日

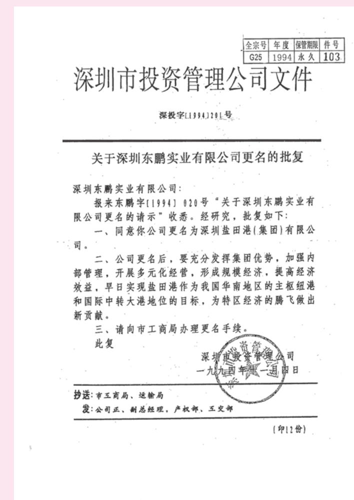
平盐铁路在盐田站路段举行通车仪式。

1994年5月2日

惠盐高速建成并试运营，标志着深圳市第一条高速公路诞生。

1994年11月4日

深圳东鹏实业有限公司更名为深圳市盐田港集团有限公司。



全宗号	年度	保管期限	件号
G25	1994	永久	103

深圳市投资管理公司文件

深投字[1994]201号

关于深圳东鹏实业有限公司更名的批复

深圳东鹏实业有限公司：

报来东鹏字[1994] 020号"关于深圳东鹏实业有限公司更名的请示"收悉。经研究，批复如下：

一、同意你公司更名为深圳盐田港(集团)有限公司。

二、公司更名后，要充分发挥集团优势，加强内部管理，开展多元化经营，形成规模经济，提高经济效益，早日实现盐田港作为我国华南地区的主枢纽港和国际中转大港地位的目标，为特区经济的腾飞做出新贡献。

三、请向市工商局办理更名手续。

此复

深圳市投资管理公司

一九九四年十一月四日

抄送：市工商局、运输局

发：公司正、副总经理，产权部、工交部

（印12份）

1994年7月20日

"马士基·阿尔基·西拉斯"号首航盐田港——盐田港迎来了开港后第一艘远洋货轮。

1995年10月16日

大鹏海关与盐田港签订"关于盐田港集装箱转关运输合作备忘录"，创新性地简化转关运输手续。这是中国第一份通关改革备忘录，为盐田港发展成为国际中转大港创造重要条件。

1996年12月15日

梧桐山公路隧道二期工程全线贯通，这是深圳第一条隧道，成为当时连接东西部的重要生命线。

1996年12月18日

盐田港二期工程正式动工。

1997年7月16日

盐田港股份有限公司正式成立，7月28日在深圳证券交易所挂牌上市，股票代码“000088”。

1998年12月20日

盐田港吞吐量突破100万标箱，成为跨越式发展的重要节点。

2001年11月26日

盐田港三期集装箱码头合同签字仪式举行。该工程被列为国家“十五”重点工程。

2005年11月8日

盐田港三期扩建工程项目合资合同签字仪式。

2007年12月28日

一个印着“10000000”壮丽数字的集装箱徐徐升吊而上，这是盐田港首次突破1000万标箱，世界排名从第17位跃升到第4位。

2008年11月26日

盐田港现代物流中心奠基。

2010年5月11日

大铲湾港划归盐田港集团，拉开集团整合深圳港口资源的序幕。

转型升级

勇立潮头，锐意进取。深圳港集团稳步实施“走出去”战略，落子粤港澳大湾区、长江经济带、京津冀一体化战略发展区等经济热点地区，港口集群逐步成形，业态不断丰富，发展再上台阶。

2011年7月15日

惠州港荃湾港区煤炭码头一期工程项目获国家发改委核准。

2013年1月8日

盐田港以最短时间创造行业世界新纪录——18年半累计吞吐量超1亿标箱。这一成绩使得盐田港在全球港口排名中开始占据重要位置。

2015年9月29日

黄石新港正式开港运营，成为集团实施“长江战略”的重要平台。

2017年5月22日

盐田港开出深圳首列中欧班列。

2018年6月28日

被誉为深汕特别合作区“港产城一体化”先导性、基础性项目的小漠国际物流港一期工程举行开工仪式。

2018年10月19日

惠盐高速深圳段改扩建项目正式开工，被列入广东省、深圳市重点工程。

2019年6月28日

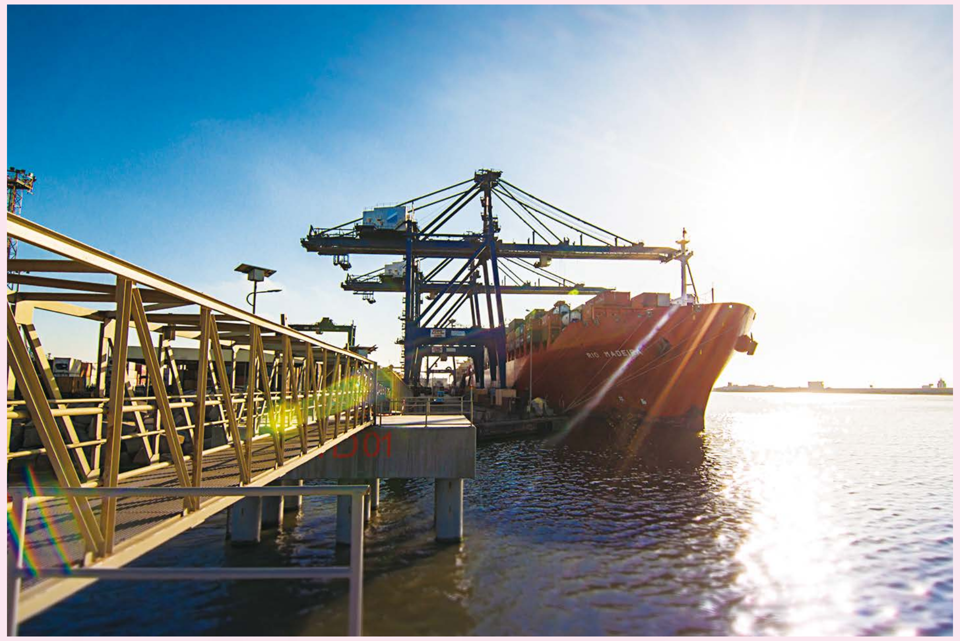
湖南津市港正式开港。

2020年7月1日

集团正式运营江西赣州国际陆港。

2020年7月31日

埃及亚历山大码头项目股权顺利交割，实现集团首个海外港口落地。



2021年2月1日

盐田港区集装箱吞吐量累计突破2亿标箱，再创行业新纪录。

2021年6月7日

浙江舟山石油储运基地项目交割，集团能源产业实现新跨越。

2021年6月21日

全国首批基础设施公募REITs产品“红土创新盐田港REIT”上市。

2021年11月10日

常德港项目签约暨合资公司揭牌仪式举行。

2021年12月8日

盐田港东作业区集装箱码头一期工程举行开工活动，标志着盐田港东作业区自动化码头建设正式启动，向建设港口型国家物流枢纽迈出了至关重要的一步。

2021年12月28日

小漠国际物流港正式开港运营。

2022年4月20日

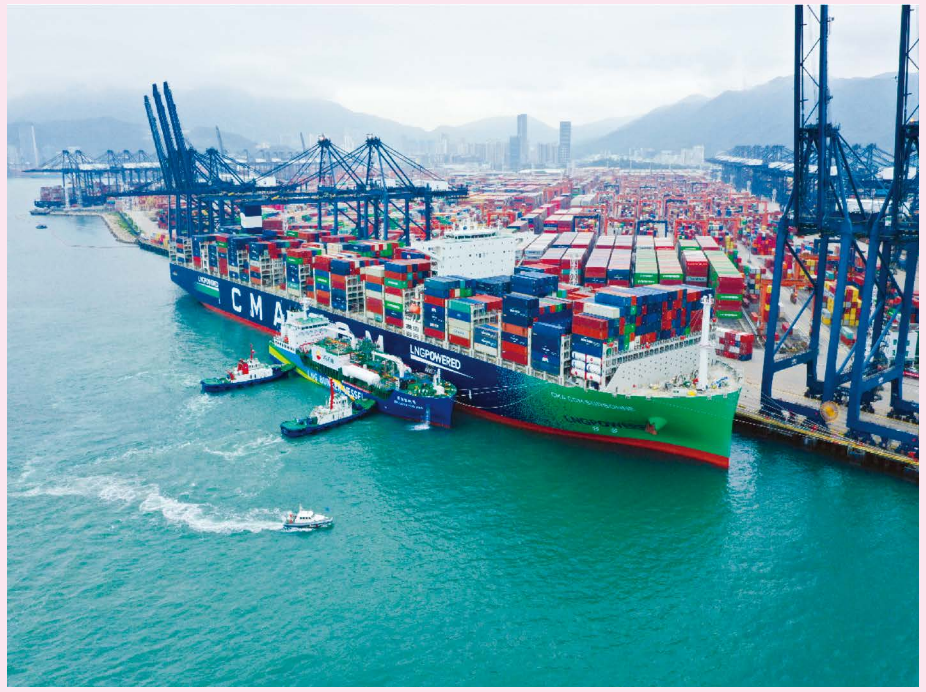
盐田港喀什综合保税区投资开发有限公司举行揭牌仪式，集团正式主导运营喀什综合保税区，为高质量共建“一带一路”增添重要节点。

2022年5月18日

“鲜易”冷链并购项目落地，成为深圳国资首个破产重整特殊资产并购成功案例，初步形成集团物流全国网络化布局。

2022年11月16日

深圳市海洋产业联盟召开成立大会，并推选盐田港集团为首届理事长单位，进一步增强集团海洋产业资源整合能力。



2022年11月22日

盐田港区完成华南地区国际航行船舶LNG首船加注作业，标志着深圳港成为全球第四个、华南地区首个具备LNG加注能力的枢纽港口。

2022年12月23日

小漠国际物流港码头正式对外开放，为深圳新增一个外贸深水良港，标志着深圳港“一体三翼”布局成型。

高质量发展

新征程上，志存高远。深圳港集团聚焦主责主业，推动港口产业链往上下游深度延伸，经营模式从港口投资建设到自主运营，港口类型从单一集装箱到业务多元化，港口布局从深圳走向全国乃至海外，集疏运体系不断完善，产业深度融合联动，逐步发展成为世界级港口产业集团。

2023年1月4日

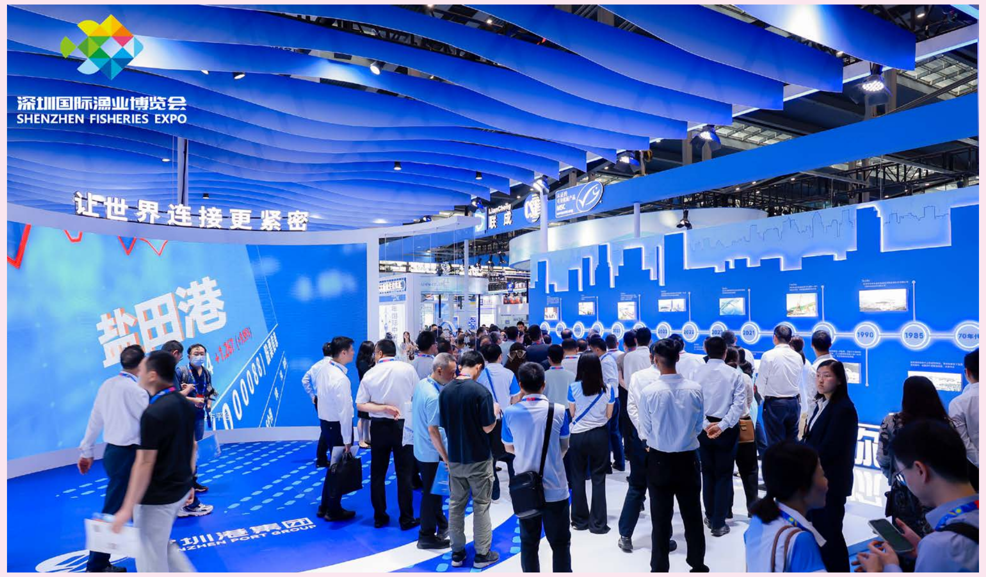
小漠国际物流港汽车滚装外贸首航，打通辐射全国、通达全球的汽车物流新通道。

2023年3月8日

盐田港集团正式更名为深圳港集团，进一步增强服务大局能力。

2023年5月11日

深圳港集团举办深圳国际渔业博览会，深圳国际金枪鱼交易中心揭牌，海洋产业发展进入快车道。



2023年6月16日

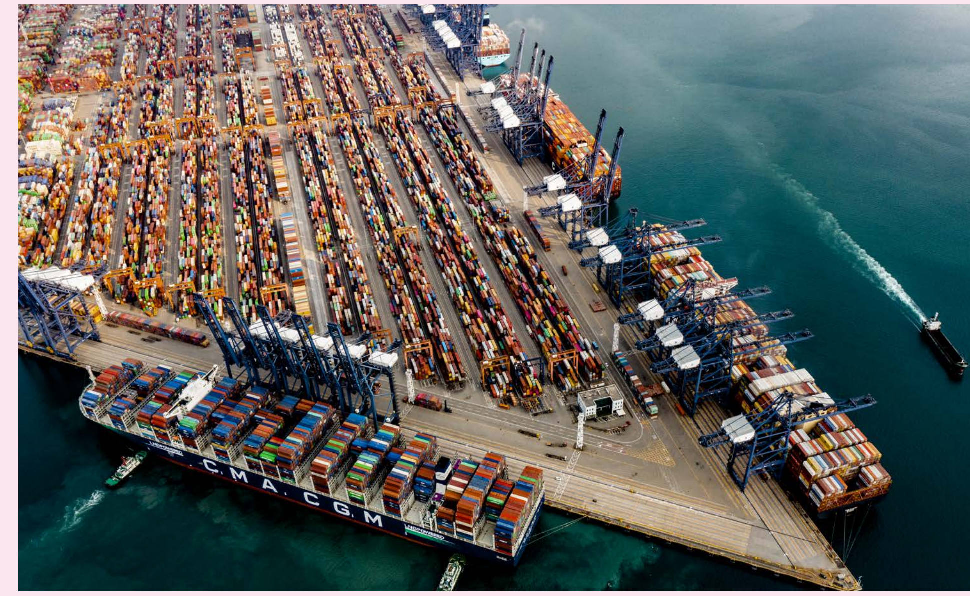
红土创新盐田港 REIT 成功实现首批扩募上市。

2023年9月22日

集团举办深圳首届汽车滚装物流国际论坛，全年汽车滚装出口量突破 2 万辆。

2023年12月7日

集团港口重大资产重组项目获中国证监会批文，港口资源整合实现重大突破。

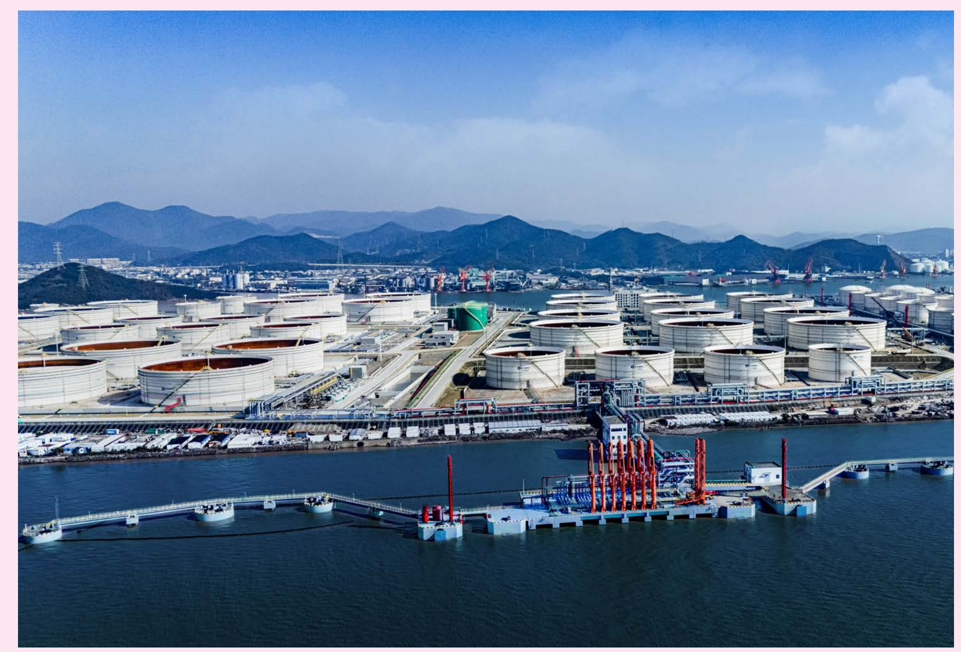


2023年12月12日

埃及阿布奇尔港项目股权交割，集团海外港口布局进一步完善。

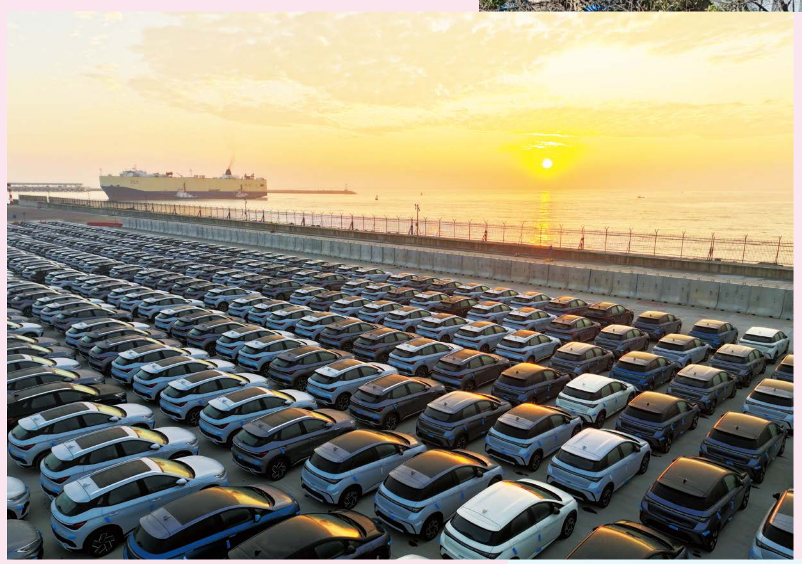
2023年12月18日

深圳港舟山能源基地取得港口经营许可证，为全面投产奠定坚实基础，同年实现能源产业整合。



2023年

盐田港区多式联运标志性工程——平盐铁路改造工程实现全线开工，进一步完善集疏运体系。



2024年**1**月**15**日

比亚迪首艘滚装船从小漠港区首航，实现滚装外贸运输直达欧洲的里程碑式突破，全年累计出口超5.6万辆，同比增长183%，占深圳全港54%。

2024年**6**月**19**日

深圳港舟山能源基地接卸首船燃料油，标志着基地已完全具备服务客户油品储运的能力。

2024年**8**月**6**日

盐田港开通"黄埔仓码——盐田"组合港，粤港澳大湾区组合港达14个。图为中山神湾—盐田组合港启动现场。

2024年**8**月**21**日

集团首个海外仓——比利时泽布吕赫港仓储物流项目落地。

2024年8月22日

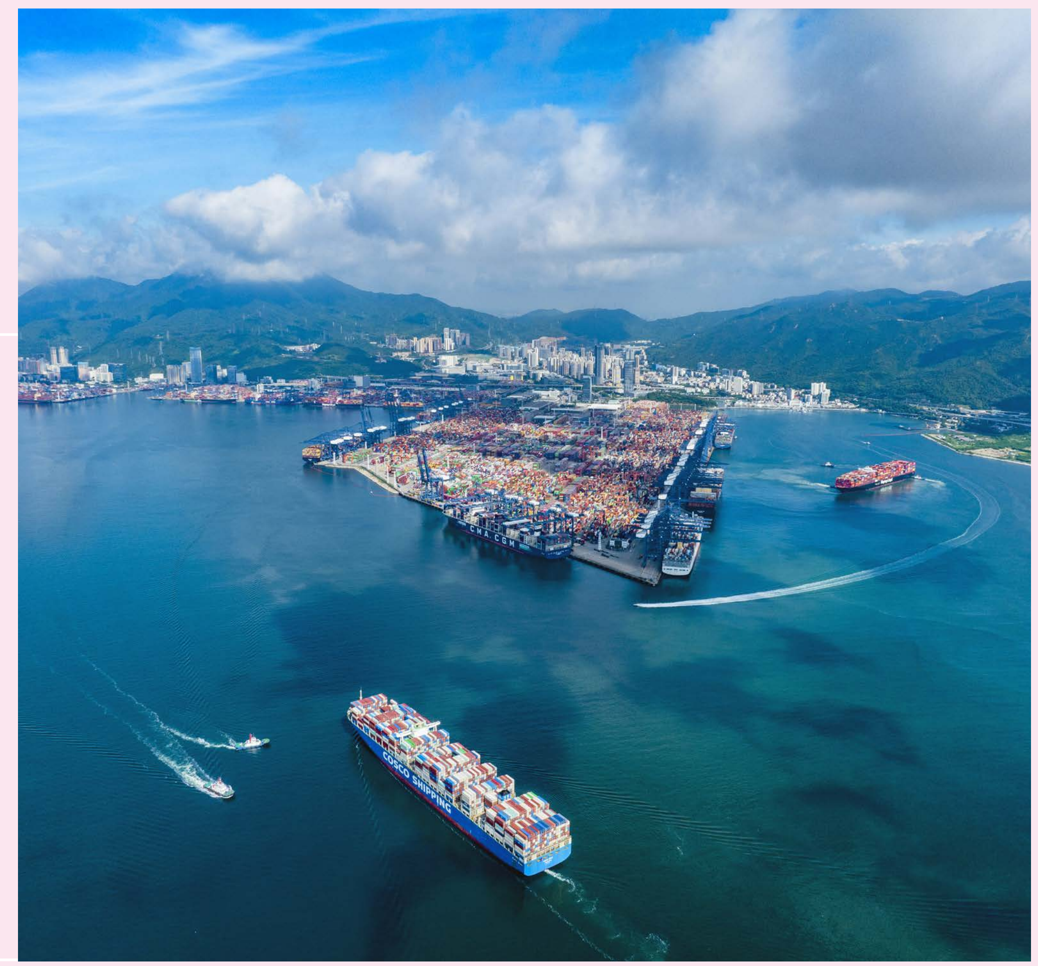
盐田港开通第 17 个内陆港——邵阳，海铁联运线路达 32 条。

2024年10月25日

深圳港舟山能源基地码头 6 个泊位通过口岸开放验收，正式具备靠泊外轮条件。

2024年11月1日

深圳港港口服务集团揭牌，进一步巩固深化集团改革成果。



2024年11月2日

深圳港集团旗下上市公司盐田港股份重大资产重组配套募资发行成功，港航产业发展迈上新台阶。

2024年12月12日

深圳港集团财务共享服务中心揭牌，战略财务、业务财务、共享财务一体化财务管理模式正式落地。

2024年12月13日

深圳港集团有限公司与华为技术有限公司签署“智慧港口”联合创新实验室合作协议并举行揭牌仪式，开启双方数字化领域科研创新合作新篇章。

2024年12月27日

华舟海洋公司举行“盐田拖25”轮、“盐田拖26”轮交接仪式，船舶数量已达63艘，规模稳居行业前列。

2025年1月8日

小漠港区二期工程正式开工建设，预计2027年建设投产，届时小漠港区将具备100万辆汽车整车装卸能力。

结语

40 年栉风沐雨，40 年砥砺奋进。从开发荒芜滩涂的建港人，到如今全球影响力卓著的海洋经济综合服务商，时间长河中的累累硕果与年轮足迹，共同见证着深圳港集团的成长史与发展史。

所有的荆棘与硕果，鲜花与掌声，都属于一代代深圳港人。这些征程与履迹，是深圳港人劈波斩浪、开拓进取的缩影，能让世界看见中国，看见深圳，看见深圳港。乘风起，再出发！

荒滩绘华章 大港通全球

文 / 乔宏伟
深圳港集团党委委员、副总裁

盐田，一个蜚声海外的名字，它以盐而起，因港扬名。昔日，这里曾是一片荒凉的滩涂、一个偏僻的小渔村。如今，一艘艘巨轮靠泊港湾，一排排巨臂迎风抓举，一辆辆拖车进出闸门，一列列火车直达港区。中国的南海之滨，美丽的大鹏湾畔，矗立着一座被誉为“南方明珠”的世界级枢纽大港——盐田港。四十年来，它见证了深圳改革开放的沧海桑田，开创了深港合作的成功典范，创造了世界港口史上的发展奇迹，成为中国对外贸易的重要门户。然而，它不只是一个传奇，在新时代新征程上，它仍在不断续写更多“春天的故事”。

发扬愚公移山精神 开启盐田港建设伟业

成立“东鹏”，担当建港使命。20 世纪 70 年代，交通运输部派出的中国海岸线深水良港考察船，驶入深圳大鹏湾，眼前宽阔的水域、优良的海岸线令“老港口”们为之一振，当他们查看海图和水深条件后，不禁激情澎湃：这个地方非常适合建设深水大港！从此，在交通运输部的建港名册上，大鹏湾榜上有名。深圳经济特区建立后，凭借国家的优惠政策、毗邻香港对接国际市场的优势和劳动力资源条件，吸引了大批“三来一补”企业进驻，各类制造业在此生根发芽。为满足物资流通的需要，深圳提出了海港、空港“双港齐飞”的城市发展战略，而深水大港的建设构想自然落到“水深适宜、不回淤、泊稳条件良好”，且有小山护卫的天然避风港湾——大鹏湾。在资金短缺、物资匮乏的情况下，深圳市委、市政府审时度势，坚定不移推动盐田港起步和建设。1985 年 1 月 24 日，深圳市政府批准成立“深圳东鹏实业有限公司”，负责盐田港规划建设和经营管理。

开山填海，攻坚克难建海港。盐田港的建设曾被称为“深圳最困难的工程”之一，需要开山填海以形成前方港口和后方临港配套。前方的码头建设，后方区域的水电路河工程、平盐铁路、惠盐高速建设……每个项目都是难啃的“硬骨头”。在这些起步工程中，每修一条路都要劈开大山、整修河道和暗渠，切开的山体最高超过 100 多米。每前进一米都要搬走成百上千立方米的山石，加上山体滑坡，工程土石方量一再增加。雨季时，河水暴涨，修好的围堰更是被一次又一次冲垮……然而，一群满怀激情的创业者们，一批有志于港口建设的技术人员，他们没有退缩，他们发扬开山填海、艰苦奋斗精神，开始书写一幕幕愚公移山、精卫填海的当代神话。1987 年 12 月 14 日，盐田港起步工程在沙头角九径口奠基，原中顾委常委王首道题词：基奠千秋业，鹏飞万里程。

多方筹措，解决建设资金难关。除了工期短、技术难，港口建设的资金压力是另外一座大山。东鹏公司起步资金区区 80 万元，资金短缺一直掣肘着盐田港的建设，最艰难的时候，工程款项难以支付，员工工资也捉襟见肘。老盐田港人都记得，公司成立初期仅有的一辆小汽车，在没钱发工资时，三次挺身而出——用于抵押贷款。作为中国历史上第一个企业自筹资金投资建设的大型港口，盐田港人凭借着顽强的毅力、强烈的使命担当，锚定目标、不畏艰难，在深圳市委、市政府的支持下，最终获得交通运输部、深圳市政府专项拨款支持，并通过日元贷款、银行贷款、发行公司债券（1991 年，东鹏公司发行 1 亿元建设债券）等多种渠道，保障了工程款项。

南方谈话，助推盐田港建设跑出“加速度”。1992 年，邓小平同志先后到武昌、深圳、珠海、上海等地，发表了重要谈话。他说，没有一点闯的精神，没有一点“冒”的精神，没有一股气呀、劲呀，就走不出一条好路，走不出一条新路，就干不出新的事业。这番话激荡起深圳经济特区建设者们逐梦前行的力量，掀起了改革开放的滚滚春潮，加速了深圳各项建设的腾飞。这一年，盐田港的建设发展驶入了一条“快车道”：盐田港陆上“开山填海”2000 多万立方米，相当于开工四年半期间完成土石方量的 3 倍多；完成投资额 7.4 亿元，是此前累计投资额的近 3 倍。

合资建港 成就“盐田港”发展奇迹

合资建港，盐田港建设进入“快车道”。邓小平同志南方谈话之后，珠三角经济的崛起和中外贸易的蓬勃发展，为盐田港提供了难得的机遇。当时，香港九龙仓与和记黄埔均表达了合作开发盐田港的意愿，向深圳市抛出了橄榄枝。在深圳市委、市政府的主导下，盐田港建设指挥部、东鹏公司与香港九龙仓、和记黄埔历时数月的谈判，最终与和记黄埔就共同建设盐田港达成一致意见。1993 年 10 月 5 日，深圳市东鹏实业有限公司与和记黄埔盐田港口投资有限公司在北京钓鱼台国宾馆签约，合资成立盐田国际集装箱码头有限公司。这次签约，是深港两地具有重大意义的“历史性握手”，盐田港也因此成为新中国第一个中外合资经营建设的集装箱码头，此后港区建设经营驶入新的“快车道”。1994 年 5 月，盐田港一期工程通过国家验收；仅时隔一年多，盐田港二期工程破土动工，投资 47 亿港元，成为当时深圳特区成立以来投资最大的合资项目。当时，盐田港提出了要打造“五十年不大修”的码头建设标准，树立起“高标准建设世界级大港”的宏伟目标。

开港运营，外贸大港雏形初现。为抢抓经济全球化及全球制造业转移的机遇，盐田港自开港以来便确立了以外贸运输为重点的发展方向。1994 年 7 月 20 日，盐田港响起了嘹亮的汽笛声，有“世界船王”之称的“马士基·阿尔基西拉斯”号集装箱船首航盐田港，成为开港后迎接的第一艘船舶，也是盐田港开通的第一条国际航线。这一步的跨越让盐田港人无比振奋，坚信将有越来越多的大船驶进大鹏湾，来到盐田港。1995 年，是盐田港开港后的首个经营完整年，实现集装箱吞吐量超 10 万标箱。之后，盐田港不断实现着惊人的蝶变：马士基、地中海、达飞等众多国际知名船公司开辟新航线；1998 年集装箱吞吐量突破 100 万标箱，向国际集装箱大港迈进一大步。

设立保税区，助力盐田港开放发展。1996年9月，经过盐田港集团积极申报，国务院同意在盐田港设立盐田港保税区。2000年9月，盐田港保税区南片区正式封关运作。2004年8月，盐田港保税物流园区经国务院批准成立，成为全国首个“区港联动”的试点区域，保税区与盐田港实现“无缝对接”，国内货物进区享受“入区退税”。此时，盐田港“区港联动”发展模式已成为全国典范，以一流的开发运营管理经验，成为全国学习借鉴的标杆。2008年11月，全国单体最大的物流中心—盐田港现代物流中心开工建设，助推了盐田港由第二代港口向第三代港口转型发展。2014年1月，国务院同意由原沙头角保税区、盐田港保税区、盐田港保税物流园区整合设立深圳盐田综合保税区；2016年1月，盐田综合保税区封关运作，成为深圳首个国家级综合保税区，综保区的设立，加速了盐田港国际中转业务的发展，港区枢纽功能进一步凸显。

完善配套，港产城融合促发展。20世纪90年代后期，盐田港集装箱吞吐量得到快速增长，港口的配套设施建设也日益加快。盐田港人先后完成了港区口岸联检设施、南方明珠花园、南方明珠公寓、现代物流中心一期和二期、冷链物流园区、梧桐山隧道复线等港区配套项目。盐田港完善的港口和城市配套，吸引了普洛斯物流公司、嘉里物流公司、中远物流等世界知名物流企业等纷纷入驻，形成了“先港后园，顺势而为，成就国际枢纽大港。2000年至今，深圳的港口建设进入航运功能培育的新阶段。盐田港发展既得益于改革开放的发展大潮，也得益于自身的前瞻布局和敢为人先。盐田港起始即定位于发展集装箱远洋干线，下好了港口发展标准化的“先手棋”，而后又顺应世界航运发展船舶大型化趋势，不断加强深水泊位建设，完全具备全球最大集装箱船舶全天候进出港区的服务能力。1999年6月，当时全球最大的集装箱船舶——载箱量为6600标箱的“苏珊马士基”号首航，标志着盐田港成为华南地区大型船舶首选港。

2002年盐田港三期工程开工建设。2005年，筹划多年的盐田港三期扩建工程项目成功签约、开工建设，就在这一年，盐田港建设与经营比翼双飞、齐头并进，为全球港航业所瞩目；当年，盐田港开通74条国际航线，成为辐射全球、定期航线密集的国际大港；盐田港不仅成为中国港口操作效率的“团体冠军”，还荣膺“全球最佳集装箱港口”称号。2013年，盐田港三期扩建工程项目6个泊位竣工验收并投入运营，集装箱专用泊位达到15个，跻身世界强港行列。2018年，盐田港西港区工程竣工验收、投入运营，至此，盐田港中、西港区20个深水泊位全部竣工投产。凭借卓越的建设质量和品质，盐田港中、西港区先后荣获中国工程建设质量最高奖“鲁班奖”、“詹天佑奖”等6个国家级工程奖项，为打造世界级大港筑牢基石。此时，盐田港集装箱设计吞吐能力达到1216万标箱，却仍未能满足日益增长的业务需求，港区实际吞吐量早已超过设计能力。加快盐田港扩容升级、推动东港区项目建设显得非常必要。2022年8月，时任中共中央政治局常委、国务院总理李克强视察盐田港，困扰多年的用海审批等重大问题得以解决，随即盐田港东港区一期主体工程建设如火如荼，东港区打造自动化、智能化、绿色化的港区，将成为华南乃至中国港航建设领域的重要名片。

建设运营快速腾飞 迈向国际大港序列

快速腾飞，创造诸多“世界第一”。2007年，盐田港集装箱吞吐量首次实现了千万标箱的历史性跨越。进入新时代，盐田港迎来加速发展的新征程，创造了一个又一个新的辉煌：2013年，盐田港区以最短时间创造行业世界新纪录——开港18年半累计吞吐量超1亿标箱；2021年，盐田港区仅用26.5年的时间，创造了单一码头最短时间实现2亿标箱的世界港口新纪录；2022年，盐田港同时迎来6艘400米长的海上“巨无霸”，这在华南地区乃至全球尚属首例，堪称码头作业中的“超级工程”；近年来，盐田港以超1400万标箱的吞吐量，保持了全球单一港区集装箱吞吐量第一，且自2003年以来连续22年位居全国单体集装箱码头首位。

如今的盐田港，拥有近100条国际航线，通达全球各地，建立32条海铁联运线路和17个内陆港，开通14个大湾区组合港，成为华南地区集装箱主枢纽港。在新加坡举行的“亚洲货运、物流及供应链大奖”颁奖典礼中，盐田港凭借一流的服务和品质，数次荣获“亚洲最佳集装箱码头”大奖。同时，盐田港在保障国家产业链供应链稳定中发挥了重要通道作用；作为深圳市港口型国家物流枢纽，盐田港承担了广东省超三分之一的进出口量、全国对美贸易四分之一的出口货量，为支撑深圳外贸出口“31连冠”贡献重要力量。

低碳环保，打造全球绿色港口示范。2008年，时任中共中央政治局常委、中央书记处书记、国家副主席习近平考察盐田港，他仔细询问了港口的排放情况，并亲切勉励盐田港人在绿色港口建设上走出一条新路。十多年过去了，盐田港始终牢记绿色港口建设发展重托，积极践行“绿水青山就是金山银山”发展理念，全面推进码头机械设备新能源化改造，大力推动龙门吊“油改电”，最早一批建设船舶岸电系统，并以行业领先水平荣获“中国水运建设行业协会科学技术奖”一等奖；盐田港还大规模推广使用液化天然气（LNG）拖车，积极推行电动拖车、氢能拖车试点，累计投入超10亿元用于环保设施建设和节能设备改造。如今，码头舟楫云集、周边碧海蓝天、海豚凌空戏水，这就是盐田港绿色发展的日常图景。过去十年，盐田港集装箱年吞吐量上升24%，单箱碳排放减少33%，三次获得“全球最佳绿色集装箱码头”称号。

推动高质量发展 再创盐田港新未来

从东鹏公司到盐田港集团，再到深圳港集团。40年间，盐田港人秉持“开山填海，艰苦奋斗”的企业精神，在山海之间开辟战场，引进世界一流港口运营商，成就盐田港一流大港风貌。与此同时，深圳港集团以盐田港母港为起点，伴随着盐田港的发展而成长，布局从深圳走向全国乃至海外，产业由单一港口向多元化发展，成为世界级港口产业集团，在深圳建设全球海洋中心城市中勇当主力军、生力军。

党的二十大报告指出，要加快构建以国内大循环为主体、国内国际双循环相互促进的新发展格局。深圳作为国内国际双循环的重要支点，提出要锚定构建新发展格局，增强畅通国内大循环和联通国内国际双循环功能。在新时代新征程上，深圳港集团将不忘初心、砥砺前行，以新质生产力赋能港口建设运营，以提升深圳国际航运综合竞争力为崇高使命，积极发挥盐田港国际枢纽港和物流大通道的独特优势，增强港口服务区域经济和国家战略的保障功能，奋力为深圳建设具有全球重要影响力的物流中心作出新的更大贡献！

三十载耕耘 见证盐田港通达世界

文 / 曹世军 深圳市华舟海洋公司原董事长

我发现这片土地与内地的“气质”完全不同，到处迸发着勃勃生机，每个人都在为了创造一个美好的生活奋斗、拼搏，一种关于“希望”的感觉扑面而来。

被深圳活力所吸引

我出生于湖北宜昌市，大学本科就读于中南财经政法大学财政专业，后顺利考入财政部科学研究院，在此攻读硕士学位。毕业以后，我在湖北省财政厅工作了六年。

因为一次偶然的机会，我来到深圳出差，我发现这片土地与内地的“气质”完全不同，到处迸发着勃勃生机，每个人都在为了创造一个美好的生活奋斗、拼搏，一种关于“希望”的感觉扑面而来。从此以后，“深圳”这颗种子就深深地种进了我的心底，这里太有吸引力了。不过在那个时代，政府机关单位的工作也是充满诱惑力，端着“铁饭碗”，很少有人放得下，因此我也度过了几个月的犹豫期。

放弃体制内工作毅然来深

随着时间的流逝，这颗名为“深圳”的种子愈发茁壮，直至长成参天大树。而我再也无法压抑自己对深圳的向往，怀揣着梦想，在既不是领导要求，也不是组织调派的情况下，放弃原本的“铁饭碗”，自己独身一人来到深圳。

我始终相信“树挪死、人挪活”，特别是坚信深圳一定会乘着改革开放的春风，成长为中国的标志性城市，而这无疑会为我自己的发展提供广阔的天地。我的感觉没有错，今天的深圳，已经蝶变成为引人注目的国际化大都市，各类产业在此蓬勃发展，愈来愈多的人选择在这里落地生根。

1993 年，因为一个偶然机会，我正式加入深圳东鹏实业有限公司，人生也因此和港口结缘。

缺钱的时候，我们只能每个月去找银行融资，这样才能解决下个月的工资问题，所以每个月我们都在为钱焦虑。

建设港口，感到自己责任重大

深圳有着敢闯敢试的城市基因，这一点深深引起了我的共鸣。没来到东鹏实业前，我甚至还不清楚公司的具体业务，而进入工作岗位后，我发现有更多挑战和机遇在等待着我，需要不断探索才能找到出路。

上世纪 80 年代，深圳建立经济特区后，凭借国家的优惠政策、毗邻香港的地缘优势和劳动力资源，吸引了一大批“三来一补”企业进驻，各类制造业在此生根发芽，深圳成为我国最大出口口岸之一。为满足物资流通的需要，深圳市提出了海港、空港“双港齐飞”的城市发展战略。

来到东鹏实业之后，我发现公司业务集中于造码头、建港口等方面，我同样也了解到，港口作为重要的交通节点，是一座沿海城市城市兴衰的关键要素，在特殊时期更是具有重要战略意义。这让我感觉自己身上的责任重大，对于这份工作也愈发地喜欢，经常在业余时间研究相关业务，这对我此后的事业发展产生了重要影响。

中日合作为盐田港初期发展提供资金基础

1983 年 6 月 20 日，深圳市提交了建立盐田港的规划，在盐田港建设发展的历史中，中日合作提供了重要的资金支持。按照当时规划，盐田港一期工程计划建设六个泊位，年吞吐量约为 280 万吨。当时，中国与日本达成日元低息贷款协议，盐田港为此可获得 1 亿美元的低息贷款，这为盐田港的发展带来了新的机遇，也使得我们的工程可以顺利施工，得以按计划完成一期工程。

经过一年多的努力，一期工程进展顺利，“大鹏湾深水港”项目被列入 1984 年中日政府合作计划。1991 年 6 月，日本协力基金会代表团团长成田来到盐田港，他发现盐田港的建设速度和管理水平已经超出预期，为此他在原贷款的基础上追加了 23 亿日元，总额达 146 亿日元，有力地推动了此后工程的进展。

盐田港的建设是深圳市第一次大规模的建港行动，涉及港口建设的各单位在缺少成熟经验的情况下，不断磨合和协调，通过科学规划实现了步骤协调一致，通力合作完成了各项建设任务。1990 年，盐田港开始修建通往港口的疏港公路、疏港铁路专用线，与此同时，港池、航道、锚地及其助航标志等设施也进入施工阶段，1992 年就顺利进入验收阶段，其速度之快、质量之高，令人感慨。

我入职不到一年，东鹏实业就更名为“深圳市盐田港集团有限公司”。当时，我主要负责工程款的支付业务，由于处在创业初期，公司的财务状况可以说是相当拮据。由于涉及工程款项，有时候面对大额流水，我们感受到巨大的融资压力，缺钱的时候，我们只能每个月去找银行融资，这样才能解决下个月的工资问题，所以每个月我们都在为钱“发愁”。

看似寻常最奇崛，成如容易却艰辛。即使顶着重重压力，盐田港人依旧以饱满的建设热情和责任感，坚持开山填海，在艰苦的环境和有限的条件下，共同努力完成了一件又一件看似不可能的任务。我认为，开山填海也是深圳的一种特区精神，这种精神正是由无数“拓荒牛”通过真实的奋斗塑造出来的。

在上市的过程之中，我们遇到最大的困难就是资金问题。袋中没钱，如无米下锅。我印象中有三笔非常重要的资金，它们在盐田港的上市之路上发挥着极其重要的作用。

合资成立盐田国际集装箱码头有限公司

在港口建设的过程中，我们遇到最大的困难就是资金问题。许多工程项目亟待开展，而我们袋中没钱，如无米下锅。

为解决资金问题，1993 年 10 月，盐田港集团与香港和记黄埔集团合作，合资成立了盐田国际集装箱码头有限公司，共同建设和经营港口一期、二期工程，总共包括 5 个 5 万吨级的集装箱泊位，这是当时深圳最大的合资项目，吸引了所有人的目光。

有了资金支持，在各方合力建设下，1994 年 7 月 20 日，盐田港区响起嘹亮的汽笛，有着“世界船王”之称的马士基阿尔基西拉斯号集装箱船首航盐田港，成为盐田港开港后迎接的第一艘集装箱船舶，也是深圳港开通的又一条国际航线。

此后，盐田港区驶上发展快车道，经过 10 多年的合力经营，盐田港区的集装箱年吞吐量已达 600 多万标准箱，俨然成为国际集装箱大港。同时，盐田港区的成功建设与发展极大优化了华南地区交通资源，降低了珠三角物流成本，成为粤港合作的典范，为深圳实现国际航运中心这个蔚蓝色的梦想奠定了坚实的基础。

筹划盐田港上市工作

随着市场化不断推进，我们开始思考各种融资渠道。幸运的是，盐田港顺利拿到了上市指标，我们开始筹备上市，在领导决策与政策支持下，我和同事们组建了一个工作小组，每天奔波于会计师事务所、律所与券商等机构中间，为盐田港上市做前期准备。

上市之路，道阻且长。虽说我们拿到了上市指标，但是“打铁也需自身硬”，只有自身的条件符合上市标准，才能成功通过审批并成功融资。为此，在很长一段时间内，我们不断提高自身的科研技术，努力追赶上市标准。当时，为方便及时地将信息进行收集与整合，我们在深圳竹园宾馆一待就是 6 个月，几乎是把酒店当做了“第二个家”，一直到盐田港成功上市才撤离酒店，如今回忆起来，始终难忘那段奋斗时光。

1997 年 7 月 28 日，在迎接香港回归、实现深港经济衔接的历史时刻，深圳市盐田港股份有限公司在深圳证券交易所挂牌上市，实现了从港口行业投资“拓荒者”到港口投资运营“领航者”的华丽转身。我们通过上市融资了 61629 万元，这又为港口的建设提供了一笔十分重要的资金支持。

自开港以来，盐田港集装箱吞吐量持续增长，已发展成为全国集装箱吞吐量最大的单一港区，也是目前中国大陆远洋集装箱班轮密度最高的单个集装箱码头。

三年半时间再造一个盐田港区

2004 年，盐田港集团迎来自身发展中又一重要机遇。国务院批准盐田港建设 0.96 平方公里的区港联动区。盐田港集团发挥其综合开发的特点，先港后园、以港带园、以园促港，最终实现港产城一体化发展。环球物流设施及服务供应的巨头美国普洛斯公司在这里建起了国际物流园，如嘉里物流等世界知名物流企业等纷纷入驻。现在，盐田港的后方陆域数百家与港口有关的企业在这里聚集，港城融合态势良好。

在这个过程中，我见证了盐田港大力发扬盐田港精神，精心施工：2006 年 8 月，12 号、13 号泊位建成并通过验收；2007 年 3 月和 7 月，10 号、11 号泊位分别建成并通过验收；2008 年 3 月，港区南端两个深水泊位建成并通过验收；2008 年 9 月，14 号泊位顺利完工，仅用三年半时间，港口的建设者就再造了一个盐田港区。

从吞吐量来看，2007 年，盐田港集装箱吞吐量突破 1000 万标箱，实现了盐田港发展里程中一个历史性的跨越。2013 年 1 月 8 日，盐田港集装箱吞吐量累计达到一亿个标准箱，用近 19 年创造了一项港口行业操作新纪录，再次实现了里程碑式的历史性跨越；2014 年盐田港集团集装箱吞吐量升至 1293 万标箱，深圳港集装箱吞吐量也一举超越香港港，跃居全球第三。回望来路，我看到的不仅是港区日渐繁忙，航线越来越多，更是一代代港口建设者将青春岁月写在这片山海，他们的贡献共同造就了今日的盐田港。

年吞吐量连续 20 年高居内地码头首位

要发展，更要质量。进入新时代，盐田港通过不断创新变革，走出了一条港口发展的特色之路。从工程技术层面来看，2015 年起，盐田港就开始了岸基船舶供电系统工程项目的建设。先后建成了 6 套可移动式岸基船舶供电系统，覆盖 13 个大型深水泊位，可满足全球最大型集装箱船舶的用电需求，达到行业领先水平。

从码头看去，千帆竞渡。2021 年 2 月 1 日，盐田国际仅用 26.5 年的时间，创造了单一码头以最短时间实现 2 亿标箱的世界港口新纪录。不久后，盐田港区东作业区自动化码头建设正式启动，这也标志着深圳建设港口型国家物流枢纽迈出了至关重要的一步。

2022 年 7 月 18 日，盐田港迎来 6 艘 400 米长海上“巨无霸”同时靠泊，单一码头同时作业 6 艘巨轮，这在华南地区乃至全球尚属首例，堪称码头作业中的超级工程。今年，在中国港口协会集装箱分会公布的数据中，盐田港区年吞吐量已连续 20 年高居内地码头首位。

100 条国际航线通达全球

从创业之初融资艰难，到乘风而起，港口逐渐繁华，我见证了盐田港的发展壮大，也通过不断地实践，和盐田港共同成长。自开港以来，盐田港集装箱吞吐量持续增长，目前已发展成为全国集装箱吞吐量最大的单一港区，也是中国大陆远洋集装箱班轮密度最高的单个集装箱码头。

目前，盐田港有约 100 条国际航线挂靠，航线覆盖北美、南美、欧洲、澳洲、亚洲等全球主要贸易通道，其中超 6 成航线为远洋欧美航线。盐田港区操作效率高，现在可以每 2 分钟操作一个集装箱，船舶快速装卸，依旧能安全高效地为国际班轮同时处理进出口及中转货物，盐田港区还可同时操作 6 艘 20 万吨级巨轮的“世界之最”，这些创新成就层出不穷，仿佛已成常态。

筚路蓝缕，不负初心。我仍记得最初来到盐田港时，这里条件有限，通往港口的道路蜿蜒曲折，基础设施尚未完善。如今遥望港口，只见一片灯火辉煌之中，是至夜不眠的繁忙景象，展现了港口经济的强大实力，也为深圳的未来发展开辟了更多“航路”。

要闻 NEWS

深圳港集团召开 2024 年度工作总结表彰大会暨职工代表大会

NEWS

1 月 23 日，深圳港集团召开 2024 年度工作总结表彰大会暨职工代表大会，回顾过去一年工作成绩，全面部署 2025 年重点工作，并表彰先进，激励广大干部员工在打造全球影响力卓著的海洋经济综合服务商征程上勇立潮头、奋楫争先。

会上，与会人员一同观看了深圳港集团 40 周年回顾视频、40 周年大会集锦视频，重温集团波澜壮阔的发展历程。大会对特殊贡献奖团队、先进集体、先进工作者及安全管理优秀达标单位和先进个人进行了表彰。

会上，集团党委副书记、总裁沈华新对 2024 年度工作进行了全面总结，对 2025 年经营工作和重点任务提出了具体要求。

集团党委书记、董事长胡朝阳高度肯定了集团在过去一年取得的成绩，并以《砥砺笃行四十载　奋楫争先向未来　凝心聚力谱写世界一流企业建设新篇章》为题，对集团 2025 年工作进行全面部署。胡朝阳表示，2025 年是集团成立 40 周年，过去 40 年是发展壮大、开疆拓土、改革创新的 40 年。接下来，集团要进一步强化战略势能、经营动能、改革潜能、风控效能、党建赋能，朝着全球影响力卓著的海洋经济综合服务商愿景奋勇前行，开启再出发、再跨越的新征程。

（文 / 刘倩　图 / 周建强）

深圳港集团召开2025年度“必赢之战”誓师大会

NEWS

2 月 20 日，深圳港集团召开 2025 年度“必赢之战”誓师大会，谋划今年重点工作，部署年度攻坚任务。

会上，二级企业主要负责人及集团相关部室负责人汇报了 2025 年度经营目标落实计划，集团领导班子成员立足分管领域提出了一系列工作思路、重点任务及工作要求，集团党委副书记、总裁沈华新与二级企业、总部部室分别签订了二级企业经营业绩考核责任书和总部部门绩效考核责任书。

会议指出，集团召开 2025 年度“必赢之战”誓师大会，旨在动员集团上下锚定全年目标，凝聚奋进合力，矢志担当作为，以时不我待的紧迫感和只争朝夕的责任感抓好落实，全力以赴争取开门红、下好先手棋、打好必赢战。各单位要跑起来、抢时间、争一流，以“蛇行千里”的劲头推动集团高质量发展，为加快打造全球影响力卓著的海洋经济综合服务商作出新的更大贡献。

集团党委书记、董事长胡朝阳在会上对企业家精神内核进行了详细阐释，并结合集团重点工作，对弘扬企业家精神、发挥企业家作用提出了具体要求：一是要对党忠诚、对事业忠诚、对岗位忠诚。二是要勇于创新、推动创新、保护创新。三是要牢记使命、主动作为、永葆恒心。四是要聚焦主业、优化管控、创造价值。

（文 / 图　企业管理部、党群工作部）

PART 01

集团党委召开 2024 年度党员领导干部述责述廉会议

1 月 6 日，深圳港集团党委召开 2024 年度党员领导干部述责述廉会议，进一步贯彻落实党中央、省委、市委关于加强对“一把手”和领导班子成员监督的有关要求，压紧压实全面从严治党、加强党风廉政建设的政治责任。集团党委班子成员、总部各部门及二级企业主要负责人等 60 余人参加会议。市纪委监委派驻七组、市国资委纪委派员到会指导。

（文 / 纪检监察室）

集团开展节前安全生产、平安稳定检查及慰问活动

1 月 22 日至 1 月 26 日，在农历蛇年春节来临之际，为切实保障节日期间安全生产形势持续稳定，集团党委书记、董事长胡朝阳等领导班子成员分别带队，深入一线开展节前安全生产、平安稳定检查及慰问节日值班人员，压实安全生产工作责任，确保集团安全生产形势持续稳定，送去春节慰问，表达集团党委的关爱和温暖。

（文 / 刘倩、叶儒桦）

集团举办首届粤港澳大湾区组合港高质量发展交流会

2 月 17 日，由深圳港集团主办，盐田港股份公司、盐田国际承办的粤港澳大湾区组合港高质量发展交流会在深圳成功举办。此次会议通过搭建组合港发展交流平台，进一步深化与各主体的合作伙伴关系，共同探索绿色智慧港口建设的新路径，为驳船转运体系建设提供有力支撑，推动粤港澳大湾区物流网络的高质量发展。

（文 / 港航事业部）

集团举办黄石新港推介签约会

3 月 18 日，“盐田港 2025 黄石新港推介签约会”在湖北黄石成功举办。会上，黄石新港公司与 9 家重点企业签署合作协议，合作范围涵盖港航货一体化联动、“江海直达 + 长江班列”多式联运、鄂湘区域协同发展、临港经济产业培育等多个领域，以进一步推动港产城联动，助力黄石地区物流产业转型升级，为提升黄石新港枢纽能级、增强长江中游综合物流服务能力注入新动能。

（文 / 股份公司）

集团联合市工商联主办“企·航”活动

3 月 20 日，由市工商联、深圳港集团联合主办的“企・航”——深圳民营企业发展服务计划走进深圳港，深圳港积极搭建企业供需平台，对接优势资源，80 家企业代表通过“参观港口 + 行业分享 + 互动交流”的方式，深入了解深圳港业务发展情况，促进产业链上下游企业链接、加强合作，加快建设具有全球重要影响力的物流中心。

（文 / 党群工作部）

深圳港集团召开“十五五”战略规划研讨会

3 月 25 日至 26 日，集团召开“十五五”战略规划研讨会，汇聚众智、凝聚力量，高质量谋划“十五五”期间改革发展各项工作。会议邀请行业专家作专题讲座，与会人员以主会场 + 分会场、主题发言 + 圆桌讨论等多种形式，围绕集团“十五五”战略定位、发展目标及未来五年发展策略等内容进行充分研讨，主题突出、全员参与、思想碰撞、达成共识。

（文 / 党群工作部、战略发展部）

PART 02

盐田港区新年首单 LNG 加注 8000 立方米

1 月，盐田港区迎来 2025 年首单加注业务，“中海油 301”加注船成功为地中海 CATANIA 号外轮进行保税 LNG 加注作业，加注量达 8000 立方米，为新一年的业务开展迎来良好开端。

（文 / 盐田国际）

小漠物流园建设进入新阶段

1 月，深圳港集团旗下深圳海洋公司运营的小漠物流园举行 A 区一期南侧仓库封顶暨 A 区北侧仓库及 B 区开工仪式，标志着深汕特别合作区首个高标仓建设进入新阶段。

（文 / 深汕海洋公司）

深圳港舟山能源基地实现 30 万吨级油轮靠泊

1 月 4 日，30 万吨级油轮“新安洋”号靠泊深圳港舟山能源基地 10 号泊位，这是该泊位通过口岸开放验收后迎接的首艘超级大型油轮，充分验证了基地的码头服务能力，为基地全面运营奠定了坚实基础。

（文 / 深圳港舟山能源基地）

盐田港实华完成科考船“探索三号”供油

1 月 3 日，盐田港实华公司在海南三亚南山码头，顺利为中国科学院深海科学与工程研究所科考船“探索三号”供应柴油 500 吨。这是实华公司首次为“探索三号”供油，也是 2025 年的首单供油作业。

（文 / 盐田港实华公司）

黄石新港公司入选湖北省首批服务业“专精特新”企业名单

1 月，湖北省发改委公示首批服务业“专精特新”企业名单，深圳港集团旗下黄石新港公司成功入选，创新发展的成就得到充分肯定。

（文 / 邵海舰）

大铲湾港区电动拖车换电站正式投产

1 月，大铲湾港区电动拖车换电站项目正式建成并投产，5 分钟内就能自动完成单台车辆动力电池组的更换，满足港口 24 小时不间断生产需求，在推动港口物流转型升级，促进绿色、智能港口发展方面取得重要进展。

（文 / 大铲湾公司）

华舟海洋荣获 QHSE 优秀业务外包单位

1 月 6 日，华舟海洋公司揭阳项目部凭借卓越的表现，在 QHSE 管理体系建设与执行方面获得合作方高度认可，获评广东石化有限责任公司 2024 年度 QHSE 优秀业务外包单位。

（文 / 华舟海洋公司）

保发公司首个汽车出口海外仓正式落地

1 月 7 日，保发公司货值近 1000 万元的 46 台广汽丰田汽车成功到达迪拜所在的海外仓并完成客户交付，成为深圳国资国企中首家开创汽车出口海外仓商业模式的企业。

（文 / 保发公司）

小漠港二期工程正式开工

1月8日，深圳港集团小漠国际物流港二期工程正式开工，预计2027年建成并投入运营，届时将形成百万级的汽车产能规模，向打造以汽车滚装为主，散件杂货、集装箱为辅的综合性港口迈出关键一步。

（文 / 宫晓霖）

股份公司成功举办2025年首场商务推介会

1月16日，由盐田港股份公司主办、港航常德公司和津市港公司承办的2025年首场商务推介会在常德市成功举办，常德市政府、口岸，长江、沅水及澧水流域近80家单位和客户代表参加了活动。

（文 / 廖明辉）

大铲湾港区迎来深圳港新年首班车厘子快线

1月16日，在大铲湾港区高效的物流服务下，2025年首班智利车厘子直达快线顺利抵港，巩固了港区在智利车厘子进口业务中的优势地位。

（文 / 大铲湾公司）

集团成功实现DeepSeek大模型本地化部署

2月，在全球生成式AI技术蓬勃发展的浪潮中，针对港口行业数据安全与响应效率的特殊需求，深圳港集团数字化创新中心携手盐田港资讯公司和盐田国际公司，成功实现DeepSeek-R1满血版（671B）大模型的本地化低成本部署，为港口物流及企业智能化升级树立“低成本＋高性能”标杆。

（文 / 数字化创新中心）

黄石新港公司获评“打造武汉都市圈重要增长极先进集体”

2月，在湖北省黄石市加快建成武汉都市圈重要增长极、服务推动全省支点建设大会上，黄石新港公司荣获“打造武汉都市圈重要增长极先进集体”称号，这是对黄石新港公司为推动区域经济建设和发展所作贡献的充分肯定。

（文 / 邵海舰）

大铲湾蓝色未来科技园获“深圳市投资推广重点产业园区”认定

2月，大铲湾蓝色未来科技园获评“深圳市投资推广重点产业园区”，这一认定充分肯定了大铲湾蓝色未来科技园在园区规划建设、软硬件设施集成和推广运营等方面的成绩，也对园区以后的发展提出了更高的期望和要求。

（文 / 大铲湾公司）

华南最大马力纯电动拖轮主船体顺利下水

3月5日，华舟海洋公司新造的5000马力“深港电拖1”轮主船体顺利下水，成为华南地区目前最大马力纯电动拖轮，该轮预计投放在大铲湾港区使用，将进一步提升港区综合服务能力，助力港区智慧绿色发展。

（文 / 华舟海洋）

三家企业荣膺广东省外贸骨干企业

3月，广东省商务厅等九部门发布广东省外贸骨干企业名单，深圳港集团旗下盐田港出口货物监管仓公司、物流发展公司、盐田港普洛斯物流园公司成功入选，这是对集团助推外贸高质量发展成果的充分肯定。

（文 / 股份公司、物流集团）

赣州国际陆港多式联运实现“一次委托、一单到底”

3月，一批满载竹制品的集装箱从赣州国际陆港出发通过铁海联运班列驶往厦门港 ，经海运抵达辽宁营口。此次运输全程采用“一单制”模式，赣州国际陆港多式联运高效整合迈入新阶段。

（文 / 深赣公司）

深圳港产业空间综合运营管理平台项目获评“2024深圳数字化应用成果”

3月8日，在深圳市信息行业协会举办的“2024深圳数字化应用成果发布暨深圳数字化跃迁探讨”活动上，深圳港产业空间综合运营管理平台项目成功入选2024年深圳数字化应用成果，集团在数字化技术创新实践应用等方面的综合实力获得业内高度认可。

（文 / 数字化创新中心）

港悦观云轩荣获2025法国FRENCH设计奖金奖

3月20日，港服集团港悦观云轩项目凭借自然共生的景观设计理念，荣获2025法国FRENCH设计奖住宅景观类金奖，项目的高品质建设获得业内高度认可。

（文 / 港服集团）

“黄石新港——上海外高桥”固定挂靠航线正式开通

3月，随着一声清脆的汽笛声，装载着1200吨货物的“越隆之星”号班轮从黄石新港驶出，3天后抵达上海外高桥港，随后搭乘国际班轮出口，标志着“黄石新港—上海外高桥”固定挂靠航线正式开通。该航线进一步畅通了黄石出口物流通道，为外贸企业搭建了出海“快车道”。

（文 / 黄石新港）

小漠港区、大铲湾港区两大项目获市发改委推介

3月21日，集团的小漠国际物流港、大铲湾港区集装箱码头二期工程（北段）两大项目，亮相深圳市发展和改革委员会举办的能源交通水务领域民间投资重点项目路演推介会。股份公司、大铲湾公司相关项目负责人在现场进行了项目讲解。

（文 / 股份公司、大铲湾公司）