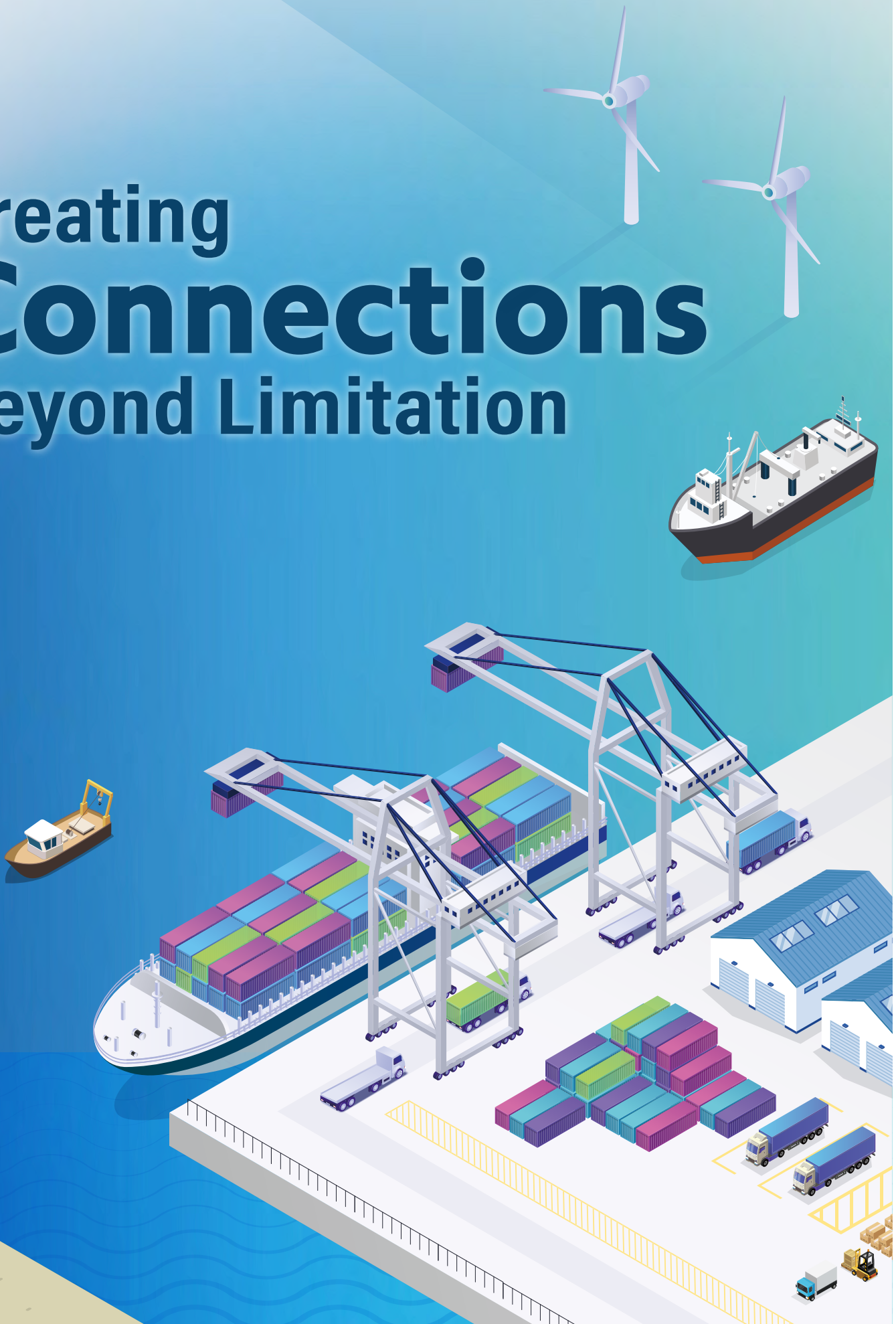


# Creating Connections Beyond Limitation





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## Chapter 1

# Advantages and Efficient Integration







## Corporate Vision

*With Innovation at its Core, Expand Globally, and Become a Leading Port Management Group.*

## Corporate Mission

*Creating Effective, Thriving Ports that Facilitate the Flow of People, Goods and Finances between Taiwan and the World.*

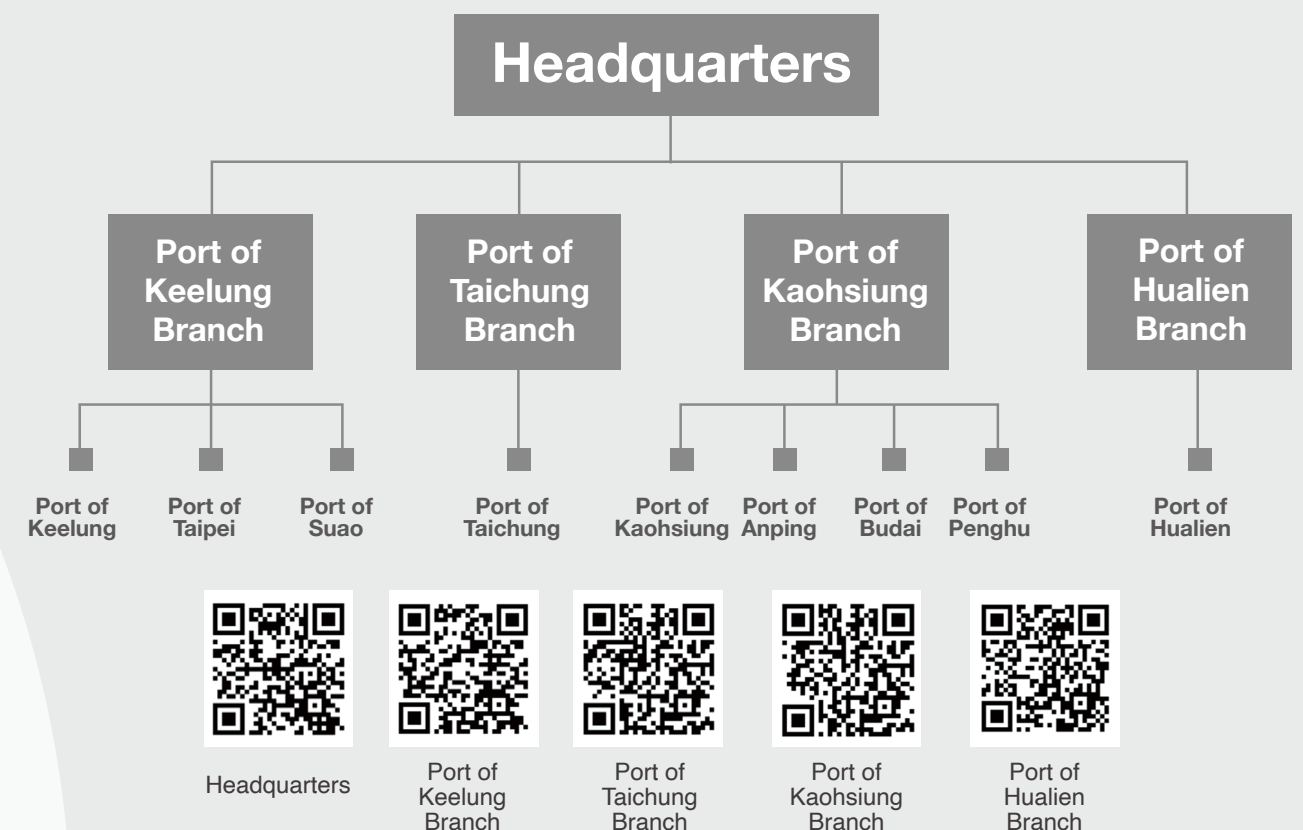
## International Hub and Leading Prosperity Together

Taiwan is surrounded by sea and serves a hub for Asia-Pacific shipping routes. Ninety percent of cargoes and commodities are transported through ports, including raw materials, semi-finished and finished products of fossil fuel, industrial products, consumer goods, and information and communication technology.

To enhance operational efficiency and services, Taiwan Ports Group continues to implement infrastructure projects aligned with industrial development needs and competitive edge. In response to technology trends and the pursuit of low-carbon sustainable development, there is an active push toward port transformation to build smart, sustainable modern ports.

Taiwan International Ports Corporation, Ltd. (TIPC) was established by the Ministry of Transportation and Communications R.O.C. (MOTC) to operate international ports. Since 2012, TIPC has operated seven international ports: Port in Keelung, Taichung, Kaohsiung, Hualien, Taipei, Suao, and Anping, plus two domestic commercial ports in Budai and Penghu. By converging resources and development characteristics with the “Taiwan ports group” concept and applying the strategy of “internal coordination and external cooperative-competition”, TIPC aims to enhance port efficiency, introduce innovative thinking and diversified business capabilities, strengthen port management, flexibility, and promote the development of international port areas and surrounding industries. These efforts consolidate the competitiveness and maritime hub position of Taiwan’s international ports and enable TIPC to become a leading global port management group.

## TIPC Organization Chart





# Development Positioning of Taiwan's Ports

## Port of Taipei

- Gateway Port of Northern Taiwan
- Industry and Logistics Port
- Green Energy Industry Port

## Port of Keelung

- Gateway Port of Northern Taiwan
- International Cruise Home Port

## Port of Taichung

- Gateway and Industrial Value-Added Port in Central Taiwan
- Energy and Bulk Material Storage and Transport Port
- Passenger and Tourism Recreation Port
- Base for Port-related Industry

## Port of Penghu

- Passenger and Cargo Port of Penghu area
- Cross-Strait "Mini Three Links" Port
- Demonstration Port for Island-Hopping Cruise
- Tourism and Recreation Port

## Port of Budai

- Operational Port for Round-Island and Offshore Island Shipping
- Cross-Strait Direct Shipping Port
- Tourism and Recreation Port

## Port of Anping

- Gateway Port of Chiayi and Tainan areas
- Tourism and Recreation Port

## Port of Kaohsiung

- Intercontinental Container Hub Port
- Smart Logistics Port
- Passenger and Recreation Port



Pamphlet of  
Taiwan's Ports

International  
Ports

Domestic  
Commercial Ports

# Investment Businesses



## Key Business Principles

Following a people-centered service philosophy and emphasizing industry development needs, our primary goals are "Mutual Benefit and Co-Prosperity, Safety Efficiency, and Innovation and Sustainability".



**Mutual Benefit  
and Co-Prosperity**

By listening to feedback from both internal and external partners, we are dedicated to improving our core business and corporate operations. Our goal is to enhance the services we offer to stakeholders in the port area, ultimately achieving mutual benefit.



**Safety Efficiency**

We will continue to adopt advanced technology to enhance port operations and management, thereby optimizing operation efficiency and safety.



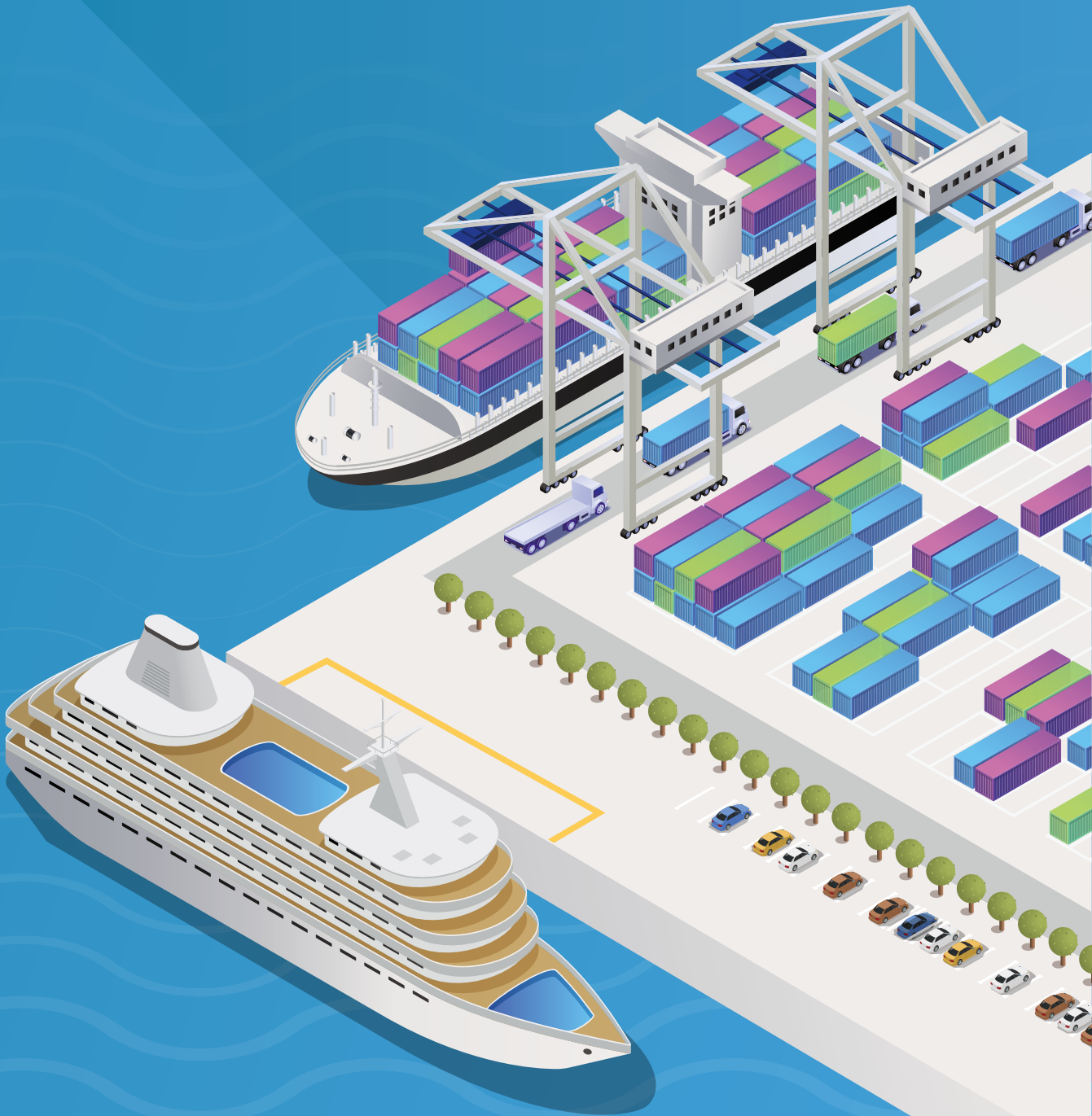
**Innovation and  
Sustainability**

To provide a high-quality port management environment and services through innovation, to create a green and low-carbon ports group, to establish a diverse and mutually beneficial workplace and a socially prosperous society, to strengthen information transparency and resilient governance, and to lead Taiwan ports group toward sustainability.



Chapter 2

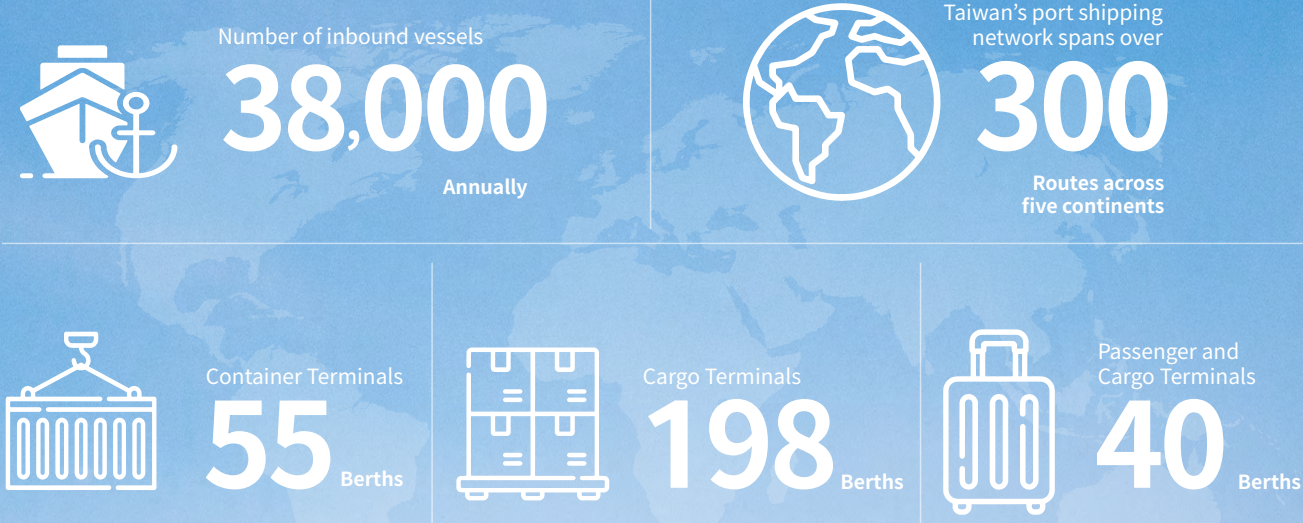
# Diversified Port Business



## Taiwan Ports Group at a Glance

Taiwan ports group has the capability to accommodate various types of vessels. Through smart management and a 24-hour online application system for berths and warehouses, operational procedures are significantly streamlined, enhancing operational efficiency.

Additionally, Taiwan ports group promotes diversified logistics services, such as free-trade zone operations, LME non-ferrous metals storage and transit, and maritime express services.





## Container Business

### Port of Kaohsiung: Container Hub Port in Asia-Pacific

Located in southwest Taiwan, the Port of Kaohsiung is a crucial hub connecting Europe and the Americas. Besides serving as a key nexus in the Asia-Pacific region, it is the largest port in Taiwan, handling approximately 70% of the container volume of Taiwan's ports. With its comprehensive logistics network, infrastructures, and well-positioned port-related industrial zone, the Port of Kaohsiung attracts investment from both domestic and international shipping liners. Through the integration and application of emerging technologies, it is being transformed into a modern, intelligent, and sustainable port.

Kaohsiung Container Terminal No. 7 is Taiwan's first automated and intelligent container terminal. It features a 2,415-meter wharf and covers a container yard area of 149 hectares. The terminal is equipped with automated remote-controlled ship-to-shore gantry cranes, automated rail-mounted gantry cranes, and advanced intelligent access control systems, all of which enhance operational efficiency and environmental sustainability. In the long term, the terminal is projected to handle an annual volume of 6.5 million TEUs, solidifying its status as one of the most advanced container operations bases globally.



Port of Kaohsiung Container Terminal No. 7



Port of Taipei Container Terminal

### Port of Taipei: Industry and Logistics Port

Located in northern Taiwan, the Port of Taipei is a deepwater port and constructed through land reclamation. It has been developed as a gateway for ocean-going container shipping routes, automotive logistics, and green energy industries. Situated near Taoyuan International Airport, Hsinchu Science Park, and northern industrial zones, the port continues to implement land reclamation projects, providing essential land and port facilities for industries. It plays a vital role in supporting the development of northern industries.

### Port of Keelung: Gateway Port of Northern Taiwan

Located in the northernmost region of Taiwan, the Port of Keelung sits at the crossroads of Northeast Asia and has evolved into a key container port for Asia-Pacific routes. It features a comprehensive network of port-related industries and convenient transportation links. Its proximity to northern political, economic, and consumer centers, along with its ability to connect to nearby industrial zones and logistics centers, has established it as the primary gateway port for the northern region.

### Port of Taichung: Gateway and Industrial value-added Port in Central Taiwan

Located in central Taiwan, the Port of Taichung has evolved into a significant transshipment hub for both Asia-Pacific containers and regional cargo. It also encompasses specialized industrial zones dedicated to petrochemicals, energy, manufacturing, processing, warehousing and transshipment, port services, and tourism/recreation. Leveraging the benefits of clustered industries within the port area and a robust transportation network, the port aspires to become a leading center for container, energy, and cargo transshipment, as well as a foundation for industrial development.



## Cargo Business

Taiwan ports group handles a wide range of cargo, such as coal, ore, grains, and steel products. Pipeline infrastructure handles oil products, chemicals, liquefied natural gas, and cement. Furthermore, each port is strategically designated with zones for energy, industry, shipbuilding, and petrochemicals based on regional positioning. In addition, in alignment with industrial development, smart vehicle industrial parks are planned to provide high-quality port facilities and operational environments, facilitating the integration of the entire supply chain.

### Port of Taipei



Automobile logistics is an example of "front shop, back factory" operation for free trade zones. The 1st Bulk Cargo Center has implemented enclosed transportation and storage facilities, while the 2nd Bulk Cargo Center has integrated operations for loading, unloading, storage, and distribution of sand, gravel, cement, and other commodities. It serves as the primary cargo transportation hub in northern Taiwan.

### Port of Keelung



The main types of cargo include sand, steel materials, large machinery parts, oil, and cement. To improve port operational efficiency, modern warehouses are being constructed to increase storage capacity for diversified international logistics businesses.

### Port of Hualien



The primary types of goods handled during loading and unloading include cement, gravel, wood chips, minerals, coal, and various other raw materials. To implement green port policy, some cargo is transported using a sea-rail inter-modal system to reduce carbon emissions.

### Port of Taichung



Positioned as the largest cargo storage and transportation center among Taiwan ports, the Port of Taichung has the capability to handle and store various types of goods. It is strategically located near multiple export processing zones and has designated specialized areas for industries such as petrochemicals, energy, manufacturing, processing, warehousing, transportation, and port services. With comprehensive support services, it effectively maximizes cluster economic benefits.

### Port of Kaohsiung



The Port of Kaohsiung handles a primary cargo mix of iron ore, crude oil, oil product, coal, and iron products. It has developed a petrochemical and oil product storage and transportation center, a shipyard, yacht marina, and a bulk cargo handling base, forming comprehensive industrial clusters in the surrounding area. As the ninth delivery point for the London Metal Exchange (LME) in Asia, the Port of Kaohsiung attracts international non-ferrous metal commodities to be stored, transferred, and shipped within its Free Trade Zone, thus becoming a crucial node in the comprehensive supply chain.

## Free Trade Zone

The Port of Keelung, Port of Taipei, Port of Suao, Port of Taichung, Port of Kaohsiung, and Port of Anping have designated free trade zones within their port areas. These zones operate under the concept of being "inside the border but outside of customs," promoting trade liberalization and internationalization. Free trade zones facilitate the seamless movement of goods, people, money, and technology, offering tax incentives, autonomous management operations, and digital systems to businesses. Additionally, companies within these free trade zones are enabled to engage in deep processing, thereby enhancing their competitiveness within the global supply chain.

## Offshore Wind Power Business

The four aspects of offshore wind power include the turbine pre-assembly area, the localized manufacturing area, O&M services, and training center. Offshore wind power services are provided at the Port of Taipei, Port of Taichung, Port of Budai, Port of Anping, and Port of Kaohsiung.

Besides providing comprehensive port facilities such as hinterland, quayside, and O&M bases for the manufacturing, assembly, and transportation of wind turbine components, TIPC's equity investment businesses, Taiwan International Windpower Training Corporation, Ltd., Taiwan International Ports Heavy-Machinery Corporation, Ltd., TIPC Marine Corporation, Ltd., and Taiwan International Ports Logistics Corporation offer comprehensive services to enhance the supply chain of the wind power industry. These services encompass training, transportation of heavy components, offshore wind power crew and essential supplies, as well as offshore wind cable storage and logistics.







\*Domestic passenger ships berth at Pier 1 (passenger center is located at pier 1).

## Tourism transportation Business

With the increasing popularity of cruise tourism and leisure travel, the cruise business has become a crucial component of port operations. Taiwan's six major cruise ports – Keelung, Taichung, Anping, Penghu, Kaohsiung, and Hualien – are well-equipped to accommodate and service large cruise ships.

To cater to both domestic and international travelers, TIPC has been actively enhancing the customs clearance process for passengers and improving the quality of port facilities and services. Additionally, it has incorporated the concept of overall waterfront development to establish a collection of ports with distinctive tourism appeal.



Cruise in Taiwan



## Waterfront Recreation

Taiwan's ports have been working to develop waterfront recreation by expanding diverse opportunities tailored to each port's unique characteristics. The goal is to revitalize port resources, integrate the port with the city, create public waterfront spaces, and attract visitors.

Each Taiwan port has its distinctive waterfront features. The Port of Kaohsiung is currently undergoing a transformation of its old port area into a waterfront development, with the aim of creating an accessible and friendly city. Additionally, port facilities in the Port of Anping are being made available to attract investments in the construction of a yacht marina. This initiative aims to combine local tourism resources and promote port recreational activities, as well as create leisure and vacation business opportunities.

The Keelung Port East and West Passenger terminal are connected to the Cruise Plaza, developing into a complete international waterfront tourist area. The rooftop of the Keelung East Passenger Terminal features the "Lido Deck Garden", which combines deck views with seascapes and greenery, providing a waterfront recreational space for the public and making it a popular waterfront attraction.

In the Port of Taichung, Mitsui Outlet Park, Taichung Aquarium and Gaomei Wetlands form a harbor tourism business district. The combination of harbor views and shopping mall amenities offers the public the opportunity to enjoy ocean tourism and a fashionable lifestyle.

The Port of Hualien has created a museum without walls in the waterfront recreation area and has renovated the surrounding warehouse cluster. Warehouse #14 offers a combination of whale watching, dining, and recreational activities, making it a central hub for island-hopping cruises and tourist vessels. It is also considered the most stunning cultural and creative pier in eastern Taiwan.



**Port of Kaohsiung** Great Harbor Bridge



**Port of Keelung** Lido Deck Garden



**Port of Anping** Yacht Zone A



**Port of Taichung** MITSUI OUTLET PARK



**Port of Hualien** A museum without walls in the waterfront recreation area



Chapter 3

Harboring Digital Innovation



Pioneering the Future through Smart Technology

Digital Transformation to Create an Innovative Ecosystem

Recognizing the trend of digitalization in the maritime industry, TIPC launched the “Trans Smart 2.0” Plan” in 2021 to integrate new digital services into traditional port operations through innovative technology and a digital transformation mindset. Aligned with the blueprint for the Digital Development of Taiwan Ports 2030, TIPC has outlined three key development strategies: constructing digital infrastructure, integrating and analyzing value-added operational data, and establishing experimental fields for new technology applications.

Under these strategies, several action plans have been implemented, guided by four core principles: investing in IoT sensor infrastructure, deploying AI for identification technology, consolidating port operational data, and fostering technology innovation within port areas.

Operation Safety		Service Quality	
Ship Navigation Aid System	Automatic Gate Sentry Post Control System	Marine Weather Information System	
Intelligent Surveillance Management System	Harbor Structure Maintenance System	Smart Environmental Management Platform	
Port Pass Management System	Dangerous Goods Safety Management System	Smart Port Traffic Monitoring System	
		Smart Passenger Service System	

Operation Efficiency		Sustainable Development	
Asset and Inventory Management System	Port Construction Application and Management System	Protection of Information Security	
3D GIS Platform	API Management Platform	Smart Energy Management System	
Business Intelligence Platform	Automated Container Yard	Smart Port Innovation Technology Pilot Field Project	
Port Operations Control Center		Digital Transformation Incentive Program for the Port Industry	





### Intelligent Surveillance Management System

Integrate the CCTV footage from the Taiwan ports group and utilize AI image recognition to identify any abnormal activities in the port area. This enables proactive alerts and enhances the efficiency of port management.

### Port Area Monitoring Center

Integrates the Taiwan ports group Environmental Quality Information Platform, Port Dangerous Goods Safety Management Platform, Harbor Structure Maintenance System, and Port Area Dynamic Monitoring Center to provide real-time access to the port's operational data.

### Smart Port Traffic Management System

Integrate the CCTV and automatic gate systems in the port area to provide real-time traffic analysis and congestion status, thereby establishing a seamless external transportation network.

### Marine Weather Information System

To enhance port resilience, TIPC has deployed marine meteorology sensor devices to gather real-time data on wind, waves, currents, tides, visibility, and seismic activity in port areas. This initiative aims to improve the effectiveness of port emergency response operations.

# Port Ecosystem

## Digital & Innovation & Sustainability

### Port Pass Management System

E-application for port passes, combined with automated lanes and E-lanes for zone management, enhance port security management.

### Smart Energy Management System

Monitors the energy usage of the port area and buildings, automatically adjusting the operation mode based on environmental changes, and incorporates energy storage devices to minimize energy consumption.

### Ship Navigation Aid System

By integrating radar, AIS, and other relevant sensing devices, virtual safe shipping lanes improve the safety of vessel navigation.

### Automated Container Yard

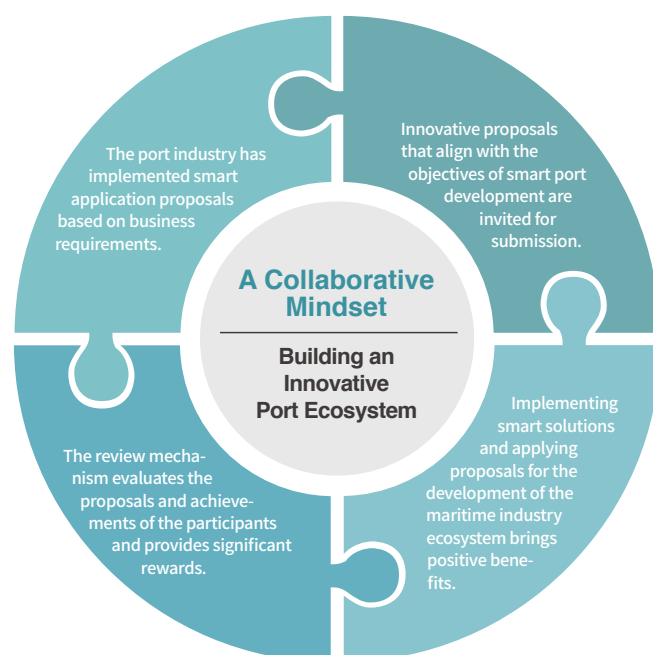
Remote-controlled ship-to-shore gantry cranes, automated rail-mounted gantry cranes, and intelligent customs clearance lanes, combined with an intelligent container yard operation system, allows for continuous monitoring of container yard operations.



## Cross-disciplinary Collaboration and Digital Innovation

### Constructing an Innovation Technology Pilot Field

With the aim of creating an innovative technology pilot field and fostering industry cooperation, we strive to establish an experimental friendly environment at the port. In port operations management, we invite both domestic and foreign information and communication industries to conduct Proof-of-Concept (PoC) projects at Taiwan's international and domestic commercial ports. By utilizing the Proof-of-Service (PoS) and Proof-of-Business (PoB) models, we will implement relevant technological applications and services in port development and extend them across the Taiwan ports group. This includes initiatives such as container handling image recognition, diverse applications of environmental monitoring IoT devices, and testing unmanned vehicle services.



### Supporting Digital Transformation for the Port Industry

To promote the growth of the smart port industry and uphold the principle of mutual benefit within the port industry ecosystem, we are implementing incentive programs to encourage innovation and digital transformation. These programs aim to inspire port operators to embrace smart solutions in areas such as container operations, energy management, logistics management, and passenger services. Our goal is to foster a mutually beneficial and innovative ecosystem for smart ports.



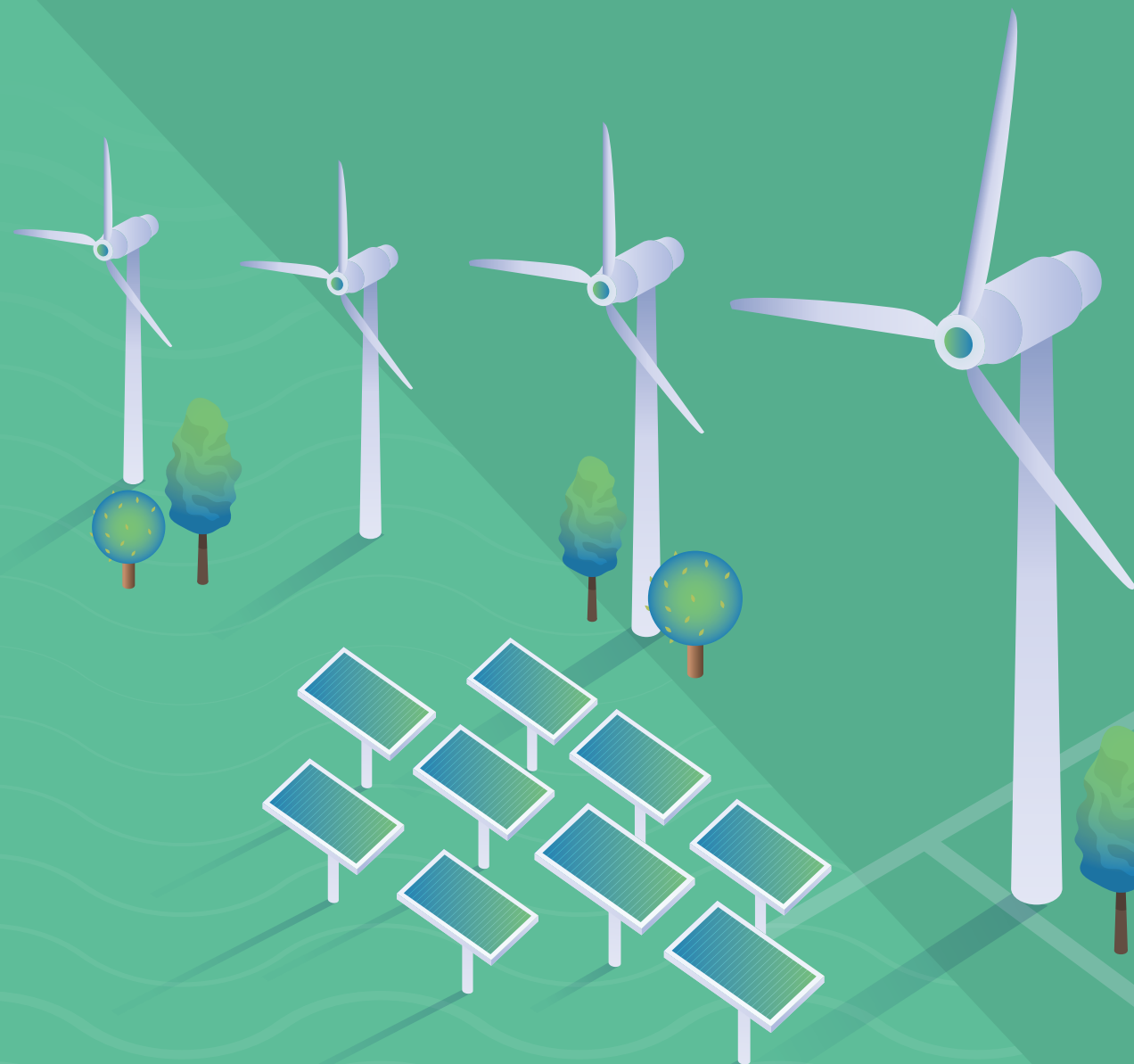
Smart Port





## Chapter 4

# Sailing Towards Sustainability

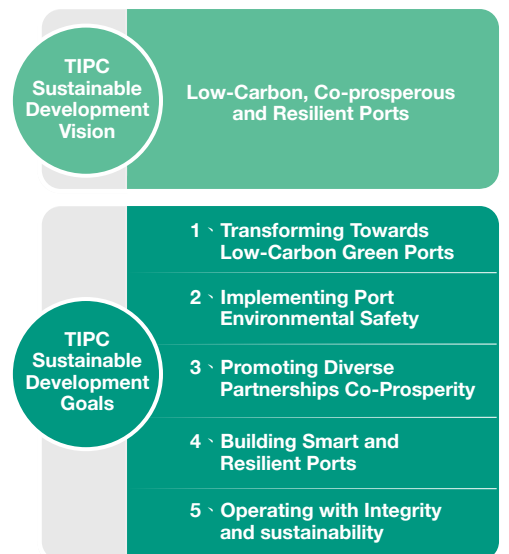


## Port Transformation for Sustainability and Co-existence

### Blueprint of Sustainable Development

As an international port operator, we are currently addressing pressing challenges related to increasingly severe weather events and our commitment to achieving net-zero emissions by 2050 through collaboration across sectors. While pursuing revenue growth, we prioritize maintaining a balance between climate change adaptation and resilience, fostering a sustainable and low-carbon environment, enhancing stakeholder engagement, driving digital transformation, and ensuring effective corporate governance.

To guide our sustainable development efforts, we have established a vision for low-carbon, co-prosperous, and resilient ports. Drawing inspiration from the World Ports Sustainability Program (WPSP), we have defined five sustainable goals and aligned them with relevant strategies in environmental, social, and governance domains. These efforts are particularly focused on promoting Sustainable Development Goals (SDGs) 7, 8, 9, 11, 13, 14, and 17, demonstrating our steadfast commitment to sustainable development.



TIPC prioritizes the promotion of SDGs

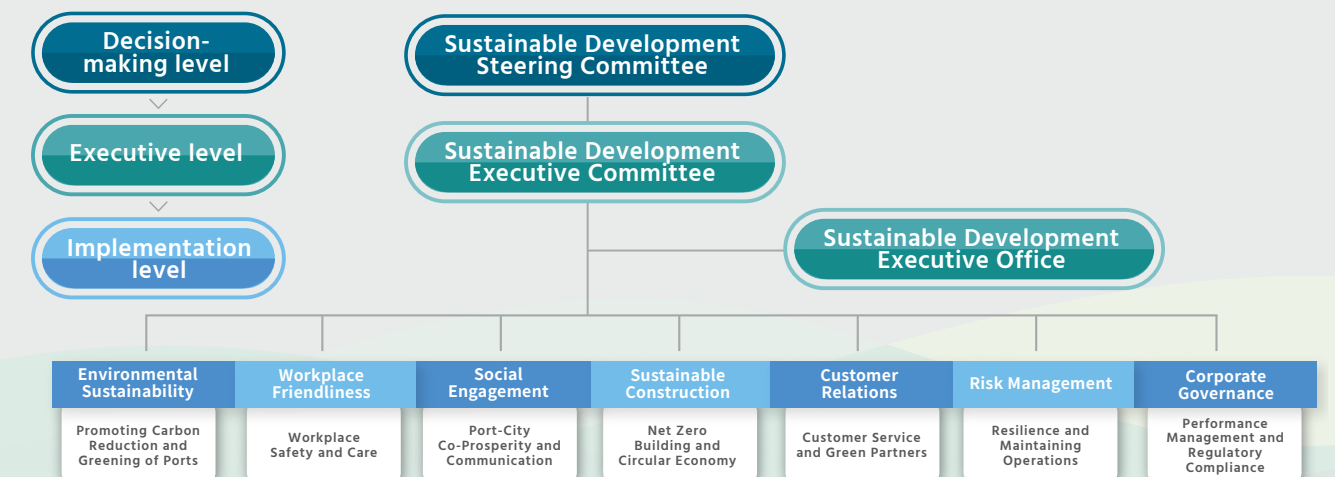


## Organizational Structure for Sustainable Development Governance

To implement Environmental, Social, and Governance (ESG) sustainable development policies, we have established several key bodies within our organization. These include the Sustainable Development Steering Committee and the Sustainable Development Executive Committee. Additionally, we have set up the Sustainable Development Executive Office and the Sustainable Development Working Group to actively promote sustainable practices across our operations.

Our commitment extends to addressing both domestic and international sustainable development challenges, with a keen awareness of the impact of climate change and greenhouse gas emissions on port operations. We fulfill our corporate social responsibility by continuously enhancing corporate governance, environmental protection measures, employee well-being initiatives, and community engagement efforts.

Our overarching goal is to ensure sustainable business operations that create long-term value for the port and contribute positively to our stakeholders and society at large.





## Green Port and Sustainable Development

### 2050 Net Zero Emissions

By establishing facilities for renewable energy power generation, adopting low-carbon clean energy, implementing energy management systems, providing green port incentive schemes, and purchasing green electricity, we are actively working toward transforming into a low-carbon green ports group.

### Promoting the Circular Economy and Sustainable Construction

Adhering to the concept of the circular economy, we utilize construction surplus soil, BOF slag, dredged soil, and existing caissons during land reclamation, combined with innovative construction methods, to minimize the need for external stone materials. This approach not only reduces construction costs but also effectively lowers carbon emissions. By embracing the principles of the circular economy – Reuse, Rethink, Redesign – we strive to create a high-quality and environmentally friendly port.

### Seven International Ports have Obtained Eco Ports Certification

TIPC has achieved Eco Ports Certification for all seven international ports and is actively working to optimize and upgrade the port environment. The objective of becoming globally recognized green eco-ports.

### Emphasizing the Balance of Conservation between Marine and Terrestrial Ecosystems

Beach nourishment and protection measures are implemented annually to prevent beach erosion. Tree planting and replacement are continuously undertaken to maintain the ports' forest area. Regular monitoring of wildlife in the Nanxing reservation, marine water quality, the mangrove forest at the Port of Anping, the coral reef at the Port of Suao, and the white dolphin ecological environment at the Port of Taichung is conducted to maintain the ecological balance of the port's land and sea areas.

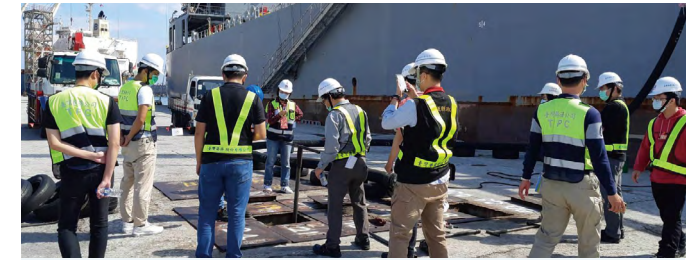


## Friendly Environment and Giving back to Society



### Creating a Friendly Workplace to Build a Happy Company and Environment

Education centers were established in Keelung, Taichung, and Kaohsiung, creating a supportive parenting environment, and helping to make the enterprise a highly praised and happy workplace for employees.



### Strengthening Partner Relationships and Promoting Workplace Safety

To ensure the safety of employees, port contractors, and port operations, workplace safety management mechanisms are optimized. This helps create a secure and reliable work environment.



### Social Care and Mutual Assistance

To promote community care and enhance local value, we have organized a range of charitable activities, including donating essential items and providing dedicated volunteer services. We are committed to actively supporting the community and assisting those in need.



### Creating Synergies in Port-City Cooperation

Promoting environmental education and encouraging the general public and businesses in the harbor area to take daily care of the environment helps achieve the goal of sustainable environmental development.

## Company Operations and Sustainable Management

### Diverse composition of the Board of Directors

The Board of Directors comprises experts from diverse professional fields, including transportation, management, and sustainable development. Many of them are former high-ranking officials from both the central and local governments. They review and discuss various operational proposals presented by the management team and focus on economic, environmental, social, and sustainable matters.

### Stable Growth in Port Operations

The main business activities of TIPC include berthing, tugboats, loading and unloading, and warehousing. Through promotion of the concept of "Taiwan ports group", TIPC aims to enhance its core performance and achieve diversified business growth through innovative thinking, ultimately increasing overall revenue.

### Enhancing Port Resilience and Adaptability

By actively implementing the company's internal control system, TIPC aims to enhance its cybersecurity protection capabilities to achieve zero losses. Measures include addressing climate change risks through initiatives such as establishing climate-resilient wharves and implementing facility maintenance mechanisms to enhance adaptive capacity.

### Emphasizing Talent-Sustainable Development

Emphasizing the importance of talent, creating a TIPC Learning Map, enhancing the implementation of a structured and hierarchical training and development plan for colleagues, and establishing a nurturing environment for sustainable talent development.

### Sustainable Development in Alignment with the International Community

The ESG report adheres to the latest version of the GRI Standards and has been verified by an external third-party organization to increase trust in the disclosure of information for both external and internal stakeholders.







## Glory and Recognition

TIPC's customer-centric quality service has earned the trust and recognition of customers both domestically and internationally. It has also garnered awards and accolades from international media and organizations:

### IAPH-World Ports Sustainability Awards

Resilient Physical Infrastructure Winner

### Public Construction Commission Golden Quality Award

Excellence



### 1111 Job Bank

Happy Enterprise Gold Award



### CommonWealth Education Media and Publishing Co., Ltd

Family Friendly Workplace Award

### HR Asia

Best Companies to Work for in Asia

### Womany

"Annual DEI Enterprise Golden Award" and "DEI Best Corporate Employer Award"

### Evaluation of the Effectiveness of the Employee Assistance Program in the Agencies under the Ministry of Transportation and Communications

Outstanding Award

### The Global Logistics & Commerce Council of Taiwan (GLCT) ESG Logistics Sustainability Award

Field Environment Sustainability Group Gold Award

### Taiwan Corporate Sustainability Awards (TCSA)

"Corporate Sustainability Reports" Platinum and Gold Awards  
"Circular Economy" Leadership Award



### British Standards Institution (BSI)

Sustainable Resilience ESG Practice Award

### Asia Cruise Leaders Network(ACLN)

Special Achievement Award

### Taiwan Sustainability Action Awards (TSAA)

SDG9 Industry, Innovation, and Infrastructure Bronze Award

Year: 2022-2023





**TIPC**

臺灣港務股份有限公司  
TAIWAN INTERNATIONAL PORTS CORP., LTD.

