

专访太平船务执行主席张松声：现在是投资中国的最好时机	Exclusive Interview with PIL Executive Chairman Teo Siong Seng: Now is the Best Time to Invest in China
中国在全球产业链和供应链中具有独特的地位，安全、稳定、完整，具备强大的韧性。太平船务看好在中国的长远发展，并将继续增加在中国市场的投资。	China holds a unique position in the global industrial and supply chains, being safe, stable, complete, and resilient. PIL is optimistic about long-term development in China and will continue to increase its investments in the Chinese market.
来自于多边贸易框架的稳定性和全球供应链的韧性，正在支撑全球贸易复苏取得进展。	Stability from multilateral trade frameworks and resilience in global supply chains are supporting the recovery of global trade.
例如，《区域全面经济伙伴关系协定》（RCEP）的深入实施，为中国与东盟经贸往来和产业链构建带来了重大利好。区域贸易成本大幅降低，产业链和供应链联系更加紧密，受益范围不断扩大，为地区经济一体化和发展繁荣注入强劲动能，也为区域航运企业发展带来源源不断的动力。	The in-depth implementation of the Regional Comprehensive Economic Partnership (RCEP) has significantly benefited economic and trade exchanges between China and ASEAN, as well as the construction of industrial chains. Regional trade costs have been substantially reduced, and the links between industrial and supply chains have become closer, expanding the range of benefits and injecting strong momentum into regional economic integration and prosperity. This has also provided continuous driving force for the development of regional shipping companies.
太平船务（PIL）成立于1967年，总部位于新加坡，业务重点是南北航线，包括中国至非洲、拉美、南太平洋以及红海、波斯湾等地。在东南亚航运市场上，太平船务占据着龙头地位。	PIL, founded in 1967 and headquartered in Singapore, focuses on north-south routes, including those from China to Africa, Latin America, the South Pacific, the Red Sea, and the Persian Gulf. PIL holds a leading position in the Southeast Asian shipping market.
5月7日，太平船务执行主席张松声在新加坡总部，接受了中国航务周刊总编辑陈宏兵的独家专访。	On May 7, Teo Siong Seng, Executive Chairman of PIL, gave an exclusive interview to Chen Hongbing, Editor-in-Chief of China Shipping Weekly, at the company's headquarters in Singapore.

<p>针对中国-东盟市场机遇、多式联运、绿色发展、供应链稳定等问题，张松声发表了专业且富有建设性的观点。他结合太平船务多年在中国市场的扎根和投资兴业多元发展取得的卓越成就，表达了对中国市场的坚定信心。</p>	<p>Teo shared his professional and constructive views on opportunities in the China-ASEAN market, multimodal transport, green development, and supply chain stability. Drawing on PIL's many years of deep-rooted investment and diverse development in China, he expressed strong confidence in the Chinese market.</p>
<p>“中国在全球产业链和供应链中具有独特的地位，安全、稳定、完整，具备强大的韧性。”张松声坚定地认为。他同时表示，现在是投资中国的最好时机，太平船务看好在中国的长远发展，并将继续把握中国市场更多与时俱进的投资机会。</p>	<p>"China holds a unique position in the global industrial and supply chains, being safe, stable, complete, and resilient," Teo firmly believes. He also stated that now is the best time to invest in China. PIL is optimistic about its long-term development in the country and will continue to seize more timely investment opportunities in the Chinese market.</p>
<p>在充满挑战的市场环境下，亚洲区域在国际航运市场上表现出色，这要归功于中国和东盟贸易结构的持续优化，以及产业链和供应链更加紧密的联系。</p>	<p>In a challenging market environment, the Asian region has performed well in the international shipping market, thanks to the continuous optimization of trade structures between China and ASEAN and the closer links in industrial and supply chains.</p>
<p>张松声告诉中国航务周刊：“事实上，中国一直是太平船务最重要的市场。自从我父亲 1967 年创立太平船务以来，我们一直与中国保持着紧密的联系。对于航线网络遍布东南亚的太平船务来说，随着中国和东盟之间战略合作范围更广、层次更深，以及产业链向东南亚转移，亚洲区域内、特别是东南亚航运市场的增量空间将进一步扩大，这也是支撑我们运量增长、进一步拓展航运物流业务的关键因素。”</p>	<p>Teo told China Shipping Weekly, "In fact, China has always been PIL's most important market. Since my father founded PIL in 1967, we have maintained close ties with China. For PIL, whose route network spans Southeast Asia, the broader and deeper strategic cooperation between China and ASEAN, and the shift of industrial chains to Southeast Asia, will further expand the growth space in the Asian region, especially the Southeast Asian shipping market. This is a key factor supporting our volume growth and further expansion of our shipping and logistics business."</p>
<p>早在二十世纪六十年代中国改革开放前，太平船务就已开辟了中国通往阿拉伯湾、红海和东非的航线，也参与了早期中国对非洲的援助，包括坦赞铁路的建设，成为</p>	<p>As early as the 1960s, before China's reform and opening up, PIL had already opened routes from China to the Arabian Gulf, the Red Sea, and East Africa. PIL also participated in early Chinese aid to Africa, including the construction of the TAZARA</p>

<p>早期少数成功开拓中国市场的外资航运企业之一。</p>	<p>Railway, becoming one of the few foreign shipping companies to successfully enter the Chinese market.</p>
<p>经过多年不懈的努力，太平船务在中国树立起了良好的信誉。目前，太平船务在中国上海设有跨国公司区域总部，下设 24 个分公司，每周有 28 条航线挂靠中国港口。</p>	<p>Through years of hard work, PIL has established a good reputation in China. Currently, PIL has a regional headquarters for multinational companies in Shanghai, with 24 branches and 28 routes calling at Chinese ports weekly.</p>
<p>张松声认为，自从 2003 年中国与东盟建立战略伙伴关系以来，已跨越 20 年这一里程碑，中国与东盟的联系日渐紧密，合作道路越走越宽。如今，中国已成为东盟的第一大贸易伙伴，东盟也从 2020 年起跃升为中国的第一大贸易伙伴，双方的贸易往来还在持续增长。</p>	<p>Teo noted that since China and ASEAN established a strategic partnership in 2003, they have reached a 20-year milestone, with increasingly close ties and widening cooperation paths. Today, China has become ASEAN's largest trading partner, and ASEAN has become China's largest trading partner since 2020, with trade between the two continuing to grow.</p>
<p>近年来，太平船务敏锐地察觉到国际陆海贸易新通道建设带来的诸多机遇，持续投资中国，与中国在绿色低碳、智慧数字化、海铁联运等方面深化合作。</p>	<p>In recent years, PIL has keenly observed the numerous opportunities brought by the construction of new international land-sea trade corridors and has continuously invested in China, deepening cooperation in areas such as green and low-carbon initiatives, smart digitalization, and sea-rail intermodal transport.</p>
<p>连续两年，太平船务集团高层与中国管理层在上海开展的深入战略讨论，再次突出太平船务看重中国市场，表明了太平船务愿与中国共谋发展的决心。</p>	<p>For two consecutive years, PIL's senior management has engaged in in-depth strategic discussions with Chinese management in Shanghai, highlighting PIL's focus on the Chinese market and its determination to seek joint development with China.</p>
<p>2024 年，太平船务董事会首次海外会议在中国上海召开</p>	<p>In 2024, PIL's Board of Directors held its first overseas meeting in Shanghai, China.</p>
<p>张松声进一步表示：“这几年，我看到了在市场充满变化的环境下，中国企业的强大韧性，我对中国市场很有信心。下一步，太平船务将在造船、航线开辟和新能源产品研发等方面，考虑在中国增加投资。”</p>	<p>Teo further stated, “In recent years, I have witnessed the strong resilience of Chinese enterprises in a constantly changing market environment. I have great confidence in the Chinese market. Going forward, PIL will consider increasing investments in shipbuilding, route development, and the</p>

	research and development of new energy products in China.”
<p>此外，作为陆海新通道的早期支持者之一，太平船务自 2017 年以来就积极参与这一国际陆海贸易新通道的建设，开辟了广西北部湾钦州至泰国、越南、马来西亚和新加坡的直达航线，缩短货物运输距离，提高服务水平。加快布局西部内陆地区，发展铁海联运班列。</p>	<p>Additionally, as an early supporter of the new international land-sea trade corridor, PIL has actively participated in its construction since 2017, opening direct routes from Qinzhou in Guangxi Beibu Gulf to Thailand, Vietnam, Malaysia, and Singapore. This has shortened transportation distances and improved service levels. PIL is also accelerating its layout in the western inland regions, developing sea-rail intermodal train services.</p>
<p>“钦州至东南亚航线的优势在疫情时充分表现了出来，这个通道上的货量没有受到影响，而且不断增加，这归功于中国和东盟贸易增加的带动作用，未来太平船务计划增加该航线的班次。”张松声透露。</p>	<p>“The advantages of the Qinzhou to Southeast Asia route were fully demonstrated during the pandemic. The cargo volume on this corridor was not affected and continued to increase, driven by the growth in China-ASEAN trade. In the future, PIL plans to increase the frequency of this route,” Teo revealed.</p>
<p>为更好地开展业务，2018 年，太平船务在广西投资、建设并运营了中新南宁国际物流园，成为西部陆海新通道上中新合作的杰出典范。</p>	<p>To better conduct business, PIL invested in, constructed, and began operating the Sino-Singapore Nanning International Logistics Park in Guangxi in 2018, becoming an outstanding example of Sino-Singapore cooperation along the western land-sea new corridor.</p>
<p>在张松声看来，西部陆海新通道开辟了一条新的物流大通道，把整个中国西部与东盟乃至南亚、中东、非洲地区连接起来，给中国和东盟的企业带来巨大商机，而广西正是西部陆海新通道一个非常重要的节点。将物流园建在南宁，既能利用中国西部省份开放开发的机会打开市场，也能让成熟的仓储物流服务推进国际陆海贸易新通道的建设，这是互利互惠的双赢局面。</p>	<p>In Teo’s view, the western land-sea new corridor has opened a major logistics route, connecting the entire western China with ASEAN, South Asia, the Middle East, and Africa, bringing enormous business opportunities to Chinese and ASEAN enterprises. Guangxi is a crucial node in this corridor. Establishing the logistics park in Nanning allows leveraging the opening and development opportunities of China’s western provinces, while mature warehousing and logistics services advance the construction of the international land-sea trade corridor. This is a mutually beneficial win-win situation.</p>

<p>“目前，中新南宁国际物流园总投资超 100 亿元，建成 320 万平方米的仓库和厂房，引进了 30 多家世界 500 强和中国物流 100 强龙头企业入驻，成为中新合作的旗舰型物流园项目，也是新加坡在西部陆海新通道上参与投资的最大的物流园项目，得到了广西壮族自治区和南宁市政府的大力支持。建成后，物流园产业集聚效应将加速显现，积极打造多式联运国际智慧物流新高地。”张松声介绍道。</p>	<p>“Currently, the Sino-Singapore Nanning International Logistics Park has a total investment of over 10 billion yuan, with 3.2 million square meters of warehouses and factories built. It has attracted over 30 leading companies from the Fortune Global 500 and China's Top 100 Logistics Companies. It is a flagship logistics park project of Sino-Singapore cooperation and the largest logistics park project invested by Singapore in the western land-sea new corridor. It has received strong support from the Guangxi Zhuang Autonomous Region and Nanning Municipal Government. Once completed, the industrial agglomeration effect of the logistics park will accelerate, actively creating a new high ground for international intelligent logistics with multimodal transport,” Teo explained.</p>
<p>据了解，2021 年，中新南宁国际物流园又和中国-东盟博览会秘书处联合打造了中国-东盟特色商品汇聚中心，完成线下 17 个主题展馆建设，包括 10 个东盟国家馆，4 个 RCEP 其他区域国家馆等，并于 2022 年 9 月正式运营，打造中国-东盟各国线上线下电子商务平台，助力东盟商家进军中国市场和中国企业出海。</p>	<p>It is reported that in 2021, the Sino-Singapore Nanning International Logistics Park, in collaboration with the China-ASEAN Expo Secretariat, created the China-ASEAN Featured Products Collection Center. It completed the construction of 17 offline thematic pavilions, including 10 ASEAN national pavilions and 4 RCEP regional pavilions, and began operations in September 2022. It aims to build an online and offline e-commerce platform for China-ASEAN countries, helping ASEAN merchants enter the Chinese market and Chinese enterprises go global.</p>
<p>2023 年，园区再添中国-东盟（南宁）水果交易中心，促进广西及中国优质水果与东盟国家水果市场双向规模化交易，形成产业专业化交易市场。</p>	<p>In 2023, the park added the China-ASEAN (Nanning) Fruit Trading Center, promoting large-scale, two-way trade of high-quality fruits between Guangxi, China, and ASEAN countries, creating a specialized industry trading market.</p>
<p>科学推进减排降碳</p>	<p>Scientifically Advancing Emission Reduction and Carbon Reduction</p>

<p>全球 90% 以上的商品贸易量通过航运完成，同时，航运业产生的温室气体排放量，占全球温室气体排放量（GHG）的 3%，如果不及时采取脱碳行动，预计这些排放量将随着海上运输和贸易量的增长而增长。由此，随着航运业可持续发展，低碳化转型是必然的选择。</p>	<p>Over 90% of global trade by volume is conducted via shipping, which accounts for 3% of global greenhouse gas (GHG) emissions. Without timely decarbonization actions, these emissions are expected to increase with the growth of maritime transport and trade. Therefore, as the shipping industry moves towards sustainable development, low-carbon transformation is a necessary choice.</p>
<p>作为全球排名前列的集装箱班轮公司，近年来，太平船务重视绿色航运发展，积极响应国际海事组织（IMO）的号召，致力于投资和实施绿色解决方案，以达到在 2050 年实现净零排放的目标。</p>	<p>As one of the world's leading container shipping companies, PIL has recently focused on green shipping development, actively responding to the International Maritime Organization's (IMO) call by investing in and implementing green solutions to achieve net-zero emissions by 2050.</p>
<p>为此，太平船务已于 2022 年设立了海事效率优化中心，又先后订购了 8 艘 LNG 双燃料集装箱船，并分别于 2023 年 11 月与新加坡港务集团，以及在 2023 年 12 月举办的联合国气候变化大会（COP28）上与迪拜环球港务集团，签订了合作谅解备忘录，共同开发供应链绿色解决方案。</p>	<p>To this end, PIL established the Maritime Efficiency Optimization Center in 2022 and ordered eight LNG dual-fuel container ships. In November 2023, PIL signed a memorandum of understanding (MOU) with PSA International and another MOU with DP World at the UN Climate Change Conference (COP28) in December 2023, to jointly develop green supply chain solutions.</p>
<p>今年 4 月 15 日，太平船务与中国船级社武汉规范研究所（CCSWR）签署合作备忘录（MOU），共同推进航运脱碳进程。根据备忘录，双方将在航运业温室气体减排综合解决方案、绿色燃料供应链、碳排放评估和认证、绿色燃料加注及箱船绑扎技术等方面进行深入合作，为航运业绿色发展增添动能。</p>	<p>On April 15 this year, PIL signed an MOU with the China Classification Society Wuhan Rules & Research Institute (CCSWR) to jointly advance the decarbonization of shipping. According to the MOU, both parties will cooperate deeply on comprehensive GHG reduction solutions for the shipping industry, green fuel supply chains, carbon emissions assessment and certification, green fuel bunkering, and container ship lashing technology, adding momentum to the green development of the shipping industry.</p>
<p>张松声透露，目前，太平船务一方面寻求与中国船厂合作，研究如何对现有船舶的</p>	<p>Teo revealed that PIL is currently seeking to collaborate with Chinese shipyards to study how to optimize the Carbon Intensity</p>

<p>CII（碳强度指数）进行优化，改装新的螺旋桨；另一方面，在清洁燃料加注领域，太平船务也正与上海国际港务（集团）股份有限公司、中国石油化工集团有限公司等，探讨合作方案。同时，太平船务还积极发展铁水联运，这些措施都将大大减少碳排放。</p>	<p>Indicator (CII) of existing vessels by retrofitting new propellers. In the field of clean fuel bunkering, PIL is also exploring cooperation plans with Shanghai International Port Group and China Petroleum & Chemical Corporation. Additionally, PIL is actively developing rail-water intermodal transport. These measures will significantly reduce carbon emissions.</p>
<p>不过，更多的挑战还在路上。</p>	<p>However, more challenges lie ahead.</p>
<p>今年 1 月 1 日起，欧盟将航运业纳入碳排放交易系统体系（EU Emission Trading System，简称 EU ETS），这一规定将不可避免地增加航运业成本，航运企业需要为自己的碳排放买单。</p>	<p>As of January 1 this year, the EU has included the shipping industry in its Emission Trading System (EU ETS), a regulation that will inevitably increase the costs for shipping companies, which must now pay for their carbon emissions.</p>
<p>对此，张松声强调：“航运业的绿色化发展是大势所趋，但是减排降碳的过程要科学化、系统化，要考虑到发展中国家，并具有经济可行性。如何在不影响经济恢复的情况下，从客户的角度考虑，选择更为适合的减排措施，这一点对航运企业来说是非常重要的。”</p>	<p>Teo emphasized, "The green development of the shipping industry is an inevitable trend. However, the process of emission reduction and decarbonization must be scientific and systematic, considering developing countries and being economically feasible. For shipping companies, it is crucial to choose the most appropriate emission reduction measures without affecting economic recovery, taking the customer's perspective into account."</p>
<p>打造智能高效供应链</p>	<p>Building an Intelligent and Efficient Supply Chain</p>
<p>当前，在全球范围内，红海危机加剧、多国爆发罢工、极端天气等复杂的运营环境，促使航运业更加重视客户关系、风险管理、更有力的规划、就绪程度、韧性和数字化。为应对海洋业务减少的悲观前景，航运企业从拓展新业务和开展多元化服务的角度出发，寻求延伸运输链条，整合海运和内陆业务，构建全程物流，提供端到端服务。</p>	<p>Currently, with the increasing Red Sea crisis, strikes in multiple countries, extreme weather, and other complex operational environments worldwide, the shipping industry is paying more attention to customer relations, risk management, stronger planning, readiness, resilience, and digitalization. To cope with the pessimistic outlook for ocean business, shipping companies are seeking to extend the transport chain by expanding new businesses and providing diversified services, integrating sea and inland</p>

	operations, building end-to-end logistics, and offering comprehensive services.
<p>张松声表示，航运企业构建全程物流供应链，能够为货主和货代解决物流运力短缺提供新选择，尤其是在包括非洲、中东等具有挑战的地区。目前，太平船务正在东非和西非地区推进端到端服务。</p>	<p>Teo stated that building an end-to-end logistics supply chain can offer new options for shippers and freight forwarders to address logistics capacity shortages, especially in challenging regions such as Africa and the Middle East. PIL is currently promoting end-to-end services in East and West Africa.</p>
<p>“然而，在信息、数据多且杂的大数据时代，如何利用好数据，为客户提供一个高效、安全、可靠的供应链服务，是具有极大挑战的。为实现这一目标，太平船务已经推进了一系列数字化举措，包括实施电子提单（eBL），以缩短交货时间、提高运营效率，并为客户提供更好的服务体验。下一步，我们仍将继续致力于数字化发展，增强供应链的可见性。”张松声说。</p>	<p>"However, in this era of abundant and complex big data, effectively utilizing data to provide customers with efficient, secure, and reliable supply chain services is a significant challenge. To achieve this goal, PIL has implemented a series of digital initiatives, including the adoption of electronic bills of lading (eBL) to shorten delivery times, enhance operational efficiency, and improve the customer service experience. Moving forward, we will continue to focus on digital development to enhance supply chain visibility," Teo said.</p>
<p>今年4月18日，太平船务正式加入非营利组织数字集装箱航运协会（DCSA）。在太平船务首席执行官高瑞泽（Lars Kastrup）看来，数字化不仅能够提高效率、降低成本，还减少了太平船务的碳足迹，并简化了所有利益相关方之间的交易。他表示，目前除了加入DCSA，太平船务还始终致力于加强数据、流程的标准化及监管，改善工作方式，优化运营效率。</p>	<p>On April 18 this year, PIL officially joined the Digital Container Shipping Association (DCSA), a non-profit organization. According to Lars Kastrup, CEO of PIL, digitalization not only improves efficiency and reduces costs but also reduces PIL's carbon footprint and simplifies transactions among all stakeholders. He stated that in addition to joining DCSA, PIL is committed to enhancing the standardization and regulation of data and processes, improving work methods, and optimizing operational efficiency.</p>
<p>不管如何，作为一家成立57年的现代化航运企业，在市场变幻中，有了足够的立身之本和未来储蓄。在中国，太平船务已经深度融入中国-东盟贸易和命运共同体，而在世界，太平船务正在顺应潮流和趋势，以数字化、全程化参与整个行业的变革，更好地服务于全球贸易。</p>	<p>Regardless, as a modern shipping company with 57 years of history, PIL has enough foundation and future reserves to navigate market changes. In China, PIL has deeply integrated into China-ASEAN trade and the community with a shared future. Globally, PIL is adapting to trends by participating in the industry's transformation through</p>

	digitalization and comprehensive services, better serving global trade.
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