

# Sustainable Development Report



## About this report

### Reporting time range

From January 1, 2022 to December 31, 2022, some contents and data are appropriately traced back to previous years.

### Report issuing period

This report is an annual report and the tenth social responsibility report and the third sustainable development report issued by China Machinery Engineering Corporation, which was first renamed as “Sustainable Development Report” in 2020.

### Report organization scope

China Machinery Engineering Corporation and its subordinate enterprises.

### Report title description

For ease of expression and convenience of reading, China Machinery Engineering Corporation is also hereinafter referred to as “CMEC”, “CMEC Group”, “We”, and “the Company”. Among them, China National Machinery Industry Corporation, the controlling shareholder of China Machinery Engineering Corporation, is hereinafter referred to as “SINOMACH”.

The subordinate enterprises of China Machinery Engineering Corporation are hereinafter referred to as their abbreviations: China National Electric Engineering Co., Ltd. is referred to as “CNEEC”, China Machinery Industrial Products Co., Ltd. is referred to as “CMIPC”, China Machinery International Engineering Design and Research Institute Co., Ltd. is referred to as “CMIE”, China Jikan Research Institute of Engineering Investigations and Design Co., Ltd. is referred to as “JK Institute”, China Equipment International Trading Co., Ltd. is referred to as “CMECINT”, and CMEC General Machinery Import & Export Co., Ltd. is referred to as “GMIE” and Beijing Sciencetech International Project Management Co., Ltd. is referred to as “BJSI” and so on.

### Report data source

The data in the report are from the 2022 work report and other official documents of China Machinery Engineering Corporation, and some historical data are retroactively restated according to changes in accounting standards. The currency unit referred to herein is RMB Yuan unless otherwise stated.

### Report preparation bases

The Guiding Opinions on Fulfilling Social Responsibilities of Central Enterprises and The Guiding Opinions on Better Fulfilling Social Responsibilities of State-owned Enterprises issued by the State-owned Assets Supervision and Administration Commission of the State Council

The Sustainability Reporting Universal Standards (GRI Standards) issued by the Global Reporting Initiative (GRI)

ISO 26000: The Guidance on Social Responsibility (2010) issued by the International Organization for Standardization (ISO)

The Guide on Social Responsibility for Chinese International Contractors and The Guidelines of Sustainable Infrastructure for Chinese International Contractors (SIG) issued by China International Contractors Association.

### Report version acquisition

This report is available in both Chinese and English, and is issued in both hard and electronic formats. In case of any discrepancy between the Chinese version and the English version of this report, the Chinese version shall prevail. For a hard copy of the report, please contact us. Moreover, you can also visit the website of China Machinery Engineering Corporation ([www.cmec.com](http://www.cmec.com)) to download the electronic version of this report.

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## Corporate profile

China Machinery Engineering Corporation is a core subsidiary of SINOMACH – one of global 500 corporations. CMEC was incorporated in 1978. It is China’s first engineering & trade company. It has been developed for over 40 years. Currently, CMEC is a large international enterprise Group which is focusing on engineering contracting and industrial development businesses, and which integrates trade, design, survey, logistics, research and development, as well as other full industry chain supports. It is able to provide preplanning, design, investment, financing, construction, operation and maintenance, as well as other “one-stop” customized solutions for integrated regional development and various engineering projects.

CMEC has spread its engineering construction and trade services in more than 160 countries and regions, and has built batches of excellent projects covering energy, water affairs, environmental protection, agricultural cooperation, capital construction, transportation infrastructure, industrial engineering, communications and other fields in nearly 60 countries and regions, especially in “Belt and Road” countries.

In 2022, CMEC successfully withstood the impact of various internal and external factors that led to reduced profits. The executives and employees of CMEC made great efforts, actively responded to the challenging and complex external environment, and remained confident in achieving a “second entrepreneurship”, ensuring the steady operation of CMEC.



## Corporate governance

### Strengthen the guidance of party building

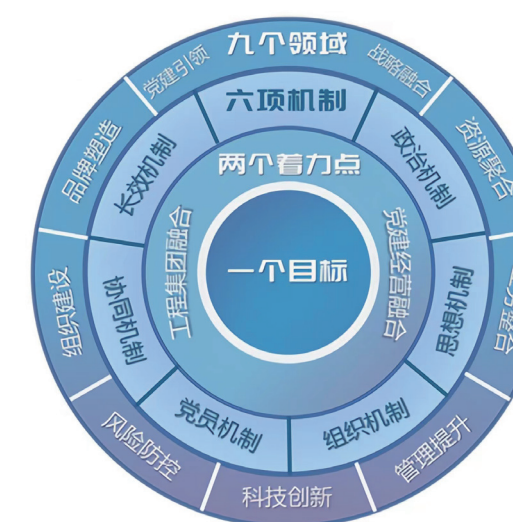
In 2022, under the strong leadership of the Party Committee of China National Machinery Industry Corporation (SINOMACH), CMEC’s Party Committee, with a firm grasp on the overall situation of “stability” and anchored in the goal of “development”, united and led all party members, cadres, and employees to resolutely implement the major policies of the Central Committee of the Communist Party of China and the decisions of higher-level organizations. Emphasizing the reception of the 20th National Congress of the Communist Party of China and the dissemination and implementation of its guiding principles as the main focus of work throughout the year, CMEC’s Party Committee continuously leverages the role of Party building in providing political guidance, organizational support, and developmental empowerment within the Company’s management, and has made substantial progress in the high-quality construction of the CMEC group’s headquarters, thus embarking on a new journey of “second entrepreneurship” for CMEC.

#### Promoting dual integration and dual promotion through the establishment of the Party-building brand

- ◆ CMEC’s party committee formulated and released the “Party-building Empowerment and Integration Enhancement” Implementation Plan for Creating the Party-building Brand
- ◆ A system for creating the “1269” Party-building brand has been formed, with the sole goal of serving the reform and development of the CMEC Group. Two main focal points are promoting internal integration within the CMEC Group and deep integration of party-building operations. This is achieved through the establishment of six mechanisms: political, ideological, organizational, party member, collaborative, and long-term mechanisms. These mechanisms are implemented in nine key areas: strategic integration, resource aggregation, business integration, management enhancement, technological innovation, risk prevention and control, organizational development, brand shaping, and Party-building leadership.
- ◆ Employing comprehensive and cooperative learning and construction as a carrier, the Company has achieved a series of results in platform construction, mechanism establishment, and work innovation. This has effectively promoted the high-quality construction of the headquarters of the CMEC Group and the continued establishment and effectiveness of the large-scale collaboration mechanism within the CMEC Group.



Party-building Empowerment and Integration Enhancement



The “1269” Party-building Brand Creation System

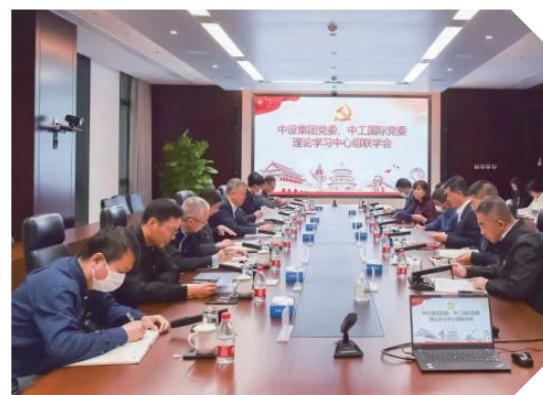
Committed to effectively integrating Party-building operations, emphasizing tangible development outcomes. The Party committee of the Company gives prominence to the empowering role of Party-building, promotes comprehensive resonance and deep integration between Party-building and business operations, and transforms the political and organizational advantages of the Party into advantages for high-quality corporate development, continuously unleashing the "multiplicative effect" of Party-building and development.

**Comprehensively carrying out cooperative learning and construction activities centered around business development**

- ◆ The Party committee of the Company took the lead in setting an example by holding a cooperative learning and construction symposium with the Third Bureau of the International Department of the CPC Central Committee and China Economic Cooperation Center. The symposium, themed "Studying and Practicing Xi Jinping's Economic Thought, Investigating the Construction of State-owned Enterprises' Belt and Road, and Experiencing the Development of the Economy in the New Era," provided profound learning and understanding of General Secretary Xi's diplomatic thoughts and the overall diplomatic landscape. This initiative has provided strong support for business development and innovation.
- ◆ The Company, together with the Party Committee Central Group of China CAMC Engineering Co., Ltd., held two joint learning sessions throughout the year, establishing a mechanism for mutual learning, resource sharing, and collaborative development, with the aim of jointly solving problems, strengthening fortresses, sharing resources, and seeking common development.
- ◆ Under the leadership of the Company's Party committee, party organizations at all levels actively align themselves with government and business resources through Party-building, engaging in diverse cooperative learning and construction activities with government departments, industry associations, financial banks, and our overseas embassies and consulates. These activities have created a favorable atmosphere for strengthening connections, deepening cooperation, and improving the efficiency of resource utilization.



Cooperative learning and construction symposium between the Third Bureau of the International Department of the CPC Central Committee, China Economic Cooperation Center, and CMEC



Joint learning sessions between CMEC Group and the Party Committee Central Group of China CAMC Engineering Co., Ltd.

**Actively exploring ways to solve development challenges from the perspective of Party-building**

- ◆ The Company held a special session titled "Party-building Empowerment, Compliance Safeguard" attended by leaders of overseas party organizations, institutions, and dispatched units. Based on comprehensive solicitation of opinions and suggestions, the Company further solidified the responsibility for overseas Party-building work, strengthened compliance management, and guarded against major risks in overseas business operations. This aims to ensure the high-quality and sustainable development of the Company's international business.
- ◆ A total of 40 collaborative learning and construction sessions were carried out between the party organizations of 9 functional departments and 12 business departments within the Company. These sessions focused on the central theme of achieving high-quality development and empowering the business.
- ◆ The Company carried out a special action called "Party-building + Management Enhancement" to reduce bureaucratization. This included conducting a series of investigations and research on "Promoting Secondary Entrepreneurship through Party-building Empowerment and Reducing Bureaucratization". Based on extensive solicitation of opinions and suggestions from 28 party organizations in various business departments, a special report was compiled, which highlighted seven aspects of bureaucratization issues, six reform proposals, and 14 specific rectification measures.



"Party-building Empowerment for Overseas Business, Creating Value through Compliance Safeguard" Special Promotion Conference on Overseas Party-building Enhancement and Compliance Management.

**Operation of the Board of Directors**

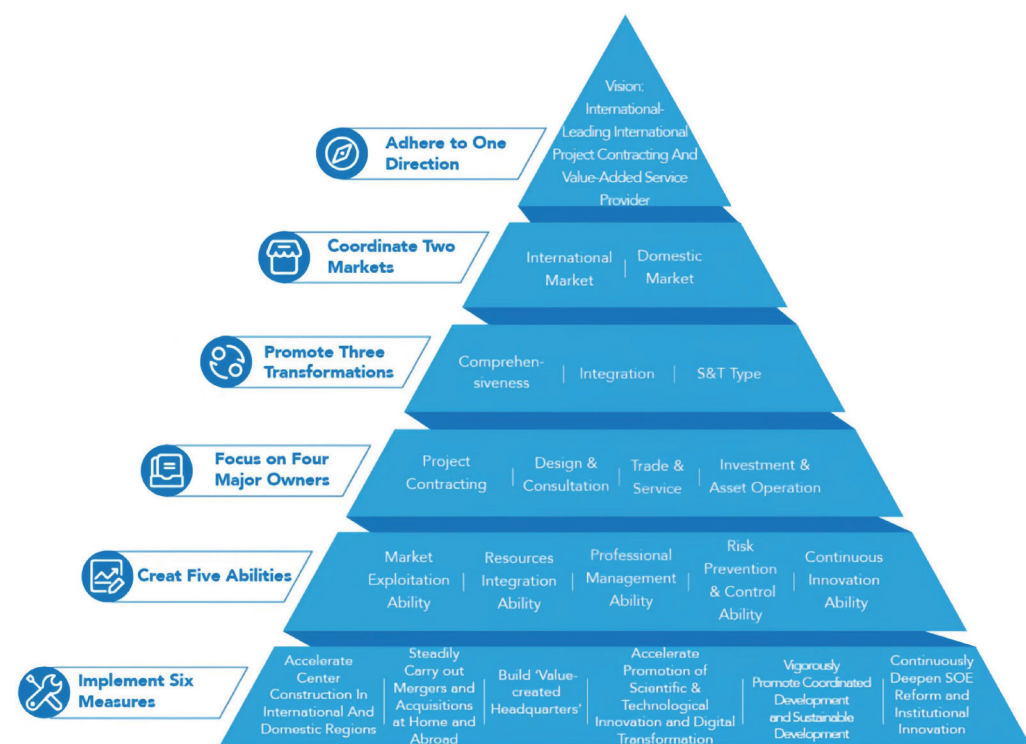
The Company adheres to the guidance of Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era and strictly complies with national laws and regulations such as the Company Law and relevant provisions of the Articles of Association. Taking the three-year action plan for SOE reform as an opportunity, the Company starts with improving the construction of the Chinese modern enterprise system and consistently adheres to strategic leadership to continuously improve corporate governance. In accordance with the Company Law and the Articles of Association, the Company has formulated and issued basic management systems for five management levels, including the Party Committee, Shareholders' Meeting, Board of Directors, Board of Supervisors, and the Management Team.

The Shareholders' Meeting is the Company's highest decision-making body. In 2022, the Company held four Shareholders' Meetings and passed seven resolutions.

The Board of Directors is the Company's decision-making body for management and operations. It fully plays its decision-making role in "setting strategy, making decisions, and guarding against risks", continuously standardizing and strengthening the construction of the board of directors. In 2022, the Board of Directors held 14 meetings and passed 63 resolutions. The Board of Directors has established three committees: the Strategic and Investment Committee, the Remuneration and Appraisal Committee, and the Audit and Risk Committee. The Board's special committees held a total of seven meetings and passed 12 resolutions.

In 2022, the Board of Supervisors held three meetings and passed three resolutions.

## Development strategy



Corporate developmental strategies of "14th Five-Year"

## Compliance operation

CMEC insists on operating in accordance with laws and regulations, establishing a sound corporate compliance management system, and following institutional documents such as the Central Enterprise Compliance Management Measures issued by the State-owned Assets Supervision and Administration Commission (SASAC). Taking into account its own development needs, CMEC has formulated and released the Compliance Management Measures and Compliance Management Manual. Through strengthening the compliance awareness of all staff, improving legal management capabilities, enhancing awareness of export controls, and risk identification abilities, CMEC aims to enhance its level of compliance management, strengthen risk prevention and control, and promote the healthy and sustainable development of the Company.

### (I) Law-based enterprise governance

CMEC implements the construction goal of "Rule of Law SINOMACH" advocated by China National Machinery Industry Corporation (SINOMACH). It carries out the work deployment of "strengthening compliance management year" and strictly adheres to the principles of governance, decision-making, and operation in accordance with the law. CMEC continuously innovates its legal services and legal management models to advance the integrated development of the Company's legal system, legal capabilities, and legal culture. The aim is to foster a good atmosphere for law-abiding and honest operation.

In 2022, the Company's legal team was awarded the Thomson Reuters ALB China Top 15 In-House Teams due to their outstanding professional qualities. Additionally, they once again won the corporate legal awards in the "Dispute Resolution Overseas" and "Construction and Infrastructure" categories of the CBLJ Commercial Law magazine, which demonstrates the international legal community's high recognition and approval of the Company's level of compliance with legal governance.

## 2022 ALB CHINA TOP 15 IN-HOUSE TEAMS 2022 ALB China 十五佳公司法务团队

### LIST OF WINNERS 获奖名单

\*按公司名称首字母排序 in alphabetical order of company names

十五佳公司法务团队 TOP IN-HOUSE TEAMS	法务团队人数 TEAM MEMBERS	法务团队所在地 LOCATION (s)
中国机械设备工程股份有限公司法律与风险管理部 Legal & Risk Management Department, China Machinery Engineering Corporation	22	北京 Beijing

the Company's Legal and Risk Management Department was honored as the "2022 ALB China Top 15 In-House Teams" by Asian Legal Business.

Winner	Issuer	Award or honor	Winning date
CMEC	Thomson Reuters ALB China	Top 15 In-House Teams	2022
CMEC	CBLJ Commercial Law magazine	The corporate legal awards in the "Dispute Resolution Overseas" categories	2022
CMEC	CBLJ Commercial Law magazine	The corporate legal awards in the "Construction and Infrastructure" categories	2022

### (II) Risk management

The Company actively responds to the national deployment of "comprehensively enhancing the ability to prevent and resolve major risks" by continuously optimizing and improving our risk prevention mechanisms and risk control systems. The Company strengthens supervision in risk prevention and control regarding operations, funds, investments, law, environment, and society. The Company has established a Legal Services Shared Center within the CMEC Group to provide legal consultation services, expert consultations, develop unified risk control guidelines, establish an internal arbitration mechanism for dispute resolution, create platforms for knowledge and experience sharing, and facilitate communication and exchange. These integrated measures in our internal legal functions aim to continually enhance the risk and compliance awareness of member companies, helping them improve their compliance management and risk resistance capabilities.



CMEC Risk Control Procedures

### (III) Compliance management

In 2022, the Company took "enhancing compliance management year" as an opportunity to deepen and elevate its compliance management level. It improved and perfected its compliance organization system by establishing a Chief Compliance Officer and appointing compliance commissioners in each department and subsidiary. The Company revised the Compliance Management Measures, disseminated the Compliance Management Manual, and developed several specialized compliance guidelines. The Company also improved its compliance operations mechanism by establishing a compliance review committee, formulating various business compliance risk checklists, and strengthening the pre-compliance review of major issues. The Company organized a legal knowledge competition system-wide, offered courses and columns on legal compliance, and had the senior executives take the lead in signing Compliance Commitment Letters to raise compliance awareness for all employees and foster a strong culture of compliance within the enterprise.



Hosting Multilateral Development Bank Project Bidding Compliance Management Series Training and Exchange Activities



The Company was honored as the "2022 ALB China Top 15 In-House Teams" by Asian Legal Business

## Sustainable development management

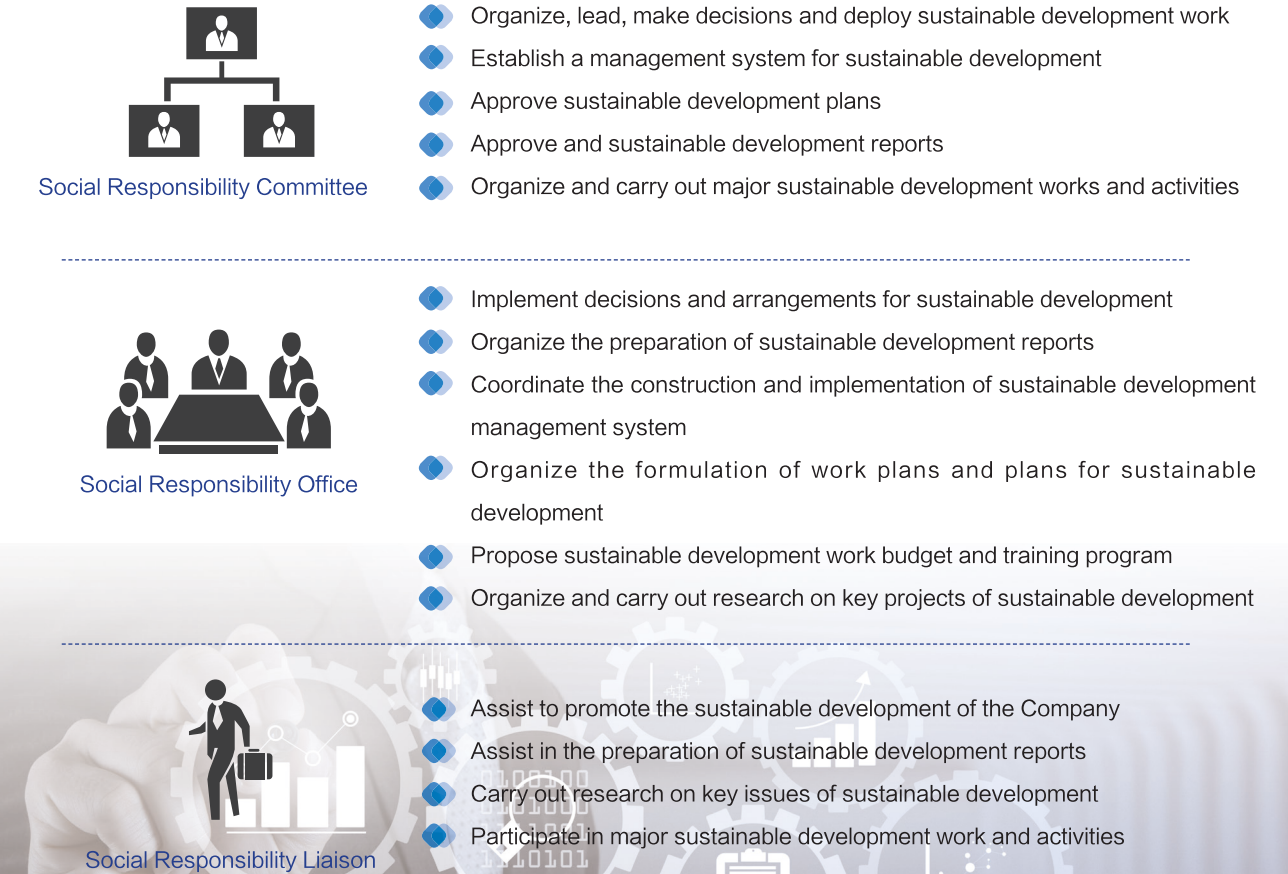
As a leading enterprise in the international engineering contracting industry, CMEC is driving integration of the sustainable development idea into the whole process of corporate decision-making, business operation and functional management processes in accordance with the idea of "high standard, sustainability and benefit people's livelihood".

Total number of sustainable development awards obtained: 32

### Organization system

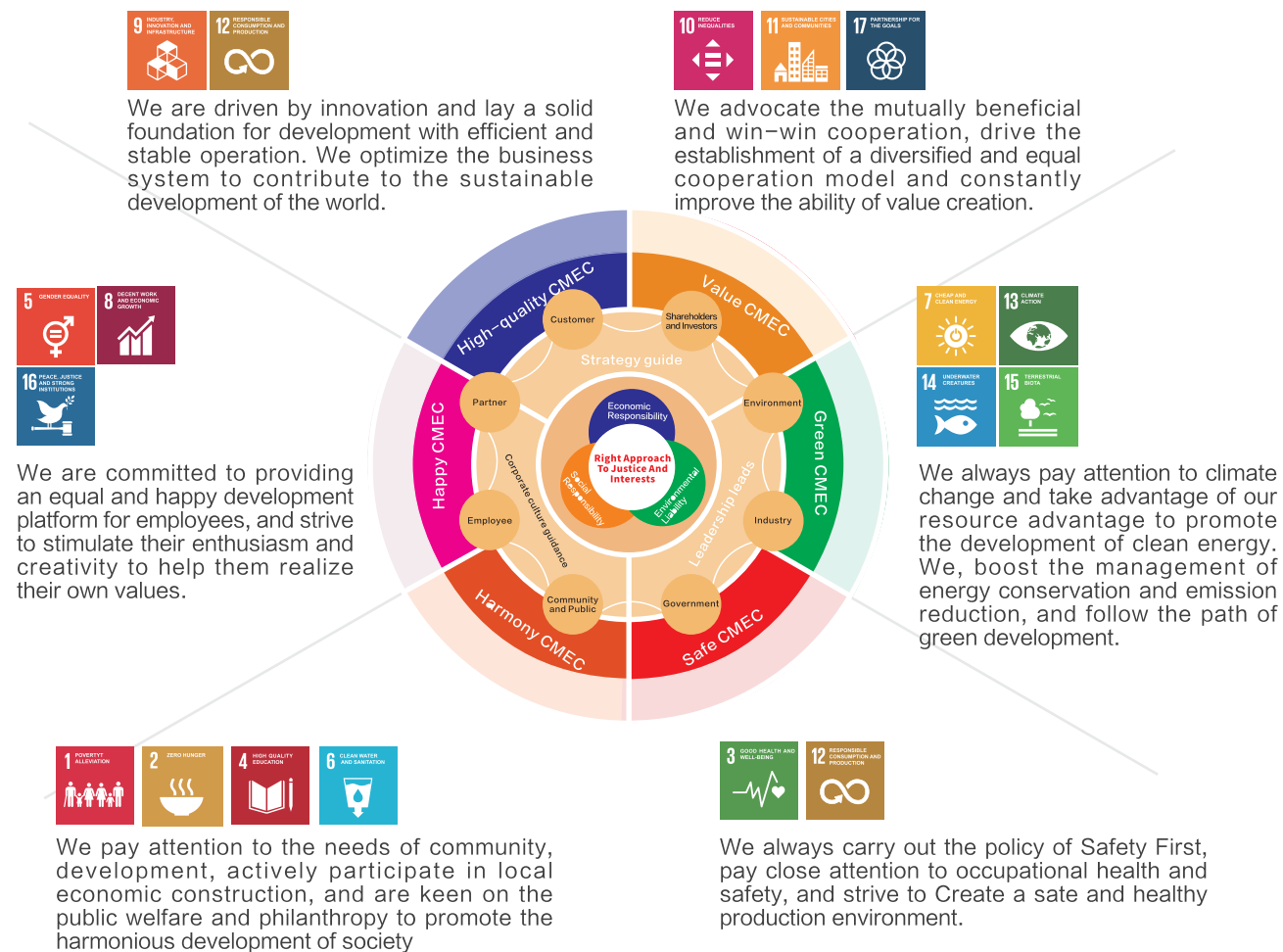
We set up a Social Responsibility Committee with the chairman of the board as the director, the general manager as the executive director, and the general managers of each functional departments and business divisions as members.

#### Social Responsibility Organization System



## Sustainable development management model

During business development, Company is utilizing its own advantages to carry out effective measures to actively responding to climate change, implementing green development concept, striving for the balance of economic, social and environmental development; strengthening responsibility communication and exchange, and creating a cultural atmosphere of sustainable development by improving the sustainable development management system, focusing on the development needs of local communities, strengthening community investment, and contributing to global sustainable development, thus making its contribution to realize the 2030 Sustainable Development Goals (SDGs) of the United Nations.



Sustainable Development Management Model of CMEC Group

## Promote the sustainable development

We are continuously perfecting a sustainable development management system, improving sustainable management capacity construction, creating the form of responsibility communication, strengthening communication and cooperation with all walks of life and enterprises in all sectors, continuously enhance the transparency of the Company's responsibility fulfillment practice, and driving optimization and improvement of the Company's sustainable development.

1. Responsibility Performance: In 2022, the Company led the organization of the participation in the contractor association industry evaluation. the Company won a total of six social responsibility related awards, including the "Leading Enterprise in Corporate Social Responsibility" rating from the results of the "Social Responsibility Performance Evaluation for Overseas Contracting Engineering Enterprises" organized by the contractor association. The Ukraine Mykolaiv Photovoltaic Power Plant Project won the Outstanding Project Award at the "2022 International Engineering Green Supply Chain Management Evaluation Activity", and the Argentine Bellgrano Freight Railway Reconstruction Project received the Excellent Project Award.

The UAE Photovoltaic Project of the Company won the "2022 Sustainable Infrastructure Award" awarded by the contractor association. Exemplifying the Spirit of Craftsmanship and Creating Highlight Engineering – A Case Study of CMEC's Reconstruction Project of the Belgrano Freight Railway in Argentina and People-oriented, CMEC Dedicates Itself to Improving Employee Care in Remote Areas – Angola Soyo Combined Cycle Power Plant Construction and Installation Project submitted by the Company received the title of Outstanding Case of Corporate Social Responsibility Projects in the Construction Industry in China awarded by the United Nations Industrial Development Organization (UNIDO).

2. Strengthening the Capacity Building for Social Responsibility: In 2022, the Company participated in the public lecture on "Accelerating ESG System Construction to Facilitate High-Quality Outward Investment Cooperation" organized by the China Machinery and Electrical Equipment Chamber of Commerce Expert Committee. the Company also attended the 6th training session on sustainable development (ESG) in the overseas contracting engineering industry and the online training seminar on ESG risk management for overseas renewable energy investment organized by the China International Contractors Association. Through these training sessions, the theoretical and practical capabilities of the Company's dedicated social responsibility staff were further strengthened.

3. Strengthening Communication and Cooperation with Various Sectors of Society. In response to the changing international and domestic landscape of sustainable development, higher requirements have been proposed for sustainable development and ESG management. In the current year, the Company actively engaged in communication and discussions with partners such as UNICEF, Foreign Environmental Cooperation Center, Ministry of Ecology and Environment, China International Contractors Association, and China Machinery and Electrical Equipment Chamber of Commerce. The Company provided opinions and suggestions on industry social responsibility guidelines, industry social responsibility performance evaluation, and Chinese enterprises' participation in international climate governance. In 2022, the Company attended a total of 17 conferences and made five special speeches, effectively promoting the Company's concept and practices of sustainable development.

4. Selected for Case Study Repository. CMEC actively completed the social responsibility project for central enterprises of the State-owned Assets Supervision and Administration Commission (SASAC) assigned by China National Machinery Industry Corporation (SINOMACH). The submitted project Exemplifying the Spirit of Craftsmanship and Creating Highlight Engineering – A Case Study of CMEC's Reconstruction Project of the Belgrano Freight Railway in Argentina has been selected for inclusion in the Blue Book of Research Report on Social Responsibility of Central Enterprises (2022) published by the State Council's State-owned Assets Supervision and Administration Commission (SASAC). It has also been included in the collection of outstanding case of corporate social responsibility projects in the construction industry in China by the United Nations Industrial Development Organization (UNIDO). The project People-oriented, CMEC Dedicates Itself to Improving Employee Care in Remote Areas – Angola Soyo Combined Cycle Power Plant Construction and Installation Project has been included in the collection of excellent case studies of corporate social responsibility projects in the construction industry in China by the United Nations Industrial Development Organization. These cases reflect the Company's efforts to create high-quality distinctive projects overseas and continuously promote the responsible and accountable implementation of the Belt and Road.



Company leaders attending the 2022 International Engineering Supply Chain Development Forum



Company's Ukraine Mykolaiv Photovoltaic Power Plant Project won the Outstanding Project Award of International Engineering Green Supply Chain Management



Performance Display, Gaining Social Recognition

- Participated in the 2022 social responsibility performance evaluation for overseas contracting Engineering enterprises and was awarded the "Leading Enterprise (Highest Award)".

Two projects of the Company have been selected as outstanding case studies of corporate social responsibility by the State-owned Assets Supervision and Administration Commission (SASAC) and the United Nations Industrial Development Organization (UNIDO).

The Company's submitted project Exemplifying the Spirit of Craftsmanship and Creating Highlight Engineering – A Case Study of CMEC's Reconstruction Project of the Belgrano Freight Railway in Argentina has been selected for inclusion in the Blue Book of Research Report on Social Responsibility of Central Enterprises (2022) published by the State Council's State-owned Assets Supervision and Administration Commission (SASAC). It has also been included in the collection of outstanding case of corporate social responsibility projects in the construction industry in China by the United Nations Industrial Development Organization (UNIDO). The project People-oriented, CMEC Dedicates Itself to Improving Employee Care in Remote Areas – Angola Soyo Combined Cycle Power Plant Construction and Installation Project has been included in the collection of excellent case studies of corporate social responsibility projects in the construction industry in China by the United Nations Industrial Development Organization.

The Outstanding Case Study Collection Project of UNIDO China Construction Industry CSR Project, initiated by the United Nations Industrial Development Organization (UNIDO) in collaboration with the China International Economic and Technical Exchange Center of the Ministry of Commerce and the China Construction Industry Association, is an international project focusing on social responsibility in the construction industry. Blue Book of Research Report on Social Responsibility of Central Enterprises (2022) is organized by the State-owned Assets Supervision and Administration Commission (SASAC) of the State Council and aims to showcase outstanding overseas social responsibility cases of central enterprises.



Two projects selected as Outstanding Case Studies of Corporate Social Responsibility by the State-owned Assets Supervision and Administration Commission (SASAC) and the United Nations Industrial Development Organization (UNIDO)

CMEC was honored as a "Leading enterprise of social responsibilities" again

In 2022, CMEC was honored as a "Leading enterprise of social responsibilities" chosen by China International Contractors Association again, which was the highest evaluation level of industry obtained by the Company in four consecutive years. In the process of fulfilling overseas social responsibilities, CMEC is actively carrying out works of corporate social responsibilities from stressing resources saving, making well environmental protection, protecting rights of employees, training local talents, conducting localization operation, realizing mutual development, improving local livelihood and several other aspects.

Company obtained the industrial prize at highest level, which represented the high recognition of stakeholder on CMEC social responsibility works.

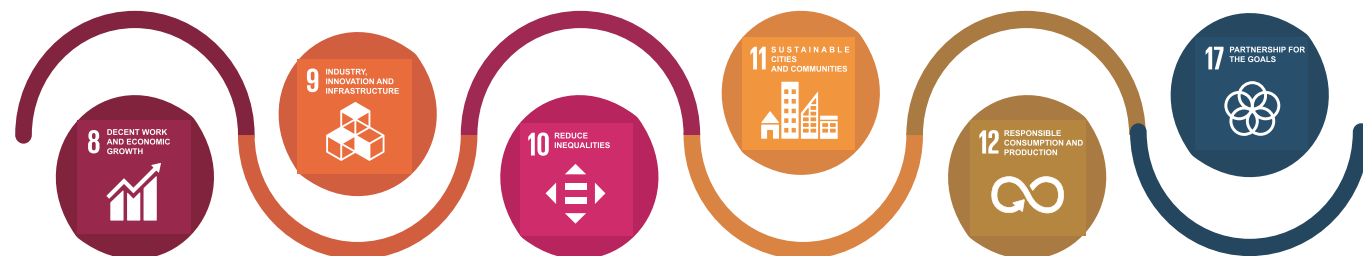
Management of stakeholders

We had adhere to the importance report principle of ESG information disclosure, and, through normalized communication and exchange, identified the sustainable development issues concerned by stakeholders, screened and analyzed the substantive issue on the Company's sustainable development in 2021 from "importance to the Company" and "importance to stakeholders", and, based on the issue evaluation results, made particular disclosure of substantive issues in the sustainable development report, so as to continuously enhance the influence of the Company's sustainable development report information disclosure. We fully performed the communication with and response to the stakeholders based on the consideration of expectations and appeals of shareholders, government, customers, partners, employees and other stakeholders, aiming to use high quality report to respond to stakeholders' concerns and expectations, enhance mutual understanding and trust, and create a sustainable future.



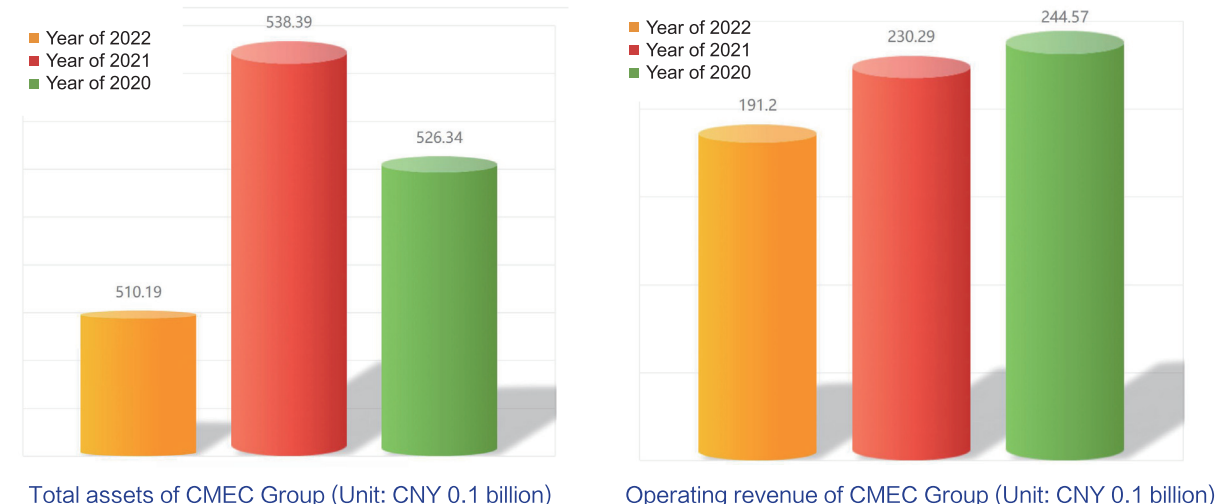
## Sustainable development practices

### New development pattern to build sustainable infrastructure



#### (I) Strive Ahead, Develop Tenaciously

In 2022, all cadres and employees of CMEC are of the same mind, accurately distinguish variations, scientifically cope with variations, actively seek variations, drive with scientific innovation, push diversified development of businesses, overcome challenges brought by pandemic and international situations, maintain a better market activity, thus realize a stable development of operation.



2023 Operating Working Conference

#### (II) Stable Operations and Value Enhancement

##### 1. Efficient operation and management

###### All units worked hard and signed or implemented several international projects

In the face of difficulties and challenges, we took the initiative and successfully signed or implemented various projects such as the waste-to-energy project in North Dhaka, Bangladesh, the 500 MW photovoltaic power plant project in Uzbekistan, the construction of 1,500 affordable houses in Guinea, the RDF boiler island project in Thailand, the 150 MW photovoltaic project in Portugal, and the backbone network project in Mongolia.

###### Actively serving and integrating into the domestic circular economy, with the "Gengnei" (cultivating the domestic market) work yielding fruitful results

Each business unit of the Company actively explores the domestic market and has secured 23 domestic engineering general contracting projects with a contract value of over 100 million yuan. These projects mainly include the 346 MW fishery-agriculture complementary photovoltaic power plant project in Bashan Town and Sunfang Town, Chongren County, Jiangxi; the second phase of rural water environment management project in Rudong County, Jiangsu; the annual production of 150,000 tons industrial silicon project in Ruoqiang County, Xinjiang; the distributed photovoltaic project on urban roofs in Wugang, Hunan; the second phase of comprehensive sewage treatment environmental protection project in Xiangcheng County, Henan; and the MMA project of Henan Zhongyuan Dahua Group Co., Ltd.

###### Breakthroughs were achieved in exploring new markets and new fields

The Company achieved a breakthrough in entering the high-end market of the European Union in Portugal and has several projects under development. Project clusters have been established in markets such as Peru and Nigeria. In the field of new energy, the Company has signed/implemented projects such as the photovoltaic power plant project in Uzbekistan, the photovoltaic power plant project in Zimbabwe, the Dapu Gorge energy-agriculture complementary project, and the Guangzong biomass cogeneration project. In urban renewal, we have won the bid for the construction project of the new urbanization in the southern district of Fengqiu County. In the chemical industry, cluster development has been achieved through collaborative cooperation, and projects such as the Kaixiang PBT new technology transformation project and the preparation of calcium sulfate by Henan Kaixiang Fine Chemical Co., Ltd. have been successively signed. In the field of water and environmental protection, projects such as the comprehensive sewage treatment and environmental protection project in Xiangcheng County have been contracted. In the industrial engineering field, projects such as the Xinjiang industrial silicon project and the lithium iron phosphate cathode material project have been contracted. In terms of "rural revitalization," projects such as the integrated livestock slaughter project in Qitaihe, Heilongjiang, have been signed and implemented. In the cold chain logistics field, we have won the bid for the Henan Luohe Cold Chain Industrial Park project. In the field of retrofitting old units, apart from the ongoing 4x45MW hydropower unit retrofit project in Kyrgyzstan, the Congo (Kinshasa) hydropower retrofit project is also about to take effect, making the retrofit of old units a new characteristic business of China Electric Engineering.

##### Trade and service sectors experience a substantial rebound

- Implement the work requirements of "stabilize outside and plough inside", to drive the operation of subsidiary companies
- Promote the construction of specialized capabilities and platforms in subsidiary companies, fully leverage competitive advantages in the "small and beautiful, benefiting people's livelihood" business areas, and solidly advance the construction of distributed photovoltaic investment and operation platforms. With a focus on mid-to-small-scale complete import and export businesses, centering around customers, deeply participate in their industrialization processes, provide comprehensive services, and build a portfolio of sustainable, high-quality businesses
- Take synergy as a starting point to promote subsidiary companies' active cooperation with business units and overseas regional centers in conducting domestic and foreign trade business
- Promote the localization of operations in Jiangxi Branch and support the development of innovative businesses
- Actively promote resource integration and structural reshaping of the trade subsidiary company

**Design and consulting add new impetus to development**

- Developed and completed the Technology Development Plan of China Machinery Engineering Corporation (2023–2025)
- Continuously expanding the market by applying for the establishment of five subsidiary companies domestically.
- China Machinery International Engineering Design & Research Institute Co., Ltd. (CMIE), and China Jikan Research of Engineering Investigations and Design Co., Ltd. combine their own characteristics with the those of national economic development. While actively developing traditional businesses, they firmly focus on the development of new energy businesses and promote the growth of new energy businesses
- Promoted and encouraged China Machinery International Engineering Design & Research Institute Co., Ltd. (CMIE), and China Jikan Research of Engineering Investigations and Design Co., Ltd. to leverage their advantages and expertise to synergize with member enterprises of the CMEC Group. A total of 13 collaborative projects have been signed
- Organized exchanges and research among member enterprises of the CMEC Group to empower business development with technological achievements, and continued to drive these initiatives
- Updated and established management systems and processes, while utilizing expert databases and professional technology centers to provide efficient services for technical management
- Organized technical exchanges and leveraged technology to facilitate business growth

**Put forth effort to cultivate “X” businesses**

- Continuously exploring new opportunities and models for the “X” business, creating new points of business growth. Depending on four technical centers, successively launched PV and energy storage product packages, hydrogen filling product packages, compressed air energy-storage products as well as other technical resources
- Systematically organized and compiled business overview manuals for the CMEC Group’s advantageous fields in power transmission and warehousing logistics, and released them

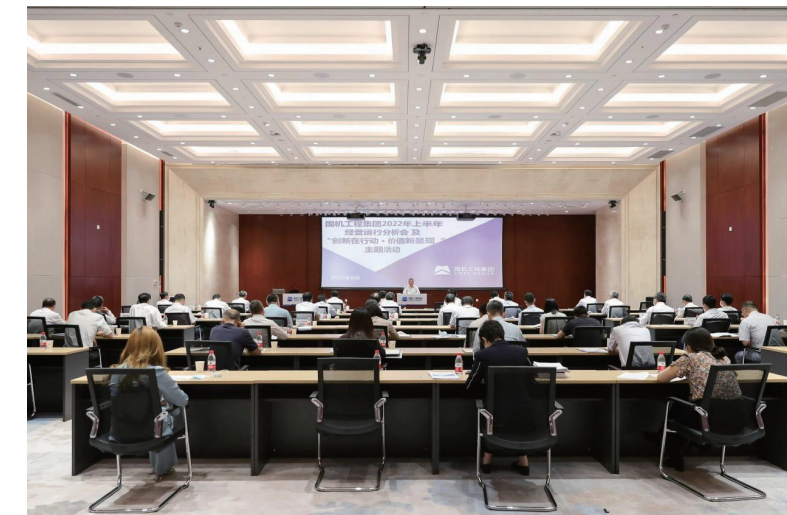
**2. Scientific and technological innovation has yielded fruitful results**

Company is continuously increasing investment in S&T innovation, promoting construction of Innovation platform, research and development of major projects, formulation of standards and norms, as well as other works. It has newly established a Technical Research Center for Rotational Dynamic Engineering, a Technical Research Center for Advanced Battery and Materials Engineering”, Center for S&T Consultation and Evaluation and Transformation of Achievements”, “Xi’ an Technical Research Center for Digital City Engineering”. It fully utilizes the organizational and coordination abilities of each technology center director and commissioner, and leverages the consulting and service capabilities of technical experts distributed across different job positions and geographical locations. Company has established a preliminary technical sharing system and learning mechanism. As of the end of 2022, the four technology centers have provided various forms of technical services to a total of 72 projects of different types and levels for the Company.

In 2022, the Company has achieved technological achievements on a company-wide scale, including the authorization of 79 patents, 33 software copyright registrations, revision and participation in 19 standards as the primary contributor, and publication of 334 papers. A total of two new research platforms were established, one of which was approved.

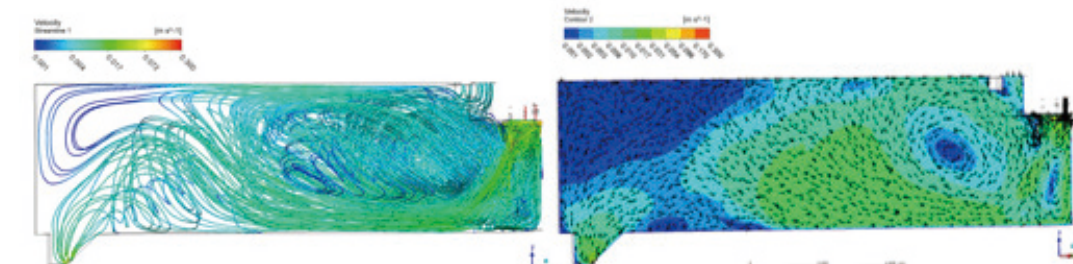
A total of 62 awards at or above the provincial and ministerial level were obtained, including 7 Science and Technology Awards, 2 outstanding patent awards, 1 Zhan Tianyou Civil Engineering Award in the 19th China Civil Engineering Society, 34 survey and design consulting awards, and 18 other architecture-related awards.

In August 2022, the Company organized the "Innovation in Action, New Value Presentation" series of activities for the CMEC Group to further strengthen the horizontal interaction among the various enterprises and tap into the synergistic potential for new development. In this event, six companies including CMEC Construction, China United, etc., presented and shared their innovative achievements in six topics related to new fields and technologies, which were widely welcomed by member companies.

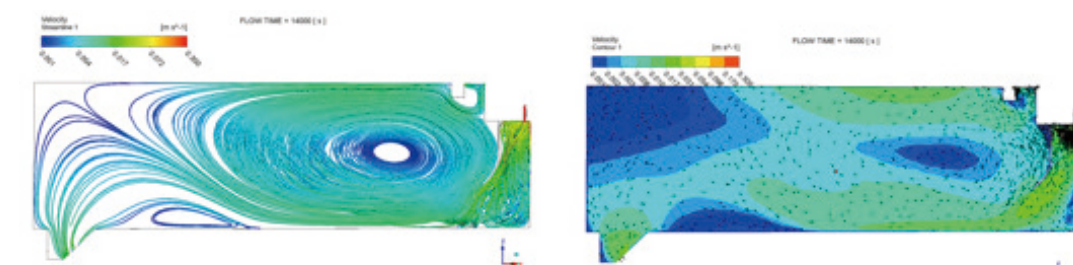


The Company organized the "Innovation in Action, New Value Presentation" series of activities for the CMEC Group

In 2022, China Machinery International Engineering Design & Research Institute Co., Ltd. (CMIE), achieved several core scientific research results, including numerical simulation technology for water treatment, smart water management, prefabricated building integration technology, motor pre-fault diagnosis system, thermal data acquisition equipment, high-power flexible DC control devices, and self-developed data acquisition equipment. the Company actively promoted the transformation and application of scientific and technological achievements, resulting in 31 instances of technology transfer and application in 2022. These efforts generated cumulative economic benefits of over 90 million yuan.



Traditional design (Before optimization)



Simulation (After optimization)

Application Cases: Cross-sectional flow velocity field of a radial flow secondary sedimentation tank

Numerical Simulation Picture of Water Treatment Technology

In 2022, China Jikan Research of Engineering Investigations and Design Co., Ltd. successfully obtained external research projects with 11 newly approved projects, receiving a total of 4.32 million yuan in special funds. There are currently 33 ongoing external projects with a dedicated budget of 23.47 million yuan. Additionally, there are 46 ongoing internal projects within the Company, supported by approximately 20.42 million yuan in dedicated funds. A total of 21 scientific and technological achievements were formed through the completion of project final acceptance.

Three technical monographs, including Key Technologies for Seismic Resistance and Vibration Control of Ancient Buildings, Design Guide for Power Machinery Foundations, and Measurement and Monitoring Technology Practice in Phase II of the Third Stage of Shenzhen Urban Rail Transit Engineering, were published and distributed, with the main author participating in the compilation of each publication. The Chinese Association for Engineering Construction Standardization Group Standards Technical Standards for Vibration Control of Ancient Buildings and Seismic Appraisal Standards for Brick and Stone Ancient Buildings edited by the main contributor were officially published and implemented on December 1.

**CMIE**

Winner	Issuer	Award or honor	Winning date
Innovation and Application of Deep Purification Equipment and Functional Materials for Mechanical Industrial Wastewater	CMIF	The Second Prize for Science and Technology Award	October 2022
Innovation and Application of Key Technologies and Equipment for Deep Purification of Mechanical Industrial Wastewater	SINOMACH	The Second Prize for Science and Technology Award	November 2022
Modular Static AC Variable Frequency Test Power Supply.	SINOMACH	The Third Prize for Science and Technology Award	November 2022
Graded Biological Filter Media and its Preparation Method, Graded Biological Filtration System	SINOMACH	The Third Prize for Outstanding Patent Award	November 2022

**China Jikan Research of Engineering Investigations and Design Co., Ltd.**

Winner	Issuer	Award or honor	Winning date
Xi'an City Standardization Working Leadership Group	Sliding Micrometer Test Procedures CECS 369:2014	The Third Prize for Innovative Standard Projects in 2021	September 2022
SINOMACH	Research and Application of Intelligent Supervision System for Subway Operational Lines	The Third Prize for Science and Technology Award	November 2022
SINOMACH	A Tilt-rotor Three-axis Compound-wing Drone	Outstanding Patent Award	November 2022
China Civil Engineering Society (CCES), Beijing Zhan Tianyou Development Foundation for Science and Technology	Xi'an Metro Line 4 Project	The 19th China Civil Engineering Zhan Tianyou Award	January 2022
Shaanxi Civil Engineering & Architecture Society (SCEAS)	Research and Application of Intelligent Monitoring System for Subway Operational Lines	The First Prize for Science and Technology Award	December 2022
SCEAS	Research and Application of Monitoring Technology for Comprehensive Urban Utility Tunnels in Collapsible Loess Areas	The Second Prize for Science and Technology Award	December 2022
SCEAS	Research and Innovative Application of Long Spiral Drilling and Pressure Grouting Piles in Large-scale Public Buildings on Complex Sites	Science and Technology Award	December 2022
SCEAS		Advanced Collective Award for Science and Technology Innovation.	December 2022

**(III) Join hands to achieve a win-win cooperation**

CMEC focused on customer needs and constantly improved product quality and service capability; strengthened supply chain management, promoted the healthy development of industrial chain and supply chain; participated in industry interaction and exchange, helped to assist coordinated development of industries and enterprises.

**1. Cast the quality of craftsmanship**

CMEC had strictly abode by the laws and regulations in both China and the project places, complied with the international practice and the requirements of the contract and relevant standards and norms, strengthened quality management, made high-quality projects.

**Project implementation to overcome difficulties**

- We have overcome challenges brought by the pandemic, such as increased labor, transportation, and construction costs, as well as tightened financing. We have strictly managed project schedules and quality, emphasized safety production, and overall maintained smooth project execution. As of the end of 2022, the Company has 134 ongoing projects with a total contract value of approximately USD 14.8 billion.
- In 2022, we achieved significant milestones in multiple projects. These include the completion of 16 power generation tasks involving coal-fired, gas turbine, and hydroelectric units, such as the Thar Phase II project in Pakistan, the Pakistan Jihang Project, the Chimkent Maraluban Power Plant Expansion project, the Saladin Power Plant project in Iraq (two units), the Basra 650MW Combined Cycle Power Plant Expansion project in Iraq, and the Zungeru Hydroelectric Power Plant project in Nigeria. This year marked the most remarkable performance in terms of project delivery in the Company's history. Additionally, the Al Dhafra Power Plant project in the UAE achieved grid-connected power generation.

**Optimization of management by capacity building**

- We took the lead in planning and organizing the construction of the "Engineering e+" platform. "Engineering e+" has the same pronunciation as "Engineering Yijia" in Chinese, with "e+" representing "empower plus", implying "strengthening empowerment" and "innovation and unlimited possibilities". This platform is designed for all levels of enterprises within the CMEC Group and consists of two major gateways: "Resource Sharing" and "Business Collaboration". It has two access ports, namely PC and APP, and includes nine functional modules such as resource mapping, business qualifications, and mutual assistance between supply and demand.
- We have conducted professional training on internal digital transformation, technological management, and hydrogen energy technology within the CMEC Group.
- We have strengthened the application of information technology, implemented a three-level quality management system, and fully utilized the management modules of cloud platforms to enhance the timeliness and effectiveness of quality management.
- We have strengthened design management and gradually built a competitive engineering management system, aiming to continuously improve profitability and market competitiveness.

**Quality management and quality improvement**

- With the theme of "Solidify Quality Foundation, Strengthen Quality Innovation, and Build Quality Advantages," the company organized the "Quality Month" activity in 2022. The company enriched the forms and content of the "Quality Month" activities to guide the participation of all employees.

**2. Quality service Customer satisfaction**

CMEC had focused on customers' expectations and demands, paid attention to continuous communication and exchange with customers, actively improved customer service throughout the whole life cycle from project negotiation, construction and operation, and established customer information protection system to protect customer information security and privacy; improved the after-sale service system of EPC projects, optimized the customer feedback mechanism, safeguarded the rights and interests of customers, and enhanced customer satisfaction.



AI Dhabra PV2 Solar Power Plant Project Promotes Sustainable Development of Local Industrial Chain

The Abu Dhabi Al Dhabra PV2 Solar Power Plant project, which is contracted by our company, is the largest single photovoltaic project in the world to date. It holds significant importance as a part of the United Arab Emirates' sustainable development strategy and stands as a representative project for top-tier IPP investors investing in the Middle East region. This project adopts the most advanced photovoltaic technology to enhance solar power generation efficiency, with an installed capacity of 2.1GW. Once completed, the project will contribute to accelerating the UAE' s transition from a single-source energy structure, promoting the increase of clean energy generation and facilitating energy transformation.

During the project execution process, comprehensive adherence to the Company' s headquarters' supplier management system was implemented for supply chain management. Additionally, a supplier audit mechanism and document selection requirements were formulated based on local circumstances. Various types of suppliers are required to submit relevant business licenses, tax registrations, ISO, ICV, and other certification documents to assess their capabilities in line with the Company' s local standards. Preliminary selection is subject to the certification from local power companies such as TRANSCO and DEWA, as well as other project approval documents.

During the procurement process, the selection of products also takes into account local market supply experience. Suppliers are regularly requested to update their registration and qualification documents.

While executing projects prudently, CMEC actively fulfills corporate social responsibility by creating employment opportunities, nurturing local workers' skills, and providing new prospects for improving livelihoods and promoting economic development. The project has generated over 4,800 employment positions for the local community. This vividly demonstrates CMEC' s positive contribution to local economic and social development, highlighting its commitment to the principles of the Belt and Road and the spirit of cooperative consultation, construction, and sharing.

The project was awarded the "2022 Overseas Sustainable Infrastructure Project" by the Contractor Association.



Abu Dhabi Al Dhabra PV2 Solar Power Plant Project

3. Sustainable industrial chain and supply chain

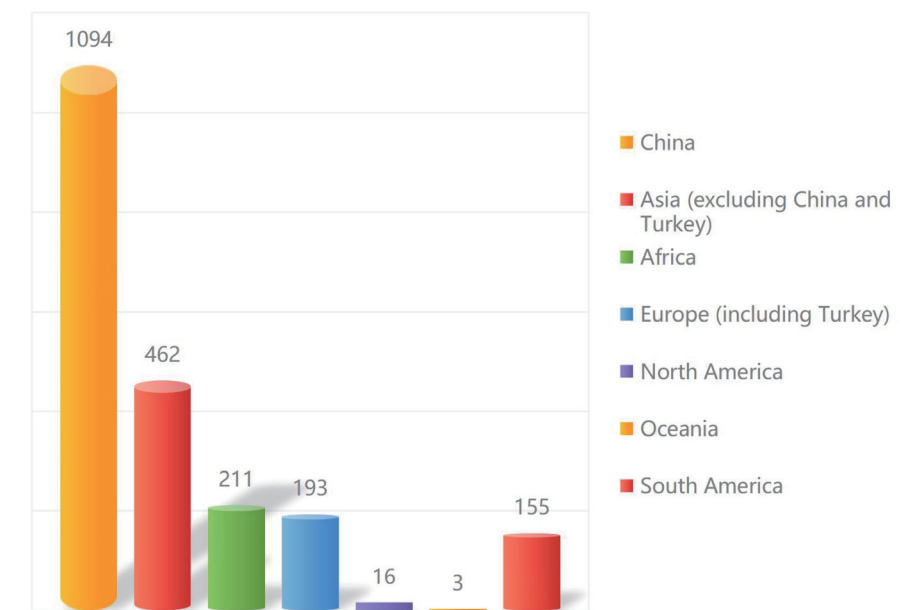
CMEC strengthened supply chain management, adhered to responsible procurement and responsible subcontracting, promoted the capacity building of suppliers and subcontractors to fulfill their responsibilities, contributed to the sustainable development of the industry.

Cooperative suppliers: 2,184

Overseas suppliers: 1,090

Strengthen supply chain management

CMEC adheres to the principles of honesty, integrity, mutual benefit, and compliance in its transactions, establishing good cooperative relationships with suppliers. It has issued revised Implementation Regulations for Complete Engineering Project Supplier Management and Management Methods for Procurement of Complete Engineering Businesses, among other supplier management systems, and strictly enforces them. CMEC strengthens supply chain management, continuously optimizes the procurement platform, leverages the advantages of scale in equipment, materials, and service procurement, and integrates the supply chain. It has developed and published a Tendering Guidelines Manual and its attachments, continuously improving the proportion of bidding and tendering business, and implementing a strict bidding and tendering review mechanism. Measures are in place to prevent procurement-related corruption risks, effectively combating commercial bribery, safeguarding supplier interests, and promoting the healthy development of the industrial chain. As of December 31, 2022, there were a total of 637 new qualified domestic suppliers added to the database and 367 new qualified overseas suppliers.

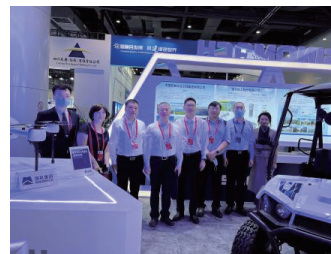


Supplier Distribution by Region



Key Points for Supplier Management

On behalf of CMEC Group, the Company organized relevant personnel to participate in the World Conference on Clean Energy Equipment held in Deyang, Sichuan from August 27 to 29, 2022. They promoted the comprehensive strength and advantages of the Group's affiliated units in the field of clean energy, including technology, equipment and engineering.



From November 15 to 17, 2022, with its independent brand CMEC Hydrogen and self-developed complete equipment of 45MPa skid-mounted hydrogen compressor, CMEC participated in the 6th China (Foshan) International Hydrogen and Fuel Cell Technology and Product Exhibition jointly with Zhongding Hengsheng Gas Equipment Co., Ltd., a well-known domestic diaphragm compressor manufacturer. CMEC fully leveraged this exhibition opportunity to communicate and negotiate with visiting customers and dealers, laying a good foundation for future product market promotion and layout of the hydrogen-related industry.



**Carry out localized procurement**

CMEC adheres to the principle of localized operations and implements local procurement practices. With a focus on ensuring quality, CMEC continuously strengthens its management of local procurement and formulates local procurement plans, helps local suppliers to improve their technology and management level, and promotes the dual roles of local procurement in project protection and assisting local development.

**Remain committed to fostering win-win collaborations**

CMEC continues to deepen its relationships with traditional partners and actively engages with industry-leading companies, local governments, and financial institutions. CMEC has signed strategic cooperation agreements with China Railway Construction Corporation Limited (CRCC), China Electric Power Planning & Engineering Institute (EPPEI), China National Building Material Energy Conservation Co., Ltd. (CNBM), Sinopec Shanghai Engineering Company (SSEC), Three Gorges International Corporation, and State Grid Corporation of China (SGCC) among others, as well as local governments of Dehong state in Yunnan, Weifang city in Shandong, etc., Additionally, CMEC strengthens its communication with governmental competent departments, chambers of commerce, and consulates, establishing complementary and advantageous cooperation models with government entities, domestic and international companies, financial institutions, and universities. By leveraging their respective resources, this collaboration aims to maximize comprehensive value.

**4. With a value creation mindset, CMEC provides comprehensive financing services to empower its business development**

**Establish CMEC Group's first resource-sharing platform, the Financing Services Platform, to facilitate internal resource sharing and promote integration and collaborative development.**

- CMEC Group signed a Strategic Cooperation Agreement with China Construction Bank.
- Multiple financial institutions have provided credit lines and financial resources to CMEC Group.
- A unified preferential fee rate service plan was obtained from Bank of China for its member companies.
- CMEC organized interactions with multiple financial institutions, including China Export & Credit Insurance Corporation and Export-Import Bank of China.
- Financing and foreign exchange seminars have been held to enhance experience sharing and communication among member companies

**Broaden domestic and overseas project financing channels, promote financing diversification, and provide financing support for the high-quality development of the company's domestic and overseas businesses.**

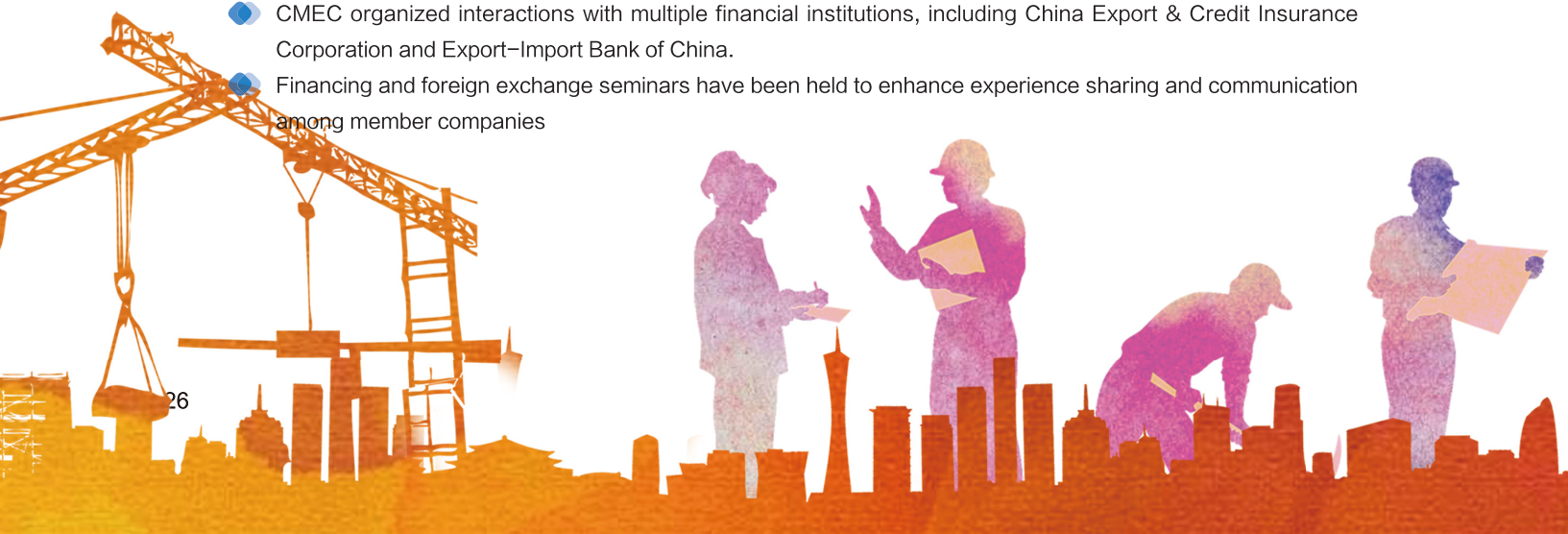
- In terms of international operations, CMEC Group has strengthened its connections with multilateral financial institutions and financial institutions in developed countries. It has engaged in in-depth communication with institutions such as the Asian Infrastructure Investment Bank (AIIB), the Asian Development Bank (ADB), the African Development Bank (AfDB), as well as overseas export credit agencies (ECAs) from the United Kingdom, Italy, Denmark, and others. CMEC Group has designed joint financing schemes involving "multilateral institutions (such as AIIB) + commercial banks" to optimize the financing structure of the Bangladesh waste-to-energy project. CMEC Group successfully closed financing for projects such as the Senegal University Town Project and the Maldives Power Transmission and Distribution Project. Additionally, it implemented the Company's first "pure foreign-funded consortium financing" scheme for the Serbia Central Sewage Treatment Plant Project.
- For domestic operations, CMEC Group has actively broadened its financing channels and established a domestic project financing institution database. It has strengthened the integration of industry and finance and provided financing services for domestic projects such as the Henan Kaixiang Chemical PBT project through cooperation with the China National Machinery Industry Corporation's financial sector, assisting in the successful signing and execution of domestic projects.

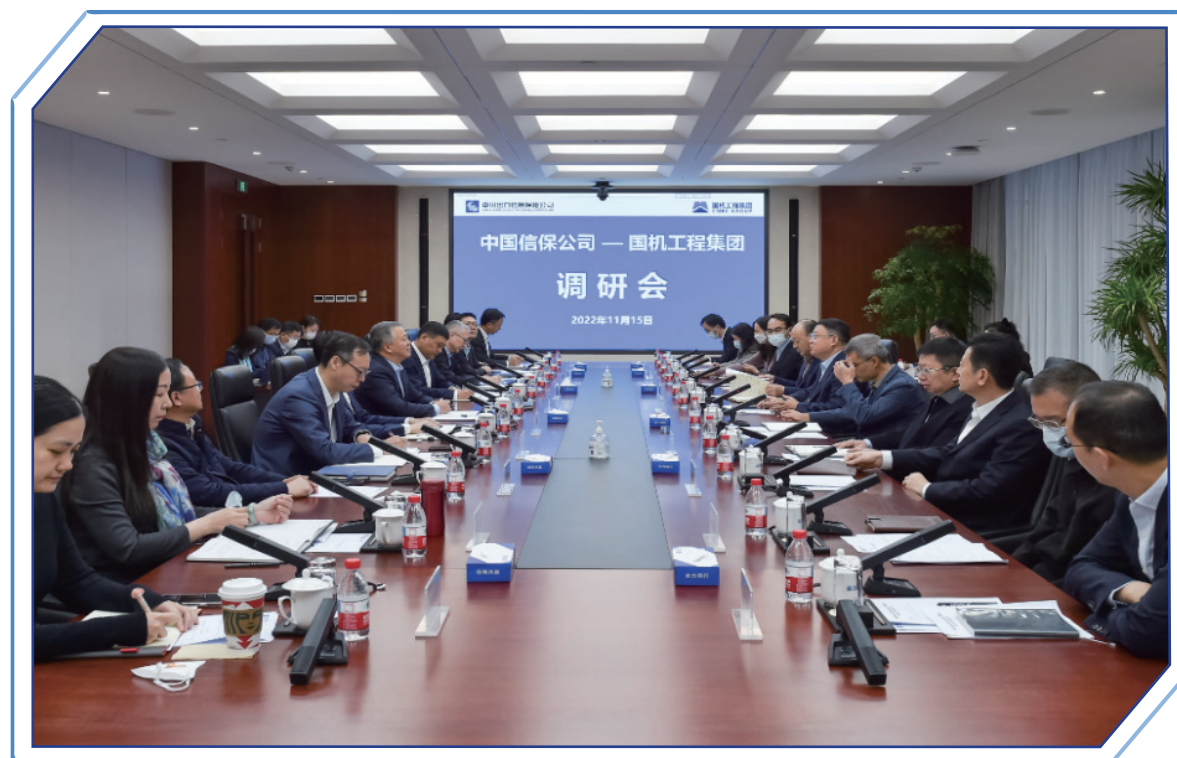


CMEC Group's Financing Services Platform Launch Event



Coordination meeting between CMEC Group and Sovereign Clients Department of Export-Import Bank of China was held on June 29





Xu Xinwei, Party Committee Member and Deputy General Manager of China Export & Credit Insurance Corporation (Sinasure), leading a delegation for research and exchange at CMEC Group on November 15

#### 5. Good development of characteristic businesses

In the face of the challenges brought by the COVID-19 pandemic, CMEC has been continuously promoting the development of characteristic businesses such as engineering and logistics while consolidating its traditional advantages.

##### Engineering logistics

- From container business to the development of engineering logistics as the core, and now to the current business framework of integrated shipping operations, mining supply chain, and simultaneous development of engineering logistics, there is a clear progression in CMEC's business portfolio.
- CMEC's idea of "seeking change, thinking differently" has been consistent throughout its development, from serving a single client to expanding its customer network all over the world.

At present, CMEC owns two multi-purpose vessels for commercial transportation through long-term leasing, capable of carrying containers, general cargo, and dry bulk cargo. The completion of the vessel delivery in 2021 has yielded fruitful operational results in 2022, becoming a stable profit point for the Company.

In the first quarter of 2022, CMEC primarily operated container business between China, North America, and the Mediterranean. With changes in the container market, its Commercial Shipping Company promptly responded and adjusted its business direction to focus on general cargo transportation from the second quarter onwards. Additionally, the Company expanded its fleet through TCT and time charter methods, completing a total of 11 export voyages. After several months of operation, it has now established regular liner services from domestic ports to the Mediterranean and Persian Gulf regions.



#### 6. Breakthroughs achieved in exploring new markets and areas

In 2022, the Company actively participated in the high-quality development of the "Belt and Road" and engaged in strategic initiatives such as "carbon peaking and carbon neutrality". Multiple breakthroughs were achieved in business innovation. In terms of new markets, successful expansion into new markets such as Uruguay, Russia, Guinea, Peru, and Portugal took place. In new fields, successful diversification into new business sectors such as hydrogen production, energy storage, agriculture, and chemical engineering was achieved. Among them, the Pingdingshan Compressed Air Energy Storage Power Plant project marked a breakthrough for the Company in the field of new energy storage businesses, while the Shanxi Pengwan Hydrogen Port Hydrogen Production project represented a significant milestone in the domestic engineering contracting market in the hydrogen energy field.

Case: Make first foray into the EU engineering contracting market, sign EPC general contracting agreement for a photovoltaic power plant project in Portugal.

On July 28th, 2022, the Fourth Business Division of CMEC — CMEC South Europe Development Co., Ltd. (hereinafter referred to as "South Europe Company") and Hyperion Renewables of Portugal, signed a "cross-border" 150MW photovoltaic power plant project EPC general contracting and operation and maintenance agreement under the joint witness of the political counselor of the Portuguese Embassy in China and local lawyers. The signing of this project marks CMEC's first step into the EU engineering contracting market and holds significant strategic importance in promoting friendly exchanges between China and Portugal, enhancing the Company's international brand influence in the European market, and effectively promoting the application of clean energy. Additionally, as executed by South Europe Company, this project represents a new breakthrough in the Company's traditional execution model, which will facilitate the comprehensive improvement of South Europe Company's management level.





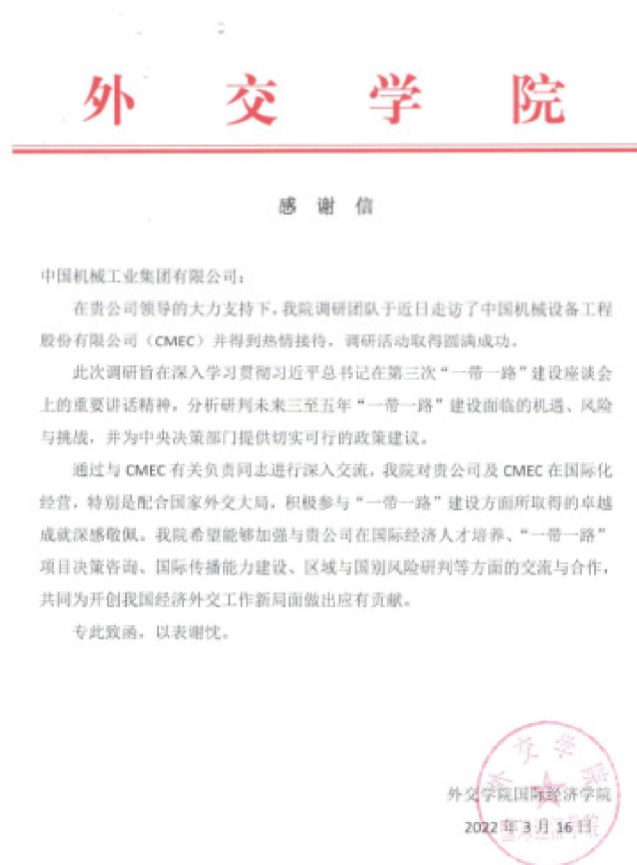
CMEC South Europe Company Signs 150MW Photovoltaic Power Plant Project General Contracting Agreement with Hyperion Renewables in Portugal

### 7. Active fulfillment of industry responsibilities

Company is actively participating in forums, exhibition and other activities organized by governmental competent departments, trade association or guilds, strengthening communication and exchanges, assist industrial development.

#### Industry exchange activities participated by CMEC in 2022

In March, CMEC participated in a special research visit by the Diplomatic Academy of China on the "Belt and Road". The Company shared its achievements and experiences in the construction of the "Belt and Road", analyzed the risks and challenges faced in the initiative, exchanged information on the practice of corporate social responsibility and its significance, and discussed the main existing issues and suggestions.



On April 11, the Al Dhafra PV2 Solar Power Plant Project of the Company was awarded the "China Overseas Sustainable Infrastructure Project" for the year 2022.



On April 26, the Company jointly held a comprehensive smart energy exchange seminar with State Power Investment Corporation's Integrated Smart Energy Technology Co., Ltd. (State Nuclear Power Planning Design and Research Institute Co., Ltd.). This seminar strengthened the exchange of the smart energy (innovation) working Group and facilitated the development of the Company's comprehensive smart energy business.



The China International Contractors Association announced the results of the "Overseas Project Camp Style Show" activity selection for 2022, and the campsite of the Iraq Salahuddin 2X630MW Fuel Gas Power Plant Project was awarded the "2022 Excellent Overseas Project Camp". This fully demonstrates the Company's good image in overseas engineering construction and the overall level of overseas project camp construction, reflecting the Company's management level for overseas projects and its humanistic care for the builders.

### 8. Adhere to win-win cooperation

The Company actively engaged with leading enterprises of industry, local governments, financial institutions etc. It signed strategic cooperation agreements with China Huadian Water Holding Co., Ltd., State Power Investment Corporation Hainan New Energy, Yihualu, and other companies. It strengthened communication with governmental competent departments, business associations, and consulates to serve the Company's business. Through cooperation mechanisms such as the Macao Forum, the expert lecture hall of the electromechanical chamber of commerce, and the business association, the Company enhanced its publicity efforts and created business opportunities. It actively participated in the "Belt and Road" energy cooperation network of the National Energy Administration, hosted the "Smart Energy Exchange Forum," and promoted cooperation among member units.

#### (1) Government-enterprise communication

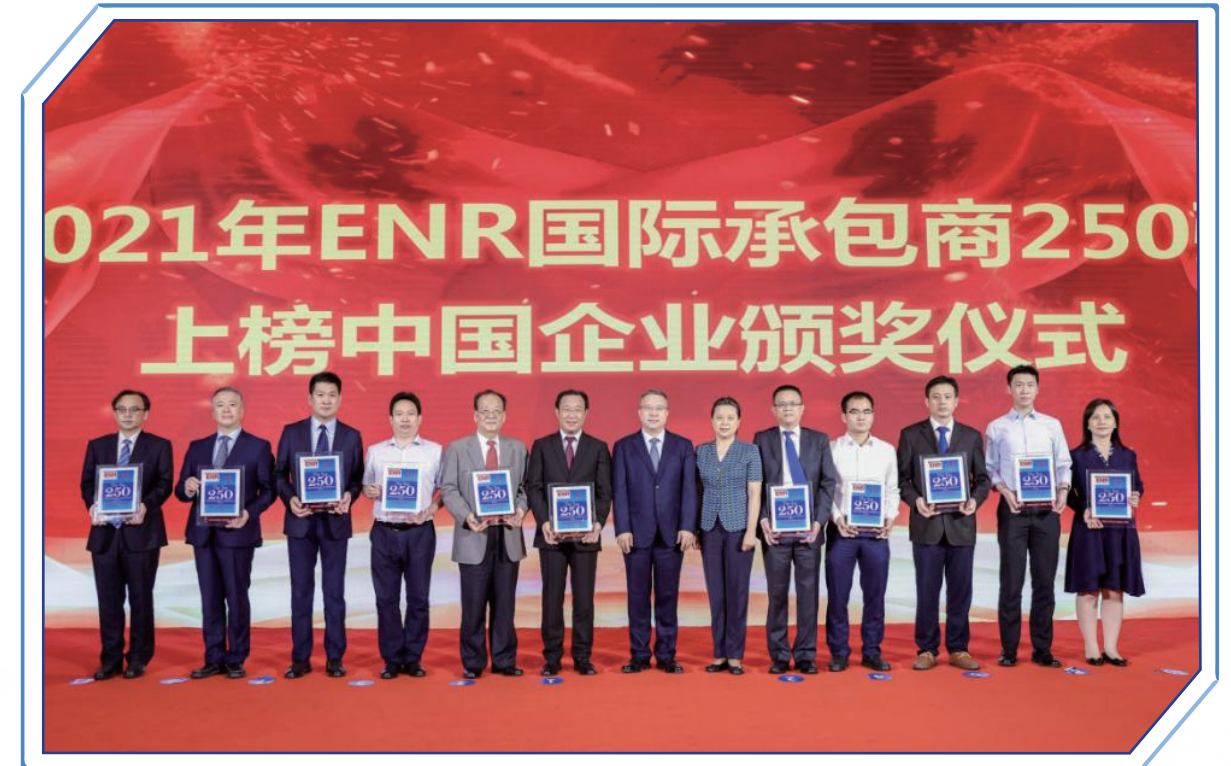
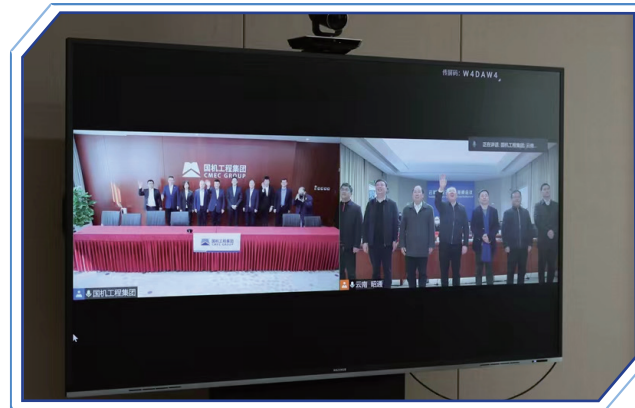


On February 23, company leader attending the inaugural conference of the New Energy Working Group of the Green Low-Carbon International Cooperation Committee





On February 26, CMEC Group signed a strategic cooperation framework agreement with the People's Government of Zhaotong City, Yunnan Province.



On March 18, a training seminar and discussion on the theme of the Digital Economy Boosting Outward Investment Cooperation was jointly held with the China Chamber of Commerce for Import and Export of Machinery and Electronic Products



On June 28, Chairman Wang Bo Attended the 2022 China International Contracting Development Meeting Forum



Chairman Wang Bo Attended the Award Ceremony of the 2022 China International Contracting Development Meeting

**(2) University-enterprise cooperation**

**Case: with Tsinghua University**

In 2022, a Cooperation Agreement for Postgraduate Social Practice CMEC was signed with Tsinghua University, which will be effective until the end of October 2023. The Company has been actively promoting cooperation with Tsinghua University through the "Deep Engagement Program."

**(3) Enterprise-enterprise cooperation**



On February 18, General Manager Fang Yanshui, interviewed with the Delegation led by Lin Yongjun, Chairman, Beijing Ehualu Corporation



On July 19, General Manager Fang Yanshui, interviewed the Delegation led by Zhu Gongshan, Chairman, GCL Group



On July 19, General Manager Fang Yanshui, interviewed with the Delegation led by Wang Hanhui, Vice General Manager, Changjiang Design Institute Co., Ltd.



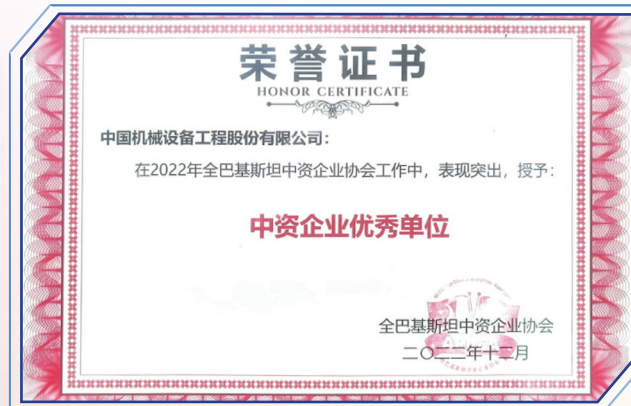
General Manager Fang Yanshui Attended the Opening Ceremony and Related Events of the 13th International Infrastructure Investment and Construction Summit Forum on September 28-29



On December 31, General Manager Fang Yanshui, interviewed with a Visiting Business Delegation from the Philippines



On December 31, General Manager Fang Yanshui, interviewed with a Visiting Business Delegation from the Philippines



In December 2022, the Company was honored with the "Outstanding Unit of Chinese-funded Enterprises" and "Advanced Worker" awards by the All Pakistan China Enterprises Association for the year 2022

(4) Bank-enterprise Cooperation



On April 21, the signing ceremony of the strategic cooperation agreement between CMEC Group and China Construction Bank Beijing Branch

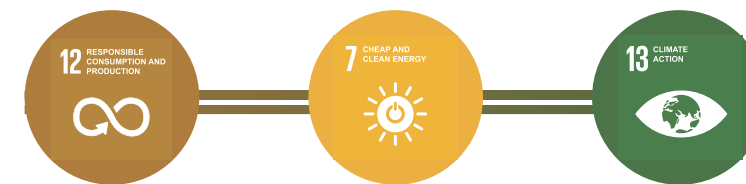


On June 29, CMEC Group held a coordination meeting with the Sovereign Customer Department of Export-Import Bank of China



On October 14, CMEC Group conducted business exchanges with China Chengtong Asset Management Co., Ltd.

New developmental mode, contributing sustainable ecological civilization



- Greenhouse gas emissions: 12,912 tons
- Comprehensive energy consumption: 3,359TCE
- Greenhouse gas emissions per 10,000 yuan of operating income: 0.0053 tons

(I) Green management to lead the development

The Company is strictly observing national laws and regulations as well as related policies with regard to energy-saving and environmental protection, actively cope with climatic change, promoting construction of environmental management system, comprehensively identify environmental factors and environmental management risks, prevent environmental risks.

The Company is earnestly studying and implementing General Secretary Xi Jinping' s important instructions on achieving peak carbon emissions, carbon neutrality, energy conservation, and ecological environment protection. Guided by the spirit of the 20th National Congress of the Communist Party of China, the Company aims to reduce energy consumption and carbon emissions, improve energy efficiency, focus on institutional building, perfect energy-saving policies, strengthen supervision and management, accelerate resource utilization, promote clean production, deepen statistical work, highlight energy conservation and efficiency improvement, and establish a long-term mechanism to promote energy conservation. The Company fully mobilizes all employees to participate in energy conservation and environmental protection construction and steadily promotes the work in this regard. During the 14th Five-Year Plan period, the Company will focus on the concept of "adhering to green development," strengthen basic management, improve scientific and technological innovation capabilities, research and develop eco-friendly and low-carbon technologies, and create sustainable development environments. The Company will strengthen responsibility, improve systems, perfect assessment, strengthen supervision, and establish sound incentive and restraint mechanisms. The Company will promote carbon peak and carbon neutrality, technological innovation in energy conservation and environmental protection, management innovation, and business model innovation, research and develop key green process technologies and equipment. The Company will accelerate the perfection of industrial energy efficiency, water efficiency, emission, and comprehensive utilization of resources standards, implement energy conservation and environmental protection supervision, and actively fulfill our social responsibilities. In the end, the Company aims to achieve the goal of peaking carbon emissions by 2030 and achieving carbon neutrality by 2060.

(II) Setting a benchmark for green projects

Company is taking "Create an internationally leading integrated service provider for engineering contracting and industrial development" as the vision, centering on enhancement of energy utilization efficiency, reduction of pollutant emission and increase of output efficiency of resources, based on transformation of economic growth mode, adjustment of economic structure and quickening technical advancement, providing guarantee through perfecting policies and systems, enhance stressing, strengthening management, deepening reformation and innovating mechanism, practicing the conception of green and environmental protection and walking the way of saving and clean development during development, construction and operation of project, thus realize the goal of establishing a resource-saving and environmentally-friendly enterprise.

Table: Schedule of 2022 Greenhouse gas emission  
[ Scope of disclosure is CMEC Group and its subsidiaries in China]

Direct emission amount of greenhouse gas[ Total consumption of direct energy (such as fuel oil, coal etc.) of CMEC Group and its subsidiaries in China multiply with the CO2 emission factor of corresponding energy]	12,912 tons
Direct emission density of greenhouse gas[ Direct total emission amount of greenhouse gas of CMEC Group and its subsidiaries in China divided with operating revenues (calculated in 10k CNY)]	0.0053 ton/10k CNY

"Ninho dos Pássaros Project" Solar Power Plant Project in Portugal

On July 28, 2022, the Hyperion 150MW solar power plant project in Portugal was successfully signed. The project commenced in September of the same year, and the project team conducted on-site surveys at various project locations and actively prepared for land clearing work. One of the projects is located in the Fundao region in northern Portugal, where the project team encountered a Group of special "indigenous residents." A large number of white storks (known as "cegonhas" in Portuguese) nested in tall trees within the project site, with nest diameters reaching up to 2 meters. How to protect the birds' habitat without affecting the project construction became a challenge for the project team to overcome.

Adhering to the ecological concept of harmonious development between humans and nature, the project team actively engaged in discussions with the project owner to find a solution. They also consulted local environmental agencies and professional organizations such as animal protection groups. Finally, a solution was determined: relocating the birds!

In this way, more than 30 metal frames were erected on-site. These metal frames were used as supports, with the top designed to simulate characteristics of tree branches. Ultimately, the bird nests were "transferred" from the original deadwood to their new, neatly arranged homes.

After the "Bird Nest Movement" was completed, local governments, news organizations, environmental and animal protection organizations, as well as nearby residents who were concerned about this matter, came to observe the new bird homes. They all gave thumbs up for the new homes of the birds. This bird relocation operation also made the project team more deeply understand that current project construction should be based on green environmental protection. We should always adhere to the concept of building a power plant, driving regional economic development, protecting the environment, and promoting harmony among all stakeholders. Only in this way can we win a good reputation for the Company and achieve sustainable development.



White Stork's New Home

Baofeng Wetland Construction Project in Guandu District, Kunming City, Yunnan Province.

Baofeng Wetland is located in Guandu District, Kunming City, Yunnan Province, on the eastern shore of Dianchi Lake. The Baofeng Peninsula Wetland (Phase I) project covers an area of 1,633.8 acres and is adjacent to the Kunming Planning Exhibition Hall. The site includes a variety of land uses, including rivers, fish ponds, shallow marshes, open water areas, grasslands, farmland, and forests. In recent years, with increased emphasis on ecological protection, human activities within the wetland area (especially agricultural activities) have significantly decreased. The aquatic ecosystem has gradually improved, providing a solid foundation for the restoration and enhancement of biodiversity. With the evaluation and approval of the State Council Command Office, Baofeng Wetland, as one of the outdoor exhibition sites for the 15th Conference of the Parties to the United Nations Convention on Biological Diversity (COP15), is designated as the Baofeng Peninsula Ecological Wetland. The construction of the wetland is specifically carried out by Guandu District, Kunming City.



Today, Baofeng Wetland is full of vitality and presents a beautiful scene where wetlands, farmland, lake views, and mountain landscapes complement each other, which vividly echoes the magnificent scenery of Dianchi Lake described in the poetic couplet of Dagan Tower: "The sky is as blue as apples, the reeds are green feathers, rice fields surround us, and the sandy beach stretches for miles. The lotus flowers bloom in summer, the willows weep in spring." All living things thrive and grow in harmony, receiving nourishment from their surroundings.

Since its official operation in 2022, the project has maintained stable operation of all wetland systems and achieved stable compliance with water quality standards. The wetland ecosystem covers 12 plant communities native to Yunnan, including the Cyperaceae plant community, with a total of 101 species of plants.

**(III) Clean energy contributes to environmental protection**

CMEC is actively practicing construction of green “Belt and Road”, promoting international cooperation of water power, solar energy, wind power and other clean energy projects, make full use of own advantages, actively conduct domestic green energy and environmental protection businesses to serve national strategies of carbon peaking and carbon neutrality. It accelerates innovation and upgrade of the intelligent photovoltaic industry and its characteristic applications, innovates the "photovoltaic+" mode, and promote diversified deployment of photovoltaic power generation. CMEC adheres to the principle of giving equal emphasis to land-based and offshore wind power, promotes their coordinated rapid development, improves the industrial chain of offshore wind power, and encourages the construction of offshore wind power bases. CMEC actively develops solar thermal power generation, and promotes the establishment of comprehensive renewable energy power generation bases that combine solar thermal power generation with photovoltaic power generation and wind power complementary adjustment. CMEC develops biomass power generation, biomass clean heating, and biogas according to local conditions. It explores and deepens the development and utilization of geothermal energy, as well as new marine energy such as wave energy, tidal energy, and temperature difference energy. It further improves the mechanism for ensuring the absorption and consumption of renewable energy electricity. CMEC explores businesses such as green and intelligent development and clean low-carbon utilization of fossil energy, large-scale utilization of renewable energy, new power systems, energy conservation, hydrogen energy, energy storage, power batteries, carbon capture utilization and storage, etc.

By 2025, the Company plans to develop and construct a 200MW distributed photovoltaic project in Hebei and a 100MW distributed photovoltaic project in Beijing, with a total investment of approximately 1.2 billion yuan. Once completed, during the 20–30 year operating period, it is estimated that the project can reduce CO2 emissions by 9.36 million tons, SO2 emissions by 280,000 tons, and NOx emissions by 140,433 tons, as well as reducing dust emissions by 37.45 million tons. Additionally, it can save 37.45 million cubic meters of water and reduce corresponding waste water discharge. CMEC’s Chongren Fishery-agriculture Complementary Photovoltaic Power Plant Project, located in Chongren County, Fuzhou City, Jiangxi Province, plans to build a total installed capacity of 346.12704 MWp, with an energy storage system configured at 15% x 1 hour. The project involves six reservoirs with a total water area of approximately 6,311.67 mu. After being connected to the grid, the project is expected to reduce CO2 emissions by 360,000 tons annually.

**(IV) Green culture to raise awareness**

CMEC is advocating the green and low-carbon lifestyle, promote three energy-saving measures of “land saving, power saving and efficiency enhancement”, requiring subordinate enterprises with a significant energy consumption to establish an energy-saving and environmental protection management system, thus raise employees’ awareness of energy-saving and environmental protection.

CMEC strengthens the promotion and education of ecological civilization by conducting various forms of resource conservation and environmental protection education, and popularizing the basic knowledge of carbon peak and carbon neutrality. It enhances comprehensive ecological civilization popular science education for all employees, integrating green and low-carbon concepts into corporate culture, utilizing various promotional platforms to carry out themed promotional activities, and enhancing the awareness of green and low-carbon among all employees. CMEC promotes green and low-carbon lifestyles, firmly curbing luxury consumption and irrational consumption, and firmly stopping food waste. CMEC advocates energy conservation, carrying out demonstrations and creations of green and low-carbon actions, and creating a new trend of green and low-carbon living. CMEC promotes green consumption, promoting green and low-carbon products, and increasing the proportion of procurement of green and low-carbon products. CMEC guides all employees to fulfill the social responsibilities of central enterprise employees, actively adapting to the requirements of green and low-carbon development, strengthening environmental responsibility awareness, enhancing energy and resource conservation, and improving the level of green innovation. CMEC formulates and implements action plans for carbon peak, actively playing the leading role of central enterprises, analyzing and calculating their own carbon emissions, conducting in-depth research on carbon reduction pathways, formulating special work plans, and promoting energy conservation and carbon reduction. CMEC strengthens energy-saving and low-carbon training for cadres and employees, making the study and implementation of Xi Jinping’s ecological civilization thought an important part of cadre and employee education and training, incorporating relevant content on carbon peak and carbon neutrality into training plans, and conducting training for cadres and employees in stages and at multiple levels to deepen their understanding of the importance, urgency, scientific nature, and systematic nature of carbon peak and carbon neutrality work.

List of CMEC Resource Usage for in 2022 [ Scope of disclosure is CMEC Group and its subsidiaries in China]	
Direct energy consumption[ Scope of disclosure covers total consumption of direct energy (include coal, oil, natural gases) of CMEC Group and its subsidiaries in China for production, office and other activities]	1052 TCE
Direct energy consumption density[ Scope of disclosure covers total consumption of direct energy (include coal, oil, natural gas) of CMEC Group and its subsidiaries in China divided with operating revenues (calculated in 10k CNY)]	0.0004 TCE/10k CNY
Indirect energy consumption[ Scope of disclosure covers the electricity consumption (including electricity, heating, air conditioning, and steam) for production and office activities of CMEC Group and its subsidiaries in China]	2,307 TCE
Indirect energy consumption density[ Scope of disclosure covers the total indirect energy consumption (for production and office activities) of CMEC Group and its subsidiaries in China divided by the operating income (calculated in 10k CNY)]	0.0009 TCE/10k CNY
Oil	693TCE
Total density of oil consumption	0.0003 TCE/10k CNY
Natural gas consumption	270,000 cubic meters
Electricity consumption	18.77 million kilowatt-hours
Total water consumption	2,758 tons
Water consumption density[ Scope of disclosure covers the total water consumption of CMEC Group and its subsidiaries in China divided by the operating income (calculated in 10k CNY)]	0.0011 tons/10k CNY
The rate of water consumption reduction per unit of output value[ Scope of disclosure covers the calculation of the water consumption per unit output of last year minus the water consumption per unit output of this year, divided by the water consumption per unit output of last year, multiplied by 100. (This calculation includes both production and office water consumption of CMEC Group and its subsidiaries in China)]	7.9%
Comprehensive energy consumption per 10k CNY of operating revenue	0.0014 TCE/10k CNY
Reduction in comprehensive energy consumption per 10k CNY of operating revenue	12.5%

In response to the call from higher-level authorities and under the theme of "Green and Low-carbon, Leading in Energy Conservation," and "Implementing Dual Carbon Action, Building a Beautiful Home," the Company has centered its activities on promoting ecological civilization and green development concepts. The activities have focused on publicizing energy conservation and environmental protection policies, laws, and regulations, as well as enhancing awareness of energy conservation and environmental protection. Despite the challenges posed by sudden outbreaks of epidemics in multiple regions, the Company has overcome difficulties, strengthened leadership, intensified publicity efforts, and achieved great success in Energy Conservation Promotion Week and Low-Carbon Day activities.



Conducting activities for "National Energy Conservation Publicity Week and National Low-Carbon Day 2022."

New drivers of development to enhance sustainable development resilience



- Number of employees: 5,344
- Number of courses provided by the online learning platform of CMEC: 3,342 courses
- Total amount of employee welfare funds distributed: 200,000 yuan

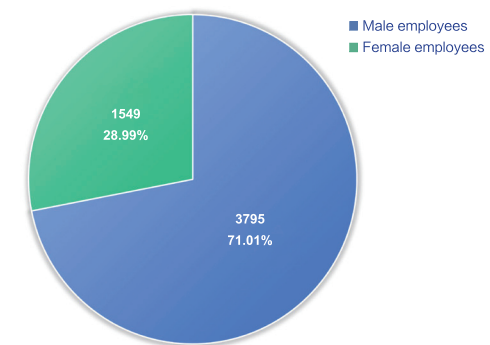
(I) People-oriented and growing together

CMEC is insisting on the concept of people-oriented and strictly complies with national laws, regulations, and company policies to eliminate any form of child labor and forced labor. CMEC upholds the principles of equal employment and equal pay for equal work, ensuring employee compensation, benefits, and basic rights. It provides smooth career development channels to help employees grow and develop. CMEC also emphasizes occupational health and safety management to protect employees' occupational health and safety. Furthermore, it actively organizes various cultural and sports activities to enhance employee well-being and happiness in both work and personal life.

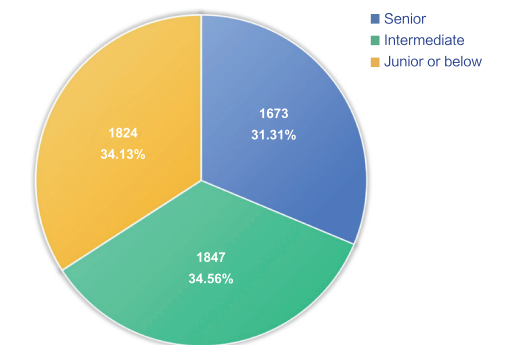
1. Safeguard the legitimate rights and interests of our employees

Employment management

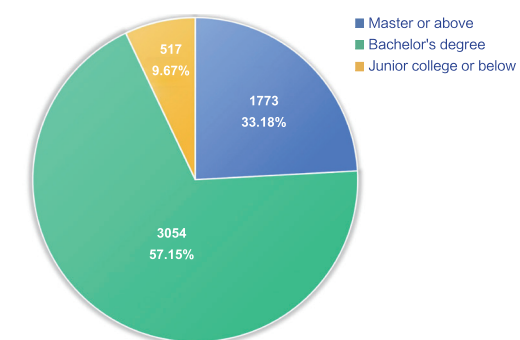
CMEC conscientiously implements the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, and the Social Insurance Law and other laws and regulations. It has revised the Employee Attendance and Leave Management Regulations, formulated the Management Measures for Staff on Standby (trial), and the Employee Qualification Management Measures and other employment management systems, strictly implementing the recruitment process, regulating labor relations management, and opposing discrimination and child labor. By the end of 2022, the company had 5,344 employees, including 261 ethnic minority employees and 18 disabled employees. The total number of retired employees was 1,279, and the labor contract signing rate was 100%. Both the company and subcontractors have not employed child labor or forced labor.



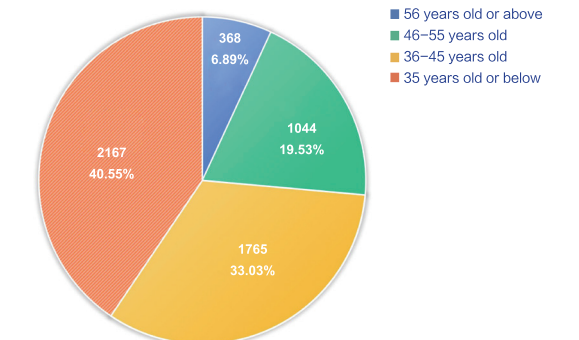
Gender structure chart of employees



Professional title structure chart of employees



Degree structure chart of employees



Age structure chart of employees

**Democratic management**

CMEC places great importance on democratic management and has established a democratic management system based on the Workers Congress. It has set up committees such as the Women's Workers Committee, Democratic Management Working Committee, and Labor Coordination and Mediation Working Committee to provide channels for employee participation in democratic management, supervision, and decision-making and to protect their rights in democratic management.

- ◆ Participation of corporate employees in employees' trade union 100%
- ◆ The Workers' Congress received 20 proposals in the past year with a feedback rate of 100%.

**Compensation and benefits**

CMEC strictly follows relevant national laws and regulations, regulates salary and performance management, continuously improves and optimizes the Company's compensation system and assessment distribution mechanism, revises the Functional Department Performance Management Measures and Business Unit Performance Management Measures, truly playing a guiding role in performance assessment. CMEC timely and fully pays social security fees to achieve full coverage of "Five Insurances and One Fund." It has issued the Guiding Opinions on Employment and Compensation and Benefits of Overseas Units. Apart from statutory benefits, CMEC actively improves the employee welfare system, provides relevant welfare benefits and condolences in accordance with the Company's trade union fund expense management regulations, and provides employees with good welfare guarantees for work and life.

**Broadening the promotion channels**

CMEC actively facilitates communication channels and has introduced new assessment and incentive systems. The Company has established a talent pool named "CMEC Experts" and implemented systems for chief technical experts and youth talent exchanges, among others. Extensive research is conducted to explore the intentions of young talent exchanges and facilitate two-way communication between young talents and interested units. Efforts have been made to increase the recruitment of talents and establish smooth channels for talent exchange. Functional optimization and adjustments have been carried out to further promote a younger leadership team. The Company strives to improve the construction of its talent echelon, contributing to the sustainable development of its core business.

**Enriching leisure activities**

CMEC promotes a healthy and joyful work environment by regularly organizing sports competitions, knowledge contests, and cultural performances as recreational activities. These activities enrich the leisure lives of employees and create a positive and joyful atmosphere for work.



On September 22, 2022, a training conference for trade union cadres was held



2022 commendation conference for advanced labor division

**Compensation and benefits**

CMEC has continuously perfected and optimized the emolument system and the evaluation and allocation system, revised Methods for performance management of functional departments, Methods for performance management of industry department, issued Guiding opinions of employment, emolument & welfare for overseas organizations, in order to provide a favorable welfare and guarantee for employees.

**2. Promote employee growth and development**

CMEC focuses on employee cultivation and development by integrating education and training throughout their career growth. The Company establishes and improves talent development mechanisms and distinctive training programs to facilitate employee growth and success. To create multiple channels for employee promotion, CMEC has formulated and published the Establishment of Additional Business and Technical Positions and Their Appointment Standards in the Complete Engineering Business Units, which helps establish diverse paths for employee advancement and further stimulates employee vitality.

We have comprehensively optimized cadre management and fully implemented term-based management and contractual management for the managerial level. A total of 105 individuals from 34 affiliated companies within the system have signed Job Appointment Responsibility Letters, Annual Business Performance Responsibility Letters, and Term-Based Business Performance Responsibility Letters.

### Strengthen education and training

CMEC, based on the requirements of the Employee Education and Training Management Measures, aims to build six talent teams including senior management talents, project management talents, engineering and technical talents, Party affairs and professional management talents, marketing talents, and investment and capital operation talents. It has established a two-level and diverse training system with up-down linkages and hierarchical responsibilities, and implemented various methods such as online and offline training management, key training program implementation to improve the training effect at all levels.

We adhere to the concept of "co-construction and sharing." In 2022, based on the original "CMEC Network Training Center," we integrated the training resources of CMEC Group and established the "CMEC Group Network Training Center." The first-level architecture established training centers for each member enterprise of CMEC, while the second-level architecture established branches based on the business characteristics of each unit. We gradually implement the co-construction and sharing of training resources among all member enterprises of CMEC Group in stages and at multiple levels, empowering employee education and talent development. Despite the continuous and repeated outbreak of the epidemic in 2022, we made comprehensive use of online live streaming, recording, and network knowledge competitions, closely aligned with the Company's strategic goals and business transformation and upgrading needs, and fully promoted the cultivation and construction of a professional talent team. While effectively controlling the epidemic, we significantly increased the coverage and effectiveness of training and accumulated more than 300 internal courses covering topics such as new energy, rural revitalization, regional development, carbon neutrality, environmental protection, and expert experience sharing.

#### The two-level training system of CMEC in 2022:

- ◆ 459 training programs were organized
- ◆ A total of 6,928 person-times participated
- ◆ Accumulated 250,541 learning hours



2022 New Employee Orientation Meeting.

### Expand the channel for vocational development

CMEC introduced new assessment and incentive systems, set up a talent pool of 'CMEC experts', and established an exchange system between chief technical experts and young talents; strengthened talent introduction and broaden talent exchange channels; perfected construction of corporate talent echelon, assisted sustainable development of corporate businesses.

### 3. Protect Occupational Health and Safety

CMEC continues to improve occupational health and safety management, prevent occupational health and safety risks, provide comprehensive occupational health and safety services, cultivate a safety culture, and ensure the occupational health and safety of employees.

### Strengthen the occupational health and safety management system.

CMEC had continued to improve occupational health and safe production management, provided complete occupational health and safety services to cultivate safety culture and protect employees' occupational health and safety.

#### (1) Strengthen the occupational health and safety management system

Guided by General Secretary Xi Jinping's series of instructions on production safety, the Company follows the deployment and requirements of the State-owned Assets Supervision and Administration Commission (SASAC) and China National Machinery Industry Corporation (SINOMACH) regarding production safety. It takes the implementation of the "party-government joint responsibility and dual responsibility" for production safety as the main line, with a focus on graded prevention and control of safety risks and investigation and governance of hidden dangers. The Company attaches great importance to the responsibilities of the first responsible person for production safety and the overall responsibility of all employees for production safety, deepens the supervision and assessment of production safety, and provides a solid safety guarantee for the Company's production and operation activities.

The Company places great emphasis on the safety of employees' lives and their physical and mental well-being. In 2022, the Company did not experience any general or major production safety accidents, nor did it encounter significant machinery equipment, fire and explosion, or environmental pollution liability incidents. There were no adverse events that caused serious damage to the corporate image or had a significant negative social impact. The Company successfully achieved the safety production targets set at the beginning of the year.

#### Establish and improve the system of overall safety production responsibilities for all employees

- ◆ Clearly define the responsible personnel, scope of responsibilities, and assessment criteria for each position, ensuring full coverage of all employees and positions, as well as all production, operation, and management processes from top to bottom and from side to side.
- ◆ Established and improved the system for investigating and managing hidden risks of production accidents, as well as the system for managing major hazard sources. Developed annual plans for self-inspection, mutual inspection, and supervision of major hazard sources in production safety.

#### Safety management system standardization, informatization

- ◆ Reviewed the 2022 occupational health and safety management system, promoted HSE standardized management of projects, and created HSE standardized demonstration projects
- ◆ Fully utilize the data analysis of the safety production management platform "risk map" to conduct risk assessment, classification, registration, archival, and filing for significant risks and major hidden dangers. Carry out regular testing, evaluation, and monitoring, and develop emergency response plans, implement safety management measures to prevent and contain the occurrence of production safety accidents.

#### (2) Prevention of occupational health and safety production risks

CMEC has established a systematic occupational health and safety risk assessment and monitoring system. CMEC had strengthened the risk investigation for COVID-19 epidemic prevention and control, as well as the detection and rectification of hidden dangers of various levels and types, safety inspection and emergency drills to ensure the effective prevention and control of COVID-19 epidemic and occupational health and safety risks; took the initiative to analyze and judge the hazard sources affecting occupational health and safety, and defined management measures; popularized fire safety knowledge and strengthen awareness of fire safety. In 2022, the rectification rate of major production safety hazards was 100%.

In 2022, in order to further improve the Company's ability and level to prevent and handle various emergencies, prevent and reduce the damage and impact of emergencies and effectively prevent domestic and foreign security risks and protect the safety of overseas personnel and assets, the Company timely revised the Implementation Rules for Security Risk Prevention and Emergency Management of Sudden Incidents, incorporating Group events such as overseas terrorist attacks, sudden public safety incidents, natural disasters, public health incidents, and overseas labor disputes into the emergency management system. Following the principle of "prevention and emergency response", the Company has revised and improved comprehensive and special emergency plans for domestic and foreign projects, and has conducted a total of 256 emergency drills. The State-owned Assets Supervision and Administration Commission and SINOMACH have observed and guided emergency drills for the Zungeru project in Nigeria (in June) and the Salahaddin project in Iraq (in September), giving full recognition to the



effectiveness of the emergency drills.

The Company has organized the assessment of security risks, security plans, matching evaluations, emergency plans, evacuation plans, revision, and approval work for 8 extremely high-risk projects in countries such as Nigeria, and 18 high-risk projects in countries such as Angola, achieving full coverage. In responding to sudden incidents and security alerts in 7 projects in countries such as Ukraine and Peru, the Company responded promptly and effectively, ensuring the safety of employees' lives, health, and property. The Company has organized 28 social security risk inspections for high-risk country projects such as Nigeria, and participated in 46 overseas security video inspections organized by the State-owned Assets Supervision and Administration Commission and SINOMACH.

The Company has developed the Guidance Manual for Overseas Security Risk Prevention and organized a promotion meeting. It has upgraded demonstration texts or templates such as "Security Measures Plan," "Social Security Risk Assessment Method," and "Matching Degree of Security Situation and Security Measures (Security Audit) Assessment Method." These are used to guide overseas projects and institutions in establishing sound security systems based on their own situations, to cope with various overseas risks, and to further enhance the security capabilities of overseas projects and institutions. In April 2022, the Company held a special lecture on practical measures for security risk prevention for personnel working on overseas projects, summarizing and refining the "123456" security risk prevention measures. It emphasizes controlling one training gateway, conducting two strict security assessments, implementing three contingency plans, establishing four information channels, adopting five security measures, and preparing six emergency responses. The lecture presentation won first prize in the "Safety Production Lecture Hall" excellent presentation competition of SINOMACH.

The Company has established a dual-preventative mechanism for safety risk classification and control, as well as hidden danger investigation and governance. It adheres to the principle of moving the risk prevention gateway forward. The Company comprehensively implements graded control of safety risks, aiming to control risks before they develop into hidden dangers. Furthermore, it strengthens the investigation and governance of hidden dangers to eliminate them before accidents occur.

#### COVID-19 prevention and control

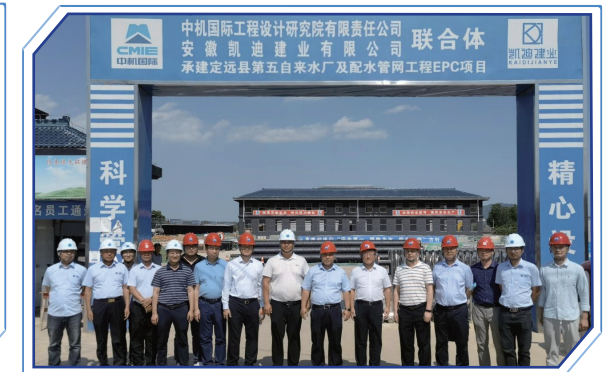
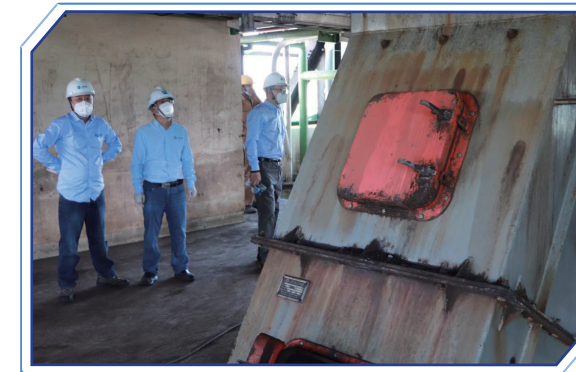
- Convened pandemic prevention training meetings and experts' remote consultation for 7 times.
- In 2022, all corporate pandemic events in foreign countries were effectively controlled. Neither any large-scale personal infection nor any severe cases was occurred.

#### Safety production risks prevention and control

- The Company has established and improved safety production accident hidden danger investigation and governance system, as well as major hazard source management system. Annual safety production self-inspection, mutual inspection, and major hazard source supervision plans have been formulated. The Company fully utilizes the data analysis of the safety production management platform "risk map" to evaluate and register risks and major hidden dangers that are large or above, conduct regular testing, evaluation, monitoring, and formulate emergency plans, implement safety management measures to prevent and control the occurrence of production safety accidents.
- The Project HSE Standardized Management Guide has been upgraded to the Project HSE Management Plan (Template) (2022 edition), which is used for HSE management of projects both domestically and internationally.
- Formulated models for Scheme of security measures, Scheme of overseas pandemic prevention and control. They are used as standard demonstrative documents for development of overseas projects and project execution.

#### Investigation and regulation of hidden dangers in safety production

- In 2022, the Company conducted a joint inspection of safety production, overseas epidemic prevention and control, and overseas safety for a total of 18 key projects both domestically and internationally. A total of 172 general hidden dangers were identified, and all units carried out rectification and implemented closed-loop management.
- As of December 31, the Company and its subordinate units, as well as ongoing domestic and international projects, have carried out a total of 3,022 hidden danger investigations, discovering 9,613 safety hazards. 9,589 of them have been rectified, resulting in a rectification rate of 99.75%.



the Company's safety director conducting on-site inspection work at the Thar Power Plant Phase I in Pakistan

#### (3) Enhance OHS guarantee

CMEC is stressing on staff OHS, providing a safe, healthy and comfortable working environment to employees, strengthening examination on staff occupational health, reducing damage and impact of OHS risks over employees.

#### Inform occupational health and safety information

- We made public the progress of epidemic prevention and control in a timely manner, and ensured that employees had timely access to epidemic prevention information
- When signing labor contracts with employees, the company truthfully informed the employees of the possible occupational hazards in the process of work and their consequences as well as the protective measures against occupational hazards, and clearly indicated them in the labor contract
- Notice board was set up at an eye-catching position in the workplace where the source of occupational hazards was produced to publicize the rules and regulations for the prevention and control of occupational hazards, operating procedures, emergency and rescue measures for occupational hazards and accidents and the testing results of occupational hazards and factors in the workplace
- Supervised, inspected and guided the implementation of the occupational hazard notification system as required to ensure the implementation of the notification system

#### Distribution of safety protection equipment

- Distributed pandemic prevention materials for 3 times in a year, 502,000 pieces of disposal medical face masks, 11,400 pieces of disinfection supplies
- Procured and distributed 955 boxes of pandemic drugs, include particles for lung cleaning and detoxication and other Chinese patent drugs
- In 2021, overseas projected distributed 127 pieces of first-aid drugs, artemisinin drugs for malaria stricken areas, tablets against snakebite for areas with vipers
- For high temperature, ultraviolet, noise and other hazards, provided protection conditions and PPE
- Performed periodic inspection, maintenance and service of occupational hazard protection equipment and facilities
- Educated and supervised employees on the proper use and safekeeping of PPE

#### Carry out occupational health examination services

- Successfully completed physical examination works for more than 1,000 corporate employees
- Do well health consultation after physical examination, arrange reexamination and follow-up services

#### Establish a database for HSE management experts

- More than 30 experts have a senior technical title or an occupational qualification of Certified Safety Engineer, Registered Environmental Protection Engineer, Environmental Impact Assessment Engineer

#### Establishing occupational health and safety culture

CMEC actively carries out the construction of occupational health and safety culture, conducts occupational health lectures and training, and enhances employees' knowledge of occupational health; the Company organizes emergency drills to improve the emergency response capabilities of employees, holds safety activities, create safety cultural atmosphere, and improves employees' awareness of occupational health and safety risks. In 2022, the Company's safety education and training reached 7,405 person-times.

- Safety Knowledge Exams: 15 periods
- Safety Education Trainings: 701 periods
- Safety Activities: 855 times
- Emergency Drills: 408 times



Fire drill at Shenzhen CMEC Plaza

The Zungeru Project in Nigeria successfully organized an emergency combat drill for the evacuation of a terrorist attack on June 17, 2022 local time. The overseas offices of SASAC, Overseas Office of SINOMACH and the Company's relevant leaders observed the drill through video and provided comments and guidance throughout the process.

The project site was set up with a background of a simulated three-point switch station 3# watchtower on duty, where soldiers discovered that more than 20 unidentified armed men were attempting to invade. The project emergency command post responded quickly and immediately initiated the emergency plan. With the blocking and cover of 30 armed soldiers and police on duty and 10 camp security guards, all 15 Chinese personnel were evacuated to the safe house in the camp. After the military police at the camp effectively blocked and repelled the unidentified armed elements, 15 Chinese employees were finally evacuated to the Mingna Air Force Base under the protection of the supporting forces and the on-site military police, ensuring the safety of the Chinese personnel on the scene. The project emergency command post reported the emergency to the embassy at the first time and escalated the report to the Company headquarters and higher-level units. A total of 20 Chinese personnel, 30 military police, 10 security guards, 1 Chinese-Pakistan vehicle, 2 police cars, and 1 drone were involved in the drill. During the drill, all participants further familiarized themselves with emergency response methods and procedures in the event of an emergency. The teams worked together in a tacit understanding, and the emergency command center's emergency response actions were in place, with smooth procedures and the emergency plan activated, meeting the needs of emergency response. The overseas offices of SASAC and SINOMACH, as well as relevant leaders of the Company, highly appraised and fully affirmed the actual combat drill, believing that it achieved the expected goal.



Chinese employees evacuated to the safe house under the escort of the military police



Project employees took a group photo with participating soldiers and police officers

**Publicity of occupational health and safety**

- Organize domestic and foreign units to carry out the 20th Occupational Disease Prevention and Control Law publicity week activities
- Carried out 71 themed publicity activities, 70 publicity and consultation activities, 46 warning and education activities, issued 3,576 propaganda materials, and reached 11,372 audiences

**Occupational health protection training**

- Held the "re-training of enterprise leaders and safety management personnel for qualification certificates", and 398 people obtained the re-training qualification endorsement; The "three-level safety education" training for various projects of all levels of enterprises totaled 134,000 person-times, involving 103 projects, including 85 overseas projects
- Actively organized 896 domestic and overseas safety management personnel and operators to register for the online "Central Enterprise Overseas Employee Safety Risk Prevention Network Training Course" training and learning

**Fostering a culture of safety**

- Focusing on the theme of "Abiding by the Law of Safe Production and Being a Good First Responsible Person", the Company carried out the "Safe Production Month" activities in 2022, organized and participated in more than 800 activities in five categories, including theme propaganda (lectures), safety knowledge competitions, safety training, hidden danger investigation and rectification, safety inspection review, and emergency drills, to enhance the safety production awareness of the Company's cadres and workers and improve the professional quality of the safety production management team
- Conducted a safety awareness video conference to establish safety awareness based on the lessons learned from accidents
- 2022 is the year of the completion of the three-year special rectification action for the safety production of state-owned central enterprises, and also the year of consolidation and improvement of the special action of the SASAC. The Company strengthened the awareness of red lines and bottom line thinking, focused on key areas, pressed on with responsibilities, closely integrated rectification and improvement with daily work of safety production, found problems and rectified them in time, and promoted 6 improvement actions with obvious results, effectively curbing general safety accidents, resolutely eliminating major and above safety accidents, and promoting the continuous and stable development of the Company's safety production situation
- The Company continuously carried out the special work of "Preventing Risk, Guaranteeing Safety, and Welcoming the 20th National Congress," and performed hierarchical and targeted governance of significant safety risks found through investigation. In accordance with the requirements of "Five Implementations," we carefully summarized, improved the emergency mechanism and responsibility system, and implemented various security measures to effectively prevent and resolve major risks, making contributions to the successful celebration of the 20th National Congress of the Communist Party of China

**Expand employee responsibility**

CMEC has continuously extended the boundaries of responsibility, actively expanding employee responsibilities while meeting the basic needs of company employees, providing services including medical diagnosis, emergency treatment, cultural exchange, and living assistance for overseas Chinese employees and local employees, creating a harmonious atmosphere for the smooth implementation of projects.



The company organized blood donation activities



**4. Carry out employee workplace care**

CMEC strives to create a warm spiritual home for its employees and enrich their cultural life; the Company cares for employees' lives, provide maximum convenience for employees, promotes the balanced development of employees' work and life, creates a relaxed and healthy working environment, and enhance employees' sense of belonging.

**Caring employees' life**

CMEC pays full attention to the expectations and demands of employees, relying on the Company headquarters "Home of Workers" to carry out activities with the functions of service, vitality, care, empowerment, and the four in one; Introduce Starbucks coffee in the office, carry out buy-give activities from time to time, and provide employees with affordable benefits; Organize and participate in various competitions, sports events, and other activities that unite and warm people's hearts; Care for overseas employees, retired employees and female employees, and help solve their practical difficulties through mutual aid and care measures such as serious illness mutual aid fund, warmth-giving project fund, and long-term medical fund, so that employees feel the care and warmth of their family.

- ◆ The number of employees who were sent condolences and warm welcome: 152 person-times
- ◆ Investment in assistance to employees in disease: 627,000 yuan
- ◆ Total amount of "one-day charity donation": 479,000 yuan

**Care for overseas employees**

- ◆ Send a letter of condolences on the eve of the Spring Festival
- ◆ Provided consolation goods on the eve of the Spring Festival
- ◆ Carried out psychological care projects for overseas employees

**Care for model workers**

- ◆ Condolences to model worker

**Care for female employees**

- ◆ Ensured equal pay for equal work for both male and female employees
- ◆ Strictly implemented the "five periods" protection system for female employees to ensure their physical and mental health
- ◆ Added a mother and baby room to the new headquarters building
- ◆ Sent a letter of condolence to female employees during the International Women's Day

**Care for retired employees**

- ◆ Organized activities such as spring and autumn outings, museum visits, and spring tea parties to enrich the cultural life of health
- ◆ Paid a visit on holidays and paid attention to the progress of socialized work for retirees

**Care for employees in difficult situations**

- ◆ Conducted visits and providing financial support
- ◆ Solved the reasonable demands of difficult employees such as job transfer



The Company participated in the language style competition for the 2nd "Star of Translators" and the "Effective Communication and Cross-Cultural Management" Theme Forum, and achieved excellent results



"Dongfanghong Cup" table tennis and badminton regional competition

Fitness Association's activity



"CMEC Sixth Academy Cup" basketball regional competition

Carrying out sub-health traditional Chinese medicine conditioning for employees

From August 25 to September 18, the Company's labor union and veteran cadre department jointly carried out the "Sub-health Traditional Chinese Medicine Conditioning" activity, inviting traditional Chinese medicine therapists to provide treatment for more than 260 employees, enhancing their health awareness.



Carrying out sub-health TCM conditioning

Install new energy vehicle charging facilities for employees

The Company actively fulfills its social responsibility and helps the national dual carbon strategy. In 2022, the Company actively communicated and coordinated with relevant units to install new energy vehicle charging facilities in the underground garage and encourage employees to adopt environmentally-friendly transportation. Currently, the Company has 35 charging piles, effectively meeting the charging needs of employees' electric vehicles.



(II) Harmonious community for a better life

In the development and construction processes of project, CMEC is fully respecting the lifestyle of residents at where the project is located, providing chances to them for participation in project construction; provide helps within its power to residents at where the project is located in terms of education, medical care, recreation and sports, etc.

- ◆ Number of foreign employees employed: 1,174 persons
- ◆ Number of foreign labor employed by subcontractors: 14,333 persons

1. Implement localized operation

(1) Set up local offices

CMEC had strictly abided by the laws and regulations of local places where the projects were located and set up local offices to improve the operation efficiency during the project development and construction. By the end of 2022, Company had 33 overseas subsidiaries. In accordance with the development tendency of international markets, 10 new overseas regional centers are established in the Middle East, ASEAN, Central Asia, Africa and other important markets.

(2) Implement local employment

CMEC fully respects and protects local customs, culture and habits, and had made differentiated employment plans to enable local employees to participate in the project construction; actively provided necessary knowledge and skill training for local staff to enhance their vocational skills; actively carried out cultural exchanges and fellowship activities to promote mutual understanding and respect among employees from different cultural backgrounds and create a more harmonious and pleasant working atmosphere.

Enriching the amateur life

The Project Department of Senegal University City holds occasional leisure activities to relieve the work pressure of employees, regulate the living and working atmosphere, and enhance the cohesion between local employees and Chinese employees.



Beach tug-of-war competition of Senegal University City Project Department

### European market management by Europeans

CMEC South Europe Development Co., Ltd. is the vanguard of CMEC entering the EU market. The laws, regulations, standards and specifications of the high-end market in the EU are highly complete, and the approval documents and procedures are strict and complex. In order to ensure that the project execution meets the requirements of the high-end market, the South Europe Company not only dispatches core personnel from China, but also recruits local professionals with relevant qualifications to engage in design management, contract management, site management, construction management, quality management, HSE management, etc. in the local area. The mode of European management by Europeans is implemented to improve the efficiency of project implementation. At the same time, through mutual integration and learning, the comprehensive quality of domestic management talents has also been rapidly improved.



Site manager discussing work with engineers

### Carry out local procurement

#### Localized procurement helps Portugal's photovoltaic project

The Portuguese photovoltaic power plant project is constructed according to European standards, and the selected equipment and materials must meet European standard specifications. On the other hand, since the COVID-19 pandemic, international shipping has encountered high freight rates and difficulties in booking ships, leading to a decrease in the efficiency of international logistics and an increase in logistics risks. The European market has a rich supply of materials, and except for core equipment such as photovoltaic modules, inverters, and brackets that have advantages in Chinese procurement, other equipment and materials are procured locally. This approach not only helps meet project requirements and standards but also ensures timely delivery of materials and helps to maintain project schedule.



Visiting local cable manufacturers

### 2. Consolidate and expand achievements of poverty alleviation

CMEC innovates the mode of assistance, explores the Company's characteristic "Elderly Personnel Training" and "Assisting farmers with E-commerce", integrates advantageous resources, and provides guidance for people through elderly personnel training and e-commerce training courses, consolidates and expands the achievements of poverty alleviation, comprehensively promoting rural revitalization, and enhancing the endogenous development power of poverty-stricken areas and people.

#### Welfare for poverty alleviation

- Purchasing high-quality products from poor mountainous areas such as Gushi County in Henan Province and Pinglu County in Shanxi Province as employee welfare during national holidays

#### E-commerce training

- Carry out e-commerce poverty alleviation training courses and the official account of "CMEC Agriculture and Poverty Alleviation" to promote the development of local SMEs
- High-quality lecturers provide on-site guidance for farmers to solve problems encountered in their operations. Through practical teaching methods such as training and live streaming, sales skills are enhanced, the income level of local people is effectively improved, and the local economic development and construction are invigorated.
- Entrusted by the SINOMACH, the operation of the SINOMACH Pavilion for the "Central Enterprise Consumption Assistance and Agriculture Promotion Week" of SASAC was undertaken

#### Elderly personnel training

- Innovating the "Elderly Personnel Training", launching 6 classes of rural revitalization elderly care training courses, improving professional knowledge and skills in elderly care, promoting employment, benefiting 307 ordinary people.

### Typical cases of e-commerce assistance

#### (1) Case 1:

Student name: Wang Junwei, participated in three consecutive training courses  
Enterprise situation: Henan Gujia Food Co., Ltd., mainly produces agricultural and side products such as eggs, duck eggs, and fine dried noodles  
Post-training development: Before 2018, the annual sales were about 600,000 yuan, while in 2022 the sales reached 5 million yuan, with an average annual growth rate of 64.4% over five years

#### (2) Case 2:

Student name: Pu Yuhuang, participated in three consecutive training courses  
Enterprise situation: Henan Minyoute Technology Development Co., Ltd., mainly produces processed dry fruit products  
Post-training development: Founded the Company with a sales revenue of 500,000 yuan in 2017 and the sales increase to more than 3.8 million yuan today, with an average annual growth rate of 50% over five years

#### (3) Case 3:

Student name: Ji Lin, participated in three consecutive training courses  
Enterprise name: Shanxi (Pinglu) Guyuwang Agricultural Co., Ltd., mainly sells fruits  
Post-training development: From an annual sales revenue of 1 million yuan to over 17 million yuan, with an average annual growth rate of 76.2% over five years

An exemplary case of the effectiveness of elderly support and assistance

(1) Case 1:

Trainee Name: Ao Zuli, from Gushi County, participant of the first phase of the basic-level elderly care training class

Training outcome: After completing the training, she was employed as the Deputy Director of a local township elderly care home. During work, when a blind elderly person suddenly fainted and before the arrival of emergency medical services, she promptly performed cardiopulmonary resuscitation (CPR) learned during the training. It was this intervention within the crucial golden 3 minutes that saved the elderly person's life, removing them from immediate danger.

(2) Case 2:

Trainee Names: Wang Xiali, Li Qinghai, Zhu Xinyu, all from Gushi County, participants of the third phase of the basic-level elderly care nursing training class

Training outcome: After completing the training, they returned to their hometown and with the support and assistance of the Gushi General Union, jointly established the "Filial Piety Comes First" Elderly Care Company. The Company provides professional elderly care services and has become one of the few integrated medical and elderly care institutions in the entire county.

(3) Case 3:

Trainee Names: Zhou Guojun, from Gushi County, participant of the second phase of the elderly care nursing training class

Training outcome: Zhou Guojun was originally a registered impoverished household from Wumiao Township in Gushi County, Henan Province. He has a disability in his legs. During the training and internship period at Beijing Jintai Yishouxuan Elderly Care Home, due to his hard work and dedication, he was hired and gained a stable income. In early 2020, when the COVID-19 pandemic broke out, instead of returning home for the Chinese New Year, he chose to stay in Beijing and dedicated himself to taking care of the elderly residents wholeheartedly. He voluntarily became a trailblazer in the elderly care industry.

Rural revitalization designated assistance	
Company Designated Donation Amount	1,000,000
Company Investment in Assistance Amount	980,000
Employee welfare distribution to stimulate consumption assistance (in ten thousand yuan)	3,570,000

3. Contribute to community development

Improve the livelihood of the community

CMEC is actively participating in community construction and livelihood improvement. It invests resources to improve the community environment and throws itself into construction of large infrastructure in communities, to realize a living vision of clean drinking water in communities, unblocked road, living and working in peace and with contentment, as well as beautiful city. CMEC provides infrastructure guarantees to enhance the well-being of the community residents and promote sustainable development in the community.

Donations were made to local communities in Yaoundé, Republic of Cameroon for the Sanaga drinking water treatment plant and its supporting engineering project.

In May 2022, the water plant project in Cameroon made a donation to the "Batchenga Ceremony and Cultural Activities Youth House" project in the Batchenga area of Yaoundé. The donation was used to promote employment opportunities for local youth. The "Batchenga Ceremony and Cultural Activities Youth House" project aims to spread knowledge about traditional musical instruments through profitable activities and promote local cultural customs, ultimately empowering young people for self-employment.



Community promotional activities were held for the Uruguay 500kV transmission and transformation ring grid closure project

On May 3-4, 2022, three community promotional events were held in the cities of Salto, Tacuarembó, and Paso de los Toros across two provinces in Uruguay for the Uruguay 500kV transmission and transformation ring grid closure project. This is an important measure to fulfill the main responsibility of the project contractor and its environmental management obligations.



CMEC youth volunteers serve as life protectors in the spirit of Lei Feng

The CMEC Youth League Public Welfare Association actively responded to the initiative of the Group Youth League Committee to carry out the "Walking with Lei Feng". They organized 32 volunteers to actively participate in two emergency first aid training courses hosted by the Beijing Red Cross Society and co-sponsored by CITIC Prudential Funds.



Participants attending the emergency first aid training course organized by the Youth League Committee of SINOMACH




The shining blue of CMEC in the battle against the pandemic

the Company actively responded to the national and government call, participated in volunteer services for epidemic prevention, supported epidemic prevention and control with its own strength. CMEC's action party members have accumulated a total of 801.5 hours of service time. The Youth League General Branch of the CMIE East China Branch actively responded to the call of the local government and the Company Party Committee, and set up a task force consisting of 8 young volunteers, who bravely joined the voluntary service for epidemic prevention and control.



CMIE Party and Youth League Youth Anti-Epidemic Task Force



## Outlook on 2023

In 2023, as the headquarters of the newly formed China Machinery Industry Engineering Group Co., Ltd, CMEC will rely on the powerful scientific research strength and industrial basis of SINOMACH, give play to its overall advantages of led by design consultation and provision of “one-stop” services of full engineering contracting chain, incorporate with demands of post-pandemic era in host countries, focus on development of projects in the field of industrial and international productivity cooperation that meet requirements of “high standard, sustainability and benefit people’s livelihood” , continue to make contributions for BRI construction to go deeper and realer.

The Company will continue to implement the operation policies of “stabilize outside and plough inside” , exert its unique advantages, incorporate into the new pattern of dual circulation, serve “3060” goals of carbon peaking and carbon neutrality, rural revitalization and other national strategies, fulfil mission and responsibilities of a central enterprise during stabilization of growth, use reform and innovation to solve development problems and break obstacles to move forward. The Company will strive for achievements on the new track and create brilliance again!



腾飞

“Soaring” Inscription for CMEC by Jia Qinlin, the first General Manager of CMEC, and the former Chairman of the Chinese People's Political Consultative Conference (CPPCC)



 **Company honor**

Winner	Issuer	Award or honor	Winning date
CMEC Group	China International Contractors Association	"Leading Enterprise in Social Responsibility Performance Evaluation for Foreign Contracting Engineering Companies in 2022 (Highest Award)"	December 2022
	China Chamber of Commerce for Import and Export of Machinery and Electronic Products	The honorary title of "AAA Credit Enterprise in Enterprise Credit Evaluation"	December 2022
Ukraine Nikopol Photovoltaic Power Plant Project	Ministry of Housing and Urban-Rural Development of the People's Republic of China, China Construction Industry Association	2022 China Construction Engineering Luban Prize (Overseas Projects)	April 2022
	2022 International Engineering Green Supply Chain Management Evaluation Activity	Outstanding Project Award	April 2022
Argentine Belgrano Cargo Railway Reconstruction Project	2022 International Engineering Green Supply Chain Management Evaluation Activity	Excellence Project Award.	April 2022
	Selected in the Blue Book of Research Report on Social Responsibility of Central Enterprises (2022)		
	Selected as an Excellent Case Collection in the UNIDO Social Responsibility Project	Excellent Case	

 **Company honor**

Winner	Issuer	Award or honor	Winning date
Angola Soyo Power Plant Project	Selected as an Excellent Case Collection in the UNIDO Social Responsibility Project	Excellent Case	
UAE Photovoltaic Project	China International Contractors Association	2022 Sustainable Infrastructure Award	December 2022
Saladin Project Camp in Iraq	China International Contractors Association	"Excellent Award for China Overseas Engineering Camp Display" in 2022	April 2022
Research and Application of Intelligent Monitoring and Supervision System for New Railway Single Subway Operation Line	SINOMACH	"The Third Prize for 2022 SINOMACH Science and Technology Award"	December 2022
Modular Static Power Supply for AC Variable Frequency Testing	SINOMACH	"The Third Prize for 2022 SINOMACH Science and Technology Award"	December 2022



**Feedback form Readers**

Respectful reader:

Hello! Thank you for reading our report. We look forward to your comments and thoughts on the report, which will help us continuously improve the way we prepare the report and our performance in sustainable development. You are welcome to fill out the following questionnaire, which you can send back to us through the contact information at the bottom of this page.

Thank you very much for your support to our works!

China Machinery Engineering Corporation  
September, 2023

1. Which of the following types of stakeholders best fits your identity?

- Stockholder             Employee             Customer             Supplier/contractor
- Government             Peer             Community/public
- Industry association/NGO    Media             Others (please specify)

2. On the whole, how do you evaluate our report?

- Very good             Good             Average             Poor             Very poor

3. What do you think of this report?

- Information disclosure:  Very good    Good    Average    Poor    Very poor
- Design:  Very good    Good    Average    Poor    Very poor
- Readability:  Very good    Good    Average    Poor    Very poor

4. Which chapter do you think best suits your needs? (You can choose up to 3 of them)

- Corporate governance
- Sustainable development management
- New development pattern to build sustainable infrastructure
- New development mode, contributing to sustainable ecological civilization
- New drivers of development to enhance sustainable development resilience
- Outlook on 2022
- Company honor
- Others (Please specify)

5. What issues are of greatest concern to you? (You can choose up to 5 of them)

- Strengthen the leadership of Party building
- Law-based enterprise governance
- Sustainable development management
- S&T innovation
- Supply chain management
- Fulfilment of industrial responsibilities
- Employment management
- Democratic management
- Career development
- Workplace care
- Green projects
- Green culture
- Consolidation and development of achievements of poverty alleviation
- Contribution to community development
- Board operation
- Risk Management
- Operation management
- Diversified financing
- Quality service
- Partnership cooperation
- Salary and benefits
- Staff training
- Occupational health and safety
- Green management
- Clean energy
- Local operation
- Others (please specify)

6. Do you have any comments or suggestions on our sustainable development report or our performance?

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