



CJIC 2023 ESG REPORT

Pursue Excellence Through Craftsmanship
Connect the World Through Quality

About This Report

Introduction

This is the first annual Environmental, Social, and Governance (ESG) report published by China Jiangxi International Economic and Technical Cooperation Co., Ltd. (CJIC).

Reporting time range

This report covers the period from January 1, 2023, to December 31, 2023, with potential adjustments to include earlier or later dates to ensure comprehensive and consistent disclosure.

Reporting entities

This report discloses information regarding CJIC and its subsidiaries. For ease of reference, China Jiangxi International Economic and Technical Cooperation Co., Ltd. is referred to as "CJIC", the "Company" or "we" throughout this report.

Reference standards

UN Sustainable Development Goals (SDGs)

Global Reporting Initiative *GRI Sustainability Reporting Standards* (GRI Standards)

ISO 26000:2010 *Guidance on Social Responsibility*

China Sustainability Reporting Standards - Environmental, Social, Governance 6.0 (CASS-ESG 6.0), issued by the Chinese Academy of Social Sciences (CASS)

Guidelines on ESG Management for Chinese International Contractors (T/CHINCA 4-2024), issued by the China International Contractors Association

Compilation process

We follow a comprehensive report lifecycle management approach, which includes the establishment of a report compilation team, analysis of national and industry policies, identification of material issues, training sessions for report initiation, design and drafting, solicitation of opinions, report revisions, and leadership approval. This ensures that the information disclosed is objective, standardized, accurate, and transparent.

Data disclosure

All data presented in this report are sourced from the Company's internal records. The Company confirms that there are no false records, misleading statements, or significant omissions in this report, and takes full responsibility for the authenticity, accuracy, and completeness of all disclosed data and information.

Unless otherwise specified, any financial data herein are presented in US dollars based on the exchange rate of USD to CNY published on December 29, 2023, which is 1:7.0827.

Availability

The digital version of this report can be viewed or downloaded from the CJIC's official website. Additional relevant information is also available on the site.

Website: <https://www.cjic.cn/>



**Pursue Excellence
Through Craftsmanship**



**Connect the World
Through Quality**



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Speech of the Leader



The year 2023 marks the first year for fully implementing the guiding principles laid down at the 20th CPC National Congress. It is also an important year for China Jiangxi International Economic and Technical Cooperation Co., Ltd. (CJIC) to realize restorative growth with both breaking and establishing going hand in hand in reform and development. Over the past year, under the firm leadership of the CPC Jiangxi Provincial Committee and the provincial government and the direct guidance of the provincial state-owned assets supervision and administration commission, CJIC consistently followed the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and thoroughly implemented the guiding principles from the 20th CPC National Congress and the principles from General Secretary Xi Jinping's major addresses during his visit to Jiangxi. We made every effort to overcome the multiple influences and pressures such as the superposition of cyclical and structural contradictions, the interweaving of short-term and long-term problems, and the collision of market and non-market factors. Through forging ahead and overcoming challenges, we have fully achieved our business targets, continuously improved the quality of our development, and strengthened our resilience in development.

In the past year, we have made vigorous efforts to optimize our core business, resulting in a more solid foundation for development.

We have maintained firm strategic resolve, strengthened our confidence in development, actively building an international market network, and continuously optimized our business structure. The cumulative share of commercial contracts awarded in projects funded by multilateral financial institutions reached 72.93%. The ratio of newly signed domestic construction and design consulting contracts to newly signed international commercial contracts is 1:1.16, highlighting the effectiveness of the development strategy of "stabilizing the international market and expanding the domestic market." Adhering to taking project quality management as the lead and deepening

reform and innovation as the driving force. We have been selected as one of the top 250 international contractors in the world for 21 consecutive years, ranking 75th overall, 16th among Chinese-funded enterprises on the list, and consistently holding the top spot among Jiangxi-based companies in 2023. Our core capabilities are continually enhanced. For 16 consecutive years, we have been recognized as an AAA-level credit enterprise in both overseas contracted projects and foreign labor cooperation, fully demonstrating our brand advantage.

In the past year, we have been resolutely committed to strengthening management, and continuously improving our governance capabilities. By deepening reforms to unlock growth potential, we have focused on addressing the critical issues constraining our development and have made solid progress toward completing key reform and innovation initiatives. Focusing on digital transformation, we have strengthened digital empowerment and actively advanced the "No.1 project" for the digital transformation of construction enterprises. The project management information system and the financial management digital system have been fully launched, unleashing significant internal vitality. By adhering to a bottom-line mindset, we have effectively mitigated risks, strengthened compliance management, and enhanced comprehensive risk management. We have established a multidimensional "1+N" compliance management system built on fundamental compliance management regulations and supported by specific compliance initiatives. We have strengthened audit supervision and rectification efforts. We have fully implemented the safety production responsibility system, regularly carried out safety inspections, and firmly upheld the bottom line of preventing major risks.

In the past year, we have remained steadfast in our commitment to environmental protection, orderly advancing the low-carbon transformation. We have acted on the principle that "lucid waters and lush mountains are invaluable assets" and actively responded to the opportunities and challenges of green and low-carbon development. We have strictly fulfilled our primary responsibility for environmental protection by establishing and improving our environmental management system. We have actively implemented the requirements for coordinated reduction of pollution and carbon emissions, thoroughly exploring our potential for energy conservation and emission reduction. We have expanded into emerging business sectors, actively developed clean energy, and continuously researched and utilized new technologies and equipment to drive sustainable development through green transformation. We have thoroughly implemented "green construction" and integrated the concept of environmental sustainability throughout the entire project life-cycle to create green projects, effectively increasing the social benefits of engineering projects. We have attached great importance to ecological restoration and biodiversity conservation and comprehensively reduced the negative environmental impacts of our construction and operational activities to fulfill our responsibility for harmonious coexistence between humans and nature through high-quality development.

In the past year, we have worked together to build happiness, with a continued commitment to fulfilling our responsibilities and duties. Adhering to the philosophy of "people-oriented", we have implemented the localized talent strategy, cared for our employees with a highly responsible approach, ensuring the protection of their legal rights and enhancing the sense of gain, happiness, and security for all staff members. We have upheld the philosophy of "win-win cooperation and common development," accelerated integration into the new pattern of dual circulation development with domestic circulation as the mainstay and domestic & international circulations reinforcing each other, promoted strategic collaboration and industrial cooperation in an orderly manner, and continuously expanded the depth and breadth of strategic partnerships. We have actively practiced the responsibilities of state-owned enterprises. We have considered social responsibility strategy as a long-term plan and continuously invested in localized operations, social welfare, educational support, and cultural exchange to add vitality to the local economy and social development.

Long as the journey is, we will surely reach our destination when we stay the course. The year 2024 is a crucial year for fully implementing the guiding principles laid down at the 20th CPC National Congress, we will closely align with the new goals and new missions, seizing opportunities to move forward. In accordance with the new strategic positioning and goal requirements of the province of "taking the lead, striving for excellence, and making good achievements", we will actively participate in the eight actions of the Belt and Road Initiative (BRI) and continue to serve as a pioneer in the BRI and a forerunner in green development. In this way, we will embrace the new mission and responsibility of being a key force in Jiangxi's "going global" initiative, and set sail and be more outstanding in the vivid practice of promoting the company's high-quality and sustainable development!

Zhang Jianan, Chairman & President of CJIC

About Us



Zhongjiang International Building

Company Profile

China Jiangxi International Economic and Technical Cooperation Co., Ltd. is a large state-owned enterprise under the supervision of the State-Owned Assets Supervision and Administration Commission (SASAC) of Jiangxi Province. Established in 1983 with approval from the State Council of the People's Republic of China, CJIC has grown over four decades into a prominent export-oriented and diversified enterprise. Its core business areas include engineering, procurement, and construction (EPC) project contracting, real estate development, property management, construction project engineering, as well as surveying, design, and consulting services. CJIC is also involved in foreign trade, international exhibitions, international labor service cooperation, and Chinese government-sponsored foreign economic aid projects.

The Company has been an active participant in the Belt and Road Initiative and the ten major China-Africa cooperation programs. It has completed over 800 major engineering projects across more than 50 countries and regions, with overseas offices in 24 countries across Africa and Asia. CJIC has also established over 40 overseas subsidiaries, building a relatively comprehensive marketing network. For 21 consecutive years, the Company has been recognized by the American Engineering News-Record (ENR) as one of the Top 250 International Contractors, ranking 75th overall. It has also been listed among the Top 100 for 8 straight years, ranking 16th among Chinese companies and 1st among companies from Jiangxi.

In 2023, CJIC

Total assets:

USD **1.641** billion

Value of newly signed contracts:

USD **2.004** billion

Number of employees (Foreign staff excluded):

1,266



Corporate Culture

Core values

Openness, Pioneering, Innovation, Creativity

Mission

To become the cornerstone of the construction engineering industry and a bridge for international cooperation

Talent philosophy

Principle of employment and appointment: Positions are awarded based on demonstrated achievements, providing individuals the opportunity to further excel

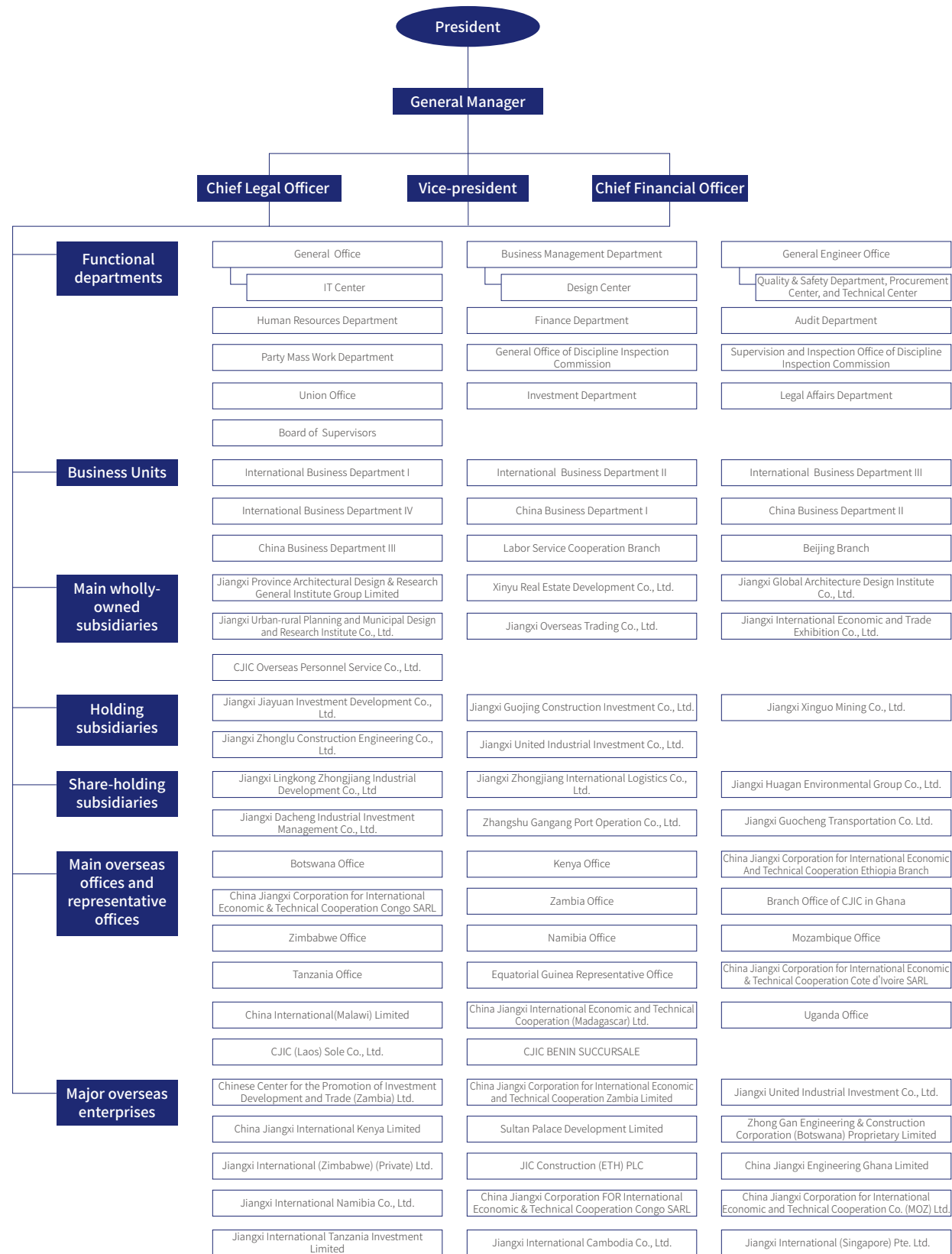
Standards of high-quality talent assessment: Loyalty, integrity, and responsibility

Talent values: Practical work is essential, and performance is the sole criterion for evaluation.

Vision

Leading in Three Areas: To become the leading resource integrator; to become the leading multinational corporate group; and to become the leading international contractor

Organizational Structure



Executive Leadership



Zhang Jian'an

Secretary of the Party Committee and President of the Board of Directors



Yuan Xiangyu

Member of the Party Committee and Chief Legal Officer



Huang Ligang

Member of the Party Committee, Vice President, and Chairman of the Labor Union



Li Biya

Member of the Party Committee and Vice President



Xu Fang

Member of the Party Committee, Member of the Board of Directors, and Chief Financial Officer



Duan Zhiyi

Member of the Party Committee and Vice President



Zhao Zhihua

Member of the Party Committee and Secretary of the Commission for Discipline Inspection



Liu Xiaodong

Chairperson of the Supervisory Board

HIGHLIGHT: Going Hand in Hand to Chart a Grand Vision for the Silk Road

A decade has passed since the launch of the Belt and Road Initiative (BRI), marked by a journey of dedicated cooperation and fruitful achievements. Over these ten years, joint efforts under the BRI have met the demands of the times, gained global support, and delivered tangible benefits to people worldwide, fostering mutual benefit and win-win outcomes for participating countries while opening new avenues for global development. As one of the enterprises from Jiangxi Province "going global", CJIC has consistently adhered to the principles of "planning together, building together and benefiting together," aligning its development with the broader BRI vision, delivering several signature projects and exemplary engineering projects that have enhanced local livelihood and supported sustainable, mutually beneficial partnerships with high standards. In collaboration with host countries, regions, and overseas partners, CJIC is dedicated to build a community of interests, a community with a shared future and a community of responsibilities, all working hand in hand toward a better future.

As of the end of 2023, CJIC

Over **10,000** water wells, **5,000** kilometers of roads, **100** schools, **20** hospitals, and **20** dams have been built.

Advancing forward together on the path to prosperity and development

Over the past decade, we stay committed to the principle of mutual benefit, actively participating in the BRI by deepening international cooperation on industrial capacity and establishing a path to high-standard prosperity. We have undertaken signature infrastructure projects across sectors such as power energy, construction, and airports, along with plenty of people-centered developments including wells, roads, schools, hospitals, and dams. These efforts have significantly boosted local economic and social development, fostering lasting friendships and creating opportunities for common development and shared prosperity.

★ Awards and Honors in 2023 ★

Ranked **13th** in international engineering contracting among the **Top 30** Chinese-funded enterprises in Africa

The Kenyatta University Teaching, Referral & Research Hospital Project in Kenya, contracted by CJIC, was awarded **the China Construction Engineering Luban Prize**, the highest honor for engineering excellence in China

● Kenyatta University Teaching, Referral & Research Hospital Project: A win-win initiative for technology- and quality-driven healthcare in Kenya

The Kenyatta University Teaching, Referral & Research Hospital in Kenya marks CJIC's first international project, financed by concessional loans from the Chinese government, adopting an innovative model integrating construction, equipment, and capacity building and training. With a total construction area of 77,264 square meters, the hospital is equipped with state-of-the-art medical facilities across its clinical and treatment rooms, wards, operating theatres, central laboratories, and imaging units. As the most advanced public hospital in Kenya— even East Africa currently—it provides a broad range of medical and healthcare services, including diagnostics, treatment, and rehabilitation for both common and specialized conditions. This ensures comprehensive, high-quality healthcare for the people of Kenya and neighboring countries.



Kenyatta University Teaching, Referral & Research Hospital in Kenya



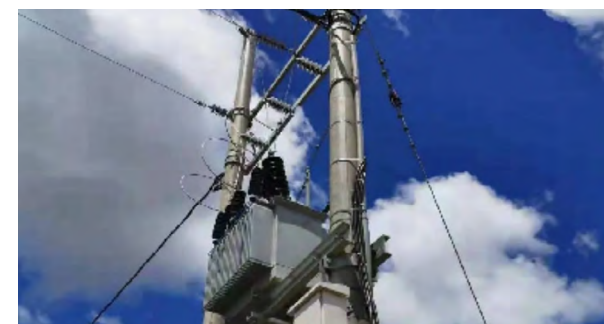
The completion of the upgrading and expansion of Kenneth Kaunda International Airport have created favorable conditions to enable Zambia Airports Corporation to efficiently bring in operators and reap economic benefits.



The Zambia-Jiangxi Economic Cooperation Zone Project plays a key role in advancing the BRI and international production capacity cooperation, providing convenient services for businesses investing in Zambia, and improving local employment and business development.



The Thune Dam Project in Botswana has not only effectively addressed drinking water shortages during the dry season and improved flood control during the rainy season, but also promoted the development of the local tourism.



The Wandu-Moyo 33-kV Lines and Associated Low Voltage Networks Rural Power Grid Project in Uganda has delivered stable electricity to residents, community schools, and healthcare facilities, fostering economic and social development in rural Uganda.



The T3 Asphalt Road Project in Zambia has greatly improved travel conditions for residents in Ndola and Kitwe, enhancing regional trade flow and contributing to the country's economic development.

Connecting distant places with roads and building bridges for people-to-people communication

Over these 10 years, we have actively fulfilled our social responsibilities by improving livelihoods through engineering projects, participating in social welfare initiatives, and giving back to local communities with gratitude. Each year, we allocate approximately USD 705,945 in public welfare efforts, including donations, infrastructure development, poverty alleviation, and education. Our localization efforts have progressed significantly, with a focus on training local talent, creating employment opportunities, and attracting international professionals to our management team. As a result, we have achieved a localization rate of over 90%.

★ Awards and Honors in 2023 ★

Drilled wells in cholera-affected areas in Zimbabwe to provide clean drinking water to local communities, receiving high praise from the United Nations Population Division (UNPD)

The Thune Dam Project built in Botswana successfully withstood catastrophic local flooding

The traditional medicine research and training center project, built by CJIC in Nepal, remained intact during an 8.1-magnitude earthquake



CJIC donated ZMW 40,000, along with teaching materials and epidemic prevention supplies, to Likasa Boys Secondary School in Zambia.



The China Enterprises Chamber of Commerce in Ghana donated GHS 300,000 in cash and supplies to flood-affected areas in Ghana.



Employees from the Kenya office donated supplies to local orphans and children with disabilities.



CJIC donated teaching and living supplies to Ngoloko Primary School in Mombasa, Kenya.

Collaborating for a green and sustainable future

Over these 10 years, we have been dedicated to developing a green Silk Road by expanding our new energy business, advocating green construction practices, and using eco-friendly building materials, all while ensuring full compliance with local laws and regulations. To support these initiatives, we have established a professional environmental and social management team, formulated and implemented project management documents, and enforced stringent environmental protection measures across all projects.



The 50-MW Solar Power Plant Project in Garissa, Kenya, is expected to generate 76.467 million kilowatt-hours of power annually over its 25-year operational period. This will help reduce carbon dioxide emissions by approximately 64,190 tonnes per year and save around 24,470 tonnes of standard coal.



CJIC developed and implemented an environmental protection plan for the Malawi M1 Highway Project, which included measures to protect local wildlife and vegetation along the route.

Connected roads, united people; hearts drawn closer, goals aligned. The Belt and Road cooperation is a significant step toward building a community with a shared future for mankind. In view of this, CJIC is committed to strengthening international cooperation under the BRI framework, advancing efforts to make it a road to peace, prosperity, openness, green development, innovation, and cultural exchange, thereby continuing to inject new impetus into greater connectivity and shared development among all BRI-participating countries.

01

Promoting Sustainable Development Through Consistent Commitment

Guided by the 1269 Action Plan¹, CJIC is committed to becoming an exceptional multinational corporate group by promoting the development of a modern industrial system, strengthening collaboration in technological innovation, and comprehensively improving global competitiveness. With a steadfast commitment to a "quality first" philosophy, CJIC also enforces strict quality control, pursues perfection, delivers high-standard projects, and steadily advances the company's high-quality development process, bravely moving forward towards the goal of becoming an outstanding multinational enterprise group with strong engineering management capabilities and resource integration capabilities, and drives sustained, high-quality growth, striving to become a leading multinational corporation excelling in project management and resource integration.

Our Goals



Our Actions

Designing a new business layout to integrate resources	16
Forming new driving forces to lead technological innovation	21
Achieving breakthroughs through excellent quality	23

¹Jiangxi Province's 1269 *Action Plan* for the modernization of key manufacturing industry chains proposes that by 2026, it aims to achieve the "1269" goal of industrial chains modernization. That is, comprehensively enhance the modernization level of 12 key manufacturing industry chains, including electronic information, non-ferrous metals, equipment manufacturing, new energy, petrochemicals & chemical engineering, building materials, steel, aviation, food, textiles & clothing, pharmaceuticals, and modern furniture. Build six advanced manufacturing clusters with strong comprehensive strength and competitiveness such as electronic information, copper-based new materials, lithium batteries & photovoltaic new energy, tungsten & rare earth metal new materials, aviation, and refining-chemical integration & new chemical materials, and targets an annual average revenue growth of about 9% for industrial enterprises above the designated size in the province.

Designing a new business layout to integrate resources

Adhering to the development strategy of "stabilizing the international market and expanding the domestic market," we have strengthened our presence globally while vigorously expanding our operations in China. We have enhanced our international project contracting business and actively integrated it into the new development model, supporting the dual circulation of domestic and international markets. By establishing a comprehensive international market network, we have also improved our capabilities in international operations, investment, and financing, while strengthening, extending, and supplementing the value chains. Additionally, we have boosted our ability to serve the entire construction industry chain, steadily advancing our international trade business and gradually fostering synergies across our core business areas.

In 2023, CJIC

Won bids contracts for **51** international projects, with over **90** projects currently under construction.

Secured cumulative commercial contracts for projects funded by multilateral financial institutions, accounting for **72.93%** of the total.

Signed new contracts for domestic construction projects and design consultation services, amounting to USD **364** million.

Actively promoted the import of grain and feed, the total import and export volume for the whole year is USD **11.69** million.

Actively explored the overseas exhibition business, securing contracts for **4** overseas exhibition projects.

International project contracting

We remain focused on our core business of international project contracting, continuously consolidating and expanding our operations across various sectors, including building construction, road and bridge, water conservancy, well drilling, water supply and sewage treatment, power and energy, as well as airport and runway development. To date, we have completed over 800 major construction projects in more than 50 countries. Notably, we have developed distinctive strengths and advantages, particularly in building construction, water conservancy, highways, hospitals, and well drilling, further enhancing the global reputation of the "China Jiangxi" brand.

★ Awards and Honors in 2023 ★

Be awarded and rated as an AAA-level credit enterprise for Water Conservancy and Hydropower Construction Projects in China

Be rated and recognized as an AAA-level Credible International Contractor for overseas contracting projects for 16th consecutive year

Building construction

CJIC holds Grade A qualifications as a general contractor for building and municipal public works projects. Our expertise covers public buildings, including commercial, residential, and office developments, as well as civil facilities for sectors such as science, education, culture, healthcare, and communications. To date, we have completed over 2 million square meters of construction across various projects. Notably, the Kenyatta University Teaching, Referral & Research Hospital Project in Kenya, was awarded the China Construction Engineering Luban Prize, the highest honor for engineering excellence in China.



The Kenyatta University Teaching, Referral & Research Hospital Project



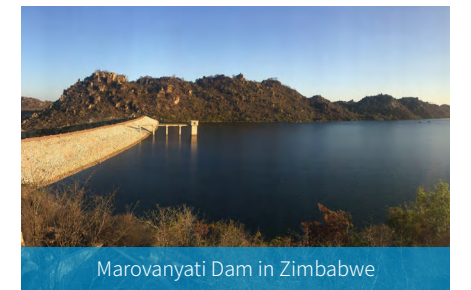
70-km Asphalt Road Project in Western Province, Zambia

Road and bridge

CJIC holds a Grade B qualification as a general contractor for highway projects. Our operations span several international markets, including Zambia, Kenya, Ghana, Botswana, the Democratic Republic of the Congo, and Mozambique, encompassing highways and expressways connecting cities as well as rural roads linking counties and townships. To date, we have constructed a total of 5,000 kilometers of roads across various categories and grades, along with more than 20 small- and medium-sized bridges.

Water conservancy

CJIC holds a Grade A qualification as a general contractor for water conservancy and hydropower projects. We have constructed over 20 hydraulic structures, including dams, embankments, spillways, tunnels, and culverts, as well as 7 water supply and sewage treatment plants. We have also drilled more than 10,000 water wells, providing drinking water and irrigation solutions for millions of residents and livestock. In 2023, we secured new contracts for water conservancy projects totally amounting to USD 29.9321 million.



Marovanyati Dam in Zimbabwe



330-kV Transmission and Transformation Project in Zambia

Power and energy

We have strengthened our development of power projects to meet the electricity demands of local communities. The 330-kV Transmission and Transformation Project in Zambia is an integral component of the Zambia-Tanzania-Kenya (ZTK) Interconnector Project. Spanning 300 kilometers with 668 iron towers, this project not only improves the stability and transmission capacity of Zambia's power grid but also strengthens cross-regional transmission and distribution capabilities.

Airport and runway development

We have actively expanded our business in the development of international airports and runways, successfully completing several signature projects. The Kenneth Kaunda International Airport Project was completed and handed over in June 2023, with its fire-new terminal and high-quality services receiving high praise from both inbound and outbound passengers. The project was recognized with the "Outstanding Engineering" and "Excellent Design" awards by Zambia's National Council for Construction (NCC) in 2022 and 2023, respectively.



Kenneth Kaunda International Airport Project

Investment and real estate development

We have strengthened lean management practices, improved our investment management system, and standardized the operation of investment projects, maintaining strict control over new investment projects, with a focus on the construction, operation, and supervision of ongoing projects, while continuously working to boost productivity and economic efficiency in our investments. Aligned with our business philosophy of "caring for people, building homes," we are committed to creating stylish, warm homes. With a strong presence in Jiangxi Province, we have concentrated our efforts on key cities and counties, developing high-quality projects that are well-received by residents for their innovative design, excellent construction quality, and favorable living environments.

Nigeria Explosive Factory Project



This project is a joint investment and construction effort between CJIC and Jiangxi Guotai Group, focused on developing and operating a flexible production line for packaging and on-site mixing of gelatinous emulsion explosives, with an annual production capacity of 6,000 tonnes, providing both packaged and on-site mixed solutions.

Country Garden's Zhongjiang Hot Spring City Project



Located in Nanchang City, this high-quality, green, and health-oriented urban living area covers 130.64 acres, with a total investment of USD 1.13 billion. The project integrates multiple functions, including hot spring healthcare, tourism, vacation services, recreation, entertainment, and business meeting facilities.

Hexi Port-City Integration Project in Zhangshu



With a total investment of USD 1.525 billion, this project aims to create a key water transportation hub along the middle reaches of the Ganjiang River, while developing a vibrant new city that is ideal for both living and business.

The sultan palace beach resort Project in Mombasa, Kenya



This project features a range of properties and amenities, including hotels, sea view villas, terraced houses, sea view apartments, spas, gyms, swimming pools, water parks, tennis courts, and other supporting services.

Domestic construction projects and design

CJIC holds a Grade B qualification for professional contracting in building finishing, decoration, and mechanical and electrical installation. Guided by the philosophy of "building projects, creating legacies, and expanding markets," we have consistently strengthened and expanded our construction business within China, actively exploring and promoting prefabricated construction while pursuing a strategy of integrating our core business across the entire industry chain by leveraging synergies between upstream and downstream segments. Additionally, we have established a comprehensive design consulting cluster to effectively enhance our capability across the full construction value chain and accelerate synergy formation. As of the end of 2023, CJIC has completed approximately 3.2 million square meters of various building projects and over 400 architectural design projects.

★ Awards and Honors in 2023 ★

Be continuously recognized as an AAA-level Credible Building Contractor in China

Ranked 14th among the Top 30 Building Contractors of 2023



Jiangxi Provincial Art Museum (Jiangxi Provincial Exhibition Center)



Jiangxi Provincial Cultural Center (Including Provincial Museum, Library, Science and Technology Museum)



Jiangxi Provincial Party and Government Offices Relocation Project



Party School of Jiangxi Provincial CPC Committee (Jiangxi Provincial Academy of Governance)

Mineral resource development

We have actively expanded our business in mineral resource development, successively securing exploration and mining rights for diamonds, platinum, gold, copper, nickel, chromium, and other minerals in Zimbabwe, Botswana, Zambia, Namibia, Ghana, and other countries. In Zimbabwe, we successfully explored a large nickel-chromium deposit with estimated reserves of about 8 million tonnes.



Geological exploration drilling site in Zimbabwe

International trade and labor cooperation

We have consistently advanced our international trade, ensuring the proper registration of overseas labor dispatches and accurate reporting of foreign trade data. In 2023, our subsidiary, Jiangxi Overseas Trading Co., Ltd., actively facilitated the import of grain and feed, while efficiently managing the cross-border procurement of materials for international projects and the wine import trade. The total import and export volume for the year reached USD 11.69 million. Additionally, The "zone-port linkage" business model of Jiangxi Zhongjiang International Logistics Co., Ltd. to which it belongs has been officially implemented, marking a breakthrough from "0" to "1" in the business of Nanchang Comprehensive Bonded Zone. It attracts more bonded and logistics businesses to settle in the park and continuously expands the scale of import and export business in the park.

★ Awards and Honors in 2023 ★



Recognized as an AAA-level Credible International Labor Service Partner for the 16th consecutive year



Successfully filed for qualification as a construction labor service provider



A container truck loaded with the first batch of cargo under the zone-port linkage business model



Skill interns in Japan working on automotive interior processing

Forming new driving forces to lead technological innovation

We are committed to driving development through technological innovation, actively contributing to CJIC's high-quality development. Through management optimization, technological innovation, and qualification upgrades, we have accelerated the development of the international project contracting business towards large-scale, intensive and high-tech, and enhance the company's technological innovation ability and market competitiveness.

In 2023, CJIC

Employed **48** researchers Successfully passed the reevaluation as a provincial-level enterprise technology center

Invested a total of USD **9,600,858** in research and development, representing a **200.14%** year-on-year increase

Obtained **26** licensed patents, **2** provincial-level construction method certificates, and **6** utility model patents

Continuously improving innovation systems

We have fully leveraged the Company's advantages in production capacity, industrial clusters, talent, branding, and management to build a market-oriented technology innovation system that integrates industry, universities, and research institutions around the enterprise technology center. Guided by the special plan for scientific and technological innovation outlined in the 14th Five-Year Plan, we have implemented new initiatives and strengthened institutional support for innovative development, thereby providing strong support for establishing innovative enterprises and contributing to CJIC's high-quality development.

Establishing an innovation ecosystem

To achieve diversified and standardized technological development, we have increased research and development investment, transforming the enterprise technology center into a collaborative base for industry-university-research partnerships, a public service platform, and a key engineering research hub in the industry. We have also independently developed proprietary knowledge and technologies using large-scale projects as the starting point. Furthermore, in collaboration with universities, research institutions, and both domestic and international partners, we have cultivated specialized technical talent in various fields, establishing a high-quality and creative team. This has fully harnessed the power of scientific and technological innovation, creating a vibrant environment for innovation and elevating the Company's overall technical capabilities.

Establishing science and technology innovation platforms

- We have set up engineering laboratories in Zambia, Ghana, the Democratic Republic of Congo, and Nanchang, China, with total equipment investments exceeding USD 423,567.
- We have piloted the application of BIM technology in the Communist Youth League's Industry-Education Integration Base Project at Jiangxi Modern Polytechnic College and applied it in the Urban Tourism and Infrastructure Construction Project in Lushan City.

Cultivating innovative talents

- We have consistently encouraged employees to participate in construction engineer examinations and professional title evaluations, resulting in a steady increase in certified personnel. In 2023, 14 employees became registered constructors, 1 became a registered associate constructor, 9 became senior engineers, 10 engineers, and 15 assistant engineers.
- Leveraging our projects as a platform, we have trained BIM professionals, established BIM technology application standards and management systems, and ungraded BIM models.

Strengthening research collaboration

- We have actively collaborated with universities and research institutions to introduce advanced technologies and management expertise.
- We have maintained a partnership with Nanchang University, using domestic construction projects to jointly develop provincial-level construction methods, QC achievements, and utility model patents.

Enhancing research and development capabilities

We have actively engaged with national strategic science and technology resources, strengthening the scientific and technological investment system for state-owned enterprises by focusing on enterprise-led investments with broad participation from various funds. Notable breakthroughs have been achieved in core technologies, and we have established a specialized platform for incubating scientific and technological innovation. Our efforts to drive innovation and patent applications have also been intensified, with a strong emphasis on intellectual property protection. Additionally, we have encouraged research into construction methods, aiming to foster industrial innovation through scientific and technological advancements, accelerating the development of new high-quality productive forces. Both our domestic and international projects have participated in excellence evaluations, while we have enhanced our technology innovation incentive mechanisms, positioning ourselves as a key driver of demand, an organizer of innovation, a provider of technology, and an early adopter of original technologies. In 2023, we launched the Sparks Action initiative for specialized, sophisticated, distinctive, and innovative small- and medium-sized enterprises, adding about 30 new companies to this category.



Training lectures on construction methods

Achieving breakthroughs through excellent quality

We have firmly embraced a quality-first approach, prioritizing efficiency while embedding quality risk management throughout all business processes. Additionally, we have rigorously monitored project quality, ensuring top-tier design and construction. Quality targets have also been set at every level to comprehensively guarantee product excellence, allowing us to consistently deliver high-quality projects and outstanding services to our clients, thereby continuously enhancing our brand influence and strengthening our corporate image in regional markets.

Quality management system

We have consistently improved our project quality management system and successfully obtained certifications for GB/T 19001-2016 *Quality Management System* and GB/T 50430-2017. We have also formulated the *Construction Management Rules for Building Projects* and the *Quality and EHS Integrated Management Manual*, enhancing the Company's qualifications, upgrades, and management processes, along with credit rating initiatives. Furthermore, we have actively promoted quality excellence across all projects, leading to several domestic and international projects receiving prestigious quality awards.



Quality Management System certification

Project quality control

We have strengthened on-site quality, safety, and cost management across all projects by refining our standard operating procedures (SOPs) for on-site management and strictly adhering to relevant standards and specifications. We have also developed the *Manual of Applicable Procedures for International Construction Projects* and *End-to-End Standard Operating Procedures for International Construction Projects*, along with project management system documents and process flowcharts, to establish a comprehensive project management framework. Additionally, with a focus on large-scale project management, we have improved SOP-based management and standardization, closely monitored every process, and optimized production technologies to ensure that the final product meets both design specifications and regulatory requirements. We have also appointed capable and trustworthy management personnel to strengthen construction management and ultimately improve both project quality and cost-efficiency, by conducting on-site quality inspections, addressing common issues, and overseeing rectifications.

★ Awards and Honors in 2023 ★

<p>The Lusaka International Airport Project in Zambia was recognized for "Excellent Project Design" and received the Rhododendron Award from the Jiangxi provincial government for its outstanding construction quality.</p>	<p>The Shengmi Fengdu Relocation Project in Nanchang City won the Nanchang Municipal High-Quality Construction Project Award and was recognized as a Demonstration Project for Standardized Construction Quality Management.</p>
<p>The Limin Yayuan Project in Tonggu County was acknowledged as both a Construction Safety and Standardization Demonstration Project and a Construction Quality Management Standardization Demonstration Project in Yichun City.</p>	<p>The TV Station Technical Assistance Project in Equatorial Guinea was awarded the title of Excellent Foreign Aid Project.</p>



The team at the Kasane Water Treatment Plant Project in Botswana adhered to lean management principles, carefully planned the construction sequence, and successfully completed all tasks, earning unanimous recognition from the client and supervisor



The municipal road construction of the Heli Port-City Integration Project in Zhangshu received high praise from the client, supervisor, and local government for its excellent quality and zero-accident record

Quality and efficient services

We have always hold fast to the client - first concept, execute the key - client strategy, and perfect the client communication mechanism to keep clients' fully informed about project progress. Our efforts also included Standardizing the management of corporate documents and archives, and reinforce the network and data security of the corporate Internet website and the comprehensive information management system to effectively safeguard client privacy. Actively handle client complaints, improved the full - process tracking of complaint responses, comprehensively enhanced the service quality and level, thereby effectively boosted the brand image.

●● Active responses to client complaints to improve purchasing experience ●●

The team at the Qingjiang New City-Jiangshangyue Project has taken proactive measures to address client complaints by implementing a complaint tracking system, providing solutions within 24 hours, and reporting outcomes within 24 hours after resolving each issue. Once a complaint is resolved, the person responsible for the rectification signs off and reports the outcome to the marketing department or property management company, followed by notifying the client for confirmation. In cases where clients are unable to proceed with their purchases due to pricing concerns, sales representatives process a full deposit refund through the OA system within the specified timeframe, ensuring a positive purchasing experience for all clients.

Leading Value Creation Through Business Development

CJIC adheres to the general principle of "progress with stability," focusing on five key areas: strengthening core business, optimizing investments, promoting fine management, enhancing Party-building efforts, and transforming work styles. Building on a solid foundation, the Company continues to refine its corporate governance structure, drive deep reforms in its systems and operations, and enhance its value-creation capabilities. Additionally, by upholding a clear bottom line, CJIC ensures coordinated development and safety, effectively mitigating risks and challenges to secure sustainable, stable operations and high-quality development with enhanced security.

Our Goals



Our Actions

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- Introducing new measures to ensure stable and efficient operations 33



Making new leaps in lean governance practices

Fully adhering to the principles of "taking the lead, striving for excellence, and making good achievements and holding high the great banner of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, we have focused on enhancing the modern enterprise system by establishing a clear and responsible corporate governance structure. In doing so, we have built a scientific, rational, and efficient Board of Directors that upholds integrity, honesty, and trust as core values. In parallel, we have continuously strengthened the development of corporate integrity culture, promoted ethical business practices, and remained committed to achieving long-term and stable growth for the Company.

Enhanced corporate governance

We have fully implemented the requirements of the Two Consistencies, integrating Party leadership into our corporate governance system and continuously improving the governance structure. A *List of Roles and Responsibilities of Governance Actors* has been developed to clearly define the roles and responsibilities of the Party Committee, the Board of Directors, and the management team, and we have established a governance mechanism with clear role definitions, duties, and effective checks and balances. Additionally, we have introduced the "1+3+2" decision-making system to strengthen the development of the Board of Directors, standardize its operations, and enable it to effectively guide strategy, decision-making, and risk management. Furthermore, we have strengthened the management of Boards of Directors in majority-owned and partly-owned enterprises, ensuring that External Directors hold the majority on the Boards of Directors of both the Company and its second-tier subsidiaries. We have also taken measures to make major investment decisions more scientific and effective, laying a solid foundation for CJIC's high-quality development.

Composition

As of the end of 2023, CJIC

the Board of Directors consists of **7** members, including **3** Internal Directors and **4** External Directors, **2** of whom are female.

Operations

In 2023, CJIC

the Board of Directors held **9** meetings, with **4** in person and **5** online, during which **22** proposals were reviewed, covering key decisions and major project arrangements.

★ Awards and Honors in 2023 ★



Named the 2023 Leading Enterprise of the Year in Jiangxi Province



Recognized as a Provincial Model Enterprise for the Going Global Strategy



Board of Directors

Strategy and Investment Committee

Remuneration and Assessment Committee

Audit and Risk Management Committee

Board governance structure

Committed to ethical business practices

We have remained fully compliant with all applicable laws, regulations, and international standards regarding anti-unfair competition, trade control, non-proliferation, import and export compliance, anti-corruption, and anti-bribery in the countries and regions where we operate. Furthermore, we have reinforced project investment management, established and improved internal monitoring systems, promptly identified and addressed violations, and implemented measures to prevent administrative penalties, financial sanctions, and political or diplomatic risks that could harm the Company's reputation.

🕒 Anti-unfair competition efforts

We have formulated the *CJIC Regulations for Compliance Management* and strictly abided by applicable laws and regulations on anti-unfair competition in the countries and regions where we operate, firmly opposing any form of unfair competition. This ensures full compliance with trade management regulations in both China and the countries involved in our cross-border operations. Additionally, we have established comprehensive compliance review procedures, explicitly prohibiting the misuse of authority or the pursuit of improper benefits. We have also implemented a clear reporting and whistle-blowing mechanism, encouraging supervision by both employees and partners to foster a transparent and ethical workplace and business environment.

⊙ Anti-commercial bribery and anti-corruption efforts

We have placed strong emphasis on supervising both employees and assets in China and abroad. Our efforts include enhancing oversight, conducting inspections, and preventing corruption, particularly in areas such as material procurement, project subcontracting, and the payment of consulting and cooperation fees. We have also established a comprehensive supervision mechanism for overseas operations, standardized workflows for expenses and material procurement, and developed specific compliance guidelines for high-risk areas prone to corruption, bribery, fraud, and manipulation. Additionally, regular compliance training sessions have been conducted to raise awareness of integrity and self-discipline among all employees. We have also strengthened compliance reviews of business partners, integrating anti-bribery and anti-corruption clauses into contracts to ensure adherence to compliance standards. In 2023, CJIC conducted two anti-corruption training sessions, attended by 507 employees.



A training session for procurement review experts and group discussions on ethical conduct

⊙ Upholding export compliance obligations

We have strengthened compliance management for our overseas investments by closely monitoring specific requirements related to market access, trade control, national security reviews, industry regulations, foreign exchange management, anti-monopoly laws, anti-money laundering, and counter-terrorism financing, along with multilateral and bilateral investment and trade agreements involving the Chinese government. To ensure compliance in our overseas investment projects, we have also conducted feasibility studies throughout the investment process.

Implementing project investment management

We have accelerated improvements in project management and control, establishing a comprehensive lifecycle management system focused on cost control, with close monitoring of progress and quality. For major projects, we conduct proactive risk assessments, legal and financial due diligence, and ensure strict financial oversight and personnel management during the construction and operation of investment projects, effectively mitigating investment risks and strengthening standardized project management. Additionally, we have reinforced contract lifecycle management, standardized contract disclosure procedures, and gradually developed appropriate market quotas for various countries. We have also implemented a bidding management system, organizing bidding review meetings in full accordance with the *Implementation Rules for Construction Project Bidding Review*, and successfully expediting localization by controlling risks at their source and formulating localized development plans tailored to specific regions.

Exploring new approaches to deepen reforms

We have diligently built on the achievements of the three-year action plan for reform and innovation in state-owned enterprises. Focused on strengthening core competitiveness and key functions in this new phase of development, we have consistently implemented reform strategies and innovative thinking to break through institutional and ideological barriers. We have also prioritized digital transformation in this phase to strengthen our capabilities through digitalization and intelligentization, aiming to elevate the Company's business intelligence and digital capabilities, continuously unlocking its full potential and vitality.

Advancing SOE reforms

We have established a leading group and task force for the reform deepening and upgrading initiative, headed by our Party Secretary and President Zhang Jian'an. We have also formulated the *CJIC Implementation Plan for Reform Deepening and Upgrading Initiative*, which outlines 65 reform measures across five key areas, focusing on addressing gaps, strengthening foundations, and leveraging existing strengths to ensure comprehensive, high-standard reform throughout the Company. In 2023, CJIC participated in 18 online training sessions on state-owned enterprise reforms.

Modern governance

- We have established and improved the "Three Majors and One Large" decision-making mechanism, integrated Party-building efforts at subsidiaries into corporate governance, and strengthened the Board of Directors.

Market-oriented management

- We have strengthened term-based and contract-based appointments for management team members at the headquarters and second-tier subsidiaries, ensuring that all managerial personnel have signed the "one agreement and two letters."
- We have revised the *Employee Performance Assessment Regulations* and implemented management mechanisms, including on-the-job training, retirement, and performance-based exits.
- We have improved our internal talent mobility system by formulating the *CJIC Regulations for Domestic and Overseas Employee Rotation*, resulting in a 30% year-on-year increase in overseas job rotations and a 75% year-on-year increase in interdepartmental transfers.
- We have advanced medium- and long-term incentive and remuneration reforms, updated the *CJIC Remuneration Management Rules*, and adjusted salary distribution to benefit overseas frontline employees.

Specialization-based integration

- We have developed the *CJIC Specialization-Based Integration Work Plan*, systematically promoting the enhancement of the overseas two-tiered shareholding platform, establishing a domestic core business investment platform, and phasing out non-core businesses, non-competitive operations, and inefficient or underperforming assets.

Driving digital transformation

We have actively advanced the #1 Program, an initiative of digital transformation, by establishing an IT leadership group headed by our Party Secretary and Chair, Zhang Jian'an. Additionally, we have developed an engineering project management system that enables full lifecycle management of domestic and international projects, integrating the OA system with other systems, including project management, financial management, and material procurement systems. This has allowed CJIC to achieve real-time data and information sharing, while comprehensively advancing the Company's digital and IT initiatives.

Project management

- We have partnered with leading construction enterprises in digitalization to establish a project management system and a centralized procurement system for building materials. This has accelerated the development of intelligent construction sites, actively promoted the application of BIM technology, enhanced project management efficiency, and enabled efficient and fine management of construction projects.

Financial management

- Leveraging the Kingdee Cloud Constellation system, we have upgraded our financial management system, driving intelligent enhancements and advancing the digitalization of our financial processes.
- We have adopted a public cloud deployment mechanism customized for CJIC's financial needs, piloted financial robots, and began transitioning from accounting-centered finance to business-driven finance, decision-making finance, and strategy-focused finance.
- We have standardized accounting processes, and launched prototypes for CJIC's budget management platform, business-finance integration platform, and global treasury platform, creating a financial digitalization model that reflects the Company's unique characteristics.

Bidding management

- We have accelerated the development of databases within our bidding management system, covering employees, experts, performance records, partners, and overseas mechanical equipment.



Construction project management system



Training session on new capital construction and digitalization

Introducing new measures to ensure stable and efficient operations

We have firmly adhered to clear bottom lines and red lines, emphasizing the protection of state-owned assets while fostering the long-term development of enterprises. Focusing on system development, capacity building, and the execution of key tasks, we have introduced innovative work mechanisms and enhanced safety measures, creating a strong foundation for workplace safety and ensuring CJIC's sustained development.

Enhanced audit supervision

We have established a supervision mechanism that combines routine oversight with targeted special and overseas audits. This approach integrates supervision into the Company's daily operations and management, focusing on key areas and risk control points. Special joint audits and inspections have also been conducted to fully leverage the synergy between routine and targeted special supervision, effectively managing all risks. Additionally, we have implemented a parallel system of supervision and evaluation, introducing the *CJIC Regulations for Audit Rectification (Trial)* to strengthen long-term audit rectification processes. Rectification results have been incorporated into our annual assessments, driving management improvements by addressing audit issues. In 2023, CJIC conducted a self-assessment of internal management, revealing no major or significant deficiencies.

In 2023, CJIC

- Conducted financial audits on **7** China-based subsidiaries, issuing **6** auditor opinions, identifying **14** management issues, and providing **21** recommendations for rectification.
- Conducted audits on **4** overseas institutions and **4** key international construction projects, issuing **8** auditor opinions, identifying **25** issues and risks, and providing **52** recommendations for rectification.

Implemented strict compliance management

We have established and continuously improved our compliance management system, strengthened the organizational structure for compliance, and advanced the digital transformation of compliance processes. Compliance requirements have also been integrated into business operations and key processes, with regular training sessions held to raise awareness among employees and management, ensuring a solid foundation for compliant operations.

- Developed a "1+N" multidimensional compliance management system, based on core compliance management principles and supported by targeted measures, and ensured that all employees had signed the *Letter of Commitment on Compliance*, cultivating a compliance culture unique to CJIC

- Established a Compliance Management Committee and Compliance Management Office, integrating compliance management across all levels of CJIC's organizational structure, with clearly defined responsibilities for each role

○ Strengthened contract management by rigorously reviewing all legal documents, enforcing strict joint review and approval procedures, and establishing a comprehensive legal risk prevention mechanism focused on thorough legal reviews of business contracts, company policies, and key decisions

○ Enhanced legal compliance awareness through education and training, conducting 3 compliance training sessions with over 220 participants and organizing 9 legal education campaigns with over 650 participants



Training session on integrity, compliance, and risk management

Reinforced risk management

We have established an Enterprise-Wide Risk Management Committee and formulated the *CJIC Regulations for Enterprise-Wide Risk Management (Trial)* and the *Manual for Internal Management* to strengthen our risk management and internal management systems. A risk monitoring indicator system has also been implemented, enabling enhanced risk monitoring and early warning mechanisms. Furthermore, we have conducted regular risk assessments, including real-time tracking of risk management, with a focus on key areas to ensure effective mitigation and resolution of potential hazards. In 2023, CJIC successfully addressed five major risk events and mitigated six significant risks, covering 46.15% of all risks within the organization, amounting to approximately USD 121 million in managed risk and preventing an estimated USD 16.5191 million in potential losses.

Financial risks

- We have perfected our internal financial control system, strictly followed financial operation and approval procedures, and strengthened financial oversight to mitigate risks.
- We have conducted financial accounting, maintained records, and prepared financial reports in full accordance with applicable laws, regulations, and accounting standards.
- We have fulfilled our tax obligations by paying taxes in accordance with the law, ensuring no tax evasion, disclosing tax information as required, and retaining accurate and complete tax-related documentation.

Overseas operational risks

- We have conducted assessments of key projects and partners involved in cross-border operations using sources such as the U.S. Entity List, the World Bank Listing of Ineligible Firms and Individuals, and similar databases.
- We have mitigated overseas operational risks, including inadequate or fragmented supervision, by implementing a centralized management system.

Legal risks

- We have conducted targeted legal research and provided written legal advice to support business departments in resolving issues and disputes, improving the accuracy and professionalism of the Company's legal services.
- We have established a legal compliance team, consisting of both full-time and part-time internal and external professionals, engaged law firms as internal compliance consultants, and hired lawyers in host countries to oversee and ensure compliance with local regulations.
- We have actively responded to litigations in accordance with our *Regulations for Litigation Management*. In 2023, we successfully avoided or recovered approximately USD 9.24 million in losses through legal actions.



Training session on business exchange rate risk management

Enhanced workplace safety

We have adhered to the principles of "safety first, prevention-oriented, and comprehensive management," firmly embracing the concept of safe development. Efforts include active implementation of safety responsibilities and measures in production and close monitoring of potential risks to strengthen safety inspections and supervision, ensuring timely resolution of safety hazards. Furthermore, we have strictly enforced safety and confidentiality protocols, maintaining rigorous control over construction risks. As a result, no major safety incidents were reported in 2023.

In 2023, CJIC

Invested USD **5.5403** million in workplace safety initiatives, achieving **100%** coverage in safety training

Organized **113** safety training sessions, both domestically and internationally, reaching **2,474** participants

Conducted safety consultations for **125** individuals and held safety education sessions for **1,187** participants

Enhancing safety management

We have updated our *Regulations for Workplace Safety Management* and, guided by management-by-objectives, improved our workplace safety management system on defining the project management departments' managerial functions, as well as our risk prevention and control system involving risk-graded control and the identification and management of safety hazards. We have also strictly enforced the workplace safety accountability system by establishing a safety leadership team and implementing a three-tier management structure. Responsibilities have been clearly assigned, with the principal of each production unit being the primary person accountable for safety. Furthermore, we have ensured the signing of letters of commitment at all levels, breaking down safety goals for each employee to ensure effective accountability. These efforts have created a comprehensive safety network that horizontally and vertically covers all individuals responsible for safety and potential risks.

Identifying safety hazards

Firmly adopting the principle that "failing to identify and resolve safety hazards is an accident in itself," we have strictly maintained workplace safety during critical periods through thorough inspections and a focus on identifying and addressing potential risks. We have also provided safety awareness education, conducted targeted rectifications for major risks, and developed emergency response plans for potential incidents. To further enhance employees' safety awareness and emergency preparedness, we have organized a wide range of emergency drills. As a result, 563 safety hazards were identified and eliminated in 2023.



The safety inspection team inspecting a project site in Lushan



Emergency rescue drill for injury accidents at the site of the Beichen Courtyard Project in Fuzhou

Strictly enforcing confidentiality requirements

We have rigorously complied with all laws and regulations related to national security and confidentiality, ensuring full adherence to relevant work requirements. Our initiatives include promoting accountability in confidentiality management, strengthening institutional frameworks, and conducting awareness campaigns, training, supervision, and inspections. Additionally, we have strengthened computer network security, improved confidentiality technology and risk prevention capabilities, and continuously reinforced the confidentiality management system. In 2023, we completed a special inspection on software legalization, participated in provincial cybersecurity attack-and-defense drills, and tightened controls over the Company's leased international encrypted communication lines, ensuring the security of commercial data in cross-border transmissions.



Special training session on confidentiality knowledge

Fostering a safety-driven culture

We have organized initiatives such as Workplace Safety Month, year-end and new-year safety improvement initiatives, and cautionary education sessions. Through continuous publicity, education, and training, we have also strengthened safety awareness and fostered a strong safety-driven culture, encouraging all employees to actively participate in our safety initiatives.



Organized employees to watch fire prevention and work safety warning education videos

03

Preserving Lucid Waters and Lush Mountains for Future Generations

CJIC is committed to fully implementing Xi Jinping Thought on Ecological Civilization by integrating top-tier environmental protection with high-quality development, prioritizing ecological sustainability. By strictly upholding our environmental responsibilities, we embed green production and low-carbon principles throughout our operations and actively pursue coordinated efforts to reduce pollutants and carbon emissions, strengthen ecological management and biodiversity protection, promote sustainable development through green transformation, and contribute to safeguarding global ecological security.

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Seizing new opportunities for green and low-carbon growth

We have effectively implemented well-organized environmental protection initiatives in a well-organized manner, comprehensively strengthening environmental risk management. By fostering a green culture and fully integrating environmental protection principles into our operations, supported by a robust environmental management system, we have promoted green growth through effective green management, accelerating the modernization of our ecological management systems and capabilities, while also enhancing the green footprint of our construction projects. In 2023, we invested a total of USD 436,274 in environmental protection.

Environmental management system

We have established an ISO 14001-certified environmental management system that complies with both ISO 14001 and GB/T 24001 standards. Additionally, we have formulated the *Environmental Management System for CJIC Construction Projects* and, to oversee environmental protection efforts, set up a Workplace Safety Leadership Group Office, responsible for organizing, supervising, and executing these initiatives. We have also continuously improved the Company's environmental management standards, promoting the green and sustainable development of our projects.



Environmental Management System certification

Environmental risk management

We have strictly complied with all environmental protection laws and regulations, taking into account ecological and environmental protection, workplace safety, occupational health, and public security. We have also strengthened supervision and inspection to promptly identify and rectify violations. Furthermore, we have attached importance to monitoring environmental risks across our supply chain, incorporating environmental and related indicators into supplier evaluations, while prioritizing the use of energy-efficient and environmentally friendly products, gradually guiding our suppliers to improve their green operational practices.

Promotion and education of green culture

We have actively promoted the development of a culture emphasizing environmental protection, encouraging simple, moderate, and healthy lifestyles and consumption habits. Educational activities have been conducted during key events such as World Environment Day, Low-Carbon and Environmental Protection Day, and Energy Conservation Week, and we have worked to raise employees' environmental awareness through posters, banners, videos, and training sessions, guiding them to adopt energy-saving habits and embrace low-carbon practices in both work and daily life.



Environment protection training session for the Tshabong Unified Secondary School Design and Construction Project in Botswana

In 2023, CJIC

Organized **3** environment protection training sessions, with a total of **489** participants

Consumed a total of **1,222,000** sheets of office paper

Consumed a total of **15,344** tonnes of office water, with **17** tonnes saved

Consumed **1,874,209** kilowatt-hours of office electricity, with **35,276** kilowatt-hours saved

Green travel

- Invested USD 14,119 in installing charging stations to provide convenient access for new energy vehicle owners

Green office

- Leveraging its OA-based paperless system, centralized procurement of office supplies was implemented, and limits were set on personal low-value consumables, resulting in a 39% reduction in office supply consumption
- Promoted the concept of a green office through various channels, including electronic screens, the WeChat official account, and advertising boards

Electricity conservation

- Invested over USD 7,059.45 to replace outdated lighting fixtures in offices, conference rooms, and public areas with energy-efficient LED lamps
- Enforced strict controls on air conditioning operation hours and temperature settings in office buildings, with temperature reminders on control panels and "Turn off lights before leaving" signs near switches

Waste reduction

- Launched the Clean Your Plate campaign and invested over USD 42,357 in smart canteens, significantly reducing food waste
- Prominently displayed the "Practice Thrift and Say 'No' to Waste" initiative in the employee canteen, encouraging everyone to reduce waste

Achieving new milestones in green operations

We have remained committed to energy conservation, reducing consumption, and cutting pollutant emissions as our core development goals, actively pursuing research and development of new technologies and equipment, while implementing effective measures at construction sites to control dust, reduce noise pollution, prevent oil spills, optimize the construction environment, and improve efficiency. In 2023, no environmental incidents were reported.

★ Awards and Honors in 2023 ★



Achieved Grade B qualification as a contractor for environmental engineering projects



The Urban Tourism and Infrastructure Construction Project in Lushan City was recognized as a 2023 Green Construction Demonstration Project for Housing and Municipal Engineering in Jiangxi Province

Pursuing energy conservation and reducing consumption

We have consistently advanced our energy conservation and emissions reduction efforts while actively promoting new and clean energy initiatives. By adopting green construction practices, we have also successfully reduced energy and resource consumption. For example, the Municipal Road Sub-Project under the Hexi Port-City Integration Project in Zhangshu uses permeable concrete, which offers significant environmental benefits such as permeability, durability, and the use of a large proportion of recycled aggregates and crushed stones, reducing the need for raw materials and significantly lowers carbon emissions associated with concrete production. Similarly, the design and construction of a nine-year integrated school (including a sports center) incorporate thermal insulation boards and LOW-E insulated glass to form a thermal insulation system, minimizing the temperature difference between indoor and outdoor environments, effectively reducing heat exchange and leading to a notable decrease in the buildings' energy consumption.



Municipal road project



Door and window installation project site

Energy and resource conservation

We have implemented the *Rules for Managing Out-of-Service Equipment and Unused Materials on Overseas Project Sites* to standardize the disposal process, prioritizing transfer to other project departments, sale, sealing, or scrapping, to reduce resource waste and repurpose unused assets. Additionally, we have explored the establishment of building materials processing plants to produce plastic templates, temporary building blocks, and prefabricated profile products required for large-scale domestic and international projects, aiming to increase recycling rates and achieve environmental protection, resource conservation, and improved efficiency. We have also repurposed nearly-abandoned buildings as project bases, which were handed over to the owner upon project completion, effectively utilizing resources that would have otherwise gone to waste.

Development of clean energy resources

We have continued to expand and strengthen our presence in the new energy sector. The 50-MW Solar Power Plant Project in Garissa, Kenya, is one of the largest photovoltaic power generation projects in both Kenya and East Africa. Since its grid connection five years ago, the project has generated 440,000 megawatt-hours of clean electricity for the local community, meeting the energy demands of 70,000 households and benefiting 380,000 people with its 54.66 megawatts of installed capacity. This has significantly lowered local clean energy costs while providing a stable power supply to Garissa, contributing to the sustainable development of the local economy.



Witness stories

Elizabeth Vanicoo, a resident of Garissa County and owner of a small restaurant, shared how the stable power supply has enabled her to extend her business hours from 7 a.m. – 6 p.m. to 7 a.m. – 10 p.m.

"Frequent power outages used to spoil the meat we stored in our refrigerators. But since the photovoltaic power plant was established, we no longer have to worry about outages and have even been able to extend our operating hours, which has naturally increased our income."

—Elizabeth Vanicoo

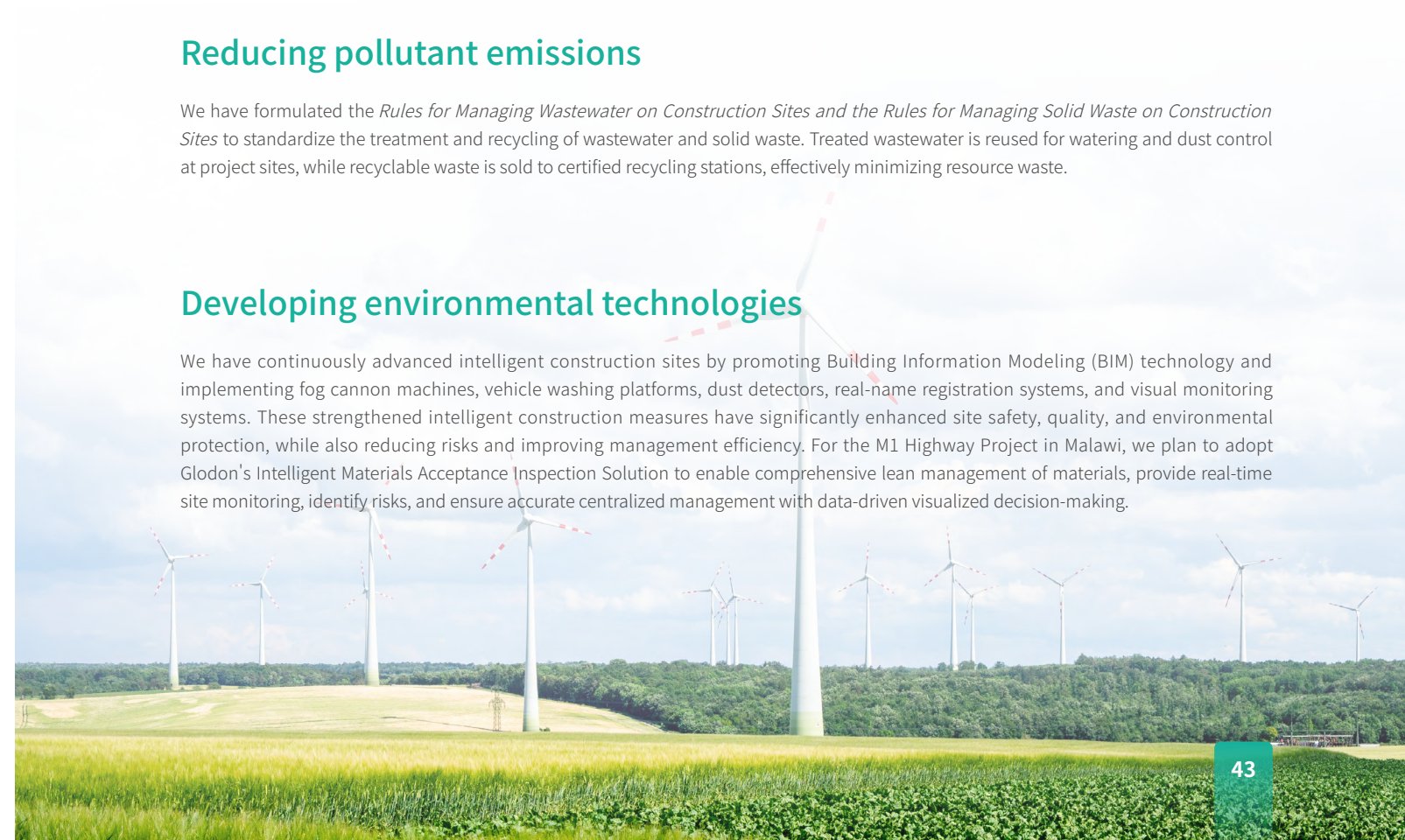


Reducing pollutant emissions

We have formulated the *Rules for Managing Wastewater on Construction Sites and the Rules for Managing Solid Waste on Construction Sites* to standardize the treatment and recycling of wastewater and solid waste. Treated wastewater is reused for watering and dust control at project sites, while recyclable waste is sold to certified recycling stations, effectively minimizing resource waste.

Developing environmental technologies

We have continuously advanced intelligent construction sites by promoting Building Information Modeling (BIM) technology and implementing fog cannon machines, vehicle washing platforms, dust detectors, real-name registration systems, and visual monitoring systems. These strengthened intelligent construction measures have significantly enhanced site safety, quality, and environmental protection, while also reducing risks and improving management efficiency. For the M1 Highway Project in Malawi, we plan to adopt Glodon's Intelligent Materials Acceptance Inspection Solution to enable comprehensive lean management of materials, provide real-time site monitoring, identify risks, and ensure accurate centralized management with data-driven visualized decision-making.



Shaping a new vision for a greener future

We have consistently incorporated ecological protection into the lifecycle management of our projects, adhering fully to environmental management standards and all applicable laws and regulations in host countries. From project development through to construction and operation, we have rigorously enforced environmental standards, conducted thorough ecological rehabilitation and assessments, and actively promoted biodiversity conservation. Moreover, in collaboration with various stakeholders, we have implemented ecological protection measures, working towards building a shared community of life on Earth.

Biodiversity conservation

In strict compliance with the Convention on Biological Diversity, we have actively implemented various measures to safeguard biodiversity. These efforts include conducting thorough environmental inspections and research in the areas surrounding the project during both the construction and operation phases. Additionally, we have organized environmental awareness campaigns for residents, emphasizing the protection of water sources, wildlife habitats, and other critical areas. We have also taken steps to protect animals and vegetation near the project, striving to maximize ecological, economic, and social benefits in harmony.

Ecological rehabilitation

We have undertaken replanting efforts at project sites to restore the affected ecological vegetation to the greatest extent possible. The team responsible for the M1 Highway Project in Malawi has strictly followed the European Investment Bank (EIB) Environmental and Social Standards, as well as local laws and regulations, establishing an environmental and social management task force, tasked with preparing project management documents and developing various environmental protection plans. These plans include environmental monitoring, borrow pit restoration, site cleanup and repair, and waste disposal. In addition, solid waste has been sorted, collected, and transported to certified treatment facilities, and tree felling for construction has been minimized in accordance with contracts and local regulations. Any trees felled are promptly replanted, and borrow pits are restored as soon as possible.



Ecological restoration of borrow pits at the THUNE Dam Project in Botswana



The team responsible for the M1 Highway Project in Malawi replanting trees with local students



Borrow pits refilled and graded to a gentle slope at the 87-km Road Project in the Democratic Republic of Congo



Borrow pits refilled to rehabilitate agricultural land at the M1 Highway Project site in Malawi

04

Fostering a Harmonious Society Through Close Engagement with Communities

CJIC demonstrates its commitment to social responsibility as a state-owned enterprise through tangible actions, fully supporting national strategies, addressing the public's aspirations for a better life, and promoting sustainable industry development. By strengthening win-win partnerships, CJIC strives to create a fulfilling work environment for employees, maintain a responsible supply chain, and make meaningful contributions to society through public welfare initiatives, working collaboratively with all stakeholders to build a harmonious and prosperous society.

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Driving new momentum by putting people first

We have remained committed to the principle of "people-oriented" by prioritizing local hiring, addressing local employment challenges, and adhering to local laws and regulations. We have also focused on the recruitment, training, promotion, and retention of talent at all levels, demonstrating a deep sense of responsibility toward our employees. Efforts include safeguarding their legitimate rights and interests and enhancing their sense of security, happiness, and accomplishment. These actions have provided a solid talent foundation for driving the Company's high-quality and sustainable development.

Expanding the talent pool

Fully embracing the concept of "supporting core business growth and driving business innovation" in talent development, we have adhered to the strategy of cultivating high-quality, versatile international professionals while continuously refining relevant policies and regulations. A green channel has been created for talent recruitment, with a strong focus on attracting high-level talents through social recruitment, localized training, and international student programs. We have also designed tailored training and development plans to meet the specific needs of local talent and project requirements, actively cultivating local technical and managerial personnel, and built a high-quality, loyal, and reliable localized talent base through public recognition, rewards, promotions, and training opportunities in China.

In 2023, CJIC

Recruited **44** fresh graduates, **38.64%** of whom hold master's degrees, and **52.27%** graduated from Double First Class universities

As of the end of 2023, CJIC

Had **110** localized talents at intermediate to senior levels, **52** management talents, **47** professional and technical talents, and **11** skilled talents.

★ Awards and Honors in 2023 ★



Kenya's mainstream media reported on the project team's positive contributions to technical training and capacity building for local employees in an article titled "Mutual Benefit: Chinese-Funded Enterprises Teach Kenyan People Important Skills"



The team responsible for the Dodoma Rural Water Supply Bureau Headquarters Construction Project hosted an employment training lecture for students at the Confucius Institute, University of Dodoma



Public commendations of outstanding foreign employees

Building a platform for personal development

We have remained committed to a talent-driven development strategy, focusing on market-oriented employment practices. Our efforts include effectively strengthening talent cultivation, implementing incentive programs, and conducting performance evaluations, while actively advancing the recognition of professional titles and applications for senior roles. By fully leveraging performance assessments, we have prioritized enhancing our leadership team with skilled and capable individuals, actively identifying and nurturing outstanding young talents. Clear development pathways and comprehensive training platforms have been provided, contributing to significant progress in talent management and establishing a strong foundation for the Company's transformation, upgrade, and high-quality sustainable development. Furthermore, we have strengthened engagement with mass organizations through CJIC youth initiatives, such as Youth Volunteers, Youth Commando, and Youth Civilized Units, fully leveraging the exemplary leadership of pioneers and motivating young people to play key roles in market development, business management, reform, and sustainable development.

★ Awards and Honors in 2023 ★



Lei Jun, an employee of CJIC, was honored with the 2023 New Era Ganpo Pioneer



One youth collective and two individuals were recognized as New Era SOE Youth Pioneers



The Youth Commando of the Lusaka International Airport Project in Zambia was awarded the title of Outstanding Youth Commando by the State-Owned Assets Supervision and Administration Commission of Jiangxi Province



In 2023, CJIC

Several employees obtained professional title certifications, including **15** fellow senior engineers, **45** senior engineers, **4** senior accountants, **1** senior economist, and **1** senior human resources professional

Clear and open career development opportunities

Upholding the employment principle of "one company, one standard," we have enhanced internal mobility through selection, cross-departmental rotations, and temporary assignments, actively promoting internal exchanges and cross-functional movement. Employees who excel in the four key areas—market development, project management, urgent and challenging tasks, and deep reforms—are offered exceptional promotion opportunities. Furthermore, we have implemented the "three exam papers" assessment system across functional departments, business departments, and overseas offices, using these evaluations as a basis for appointments, job title reviews, project manager certifications, and salary decisions. To further align interests, we have introduced employee stock ownership plans and investment participation to foster shared benefits and risks, motivating employees even further.

Strengthened talent cultivation

We have implemented the "3211" project of education and training program, which includes the "Chasing Light Plan" for management trainees, "one-on-one" mentoring and assistance, "one-on-one" cultivation tracking, and "one-on-one" assessment and evaluation. Continuously optimize and improve the talent cultivation mechanism. Internally, increase the training frequency. Utilize the "ZhongJiang School" online learning platform to achieve "full coverage" of education and training for employees at home and abroad. Externally, select employees to participate in external training. With the help of "external brains", develop "internal brains" to help employees update their professional knowledge and skills and be in line with the forefront information of the industry. Continuously set up scholarships and bursaries in colleges and universities, establish internship bases, carry out activities such as "Enterprise Open Day", career planning lectures, and "Prospects of the International Engineering Contracting Industry", and organize outstanding students from colleges and universities inside and outside the province to conduct production internships in the company to promote two-way understanding and create a "fast lane" for personnel growth.



Huawei Strategic Management Advanced Training Class



Pre-employment training for new employees



Specialized training session for outstanding managers on role recognition



Our employees participated in the 2nd CHINCA English Proficiency Contest and won awards

Protecting basic rights and interests

We have strictly complied with the Labor Contract Law of the People's Republic of China and the labor laws and regulations of the countries where we operate. To ensure effective management, we have implemented the *CJIC Standard Operating Procedures for Labor Contract Management*, which regulate the signing and enforcement of labor contracts. We have also upheld fairness and equality in treating employees, regardless of nationality, race, gender, religious beliefs, or cultural background. These efforts have effectively safeguarded employees' legitimate rights and interests, continuously improved salary and benefits plans, promoted democratic communication and dialogue, ensured occupational health, and protected employee privacy, thereby actively fostering harmonious and stable labor relations. In 2023, no privacy breaches were reported.

In 2023, CJIC

100% union membership

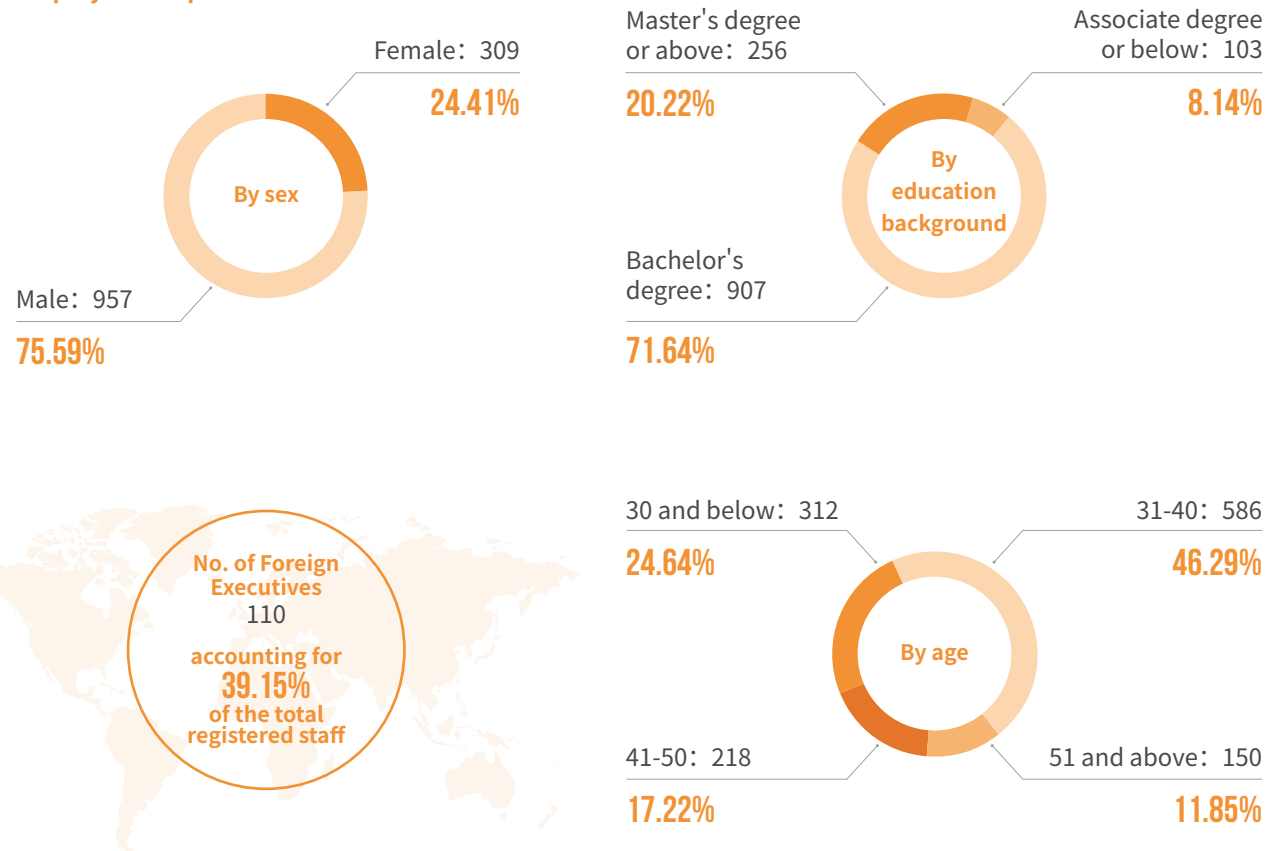
100% labor contract signing rate

100% social insurance coverage

Equal recruitment

Embracing the talent philosophy of "giving full play to the talents instead of owning the talents," we have established a set of equal and standardized recruitment processes and attracted a large number of talents needed for our overseas operations through our flexible and diverse hiring mechanisms. We have also remained committed to respecting and protecting human rights, advocating equal and non-discriminatory employment practices, and strictly prohibiting the employment of child labor. Additionally, we have prioritized safeguarding the rights and interests of female employees, maintaining a zero-tolerance policy towards abuse, bullying, or harassment toward them.

Employee composition at CJIC



Democratic management

We have improved our democratic management system centered around the Workers' Congress, ensuring clear and open channels for employees to voice their interests and concerns through trade union committees, the female workers' committee, hotlines, and trade union emails. Regular meetings with the trade union committees, the female workers' committee, and employee representatives have also been held to establish election guidelines and elect Employee Directors for the Company.



1st Session of the 5th Workers' Congress

Remuneration and welfare

We have established a comprehensive remuneration management system, refined employee allowance processes, and broadened employee welfare and benefits, providing six social insurances and two funds in compliance with legal requirements. Following a distribution model that emphasizes key positions, outstanding talents, and frontline employees, we have established a differentiated salary structure aligned with job value assessment and enhanced incentives for critical roles. We have also introduced performance-based salary adjustments for project managers, aligning organizational performance with individual assessments, and responsibly widened the pay distribution range. Additionally, we have provided well-structured support for demobilized and retired military personnel, retirees, and other designated groups. In 2023, the Company was recognized as a "Labor Insurance Security Compliance and Integrity Demonstration Unit in Jiangxi Province" for the 12th consecutive year.

Occupational health

Actively advancing initiatives in employee rehabilitation, recuperation, physical examinations, and other health services, we have provided annual physical exams for all employees, supplemented by free traditional Chinese medicine (TCM) treatments and educational sessions on TCM health concepts. We have also offered complimentary health therapies, including moxibustion, cupping, scraping, acupuncture, and ultrasound treatments, to safeguard employee well-being. In 2023, multiple physical examination sessions were conducted, benefiting a total of 542 participants.



Free TCM treatment provided



Certified in GB/T 45001-2020 Occupational Health and Safety Management Systems and ISO 45001

Building a happy enterprise

Attaching great importance to the physical and mental health of our employees, we have organized sports events, team gatherings, "Cool Summer" visits, personal outreach initiatives, summer childcare programs, and other activities to address their diverse physical, emotional, and cultural needs. These initiatives effectively support a healthy work-life balance and strengthen team cohesion.

Caring for employees

We have extended our care to provincial model workers, employees in need, those hospitalized, employees celebrating marriages or childbirth, and retirees, with seasonal initiatives like "Warm Winter" and "Cool Summer" visits, summer childcare programs for employees' children, and other supportive activities. Special attention has been given to employees working abroad and their families in China, with established guidelines for home leave, spouse visits, and spousal allowances to support their work-life balance abroad. We have also provided standardized clothing and daily necessities to foster their sense of belonging. In 2023, we invested a total of USD 5,506.37, visiting 43 employees and offering assistance to one employee in need.



Summer childcare programs for employees' children



Paying visits to the families of employees working abroad

◎ Cultural and sports activities

To celebrate the Company's 40th anniversary, we have organized a variety of activities, including photography competitions, fun sports events, and social gatherings. These events aimed to enrich the cultural and spiritual lives of our employees, boost their work enthusiasm, enhance their physical well-being, and improve their overall quality of life.



Volunteer event: Writing Spring Festival couplets to send blessings



"Cheer Up for a Better Life" themed trip in Jiangxi, 2023



Our employees participated in the 7th Provincial Government Games



Friendly basketball matches between new and long-serving employees

Shaping a new blueprint through extensive collaboration

We have remained committed to the philosophy of "fostering mutually beneficial partnerships for common development", proactively leading efforts to internalize our business processes and continually broaden and deepen our strategic collaborations. We have also made efforts to deepen industry exchanges and co-governance practices, creating a responsible supply chain, and expanded our network of collaborators to leverage mutual strengths, thereby promoting shared prosperity and collective growth.

Expanding engagement and partnerships

We have actively developed mechanisms and platforms for strategic partnerships, fostering innovative models of collaboration. This includes continuously strengthening mutually beneficial relationships with governments, universities, businesses, non-profit organizations, and research institutes, contributing significantly to the development of Jiangxi Province's open economy.



Signed a strategic cooperation agreement with the People's Government of Lushan City



Signed a strategic cooperation framework agreement with Jiangxi College of Foreign Studies



Zhang Jian'an signed a cooperation agreement on behalf of Jiangxi Enterprise Association of Overseas Investment and Economic Cooperation



Signing ceremony for the Regional Marine Transport and Port Logistics Center Project in Mombasa, Kenya

Creating a responsible supply chain

In addition to the establishment of a scientific and rigorous set of rules for managing the procurement of project materials, we have implemented the Rules for Managing Domestic Procurement, the Rules for Managing Overseas Procurement, and the Rules for Managing Overseas Procurement of Building Project Materials, along with other related regulations. We have also formulated the Rules for Implementing Domestic Supplier Management, set up a procurement center and a procurement management ledger, and promoted the use of state-owned enterprise procurement and trading platforms, ensuring the standardization of procurement procedures. Furthermore, we have integrated procurement management with Glodon's project management system, enabling full electronic procurement processes, and refined the subcontractor evaluation system to comprehensively assess subcontractors' qualifications, performance, financial stability, technical expertise, and management capabilities. We have also established a pool of preferred potential partners, prioritizing suppliers certified in quality, environmental, and other management systems, thereby effectively promoting responsible, green, and transparent procurement practices within the Company.

In 2023, CJIC

- Reviewed the qualifications of **212** suppliers, terminating cooperation with none for non-compliance and rejecting no potential suppliers for non-compliance
- Reviewed **628** procurement contracts, approving **303** qualified suppliers
- Completed **202** RFQ-based and **59** IFB-based procurement activities
- Organized **125** review meetings for materials and subcontracting procurement, as well as IFB documents

Accelerating industry progress

As a bridge between the government and enterprises, we have actively promoted the high-quality development of local export-oriented enterprises and supported orderly industry growth. We have achieved this by establishing platforms for industry exchange and discussion, contributing to the formulation of industry development plans, and boosting cross-industry cooperation effectively through shared expertise, all in the pursuit of mutual development.



Attended the China International Contracting Conference and Development Forum



Attended the fifth member congress of the International Engineering Committee of the China International Contractors Association.

Participation in the 6th World Green Development Investment and Trade Expo

At the 6th World Green Development Investment and Trade Expo in Nanchang, the Zambia-Jiangxi Economic Cooperation Zone, a CJIC investment project, participated alongside its subsidiary, Jiangxi Overseas Trading Co., Ltd. The zone, as an important platform for China-Zambia production capacity cooperation, garnered significant attention from government authorities, enterprises, and event attendees. Representing several South African wineries, Jiangxi Overseas Trading Co., Ltd. showcased a selection of premium South African wines, attracting numerous Chinese and international guests for tastings.



Zambia's booth



South Africa's booth

Driving regional collaborative development

We have fully leveraged our industrial and resource advantages to guide enterprises in Jiangxi Province in expanding their global footprint, contributing positively to the region's export-oriented economy and furthering the BRI. Centered on international project contracting, overseas investment, overseas trade, and agriculture, the Jiangxi Association of Enterprise for Foreign Investment and Cooperation remains committed to fostering mutual understanding and supporting member development, encouraging members to enter the global market together for common development based on win-win cooperation. Additionally, the Zambia-Jiangxi Economic Cooperation Zone, initiated, funded, and built by CJIC, has continuously strengthened international production capacity cooperation, enabling Jiangxi Province's competitive enterprises to go global. This zone is also focused on building a new ecological urban area, exemplifying China-Zambia collaboration that aligns with Zambia's economic needs, thereby strengthening China-Zambia economic ties and fostering broader China-Africa friendship.



Unveiling Ceremony of the Zambia-Jiangxi Economic Cooperation Zone

●● Successful Zambia–Jiangxi Economic Cooperation Zone Promotion Conference

The Zambia–Jiangxi Economic Cooperation Zone Promotion Conference and the Unveiling Ceremony of the Zambia–Jiangxi Economic Cooperation Zone were held with grandeur. This conference aimed to deepen economic and trade relations between Jiangxi Province and Zambia, actively support joint development under the BRI, encourage Jiangxi enterprises to go global, and boost collaboration across internationally competitive industries to expand trade exchange. Furthermore, the zone, serving as Jiangxi Province's first overseas economic and trade park, benefits from a strategic location and offers one-stop services for businesses within, including visa processing, business registration, customs clearance, and product display and promotion. Addressing Zambia's current industrial landscape and development needs, combined with China's commitment to international cooperation in competitive production capacity, the zone is establishing a "5+3+N" comprehensive industrial system. In the future, the zone will continue to uphold the principles of consultation, co-development, and shared benefits, striving to maintain high operational standards, enhance public welfare, and ensure long-term sustainability. It will also introduce further preferential policies, improve service levels, and strive to become a key platform for China–Zambia production capacity cooperation.



Zambia–Jiangxi Economic Cooperation Zone Promotion Conference

Opening a new chapter in improving people's wellbeing

Social responsibility is a core element of our long-term strategy. Under our "Going Global" initiative within the BRI framework, we have embraced principles that foster people-to-people connections and common development. By integrating internal and external resources, strengthening communication with stakeholders, promoting localization, and actively supporting welfare initiatives, we have advanced cultural exchange, rural revitalization, and responsible operations, always focused on social responsibility and improving people's wellbeing.

Strengthening localized operations

We have conscientiously adhered to the laws and regulations of host countries, maximizing local hiring, and steadily increasing the proportion of local managers and employees while prioritizing the recruitment and training of local talent. Our efforts include actively creating employment opportunities for residents, improving the technical skills of local employees through mentoring and instruction, safeguarding the rights and interests of community members, and carefully managing relocation and other community concerns to minimize potential impacts from project construction.

Creating employment opportunities

- While maximizing the employment of local talent, CJIC is also focused on training local employees by developing, organizing, and participating in vocational skills training tailored to community needs, effectively improving local employment capabilities and creating new employment opportunities.
- CJIC has collaborated with local institutions and organizations to offer regular training, placing a special emphasis on creating opportunities for vulnerable groups in local communities. For example, our Zambia Office partnered with local women's rights organizations to hire female college and technical school students as secretaries and procurement agents, and facilitated employment opportunities for family members of local employees within the project team.

Rights protection

- CJIC has safeguarded community residents' rights to participate and information in project areas by developing community participation plans and contributing to local public services and community management.
- Before starting each project, CJIC has conducted preliminary surveys around the project site to assess potential impacts on nearby communities and established early-stage communication to secure community support. During construction, measures have been implemented to minimize adverse effects, and local elders employed as project safety officers to help maintain positive relations with local communities.

Remuneration for affected residents

- CJIC has formulated the Rules for Managing Land Acquisition and Demolition Work to actively address land acquisition and demolition requirements for its projects. For the Corumana Dam Project in Mozambique, CJIC has relocated affected residents to nearby resettlement villages, which it has constructed to include 132 new homes, community clinics, schools, and dormitories. These efforts have been highly commended by local stakeholders, supervisors, and the public.

●● Promoting localized operations through project initiatives

The team responsible for the M1 Highway Project in Malawi has actively fostered localized management, offering roles in construction management and technical fields, creating over 600 direct employment opportunities for residents. In addition, it has provided job and skills training sessions to cultivate local talent, improve workforce quality, and effectively increase resident income. The team has also prioritized local procurement, spending approximately USD 2.6 million and contributing USD 76,000 in tax payments in 2023, thereby stimulating related industries and supporting local economic development.

Actively contributing to public welfare initiatives

Guided by the principle of giving back to society, we have launched initiatives such as the Jiangxi Wellbeing Volunteer Program, actively participating in charitable efforts and consistently investing manpower and resources into public welfare initiatives. Our contributions encompass social donations, poverty alleviation, educational and agricultural support, and community-enterprise partnerships. By integrating our overseas operations into local economic and social development, we have demonstrated our commitment to social responsibility, earning wide recognition from local governments and communities.



East China Jiaotong University held the 5th CJIC Scholarship (Student Financial Aid) Award Ceremony



CJIC conducted the Jiangxi Wellbeing Volunteer Program



CJIC donated learning supplies and sports equipment to rural left-behind children through the Childhood Harbor Initiative



CJIC held a summer outreach activity under the Starlight Education Assistance Program

CSR management in the Solar Power Station Project in Garissa, Kenya

The team responsible for this project has advanced corporate social responsibility to new heights by collaborating with local government representatives, communities, and property owners to identify key areas of social responsibility. They have recruited a significant number of local employees and provided them with regular training, and, by sourcing land and materials from nearby communities, effectively improved residents' incomes. Beyond creating economic benefits for the Kenya Rural Electricity Authority, the project has demonstrated its social commitment through constructing and furnishing schools, clinics, wells, and water tanks, as well as repairing farm roads and initiating various wellbeing programs. These efforts have brought initial improvements to local education, healthcare, agriculture, and environmental conditions, earning high appreciation from both the government and the community.



The Solar Power Station Project in Garissa, Kenya, contributed to infrastructure development, improving local people's wellbeing



Promoting cultural exchange

We have demonstrated genuine respect for local religious culture and customs, actively fostering cross-cultural communication and mutual understanding. Additionally, we have strengthened our efforts to protect local cultural heritage by organizing various cultural exchanges and recreational activities and maintaining open communication with the local community. These initiatives have effectively deepened cultural connections and forged strong community bonds.

Strengthened cultural heritage protection

We have rigorously implemented cultural heritage protection regulations from both China and the host country, strictly complying with all applicable laws and regulations to strengthen cultural heritage management for projects within and outside China. In support of these efforts, we have developed Regulations for Cultural Relics Protection, established a dedicated leadership team, and formulated protective measures and emergency response plans. Cultural relics preservation guidelines have been incorporated into construction blueprints, including regular on-site inspections, limiting heavy machinery near heritage sites, designing access roads to bypass sensitive areas, and using clear warning signs to isolate and safeguard cultural sites.

Cultural exchange activities

We have actively supported cultural learning and exchange between China and other countries, organizing events such as China Tours, Youth Celebrations, and Dragon Boat Festival celebrations, and participating in major local festivals. For instance, on Botswana's Independence Day, our project team provided transportation for residents and employees attending the celebration and made donations on behalf of the Company. In Kenya, we have supported educational development by funding tuition, accommodation, living expenses, and round-trip airfare for Kenyan students attending Nanchang University. Additionally, we have taken practical actions to support local community education, expanding educational opportunities for children and vulnerable groups within local communities.



Making Zongzi and sharing Chinese cuisine with local employees during the Dragon Boat Festival



Joining in the celebration of Botswana's Independence Day



Witness Stories

Stephen, a driver for the Sultan palace beach resort Project in Mombasa, Kenya, was selected by the Kenya-China Economic and Trade Association as an outstanding employee for a visit to China, recognizing his dedication, helpfulness, and proactive spirit. Over the eight-day journey, Stephen and other Kenyan employees visited scenic spots and historical sites in Beijing and Shanghai, such as the Forbidden City, the Water Cube, the Bird's Nest Stadium, and the Oriental Pearl TV Tower.

"This is my first time traveling abroad. I have heard so much about China's high-speed rail and am eager to see it in person—I want to bring stories back to my family, to help them learn more about China. I even bought a new phone and took many photos to share with my family and colleagues. I want to show them that hard work in CJIC pays off and that the Company values every effort we put in."

—Stephen



Making contributions to rural revitalization

In line with the goals of "prosperous industries, a livable ecological environment, a civilized rural culture, effective governance, and enriched lives," we have intensified our efforts in rural revitalization. Tailored initiatives in Qingshan Village have supported the development of local industries, healthcare, infrastructure, and employment, and we have implemented consumption-based assistance through an "agriculture support + public benefit" model, sourcing agricultural products directly from supported rural areas and distributing them as employee gifts and benefits. This approach has not only enhanced employees' sense of happiness and satisfaction but also contributed to the revitalization of our partner communities. As of the end of 2023, CJIC had invested over USD 1.1719 million in assistance funds.

★ Awards and Honors in 2023 ★



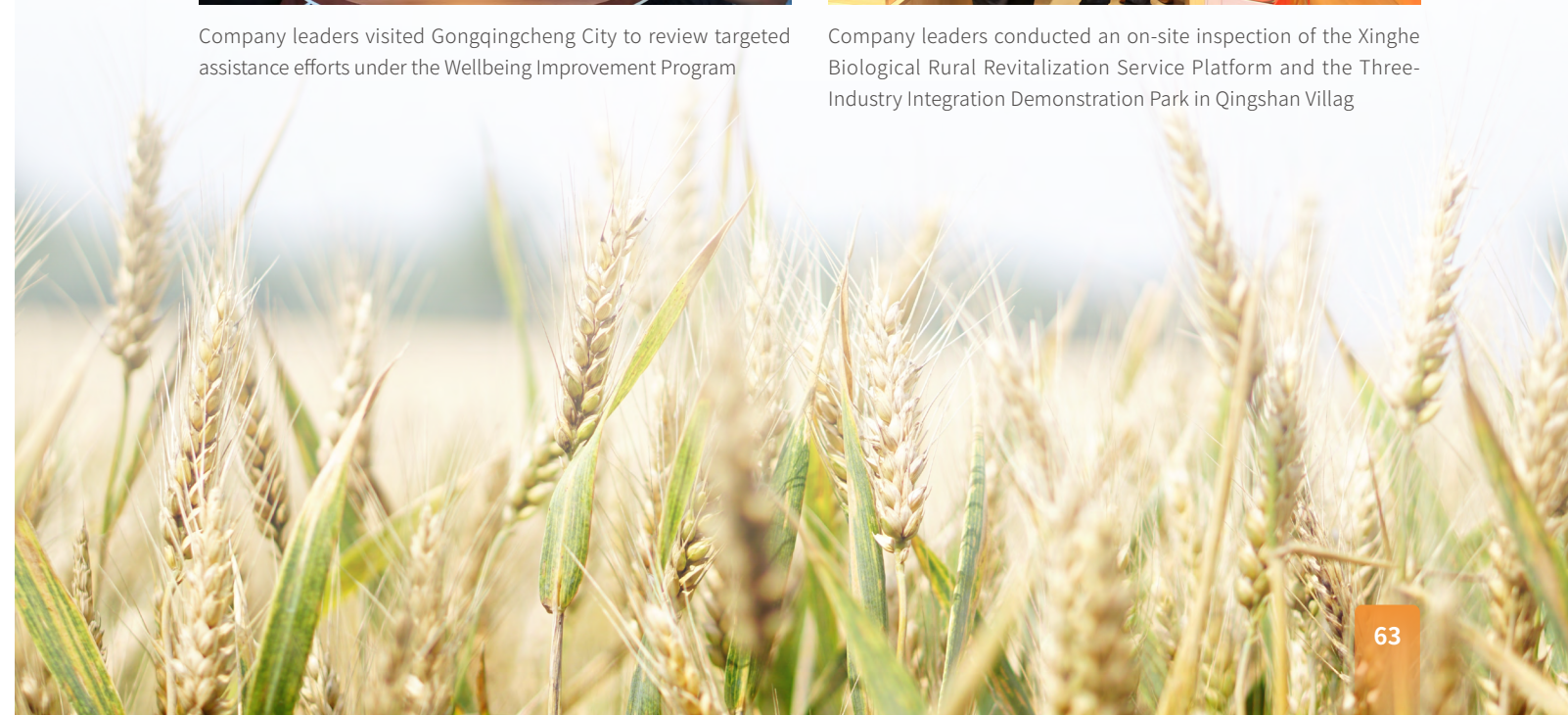
Xu Gang, appointed by the Company as the First Secretary stationed in the village, received the "2023 Top 10 Service Pioneers" title from Gongqingcheng City and was recognized as a 2023 Outstanding Stationed Cadre for Rural Revitalization by Jiujiang City



Company leaders visited Gongqingcheng City to review targeted assistance efforts under the Wellbeing Improvement Program



Company leaders conducted an on-site inspection of the Xinghe Biological Rural Revitalization Service Platform and the Three-Industry Integration Demonstration Park in Qingshan Villag



ESG Management

Statement from the Board of Directors

CJIC's Board of Directors recognizes that strong ESG performance is crucial for the Company's sustainable development. As the highest coordinating and decision-making body for the Company's ESG efforts, the Board holds overall responsibility for ESG activities, encompassing the development of ESG strategies, roadmaps, plans, and implementation schemes. This role includes evaluating and defining the Company's ESG governance structure and key policies; identifying relevant risks; supervising and reviewing major ESG issues and assessment results; formulating response strategies; and reviewing and approving the final draft of the Company's ESG reports to ensure accuracy and reliability.

Looking ahead, the Board of Directors will continue to oversee the Company's ESG performance, ensuring that investors have access to reliable, consistent, and comparable ESG information. We remain committed to collaborating with all stakeholders to advance sustainable development.

ESG governance structure

We have consistently strengthened our ESG management system and regulations, embedding ESG principles throughout daily operations, major decisions, and corporate culture to ensure the thorough execution of all ESG initiatives. The executive leadership holds primary responsibility for ESG activities, with the General Engineer Office coordinating and overseeing ESG efforts across the Company and its subsidiaries. Each functional department and subsidiary assumes ESG-related responsibilities within its scope, forming an ESG management structure characterized by centralized leadership, efficient coordination, and full participation at all levels

Functional departments	Duties
General Engineer Office / Quality & Safety Department / Procurement Center / Technical Center	Engage in the development of ESG plans and oversee project management, technological innovation, quality and safety management, energy conservation and environmental protection, and procurement management
General Office / IT Center	Responsible for strategic management, office support, administrative services, confidentiality, corporate culture development, IT transformation, comprehensive reform, and news and publicity
Business Management Department / Design Center	Advancing digitalization and managing business qualifications
Human Resources Department / Party Committee Organization Department	Responsible for developing and planning the human resource system, optimizing organizational structure, team building, talent development and management, and comprehensive personnel management
Finance Department	Oversees the development of the financial management system, financial planning and budgeting, financing and fund management, along with financial supervision and risk management
Audit Department	Responsible for audit supervision and internal management
Party Mass Work Department	Conducts organizational development and mass group activities
General Office / Supervision and Inspection Office of the Discipline Inspection Commission	Focuses on anti-corruption and integrity initiatives, whistle-blowing and reporting, as well as supervision and review
Union Office	Responsible for trade union organization development, democratic management, and safeguarding employee rights and benefits
Investment Department	Responsible for investment management and planning, as well as investment project management
Legal Affairs Department	Oversees compliance management, legal risk mitigation, and legal dispute resolution

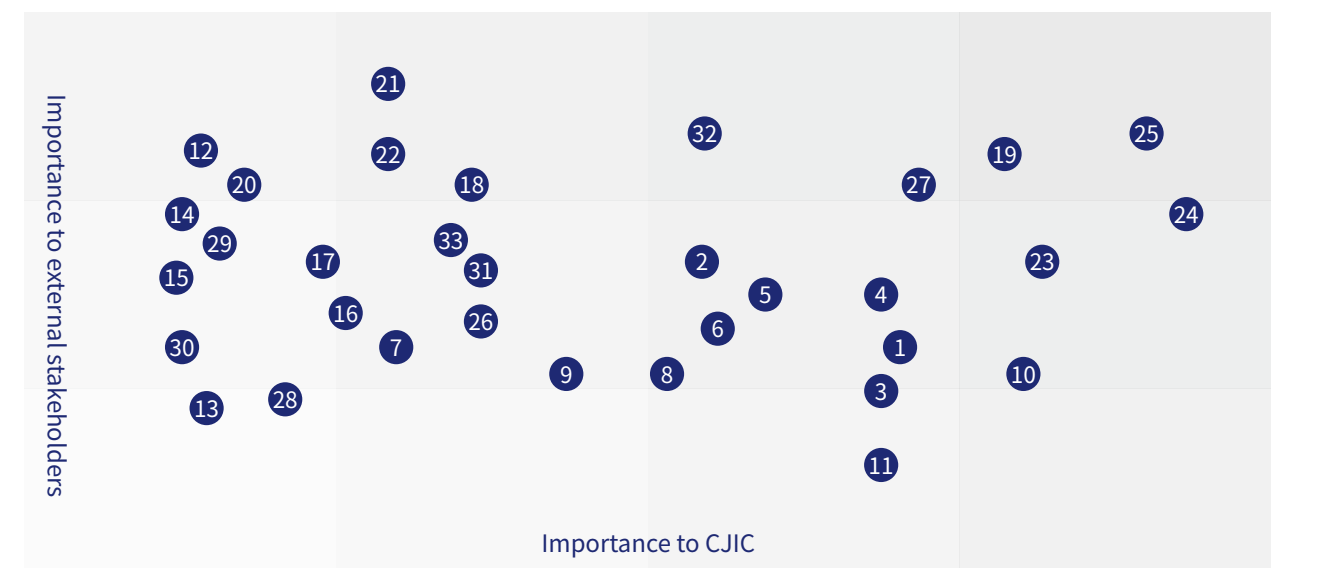
Identification of material issues

We have actively aligned with domestic and international ESG development trends and macro-policy guidance. By referencing industry ESG material issue guidelines and benchmarks from leading domestic and international enterprises, we have integrated our strategic priorities with stakeholder interests to develop an ESG reporting matrix. This matrix categorizes 33 issues into governance, environmental, and social themes according to their nature and content.

Category	Issues
Governance	<ul style="list-style-type: none"> 1. Corporate governance structure 2. ESG strategy and management 3. Anti-corruption and anti-commercial bribery 4. Compliance management 5. Risk management and internal management 6. Project investment management 7. Subsidiary Board of Directors establishment 8. Support for national strategies 9. International operations 10. IT transformation 11. Party building initiatives
Environmental	<ul style="list-style-type: none"> 12. Environmental management system 13. Energy and resources conservation 14. Support for carbon peaking and carbon neutrality goals 15. Climate change response 16. Emissions management 17. Environmental awareness and education 18. Green construction practices 19. Biodiversity protection in project construction 20. Pollution prevention and control in project construction 21. Waste management in project construction 22. Application of environmental protection standards in project construction 23. Ecological and environmental restoration in project construction
Social	<ul style="list-style-type: none"> 24. Project quality and safety management 25. Client or owner rights and interests 26. Supplier management 27. Employee management and rights protection 28. Support for industry development 29. Technological innovation 30. Public welfare, charity, and volunteer services 31. Community engagement and development 32. Localized management 33. Land acquisition, occupation, and involuntary relocation

We have conducted an internal analysis of material issues based on their importance to stakeholders and their impact on CJIC. This led to the creation of a matrix of material issues, which was presented to the Board of Directors for approval as guiding goals and directions for the Company's ESG management efforts.

Material issues in CJIC 2023 ESG Report



Communication with stakeholders

We have actively strengthened our communication with stakeholders to gain a comprehensive understanding of their expectations and requirements concerning the Company's corporate social responsibilities, striving to improve our ESG performance while effectively addressing and fulfilling their needs.

Stakeholders	 Government and regulatory agencies	 Shareholders and investors	 Clients	 Employees	 Suppliers and partners	 Industry	 Environment	 Communities and the public	
Expectations and demands	<ul style="list-style-type: none"> Compliance with laws and regulations Promotion of employment Integrity and law-abiding operations Driving local economic development 	<ul style="list-style-type: none"> Good business performance Reduced operational risks Asset preservation and appreciation Information and compliance disclosure 	<ul style="list-style-type: none"> Product quality and safety High-quality services Adherence to business ethics Protection of client privacy 	<ul style="list-style-type: none"> Protection of employee rights and interests Assurance of occupational health Support for career development Strengthened management of overseas employees Employee care initiatives 		<ul style="list-style-type: none"> Integrity and law-abiding practices Transparent procurement Mutual benefit and common development Support for supplier growth 	<ul style="list-style-type: none"> Fair competition Support for industry advancement Technological innovation research and development 	<ul style="list-style-type: none"> Energy conservation and emission reduction Protection of the ecological environment Advocacy for a Green Culture Resource conservation and utilization 	<ul style="list-style-type: none"> Creation of employment opportunities Participation in community development Support for social welfare initiatives
Communication channels and methods	<ul style="list-style-type: none"> Participation in formulating industry policies and plans Work reports Supervision and inspection Tax payment in accordance with the law 	<ul style="list-style-type: none"> Regular reports and announcements Performance release conference Communication and reporting 	<ul style="list-style-type: none"> Contract execution After-sale services Client satisfaction surveys Client complaint resolution 	<ul style="list-style-type: none"> Workers' Congress Trade union Democratic management Employee training sessions Employee activities 		<ul style="list-style-type: none"> Public bidding Collaboration Industry communication and exchange Strengthening supply chain management 	<ul style="list-style-type: none"> Mutual visits Industry exchanges Participation in formulating industry standards 	<ul style="list-style-type: none"> Development of green technologies Environment protection activities Awareness campaign and education on environmental protection Implementation of carbon peaking and carbon neutrality actions 	<ul style="list-style-type: none"> Media communication and exchange Community engagement and outreach Public benefit programs and volunteer activities Information disclosure

Recognitions for ESG performance

★ Awards and Honors in 2023 ★



Recognized multiple times as a Leading International Contractor for Corporate Social Responsibility in China



CJIC's 1,000 Water Well Project in Zimbabwe was selected as one of the top 10 exemplary cases for "Hundreds of Enterprises and Thousands of Villages" initiative for assistance to Africa. Enterprises and Villages Co-Building Assistance in Africa



Honored as one of the Most Caring Donating Enterprises in Jiangxi Province



Future Outlook

Forging ahead with unwavering determination and bold action.

In 2024, CJIC will continue to focus on the objectives of the province to "taking the lead, striving for excellence, and making good achievements" "strive to lead both the promotion of high-quality development of old revolutionary base areas and the rise of the central region, and make sound efforts in advancing the development of the Yangtze River Economic Belt." Under the theme of the "Year of Implementation," we will align with the trends of resource-efficient, green, low-carbon, and digital intelligent development in infrastructure construction, actively expand domestic and international markets, and comprehensively advance the establishment of an ESG management system. Through concrete actions, we will advance the Belt and Road Initiative in a way that leads to high-quality development and we will strive to build a globally competitive multinational enterprise. In doing so, we will contribute to the writing of a new chapter in Jiangxi's modernization within the framework of Chinese modernization.

Appendix

Key performance indicators

Indicators	Units	2021	2022	2023
Total assets	USD 100 million	15.54	17.95	16.41
Total number of employees(Foreign staff excluded)	/	493	1,424	1,266
Employee physical examination coverage	%	100	100	100
Employee satisfaction	%	100	100	100
Social insurance coverage	%	100	100	100
Employee training coverage	%	100	100	100
Average training hours conducted	/	23.53	49.12	98.77
Union membership rate	%	100	100	100
Employee turnover rate	%	5.27	5.38	4.69
Proportion of female managers	%	4.71	9.59	14.60
Paid annual leave days per employee	/	9.05	8.33	9.01
Local employment ratio	%	90	90	90
Number of employee labor dispute cases	/	0	0	0
Number of employees participating in anti-corruption training sessions	/	12	18	507
Number of anti-corruption training sessions conducted	/	1	1	2
Number of meetings and cautionary educational sessions on full and strict governance over the Party	/	1	1	1
Number of participants in the meetings and cautionary educational sessions on full and strict governance over the Party	/	480	480	1,600
Number of compliance training sessions conducted	/	1	1	3
Number of participants in compliance training sessions	/	120	40	220
Number of legal education events	/	3	5	9
Number of participants in legal education events	/	240	340	650
Investment in workplace safety	USD 10 thousand	421.27	430.41	554.03
Safety training coverage	%	99	98	100
Total investment in environmental protection	USD 10 thousand	39.96	44.05	43.63
Investment in R&D	USD 10 thousand	282.38	282.38	960.09
Number of R&D personnel	/	48	48	48
Number of utility model patents granted	/	5	6	6
Total number of patents granted	/	14	20	26

Honorary performance

Governance and Operation

The Company has been recognized by the American Engineering News-Record (ENR) as one of the Top 250 International Contractors, ranking 75th overall. It has also been listed among the Top 100 for 8 straight years, ranking 16th among Chinese companies and 1st among companies from Jiangxi.

Named the 2023 Leading Enterprise of the Year in Jiangxi Province

Recognized as a Provincial Model Enterprise for the Going Global Strategy

Recognized as an AAA-level Credible International Contractor for 16th consecutive year

Recognized as an AAA-level Credible International Labor Service Partner for the 16th consecutive year

Received the AAA - level credit enterprise for Water Conservancy and Hydropower Construction Projects in China

Be continuously recognized as an AAA-level Credible Building Contractor in China

Ranked 13th in international engineering contracting among the Top 30 Chinese-funded enterprises in Africa

Ranked 14th among the Top 30 Building Contractors of 2023

Engineering Construction

The Kenyatta University Teaching, Referral & Research Hospital Project in Kenya, contracted by CJIC, was awarded the China Construction Engineering Luban Prize, the highest honor for engineering excellence in China

Kenneth Kaunda International Airport Project was recognized with the "Outstanding Engineering" and "Excellent Design" awards by Zambia's National Council for Construction (NCC) in 2022 and 2023, respectively.

The Lusaka International Airport Project in Zambia was recognized for "Excellent Project Design" and received the Rhododendron Award from the Jiangxi provincial government for its outstanding construction quality.

The Shengmi Fengdu Relocation Project in Nanchang City won the Nanchang Municipal High-Quality Construction Project Award and was recognized as a Demonstration Project for Standardized Construction Quality Management.

The TV Station Technical Assistance Project in Equatorial Guinea was awarded the title of Excellent Foreign Aid Project.

The Urban Tourism and Infrastructure Construction Project in Lushan City was recognized as a 2023 Green Construction Demonstration Project for Housing and Municipal Engineering in Jiangxi Province

Harmonious Enterprise

Kenya's mainstream media reported on the project team's positive contributions to technical training and capacity building for local employees in an article titled "Mutual Benefit: Chinese-Funded Enterprises Teach Kenyan People Important Skills"

Lei Jun, an employee of CJIC, was honored with the 2023 New Era Ganpo Pioneer

The Youth Commando of the Lusaka International Airport Project in Zambia was awarded the title of Outstanding Youth Commando by the State-Owned Assets Supervision and Administration Commission of Jiangxi Province

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Feedback

Dear readers,

Thank you for taking the time to read the CJIC 2023 ESG Report. This is the first ESG report published by the Company. We value your insights and look forward to hearing your feedback regarding our ESG initiatives and performance. Your responses to the following questions will greatly assist us in further enhancing our capabilities and performance in ESG matters.

Report Compilation Team
August 2024

Choice Questions (Please put a tick " ✓ " in the appropriate box)

1. How would you describe your overall impression of this report?

Very good Good Average Poor Very poor

2. Do you believe the report effectively reflects CJIC's significant impact on the economy, society, and environment?

Yes Moderately No

3. Do you think this report adequately addresses and discloses the concerns of stakeholders?

Yes Moderately No

4. How would you assess the clarity, accuracy, and completeness of the information, data, and indicators disclosed in this report?

Very good Good Average Poor Very poor

5. How would you evaluate the readability of this report?

Very good Good Average Poor Very poor

Open-Ended Questions:

1. What comments and suggestions do you have regarding CJIC's ESG initiatives?

2. What other information would you like to see in this report?

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