



佳木斯电机股份有限公司  
JIAMUSI ELECTRIC MACHINE COMPANY LIMITED

Stock Code: 000922  
Listed on Shenzhen Stock Exchange



HARBIN ELECTRIC CORPORATION  
JIAMUSI ELECTRIC MACHINE COMPANY LIMITED

# 2024 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) REPORT

Provide Excellent Driving Power for Global Customers



Reporting period

This report is an annual report covering the period from January 1, 2024, to December 31, 2024. To enhance the completeness of this report, some information may exceed this time period.

Data description

The historical data cited in this report are final statistics. In case of discrepancies with the annual report, the annual report shall prevail; financial data is in RMB. It is important to note that the Company completed the acquisition of Harbin Electric Power Equipment Company Limited in 2024 and that the data for 2022-2024 in this report has been consolidated with that of Power Equipment Company.

Reporting scope

This report covers the environmental, social, and governance performance of Harbin Electric Corporation Jiamusi Electric Machine Company Limited and its subsidiaries.

References

This report is compiled referring to the *Guidelines for State-owned Enterprises to Better Fulfill Social Responsibilities, Work Plan to Improve the Quality of Listed Companies Held by Central Enterprises, Guidelines for Central Enterprises to Fulfill Social Responsibilities with High-Standard in the New Era* and *Reference Index System for ESG Special Reports of Listed Companies Controlled by Central Enterprises* (referred to as the *ESG Index System for Central Enterprises*) issued by the State-owned Assets Supervision and Administration Commission, and the *GRI Standards (Edition 2021)* issued by the Global Sustainability Standards Board (GSSB). As a company listed on the main board of the Shenzhen Stock Exchange (stock code: 000922.SZ), this report also refers to the relevant disclosure recommendations on social responsibility in the *Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 1 – Standardized Operation of the Companies Listed on the Main Board (Revised in December 2023)*, *Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 17 – Sustainable Development Report (Trial)* and *Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 3 – Formulation of Sustainable Development Report* issued by the Shenzhen Stock Exchange. The disclosure of indicators in this report can be found in the “Indicator Index” section of the appendix.

Language version and request

This report is available in Chinese version, which is provided in electronic format. For more information, you can visit the Company's official website at [https:// www.jemlc.com/](https://www.jemlc.com/) or follow the WeChat official account “Culture of Jiamusi Electric Machine”.

Interpretation

Item	Refers to	Explanation
CSRC	Refers to	China Securities Regulatory Commission
SZSE	Refers to	Shenzhen Stock Exchange
Jiamusi Electric Machine Company/ Company/We	Refers to	Harbin Electric Corporation Jiamusi Electric Machine Company Limited
Articles of Association	Refers to	The Articles of Association approved at the 2nd Extraordinary Shareholders' Meeting of the Company in 2024
Harbin Electric	Refers to	Harbin Electric Corporation
Jiamusi Electric Machine Company	Refers to	Jiamusi Electric Machine Company Limited
Suzhou Jiamusi Electric	Refers to	Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited
Advanced Motor	Refers to	Harbin Electric Corporation Advanced Electric Machine Technology Co, Ltd.
Power Equipment Company	Refers to	Harbin Electrical Power Equipment Company Limited
Ten thousand yuan	Refers to	RMB ten thousand

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# Address by chairman



2024 is a year of breakthrough for Jiamusi Electric Machine Company in establishing strategies and deepening new prospects, as well as a year of breakthrough for the Company in anchoring its century-old foundation. This year, under the guidance of the spirit of the 20th National Congress of the CPC, we have deepened our efforts to fully promote the coordinated advancement of transformation, upgrading, and innovation-driven development. We have accelerated the deep integration of digital transformation and green manufacturing, comprehensively advanced ESG practice and sustainable development and forged a new milestone of high-quality development with the original aspiration of serving the nation through industry and the mission of building a strong manufacturing nation.

## Holding the flag and leading the way to gather strength, strengthening the foundation and forging the soul to start a new journey

Party building leads the way, builds a foundation of loyalty, promotes two-way integration, and holds high the flag to start a new journey. In 2024, the Company strictly implemented the leading role of Party building, innovatively created a “1+4+N+1” Party building brand system, studied, publicized and implemented the spirit of the 20th National Congress of the CPC, faithfully practiced the “upholding Comrade Xi Jinping’s core position on the Party Central Committee and in the Party as a whole and upholding the Central Committee’s authority and its centralized, unified leadership”, focused on the construction of primary Party organizations, set the direction, promoted the deep integration of Party building work and production and operation, and carried out Party building work with high quality.

## Seek innovation-driven transformation and lead the industry to a new height with intelligent technology

With innovation-driven development as the core engine, the Company comprehensively deepens strategic layout and the innovation of the scientific research system. With a focus on the “high-end, intelligent, and green” development mainline, it refines

and implements the mid-term tasks of the “14th Five-Year Plan”, and builds an innovation ecosystem with an “open competition mechanism to select the best candidates” and deep industry-university-research integration. Guided by market demand, it strengthens the transformation of technological achievements, accelerates the R&D of green and low-carbon drive systems, intelligent motor equipment, and other cutting-edge equipment, and provides protection for 18 graphic trademarks. It empowers industrial upgrading with full-chain innovation and continuously consolidates the Company’s leading position in industry technology.

## Strengthen governance and increase compliance management

With the goal of “building a world-class electric drive system manufacturing and service enterprise”, the Company continuously deepens corporate governance. It constructs a ESG management system and governance architecture to integrate ESG factors into all aspects of production and operation decisions, comprehensively improve corporate governance levels, further standardize the deliberation activities of various governance bodies, and gradually achieve institutionalized, standardized, and procedural governance. It perfects the “1+N” risk management system for compliance management, systematically advances lawful and compliant operations, and improves the full life-cycle management system for major risk identification, assessment, response, monitoring, and acceptance. It also strengthens integrity governance, actively safeguards the rights and interests of all stakeholders, and enhances information transparency. This lays a solid foundation for high-quality development with efficient compliance management.

## Draw a new chapter in green transformation and establish a new benchmark in low-carbon empowerment

The Company implements annual environmental protection goals and develops high-efficiency, energy-saving, low-carbon, and environmentally friendly products. It actively promotes energy conservation in downstream application fields. The YBX3 280S-2 and YBX3 180M-2 product specifications have been awarded carbon footprint certificates, and four series product standards have been recognized as national “leading” enterprise standards, driving continuous improvement in product quality through standards. It optimizes resource usage, standardizes pollutant and waste treatment, conducts environmental protection publicity and training, and enhances energy-saving and carbon-reduction awareness. It also explores green development models while paying attention to climate change.

## Produce high-quality products with craftsmanship and win public praise with service empowerment

The Company refines products through continuous innovation and the application of comprehensive quality management measures. With “quality foundation and service empowerment” as its core, it builds a full life-cycle quality management system, deepens product inspection mechanisms and digital quality inspection platform construction, promotes products such as the TYCX series permanent magnet motors to pass international authoritative certifications, and achieves excellent quality with the “zero-defect” standard. By focusing on creating customer value, it builds a “pre-sales precise response-after-sales guarantee” service system, upgrades the closed-loop management mechanism for customer complaints, innovates structured service processes, and incorporates customer satisfaction into performance evaluations. This empowers the Company’s leading position in the industry with both craftsmanship and warm service.

## Cultivate talents and contribute to the society

By adhering to the core philosophy of “building a foundation with talents and forging a soul with responsibility”, the Company creates a vibrant ecosystem where employees and corporate thrive together. By focusing on the full-cycle growth of talent, it builds multi-level career development channels, stimulates the employees’ potential with innovative incentives, and fosters a sense of belonging with diverse care, so as to achieve resonance between employee value and corporate vision. It deepens supply chain collaboration, and partners with high-quality allies to build a green and intelligent manufacturing ecosystem. It also fulfills the mission of a state-owned enterprise, and engages in public welfare volunteer actions, interpreting great social love with passionate responsibility, writing the answer sheet of the era with civilized co-construction, gathering the mighty force of sustainable development that is “people-oriented and goodness-driven”.





# About Jiamusi Electric

Harbin Electric Corporation Jiamusi Electric Machine Company Limited (000922 Jiamusi Electric Machine Company), a subsidiary of Harbin Electric Corporation, one of the important state-owned backbone enterprises managed by the central government, has over 80 years of motor production history, being the first motor factory of the Communist Party of China, and the founding and leading manufacturer of special motors in China. Jiamusi Electric Machine Company undertakes the green and low-carbon drive system business of Harbin Electric Corporation. After years of layout and integration of technology, manufacturing, and market resources, its technical strength, manufacturing capability, and market influence have significantly improved. The Company currently offers 347 series of motor products, nearly 4,000 varieties, with single-unit power ranging from 0.37 to 80,000 KW, and an annual production capacity of over 15 million KW, achieving full coverage of industrial motor products. Currently, the Company has more than ten subsidiaries in Jiamusi, Harbin, and Suzhou, a national explosion-proof motor engineering research center, and a nuclear main pump engineering research center in Heilongjiang, with products exported to more than 50 countries and regions across five continents. By adhering to the philosophy of “customer-centric, creating value for customers”, the Company is committed to building a “world-class electric drive system manufacturing and service enterprise”.

Jiamusi Electric Machine Company’s main products and business scope include explosion-proof motors, lifting and metallurgical motors, general motors, smart motors, high-efficiency energy-saving motors, permanent magnet motors, frequency conversion synchronous motors for rolling mills, DC motors, wet winding motors, shielded pump motors, main coolant pump motors for nuclear power shielded reactors, main coolant pumps for nuclear power shaft-sealed reactors, main coolant pumps for nuclear power small reactors, various motors for nuclear power plants, nuclear three-stage shielded pumps, seawater circulation pumps of nuclear power plants, helium circulators for high-temperature gas-cooled reactors, helium compressors for high-temperature gas-cooled reactors, electrical control and system equipment, etc. It also undertakes energy-saving transformation, remanufacturing, and maintenance services for various motors. Jiamusi Electric Machine Company’s products are widely used in industries such as mechanical coal mining, petrochemicals, lifting and metallurgy, water conservancy and electric power, aerospace, pipeline transportation, shipbuilding, as well as key national construction projects like nuclear power plants, providing excellent driving force for China’s economic and social development and progress.

series of motor products	varieties	an annual production capacity
347	4000	15 million KW



Social Recognition and Honors



**证书**  
制造业单项冠军企业  
(2023年-2025年)  
企业名称: 佳木斯电机股份有限公司  
主营产品: 工业电动机

Issued by  
General Office of Ministry of Industry and Information Technology of the People's Republic of China  
Award certification  
Provincial Single Champion Enterprise  
Award winning organization  
Jiamusi Electric Machine Company Limited



**荣誉证书**  
哈尔滨电气集团佳木斯电机股份有限公司:  
依据品牌价值评价有关国家标准,经专家评审,技术机构测评,品牌评价发布工作委员会审定,贵单位荣获“2023年品牌价值贡献奖”,特发此证。  
黑龙江省品牌评价委员会  
黑龙江省品牌建设促进会  
黑龙江省品牌建设促进会秘书处  
(2023)第XX号

Issued by  
Brand Strategy Association of Heilongjiang Province  
Award certification  
2023 Heilongjiang Brand Value Contribution Award  
Award winning organization  
Jiamusi Electric Machine Company Limited



**龙标品质评估报告**  
佳木斯电机股份有限公司  
评估对象: 佳木斯电机股份有限公司  
评估内容: 品牌知名度、美誉度、忠诚度、品牌联想度、品牌识别度、品牌独特性、品牌竞争力、品牌成长性、品牌可持续性、品牌社会责任感  
评估方法: 问卷调查、专家访谈、大数据分析、品牌测评  
评估结果: 品牌知名度: 85%、美誉度: 80%、忠诚度: 75%、品牌联想度: 80%、品牌识别度: 85%、品牌独特性: 80%、品牌竞争力: 85%、品牌成长性: 80%、品牌可持续性: 85%、品牌社会责任感: 80%  
评估结论: 佳木斯电机股份有限公司品牌具有较高的知名度和美誉度,品牌竞争力较强,品牌成长性良好,品牌可持续性较高,品牌社会责任感较强,符合龙标品质要求。  
评估机构: 龙标品质评估机构  
(2023)第XX号

Issued by  
Brand Strategy Association of Heilongjiang Province  
Award certification  
2023 "Longbiao Quality" Enterprise  
Award winning organization  
Jiamusi Electric Machine Company Limited



授予: 佳木斯电机股份有限公司  
促进佳木斯高质量发展建设  
**先进集体**  
中共佳木斯市委  
佳木斯市人民政府  
二〇二四年二月

Issued by  
Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government  
Award certification  
Advanced collective  
Award winning organization  
Jiamusi Electric Machine Company Limited



**工业经济稳增长  
特别贡献企业**  
中共佳木斯市委  
佳木斯市人民政府  
二〇二四年二月

Issued by  
Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government  
Award certification  
Special Contribution Award for Steady Industrial Economic Growth  
Award winning organization  
Jiamusi Electric Machine Company Limited



**税收突出贡献工业企业**  
中共佳木斯市委  
佳木斯市人民政府  
二〇二四年二月

Issued by  
Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government  
Award certification  
"Industrial Enterprise with Outstanding Tax Contribution"  
Award winning organization  
Jiamusi Electric Machine Company Limited



**科技引领示范企业**  
中共佳木斯市委  
佳木斯市人民政府  
二〇二四年二月

Issued by  
Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government  
Award certification  
"Sci-Tech Leading Demonstration Enterprise"  
Award winning organization  
Jiamusi Electric Machine Company Limited



**100集团标准应用示范**  
中国电力建设协会  
2023年度  
示范单位  
佳木斯电机股份有限公司  
2023.12.28

Issued by  
Vouching Technical Inspection Ltd.  
Award certification  
Quality management system certification  
Award winning organization  
Jiamusi Electric Machine Company Limited

continued Table

Award certification	Award winning organization/product/project	Issued by
List of World-class Demonstration Enterprises and Specialized and Innovative Demonstration Enterprises	Jiamusi Electric Machine Company Limited	State-owned Assets Supervision and Administration Commission of the State Council
Company honors (at municipal level)		
Advanced collective	Jiamusi Electric Machine Company Limited	Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government
Special Contribution Award for Steady Industrial Economic Growth	Jiamusi Electric Machine Company Limited	Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government
"Industrial Enterprise with Outstanding Tax Contribution"	Jiamusi Electric Machine Company Limited	Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government
"Sci-Tech Leading Demonstration Enterprise"	Jiamusi Electric Machine Company Limited	Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People's Government
Industrial Product Green Design Demonstration Enterprise	Jiamusi Electric Machine Company Limited	General Office of Ministry of Industry and Information Technology of the People's Republic of China
National "Green Factory"	Jiamusi Electric Machine Company Limited	General Office of Ministry of Industry and Information Technology of the People's Republic of China
Heilongjiang Provincial Enterprise Technology Center	Jiamusi Electric Machine Company Limited	Department of Industry and Information Technology of Heilongjiang Province
High-tech enterprise	Jiamusi Electric Machine Company Limited	Heilongjiang Provincial Department of Science and Technology Finance Bureau of Heilongjiang Province, Heilongjiang Provincial Tax Service, State Taxation Administration
Recommended Brand at the 7th China Changyuan International Lifting Equipment Expo	Jiamusi Electric Machine Company Limited	China Heavy Machinery Industry Association, Changyuan Lifting Equipment Manufacturing Industry Association, Henan Mine Crane Co., Ltd.
Excellent grade	Jiamusi Electric Machine Company Limited	Green Packaging Safety and Reliability Evaluation Report
Honor of products		
National "Green Design Product"	7 series products including YJ, YJJK, YJKS	General Office of Ministry of Industry and Information Technology of the People's Republic of China
Heilongjiang Province's First Set of Products	YKS1120-4 23000KW high-voltage three-phase asynchronous motor	Department of Industry and Information Technology of Heilongjiang Province
First Prize of Technical Invention Award of the Chinese Society of Aeronautics and Astronautics in 2023	Design Technology and Application of Large Continuous Transonic Wind Tunnel of Harbin Electric Power Equipment Company Limited	Chinese Society of Aeronautics and Astronautics
100 Group Standards Application Demonstration of China Electric Power Construction Association in 2023	T/CEEIA 471-2020	China Electrical Equipment Industry Association
National "Leading" Enterprise Standard	10 series product standards including YBX3 Series Technical Conditions	Shanghai Electrical Apparatus Research Institute (Group) Co., Ltd.
Product carbon footprint	23 series products	TILVA Certification Technology (Shanghai) Co., Ltd.
Relevant certification		
Energy management system certification	Jiamusi Electric Machine Company Limited	Vouching Technical Inspection Ltd.
Environmental management system certification	Jiamusi Electric Machine Company Limited	Vouching Technical Inspection Ltd.
Quality management system certification	Jiamusi Electric Machine Company Limited	Vouching Technical Inspection Ltd.
Intellectual property management system certification	Jiamusi Electric Machine Company Limited	Zhonggui (Beijing) Certification Co., Ltd.
Occupational health and safety management system certification	Jiamusi Electric Machine Company Limited	Zhonggui (Beijing) Certification Co., Ltd.
Green packaging implementation organization	Jiamusi Electric Machine Company Limited	Green Enterprise Evaluation and Certification (Shandong) Co., Ltd.
Laboratory Accreditation Certificate of China National Accreditation Service for Conformity Assessment (CNAS)	Laboratory of Jiamusi Electric Machine Company Limited	China National Accreditation Service for Conformity Assessment (CNAS)
Heilongjiang Intelligent Factory	Digital (Intelligent) Manufacturing Factory for Motors of Jiamusi Electric Machine Company Limited	Department of Industry and Information Technology of Heilongjiang Province





# 01

## Topic 1: Party Building Leadership, Forging the Soul of Spirit

2025 is the critical year of fully implementing the spirit of the 20th National Congress, and also a crucial breakthrough year for the Company to transform and upgrade and move towards high-quality development. The 20th National Congress of the CPC formulated clear guidelines and strategic plans for the development of the Party and the country in the new era. General Secretary Xi Jinping made a series of important plans in key areas such as building a strong country in science and technology, manufacturing, quality, network, digital China, carbon peaking and carbon neutrality, building world-class enterprises, comprehensive revitalization of the Northeast, and comprehensive and strict governance of the Party. These plans provide clear directional guidance and solid action guidelines for the Company to advance reform and development and strengthen Party building in its new journey.

Under the guidance of the spirit of the 20th National Congress of the CPC, Jiamusi Electric Machine Company has fully leveraged the leading role of Party building, and insisted on promoting high-quality development through high-quality Party building. It closely integrates with the new situation and tasks, and comprehensively deploys the Party building work, Party conduct and integrity construction, and anti-corruption work for 2025, laying a solid foundation for achieving the Company's goal of "steady and rapid progress".

• Strengthening the Foundation of Party Building • Key Tasks of Party Building •



Strengthening the Foundation of Party Building

As a listed company controlled by a central enterprise and one of the 51 important state-owned backbone enterprises managed by the Central Committee of the CPC, Jiamusi Electric Machine Company resolutely implements the decisions and deployments of the Party Central Committee and the State Council, inherits and promotes the great spirit of Party building, insists on and strengthens the overall leadership of the Party, anchors the goal of “building a world-class electric drive system manufacturing and service enterprise”, fully exerts the role of the Party Committee in “setting the direction, managing the overall situation, and ensuring implementation”, and carries out Party building work with high quality.

In accordance with the *CPC Constitution*, *CPC’s Integrity and Self-discipline Criteria*, *Rules of Procedure of the Party Committee*, *Management Measures for “Decision-making on Major Matters, Appointment and Removal of Important Cadres, Investment Decisions on Major Projects and Use of Large Amounts of Funds”*, and other regulations, the Company deepens the “three-level quality control by Secretary” and “Party building+” projects, and builds the “1+4+N+1” Party building brand system, providing strong political guarantees for achieving steady and rapid progress and comprehensively promoting the Company’s development.

Key Tasks of Party Building

Adhere to strengthening ideological guidance

Jiamusi Electric Machine Company upholds the Party’s leadership over ideological work, fully implements the responsibility system for ideological work, strengthens the top-level design of ideological work, upholds integrity and innovation, enhances the guidance of public opinion, establishes a great propaganda concept, and deepens corporate culture, brand building and spiritual civilization construction, providing strong ideological assurance, powerful spiritual strength, and favorable cultural conditions for the Company’s high-quality development.

In 2024, the theoretical learning center group of the Party Committee conducted 15 collective learning sessions, 8 thematic seminars, and 39 follow-up learning sessions involving 153 latest important speeches, instructions, important articles of General Secretary Xi Jinping and important documents of the Party Central Committee’s latest decisions and deployments.

- It strengthens the Party Committee’s guidance, synchronization, and systematization of political theory learning, and issues Party building work points monthly. The directly affiliated Party organizations are required to study 51 articles of General Secretary Xi Jinping’s series of speeches, meetings, and inspection documents,
- It uses the *Study Reader of General Secretary Xi Jinping’s Important Expositions on Building a Manufacturing Power* as important learning material. Through various forms such as study classes and seminars, the Company organizes to deeply study and comprehend General Secretary Xi Jinping’s important expositions on building a manufacturing power to fully combine it with the study, publicity and implementation of the spirit of the 20th National Congress of the CPC, consolidate

consensus, gather strength, and enhance the quality responsibility awareness of all employees.

- According to the special work requirements of “accumulating each single step and moving towards the future”, combined with key work arrangements such as “inspection and rectification, consolidating and expanding the achievements of thematic education, and three-level secretaries focusing on quality”, implement General Secretary Xi Jinping’s important speeches and instructions on “building a manufacturing power, new industrialization, new quality productive forces, and his inspection in Heilongjiang Province” and the decisions and deployments of the Harbin Electric Corporation, determine a list of 20 learning items, summarize learning effectiveness, and release 20 special reports.

Adhere to strengthening political development

Jiamusi Electric Machine Company regards the study, publicity, and implementation of the spirit of the 20th National Congress of the CPC as the primary political task at present and in the future. In the study, publicity, and implementation, it further deeply comprehends the decisive significance of the “establishment of both Comrade Xi Jinping’s core position on the Party Central Committee and in the Party as a whole and the guiding role of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era”, achieves the ideological, political, and actional consciousness of “upholding Comrade Xi Jinping’s core position on the Party Central Committee and in the Party as a whole and upholding the Central Committee’s authority and its centralized, unified leadership” and effectively unifies the thoughts and actions of the majority of Party members, cadres, and the masses of workers to the goals and tasks proposed by the 20th National Congress of the CPC.

The Company strengthens political construction, firmly upholds Comrade Xi Jinping’s core position on the Party Central Committee and in the Party as a whole and upheld the Central Committee’s authority and its centralized, unified leadership, adheres to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, deeply studies and propagates the spirit of the Third Plenary Session of the 20th Central Committee of the CPC, and formulates work plans. Party members and leading cadres at all levels take the lead in learning, thinking, and practicing the spirit and striving to transform General Secretary Xi Jinping’s series of new ideas, new viewpoints, and new assertions on comprehensively deepening reform into the Company’s development practices. The Company strengthens political responsibility, rigorously implements the political responsibility of inspection and rectification, and coordinates and promotes the rectification work of Central Committee and Corporation inspections with “one plan and three lists”. It establishes four mechanisms of reporting, cancellation, supervision, and assistance, and improves 49 regulations, continuously enhancing the Party’s governance capabilities. In terms of upholding and strengthening the Party’s overall leadership over the Company’s development, 49 Party Committee meetings were held and 78 prerequisite matters were studied throughout the year. Work plans and registers around the reform of state-owned enterprises, the development of new quality productive forces and the construction of a heavy equipment manufacturing base are formulated to ensure the implementation of various measures.



Symposium for Retired Veteran Cadres



The chairman went to the grassroots to give party lessons



Strengthen the Party’s organizational construction in enterprises

Jiamusi Electric Machine Company insists on focusing on the construction of primary Party organizations and playing the role of a fighting fortress. There are 450 Party members currently. First, continue to enhance the political and organizational functions of primary Party organizations, coordinate and carry out intra-Party elections, and complete the by-election of Company’s Party Committee members and the election of representatives to attend the second session of congress of Party representatives of the Corporation with high quality. Implement the project of “improving the primary organizational system, allocating excellent secretaries to primary Party organizations, strengthening Party member education and management, innovating organizational lifestyles, perfecting the primary Party building system, increasing the training of primary Party cadres, and implementing measures to safeguard primary Party building” for primary Party building, supervise and guide the 6 directly affiliated Party organizations to complete the election work, add 8 new Party members, provide training for newly appointed secretaries and professional ability training for Party workers, and vigorously select advanced models within the Party. During the “July 1” period, a total of 4 Party members and 2 primary Party organizations were awarded the honorary titles of “Outstanding Party Worker, Outstanding Communist Party Member, and Advanced Primary Party Organization” by the Corporation’s Party Committee and the Jiamusi Municipal Party Committee. Second, continue to deepen the Party building carrier project. Establish 78 Party member demonstration posts, 42 responsibility areas and 34 vanguard teams, to promote the deep integration of Party building with central work. Carry out the special work of “accumulating each single step and moving towards the future”, implement 66 breakthrough tasks, and effectively address issues of shoddy work and lack of precision. Third, adhere to and improve the responsibility system for Party building work. Carry out assessments of the responsibility system for Party building work, highlight the supervision and inspection of the implementation of annual key tasks, and enhance the directionality of assessments. Carry out and implement benchmarking and improvement activities based on Party regulations and systems, revise 8 Party systems, and focus on making up for shortcomings and weaknesses.

Strengthen the overall leadership of the Party in enterprises

Jiamusi Electric Machine Company has incorporated Party building into the *Articles of Association*, integrated Party leadership into all aspects of corporate governance, fully leveraged the role of the Party committee in setting direction, managing the overall situation, and ensured implementation. It adheres to the philosophy that “upholding the Party’s leadership over state-owned enterprises is a major political principle and must be upheld consistently, and establishing a modern corporate system is the direction of state-owned enterprise reform and must be upheld consistently”, organically unify the strengthening of Party leadership with the improvement of corporate governance, strictly implement the “decision-making on major matters, appointment and removal of important cadres, investment decisions on major projects and use of large amounts of funds”, Rules of Procedure of the Party Committee, and relevant provisions on pre-discussion of major business management matters by the Party Committee, reasonably divide decision-making authority and standardize decision-making procedures.

The Company resolutely implements the requirements for decisions and plans of the Party Central Committee and the State Council, and in accordance with the work requirements of the Harbin Electric Corporation Party Committee, improves the leadership system of “two-way entry and cross-appointment”. The Party Committee plays a leading role, promotes the entry of Party Committee members into the Board of Directors, the Board of Supervisors, and the management through legal procedures, and absorbs eligible governance-level Party members into the Party Committee, form a governance system where the Party Committee takes overall responsibility and coordinates all parties, the Board of Directors makes scientific decisions, and the management executes efficiently. The Party Committee’s preliminary research and discussion mechanism for “decision-making on major matters, appointment and removal of important cadres, investment decisions on major projects and use of large amounts of funds” is strictly implemented, and a list of responsibilities is established to clarify the boundaries of authority and responsibility between the Party Committee, the Board of Directors, and the management. According to the requirements of “four synchronizations and four alignments”, the synchronous planning of Party building and enterprise reform, the synchronous setting of Party organizations and work institutions, the synchronous allocation of Party personnel, and the synchronous implementation of Party building work are promoted to ensure that Party organizations cover every team in the enterprise. Through the “four alignments” of system, mechanism, institution, and work, sufficient Party personnel and special funds are provided to fully integrate the Party’s leadership into all aspects of corporate governance. Establish Party work institutions, synchronize the setup of Party work institutions and directly affiliated Party organizations according to the requirements of “four synchronizations and four alignments”, ensure that Party organizations cover every team in the enterprise, and fully leverage the leading and safeguarding role of Party building.

The eligible members of the Party committee can be appointed to appointed to the Board of Directors, the Board of Supervisors and the managers through legal procedures; eligible Party members of the Board of Directors, the Board of Supervisors and the managers may be appointed to the leadership of the Party organization based on relevant regulations and procedures. The Company’s Party Committee takes overall responsibility and coordinates all parties, ensures overall responsibility without monopolizing, coordination without substitution, and being in place without overstepping, promote the coordinated operation and effective checks and balances of various governance entities in the company. It formulates a list of matters of “decision-making on major matters, appointment and removal of important cadres, investment decisions on major projects and use of large amounts of funds”, clarifies the boundaries of authority and responsibility between the Party Committee, the Board of Directors, and the management, and ensures that major business management matters are discussed by the Party Committee before being decided by the Board of Directors. According to the requirements of “four synchronizations and four alignments”, adhere to the synchronous planning of the Party building and the reform and development of the Company, the synchronous setting of the Party organization and working organs, the synchronous allocation of the Party organization leader and party affairs staff, the synchronous development of the Party work, so as to achieve system docking, mechanism docking, system docking and work docking, thus ensuring that the Party’s leadership is reflected and strengthened in the enterprise reform.

Comprehensively deepen the Party building carrier project

The Company advances the Party building carrier project of “overcoming difficulties, starting with me, leaders taking the lead, and Party members setting examples”, and innovatively creates the “1+4+N+1” Party building brand system. Focus on the key points, difficulties, and bottlenecks in the central work of production and operation, use “1+4+N+1” as a tool to implement the requirements of the Party building carrier project into concrete actions, promote the continuous deep integration of Party building work with the central work of production and operation, and achieve tangible results in Party building leading enterprise development.

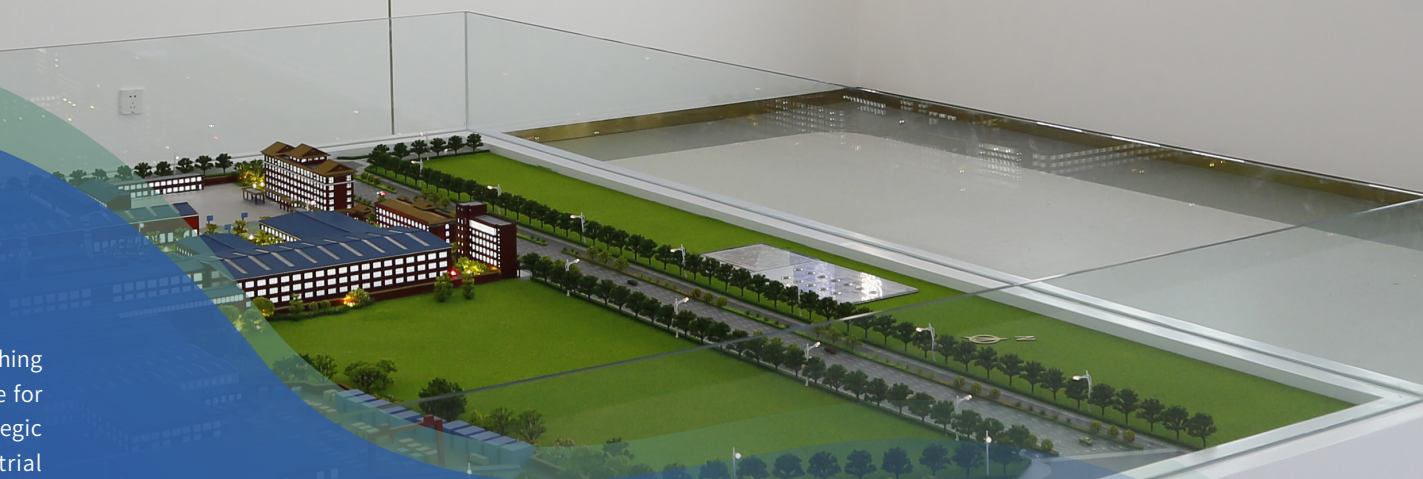
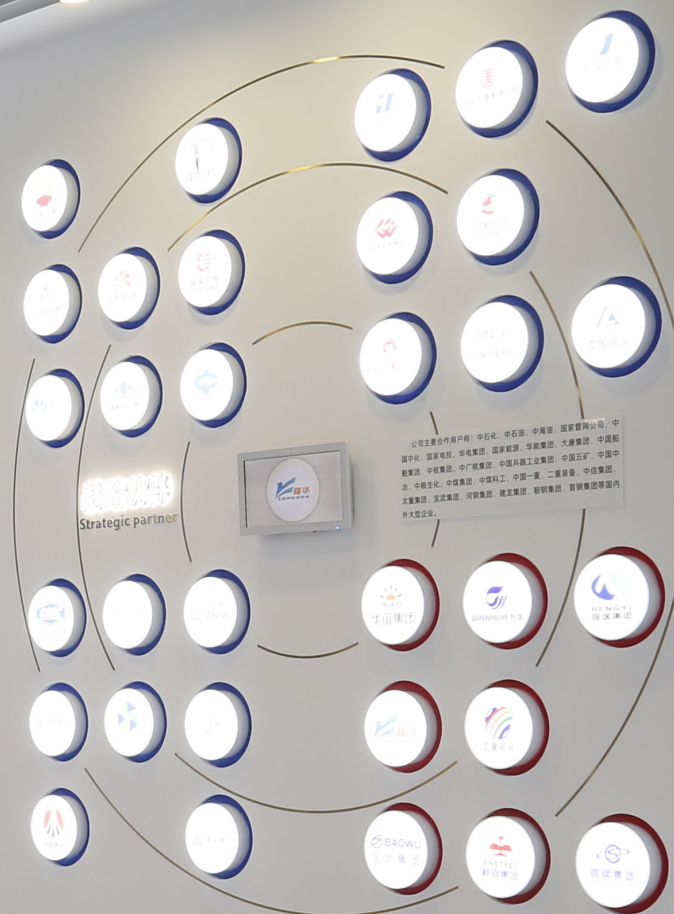


Adhere to the Party’s management of cadres and talents

Determine the correct orientation of personnel selection and appointment	The Company firmly determines the correct orientation of personnel selection and appointment, insists on putting political standards first, conduct in-depth and practical assessments of the political qualities of leaders, comprehensively understands the work performance and moral and professional performance of the objects of the assessment, and strictly deals with political and integrity issues.
Build a high-quality professional team	The Company continues to strengthen the ideological, political and practical training of the cadre team, reinforces the term-based contractual assessment of management members, explores the selection and appointment of professional managers, and vigorously selects and use “valiant generals”, “daring generals” and “capable generals” who are responsible, practical and good at getting things done.
Strengthen the source construction of young cadres	The Company implements General Secretary Xi Jinping’s important conclusion that “talent is the primary resource”, strengthens the source construction of young cadres, improves the normalized mechanism for cultivating outstanding young cadres, and strictly and practically strengthens the management and supervision of young leaders.



## Topic 2: Innovation-Driven, Stimulating Product Vitality



Jiamusi Electric Machine Company regards R&D and innovation as the key to establishing competitive advantage and technological innovation as an important driving force for corporate development. The Company comprehensively plans its innovative strategic layout, builds a sound R&D and innovation system, and actively promotes the trial production of new products and patent management, writing a new chapter in Jiamusi Electric' s innovative development.

- Plan innovative strategic layout
- Actively carry out trial production of new products
- Innovation and R&D and patent management



Plan innovative strategic layout

The Company breaks down the key tasks of the “14th Five-Year Plan” in 2024 for implementation, formulates the development strategy and plan for “14th Five-Year Plan” (mid-term adjustment version) and the 14th Five-Year strategic development plan for HE’s motor industry (revised version), and completes the revision of its *Provisions on Management of Strategic Planning*. It develops the *Implementation Plan of Jiamusi Electric Machine Company for “Seizing the Opportunity of Large-scale Equipment Renewal in the Industrial Field, Implementation Plan of Jiamusi Electric Machine Company for Building a Strong Heavy Equipment Production and Manufacturing Base, Implementation Plan of Jiamusi Electric Machine Company for Accelerating the Development of New Quality Productive Forces, and Implementation Schedule of Jiamusi Electric Machine Company for Strategic Implementation Promotion Meeting*, clarifying the high-end, intelligent, and green development ideas. It also establishes a normalized working mechanism for solidly promoting the various work requirements of the Corporation’s strategic implementation promotion meeting.

According to the overall arrangement of technical work, the Company issued the 2024 Science and Technology Work Plan of Jiamusi Electric Machine Company Limited of Harbin Electric Corporation, and successfully held the Company’s 8th Science and Technology Conference. In 2024, Jiamusi Electric Machine Company implemented 187 technological transformation projects, including 106 carry-over projects (including 31 main helium fan projects); 65 new projects and 16 additional projects. As of December 31, 128 projects have completed acceptance. In 2024, A total of 32 scientific research projects were completed.

Science and Technology Work Plan

**Long-term goal:** Create a system with reasonable allocation of scientific and technological resources, complete infrastructure capabilities, open and shared technical cooperation, sound innovation system and mechanism, strong scientific research talent team, and effective transfer and transformation of results, break through, apply, and lead a number of industrial foundations and cutting-edge key core technologies, produce a number of motor technology equipment with internationally advanced technical levels, and reserve a number of transformative technologies.

**Goal of “14th Five-Year Plan”:** Create original technology CYD in the field of advanced motors, produce a number of influential advanced motor technologies in the development of green and low-carbon drive systems, new power systems, special-purpose drive motors, and shielded electric pumps, achieve a sound scientific research and innovation system, maintain industry-leading core technologies for the Company’s leading products, and become an important part of China’s strategic scientific and technological strength.



Actively carry out trial production of new products

Jiamusi Electric Machine Company is committed to providing customers with innovative and high-quality products and actively carries out trial production of new products. It formulates the *Management Measures for Trial Production of New Products* to mobilize the enthusiasm of each organization for trial production of new products and promote the smooth completion of new product projects.

Case: The Company held a new product release meeting

In 2024, the Company has issued the *2024 Plan for Trial Production of New Products* and successfully completed the trial production of 33 new products including YFDB4505-2 710KW high-voltage flameproof three-phase asynchronous generator, TZYW900-24/2150 reciprocating positive pressure shell-type brushless excitation synchronous motor, and TZYW12000-6 high-speed and high-power positive pressure shell-type synchronous motor, which has effectively promoted the industrialization process of new products.





Innovation and R&D and patent management

Jiamusi Electric Machine Company always regards innovation and patent management as an important strategic support for corporate development. Adhering to the philosophy of respecting knowledge, talents and innovation, the Company actively pushes the deep industry-university-research-application integration, fully supports independent innovation, and promotes the seamless connection between science and technology and market demand.

In terms of encouraging innovation and R&D, the Company formulates a *Reward System for Science and Technology Innovations* with openness, fairness and justice as the core principles, to commend teams and individuals who have made remarkable achievements in scientific and technological R&D, and to fully stimulate the enthusiasm and creativity of scientific and technological personnel. To fully leverage the Company's advantageous innovation resources, accelerate technological innovation and product upgrading, and promote breakthroughs in key core technologies, the Company implements an "open competition mechanism to select the best candidates" and formulates the *Provisions on the Management of Projects with "Open Competition Mechanism to Select the Best Candidates"*. Priority selection qualifications are granted to professionals and technicians who have performed outstandingly in key problem tackling. Special reward funds are established by the Company to commend outstanding project teams and further stimulate innovation.

In terms of patent management, the Company formulates the *Patent Management Measures* in accordance with the *Patent Law of the People's Republic of China, Rules for the Implementation of the Patent Law of the People's Republic of China, and Management Measures for Enterprise Patent Work* to standardize the Company's patent work, promote technological innovation, and form independent intellectual property rights. The Company's intellectual property protection scope includes patents, trademarks, software copyrights, etc. The Economic Operation Department is the Company's intellectual property management organization, equipped with professional full-time or part-time staff, responsible for the formulation of intellectual property-related plans, evaluation system construction, supervision and assessment, daily management, and regular monitoring. It also raises objections to malicious trademarks and transfers intellectual property cases that require legal procedures to the Legal Compliance Department. As the main body of technological innovation, each subsidiary is responsible for the operation of the intellectual property management system in its respective field.

In 2024, the Company passed the supervision audit of the intellectual property management system and implemented rewards such as science and technology awards, project bidding,

and new product trial production. An annual science and technology commendation meeting is held to recognize individuals and groups who have made outstanding contributions to the Company's innovation efforts.

Science and technology innovation achievements

In 2024, the Company obtained 47 authorized patents, including 10 invention patents, 36 utility model patents, and 1 design patent, with 33 patents under application, including 11 invention patents and 22 utility model patents; completed the compilation of the *Motor Technology Patent Navigation Report*, is applying for the 2024 navigation project award subsidy funds from the Heilongjiang Intellectual Property Administration; completed the bidding and contract signing for the intellectual property management system with PatSnap, and is constructing its intellectual property management system. In March 2024, the Company received the trademark registration application acceptance notice from the China National Intellectual Property Administration for two new graphic trademarks involving 18 items, with 8 items passing the preliminary examination and 4 items obtaining valid certificates; and filed opposition applications against the maliciously registered similar trademarks "Jiamusi Electric Feiqiu", "Jiamusi Electric Jiagu", and "Harbin Electric Jiagu".

The "Product Quality Trusted Brand in China Electrical Appliance Industry", "Innovation Demonstration Enterprise in China Electrical Appliance Industry", and "Carbon Peeking and Carbon Neutrality Solution Demonstration Enterprise in China Electrical Appliance Industry" applied for by the Company in 2023 have been successfully selected for the "Top Ten" series lists in China electrical appliance industry in 2023, and officially announced in June 2024, fully reflecting the advantages and industry recognition demonstrated by the Company as a leading enterprise in the motor industry.

The Advanced Motor Company applied for 13 patents, with 7 utility models and 1 software copyright authorized.

Subsidiaries Jiamusi Electric Machine Company Limited and Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited are high-tech enterprises.



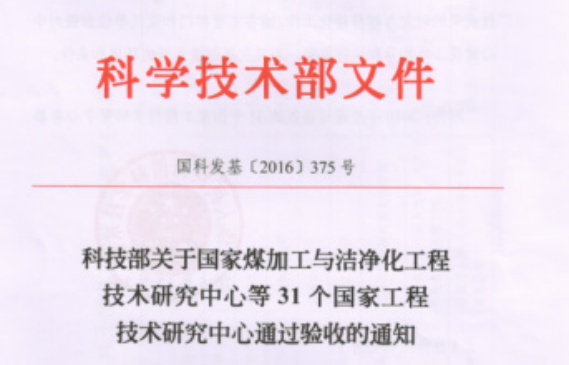
Intellectual Property Management System Certification



Excellent technology workers



High-tech Enterprise Certificate



序号	计划编号	名称	依托单位	主管部门	类别
22	2011FU125Q07	国家混凝土泵车工程技术研究中心	上海隧道工程股份有限公司	上海市科委	企业类
23	2011FU125Q04	国家防爆电机工程技术研究中心	佳木斯电机股份有限公司、佳木斯防爆电机研究所	黑龙江省科技厅	企业类
24	2011FU125Q15	国家风电传动及控制工程技术研究中心	大连华锐重工集团股份有限公司	大连市科技局	企业类
25	2011FU125Q08	国家资源工程技术研究中心	中国铝业集团有限公司	浙江省科技厅	企业类
26	2011FU125Q09	国家铝镁合金轻量化工程技术研究中心	贵阳铝镁设计研究院有限公司	贵州省科技厅	企业类
27	2011FU125X08	国家海洋资源工程技术研究中心	浙江海洋大学	浙江省科技厅	公益类
28	2011FU125Q12	国家靶向药物工程技术研究中心	江苏恒瑞医药股份有限公司	江苏省科技厅	企业类
29	2011FU125Q02	国家钢铁生产智能化工程技术研究中心	中冶南方工程技术有限公司	湖北省科技厅	企业类
30	2011FU125K12	国家薯干工程技术研究中心	福建农林大学	福建省科技厅	公益类
31	2011FU125Q01	国家高压超高压电缆工程技术研究中心	青岛汉缆股份有限公司	青岛市科技局	企业类

Acceptance Documents of National Explosion-proof Motor Engineering Technology Research Center



Case: University-enterprise cooperation promotes innovation and R&D

The Company has established long-term cooperation with renowned domestic universities such as Tsinghua University, Harbin Institute of Technology, Beijing Jiaotong University, and Harbin University of Science and Technology, achieving resource sharing and mutual benefits. It has completed the acceptance of two major Corporation projects of “Ultra-super Efficient Three-phase Asynchronous Motor” and “Permanent Magnet Variable-frequency Speed Control Integrated Machine”, and collaborated with universities on projects such as “Research on the Strength and Materials of the High-speed Rotor Retaining Ring of YFZYKS560-2 1800kW Motor” and *Research on the Temperature Field and Cooling System of YBX4 Typical High-voltage Explosion-proof Mixed Flow Ventilation Structure*.



Cooperate with THU



Cooperate with NEFU

Case: Building a science and technology innovation platform

The Company possesses technical qualifications such as the national explosion-proof motor engineering technology research center and enterprise with intellectual property advantage, and sets up a full set of world-leading motor design and analysis systems, whose functions cover all areas of motor design and application.



The Company’s “High-pressure Variable-frequency Speed Control Three-Phase Asynchronous Motor with Rigid Rotor Structure (YZPT900-2 10,000kW)” was listed as the first set of products in Heilongjiang Province; the “Helium Compressor System for 600MW High-temperature Gas-cooled Reactor Demonstration Project” was recognized as the first set of products by the National Energy Administration; “YBX5 160Ml-2 11kW Efficient Explosion-proof Three-phase Asynchronous Motor” and “YB3 400-4 Explosion-proof Three-phase Asynchronous Motor for Coal Mine ” were awarded key new products of Heilongjiang Province. The projects “Key Technologies and Application of Helium Circulator Design and Manufacturing” and “Development of Ultra-super Efficient Three-phase Asynchronous Motor” won the first and second prizes of the Corporation’s scientific and technological progress award, respectively; the projects of “Helium Compressor System” and “High-power High-speed Direct Drive Permanent Magnet Synchronous Motor for Steam to Electricity Conversion” won the Silver and Bronze Awards in the National Machinery Industry Design Innovation Competition, respectively.

The Company completed the development of 6 sets of 12000kW, 6-pole high-speed high-power variable-frequency synchronous start positive pressure shell-type brushless synchronous motors for the Russia AGCC project, marking a new breakthrough in the Company’s design and manufacturing capabilities, with products reaching domestic leading and international advanced levels.

R&D planning: In accordance with the Company’s “14th Five-Year Plan” for Development Plan of Science and Technology, various science and technology tasks are organized and carried out.

R&D management: the Company establishes a “Science and Technology Committee” to be responsible for implementing laws, regulations, rules and policies on science and technology related work, formulating the Company’s scientific and technological development policies, reviewing the Company’s medium- and long-term scientific and technological development plans, conducting research, demonstration, review and evaluation of the Company’s major technical plans, making recommendations on the establishment and adjustment of scientific and technological innovation systems and mechanisms and scientific research institutions, and providing consultation and review on other science and technology related work.

Product innovation related awards in 2024



Award issuer Vouching Technical Inspection Ltd.

Award type Eighth Batch of Single Champion Enterprises in the Manufacturing



Award issuer Jiamusi Municipal Committee of the CPC, Jiamusi Municipal People’s Government

Award type Sci-Tech Leading Demonstration Enterprise



# 03

## ESG

Jiamusi Electric Machine Company implements the philosophy of sustainable development through practical actions, actively fulfills environmental and social responsibilities, builds a comprehensive ESG management system, values communication with stakeholders, and integrates ESG factors into business decisions, ensuring its sustainable operation, and promoting the sustainable development of the economy, society, and environment.

- ESG strategy and governance architecture • Stakeholder communication •
- Analysis of substantive issues •





ESG strategy and governance architecture

Jiamusi Electric Machine Company attaches great importance to ESG management, and it considers the fulfillment of environmental and social responsibilities as a core element of corporate development. The Company has established a comprehensive ESG management framework by formulating detailed ESG management standards and deeply integrating ESG concepts into the entire decision-making process. Through effective management of ESG performance, the Company is committed to achieving sustainable operation and promoting the coordinated development of the economy, society, and environment.

Formulate ESG management system

To further strengthen corporate social responsibility management, promote sustainable economic, social, and environmental development, and actively fulfill ESG (environmental, social and governance) responsibilities, the Company has formulated the *ESG Management System* in accordance with relevant laws and regulations, normative documents, and the Company's Articles of Association, including the *Company Law of the People's Republic of China*, *Code of Corporate Governance for Listed Companies in China*, *Basic Norms of Enterprise Internal Control*, *Self-regulatory Guidelines for the Listed Companies No. 1 - Standardized Operation of the Companies Listed on the Main Board (Revised in December 2023)*, *Self-regulatory Guidelines for the Listed Companies No. 17 - Sustainable Development Report (Trial)*, *Self-regulatory Guidelines for the Listed Companies No. 3 - Formulation of Sustainable Development Report*, and *Guidelines for Enterprise Internal Control No. 4 - Social Responsibility*. The system clarifies the concept of ESG responsibilities, ESG management institutions and their responsibilities, and ESG reporting and information disclosure. It has been reviewed and approved by the Company's Board of Directors and publicly disclosed.

Establish ESG management system

The Company optimizes the top-level architecture of ESG management, builds a three-level ESG management system, ensures clear responsibilities and division of labor at all levels of management, and lays a solid foundation for the Company's sustainable development.



- The Board of Directors**  
The Board of Directors is the leadership and decision-making body for ESG work. It is responsible for reviewing and approving the Company's ESG management system and finalizing the Company's ESG reports.
- The Securities Department**  
The Securities Department is responsible for the daily work of ESG. It is responsible for understanding the demands, opinions, and suggestions of stakeholders, coordinating internal and external work, researching material issues, and guiding the daily implementation of ESG work as well as the preparation of ESG reports.
- The company's various functional departments and subsidiaries**  
The company's various functional departments and subsidiaries are the executing body for ESG work. They are responsible for implementing ESG tasks according to the Company's overall plan and regularly reporting on the execution status.

Integrate ESG factors into production and operation

The Company integrates ESG responsibilities into its business management and decision-making processes. In major project investment decisions, social benefit assessments are a key consideration for the decisions made by the Board of Directors and management. At the same time, the Company encourages investment personnel to combine ESG factors with other core elements in financial forecasting and valuation processes, and comprehensively weighs various variables to make more forward-looking and sustainable investment decisions.

Manage ESG performance

When evaluating the effectiveness of the Company's internal controls, the Board of Directors incorporates ESG responsibilities into the assessment scope in accordance with relevant standards and guidelines, identifies and analyzes potential risks related to ESG responsibilities, and provides targeted improvement suggestions for identified internal control deficiencies. Additionally, the Company establishes a stakeholder information communication mechanism to actively listen to feedback and suggestions from stakeholders, further enhancing the Company's effectiveness in ESG.



Work Conference on Promoting and Deploying Rationalization Proposals of the "Voice of Employees" of Jiamusi Electric



Stakeholder communication

The Company maintains regular communication with various stakeholders and has identified six main stakeholders through analyzing business relationships and scenarios: government/supervisory authorities, shareholders/investors, employees, customers, suppliers, and the community. In 2024, the Company actively sought opinions from stakeholders on environmental, social, and governance aspects and responded to the diverse expectations of stakeholders.

Stakeholder type	Issues of concern	Response method	Communication frequency
Government bodies/supervisory authorities	Faithful and compliance management Tax payment according to laws Optimizing governance structure	Regular work meeting	Regular
		Information disclosure and submission	Regular/irregular
		Regular reporting	Regular
		Special meeting	Regular/irregular
Shareholders/investors	Steady development of core business Creating excellent performance Faithful and compliance management	Information disclosure	Regular/irregular
		Board of Shareholders	Regular/irregular
		Research by investors	Irregular
		Interaction and question-answering on interactive platform	Irregular
Employee	Guarantee occupational health Care for employees' lives Boosting career development Improvement of remuneration and welfare	All-employee meeting	Annual
		Complaint and feedback box	Irregular
		Condolences for employees	Regular/irregular
		Cultural activities for employees	Monthly
Customer	Product technology innovation Providing high-quality service Ensure timely delivery	Daily communication	Regular/irregular
		Regular visit	Regular
		Customer satisfaction survey	Regular
Supplier	Cooperation of honesty and integrity Timely settlement of transactions Fair trade	Qualification review	Annual
		Daily communication and training	Irregular
		Advocating green supply	Irregular
Community	Providing job opportunities Public welfare and volunteer services	Community co-construction	Irregular
		Volunteer activity	Irregular

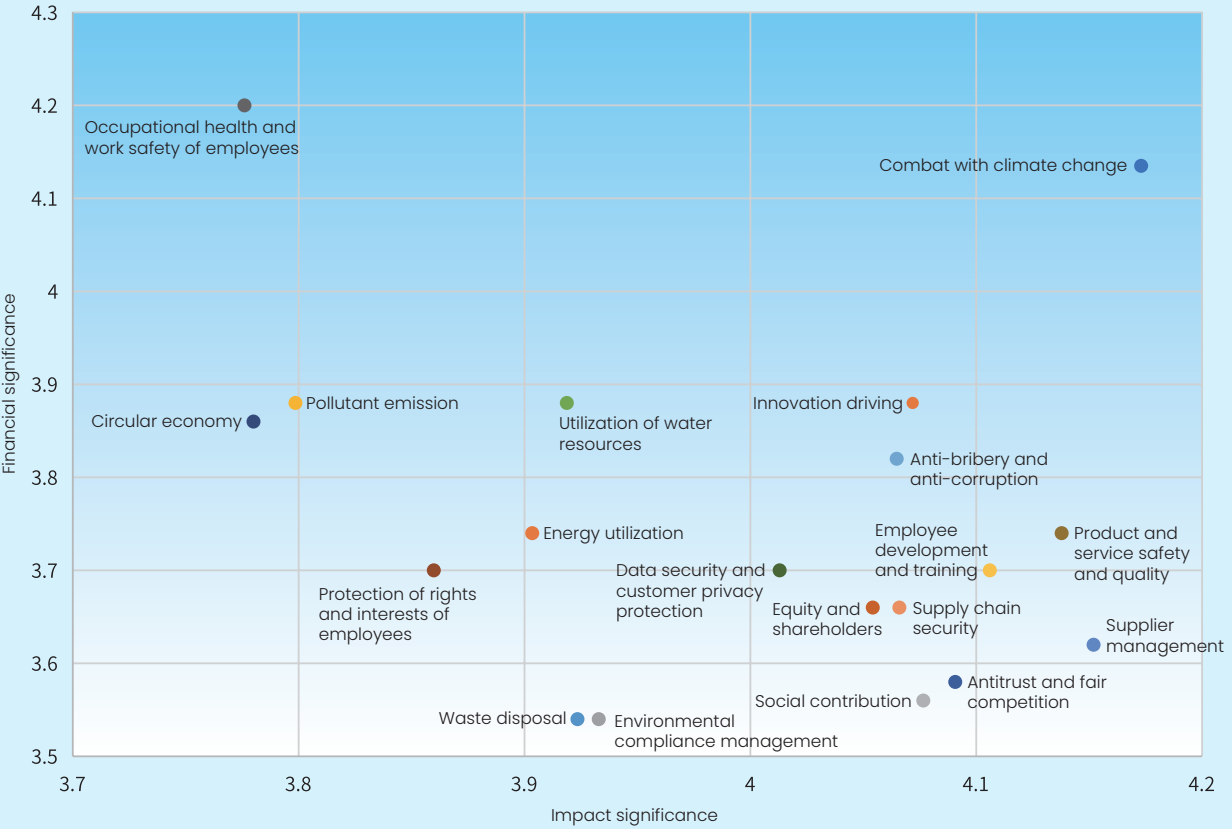
Analysis of substantive issues

Jiamusi Electric Machine Company regularly identifies and updates the Company's ESG material issues based on two dimensions: "financial materiality" and "impact materiality". Through diverse communication methods such as surveys and discussions, the Company fully collects and organizes the concerns and demands of stakeholders. Combining national policies and key points of capital market, the Company analyzes and evaluates the materiality of these issues, which are then validated by the Board of Directors and external experts, serving as the focus of the Company's management and reporting disclosure.

In 2024, the Company conducted the assessment work following the steps of "conducting background research, establishing an issue list, evaluating and confirming materiality, and forming an issue report", systematically identifying the key issues and future development directions the Company faces in ESG.

Analysis steps	Description
Conducting background research	Identify major trends pertinent to the Company through full industry-based investigation, then identify potential issues under three major categories based on the business characteristics, national policies and key points of high concern in the capital market.
Establishing an issue list	Through communication with the Corporation's leaders, internal and external experts, subsidiaries, employees, customers, suppliers, and other stakeholders, the Company fully understands the opinions of internal and external stakeholders on the Company's material issues, identifies impacts, risks, and opportunities, and compiles them into an issue list.
Evaluating and confirming materiality	Conduct financial materiality and impact materiality assessments, and generate the analysis results of material issues by integrating national policies, key points of capital market, and peer performance.
Forming an issue report	Summarize the analysis process, methods, and conclusions, and report to the Company's management to confirm the key disclosure content of the report and the future ESG management goals and implementation plans.

Material Issue Assessment Results in 2024



2023 annual results presentation



Supplier integrity education



# 04

## Establish regulations for stable development and plan long-term plans

Jiamusi Electric Machine Company resolutely implements the decisions and deployments of the State-owned Assets Supervision and Administration Commission of the State Council, unwaveringly strengthens the Party's leadership, optimizes the Company's governance architecture, and clarifies the boundaries of authority and responsibility. The Company is committed to building a modern corporate governance mechanism with clear positioning, unified authority and responsibility, and effective balancing, fully accelerating the process of high-quality development.

- Optimize governance and lay a solid foundation for development •
- Conducting compliance construction, strengthening foundation of the rule of law •
- Strengthening risk control, ensuring steady progress •
- Upholding business ethics, creating a clean environment •
- Making protection of rights and interests, enhancing investment trust •





Optimize governance and lay a solid foundation for development

A sound corporate governance architecture is a key support for the sustainable development of an enterprise. In accordance with the laws and regulations such as the *Company Law of the People's Republic of China*, *Securities Law of the People's Republic of China*, *Code of Corporate Governance for Listed Companies in China*, *Basic Norms of Enterprise Internal Control*, *Rules Governing the Listing of Shares on Shenzhen Stock Exchange*, and *Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 1 - Standardized Operation of the Companies Listed on the Main Board*, as well as the Company's *Articles of Association*, Jiamusi Electric Machine Company establishes a comprehensive corporate governance strategy and builds a standardized and efficient governance architecture. The Company has further optimized the remuneration management and assessment mechanisms for directors and senior managers, forming a scientific, comprehensive, and efficient governance model that lays a solid foundation for the Company's steady development.

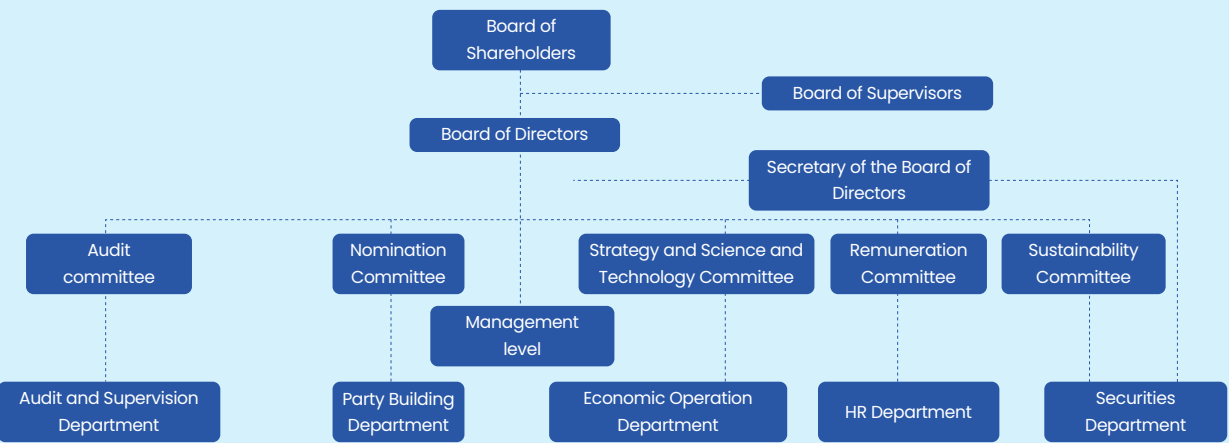
Corporate governance architecture

Jiamusi Electric Machine Company deeply understands the core essence of the modern state-owned enterprise system with Chinese characteristics, and has established a corporate governance system based on the Company's *Articles of Association* with a "1+N" model, clearly delineating the scope of authorities and responsibilities of each governance body.

The Company has legally established a modern corporate governance architecture consisting of the Board of Shareholders, the Board of Directors and its specialized committees, the Board of Supervisors, and the management. It strictly operates in accordance with the Company's *Articles of Association*, ensuring that the production, operation, and office institutions remain completely independent from the controlling shareholders, forming a scientific, standardized, and efficient decision-making and operation mechanism.

The Company systematically reviews the corporate governance system, scientifically and objectively evaluates the construction, preparation and implementation of the system, and promptly formulates the *Special Meeting Work System for Independent Directors* and the *Work System for Independent Directors of the Company*, etc. in accordance with newly revised laws and regulations, providing institutional guarantees for the Company to build a comprehensive, scientific, standardized, and effective management system.

Corporate Governance Structure of Harbin Electric Corporation  
Jiamusi Electric Machine Company Limited



In 2024, the Company revised its *Articles of Association* once, revised 6 systems, and added 4 systems, further standardizing the deliberation activities of each governance body, ensuring their effective performance of duties in accordance with the law, and gradually achieving institutionalized, standardized, and procedural governance.

● Directors and Board of Directors

The Board of Directors is the decision-making body of the enterprise. Effectively leveraging the governance functions of the Board is a crucial aspect of improving the modern enterprise system with Chinese characteristics. Jiamusi Electric Machine Company strictly complies with the requirements of supervisory authorities such as the State-owned Assets Supervision and Administration Commission and the China Securities Regulatory Commission, to clearly define the Board of Directors' responsibilities of "developing strategies, making decisions and preventing risks", and regards strengthening the construction of the Board of Directors and implementing its functions and powers as one of the important tasks to support the Company's long-term development.

Appointment procedure	Jiamusi Electric Machine Company strictly follows the provisions of the <i>Articles of Association</i> to appoint directors. Directors are elected or replaced by the Board of Shareholders, with a term of 3 years. The appointment of additional directors requires submission to the Board of Shareholders for decision after deliberation by the Board of Directors. The director may, after its expiration of the term, be reelected and reappointed. The Company has independent directors, with independent directors accounting for no less than 1/3.
Composition	The Board of Directors of the Company consists of 9 directors, including 3 independent directors, accounting for 33.33% of the Board of Directors, in compliance with legal and regulatory requirements. The Board of Directors includes one female member, with an average age of 48 and an average tenure of 2 years. The current members of the Board of Directors possess professional expertise in multiple fields such as motor, finance, and law, and all have extensive industry experience.
Powers and functions	All directors of the Company diligently fulfill their duties as directors of a listed company, fully express their opinions in daily work through various forms such as the Board of Directors and specialized committees, and make decisions in strict accordance with the procedures stipulated in the <i>Articles of Association</i> and relevant rules of procedure. According to the <i>Articles of Association</i> , the Board of Directors must hold at least 4 regular meetings each year. In 2024, the Company held 12 meetings of the Board of Directors.

● Specialized Committee of the Board of Directors

To improve the Company's decision-making level in "developing strategies, making decisions and preventing risks", the Board of Directors of the Company has established four specialized committees: Strategy and Science and Technology, Audit and Risk, Remuneration and Assessment, Nomination and Sustainable Development. The Company conducts preliminary research and review of issues of the Board of Directors through specialized committees, striving to achieve full coverage of issues of the meeting of the Board of Directors and further enhance the scientific decision-making capabilities and level of the Board of Directors. In 2024, the Securities Department led the proposal to establish the Sustainability Committee of the Board of Directors and formulated the *Detailed Rules for Implementation of the Sustainability Committee of the Board of Directors*, further improving the Company's governance architecture, adapting to the Company's strategic development needs, and enhancing the Company's sustainability management system.

Appointment procedure	According to the <i>Articles of Association</i> and the <i>Rules of Procedure for Board of Directors</i> , all members of specialized committees are composed of directors, and the election of specialized committees of the Board of Directors requires deliberation by the Board of Directors.
Function	Remuneration and Assessment Committee: Be responsible for formulating assessment standards for directors and senior management, conducting assessment, developing and reviewing remuneration policies and plans for directors and senior management, and making recommendations to the Board of Directors on related matters. Audit and Risk Committee of the Board of Directors: Be responsible for reviewing the Company's financial information, supervising internal and external audits and internal controls, and managing and controlling related risks of the Company. Nomination Committee of the Board of Directors: Be responsible for formulating selection criteria and procedures for directors and senior management, selecting and reviewing candidates for directors and senior management and their qualifications, and making recommendations to the Board of Directors on related matters. Strategy and Science and Technology Committee of the Board of Directors: Be primarily responsible for researching and providing recommendations on the Company's long-term development strategy, major investment and financing decisions, science and technology development plans, and projects. Sustainability Committee of the Board of Directors: Primarily responsible for evaluating and guiding the Company's sustainability (ESG) strategic planning, expected goals, policies, and related risks and opportunities, and providing corresponding recommendations. Responsible for reviewing the Company's ESG report and reporting to the Board of Directors.

● Supervisors and Board of Supervisors

Jiamusi Electric Machine Company has established a perfect structure of Board of Supervisors in accordance with relevant laws and regulations and the *Articles of Association*, formulated the *Rules of Procedure for Board of Supervisors*, and fully leveraged the supervisory role of the Board of Supervisors, namely, "tangible supervision, intangible constraints, implicit results, and far-reaching impact", to promote the establishment and improvement of the Company's internal control system and drive the Company's lawful and compliant operations.

Appointment procedure	The Company strictly elects supervisors in accordance with the <i>Company Law of the People's Republic of China</i> and the <i>Articles of Association</i> . The election of members of the Board of Supervisors requires deliberation by the Board of Supervisors. After deliberation, it is submitted to the Board of Shareholders for decision. Office term for members of the Board of Supervisors is three years, and the supervisor can be reappointed consecutively upon expiration of the office term. Supervisors held by shareholders are elected or replaced by the Board of Shareholders, and supervisors held by employees are democratically elected or replaced by employees of the Company.
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Composition

The Board of Supervisors consists of 3 supervisors, including 1 employee representative supervisor, accounting for 33.3% of the Board of Supervisors.

Powers and functions

In accordance with the requirements of *Rules of Procedure for Board of Supervisors*, the Company's supervisors effectively supervise the Company's major matters, financial status, and the performance of directors and senior management, safeguarding the legitimate rights and interests of the Company and its shareholders. In 2024, the Company held 8 meetings of the Board of Supervisors.

● General Manager and other senior management

The General Manager and other senior management are the execution body of the Company, strictly implementing various resolutions of the Board of Directors and the Board of Shareholders, fully leveraging the management functions of the management in production and operation, actively promoting business development and internal management, and ensuring the Company's sustained and stable development.

Composition

The Company currently has 7 senior management members, including 1 General Manager, 4 Deputy General Managers, 1 Chief Accountant, and 1 Secretary of the Board of Directors. The senior management members is 51 years old on average, with an average term of 3.5 years, including 5 majoring in engineering, 1 majoring in accounting, and 1 majoring in finance.

In 2024, the Company's Board of Directors held a total of 12 meetings, including 4 regular meetings and 8 interim meetings, reviewing and approving 87 proposals. The meeting proposals included the background and overview of the proposals, necessity, feasibility analysis, review by the Board's special committees, important risk analysis and countermeasures for the Board's attention, and the impact on the listed company, ensuring that the submitted decision-making matters were clear, well-justified, and adequately risk-disclosed, facilitating scientific decision-making by the Board. The issuance time of board meeting notices, the procedures for convening and holding meetings, the qualifications of the meeting convener, the attendance of directors, and the review and voting procedures for proposals were all strictly executed in accordance with the *Company Law* and the *Articles of Association*, ensuring standardized and efficient board operations and decision-making.

Remuneration management and assessment of directors, supervisors, and senior management

The Remuneration and Assessment Committee is responsible for formulating and reviewing the remuneration policies and plans for directors and senior management, setting assessment standards for directors and senior management and conducting assessment, and inspecting the decision-making procedure for remuneration of directors and senior management to ensure compliance with regulations, reasonable determination basis, and no harm to the interests of the listed company and all shareholders. The Company solicits and considers opinions of stakeholders (including shareholders) on remuneration through the distribution of questionnaires.

In terms of medium and long-term incentive mechanisms, the Company has formulated the *2019 Restricted Stock Incentive Plan* in accordance with the *Trial Measures for the Implementation of Equity Incentives in State-controlled Listed Companies (Domestic)*, *Equity Incentive Measures for the Administration of Listed Companies* and relevant regulations, and in conjunction with the Company's remuneration system and performance assessment system, granting a total of 9.75 million shares to 176 senior managers, middle managers, and core personnel, accounting for 2% of the Company's total shares that year.

Case: Following elite leadership, making a bright future through training for directors, supervisors, and senior management

Jiamusi Electric Machine Company actively organizes training for directors, supervisors, and senior management to enhance their performance capabilities, better leverage their key roles in corporate governance, and provide talent support for the Company's high-quality development. In 2024, the Company organized a total of 4 on-site training sessions and approximately 20 online training sessions for directors, supervisors, and senior management.



site of training for directors, supervisors, and senior management

Conducting compliance construction, strengthening foundation of the rule of law

Jiamusi Electric Machine Company earnestly implements various deployments of the State-owned Assets Supervision and Administration Commission of the State Council on compliance management construction for central enterprises, comprehensively strengthens compliance management construction, establishes and improves the compliance management organization system, systematically promotes lawful and compliant operations, and lays a solid foundation for high-quality development through efficient compliance management.

Issue/indicator	Unit	2022	2023	2024
Number of major litigation, arbitration, and other risk events involved	Item	0	0	0
Number of violations and total amount of fines paid	RMB ten thousand	0	0	0
Serious illegal and dishonest behavior by the entity and its legal representative	Times	0	0	0

Compliance management system

Jiamusi Electric Machine Company fully implements the requirements of the requirements of *Measures for Compliance Management of Central Enterprises* and the *Opinions on Further Deepening the Construction of Rule of Law in Central Enterprises* of the State-owned Assets Supervision and Administration Commission of the State Council, establishes a four-in-one management model of "law, compliance, risk, and internal control", adheres to the "four" principles, further improves the "five" systems, comprehensively enhances the five major capabilities of law-based enterprise management, further refines the "1+N" risk management system for compliance management, establishes a multi-level compliance governance architecture and responsibility system, clarifies compliance responsibilities at all levels, and ensures the compliant conduct of all business activities. The Company promotes the "integration and linkage of the three lines of defense", fully utilizes the management tool of "three lists" to achieve effective identification and active management of compliance risks, forming a robust, standardized, and efficient compliance management system. It establishes a compliance risk database for key areas, and supervises subsidiaries to improve compliance risk identification and early warning mechanisms, effectively preventing and promptly addressing compliance risks.



Compliance management architecture

- The Board of Directors, Board of Supervisors, Party Committee, and the management lead the Company's compliance management affairs. The General Counsel is the compliance management officer (Chief Compliance Officer), comprehensively planning, leading, implementing, and coordinating compliance management work.
- Business departments, as the first line of defense for compliance risk prevention, are responsible for daily compliance risk identification and inspection.
- The Legal Compliance Department, as the second line of defense for compliance risk prevention, is responsible for improving the Company's compliance management system.
- The departments of audit, supervision, and discipline inspection, as the third line of defense for compliance risk prevention, are responsible for independently supervising and auditing the effectiveness of the compliance management system and handling violations.
- Part-time compliance officers are established in various departments, and compliance management work groups of Jiamusi Electric Machine Company are formed to be responsible for compliance management within their respective departments, ensuring smooth communication channels.

In response to changes in laws and regulations and the development needs of reform tasks, the Company has further adjusted and improved its risk prevention and control system, revised the *Management Measures for Legal Review* and *Management Measures for Litigation Case*, and innovatively formulated management documents such as the *Guidelines for Review of Major Decisions of the Company*. In 2024, more than 10 legal opinion letters were issued for major decision-making matters such as enterprise restructuring, corporate governance, and fixed asset investment; issues such as unclear and incomplete contract terms, and implementation before contract signing were resolved, promoting further standardization of business practices.

Compliance management information construction

The Company continues to advance the compliance management information construction, increasing the online rate of legal reviews for contracts, systems, major decisions, etc. In 2024,



the Company established a compliance review process, with the review scope covering the evaluation in terms of legality, procedurality, tightness, applicability and risk. Through the OA platform, an online review process for major decisions and authorization approvals was established, enabling timely early warning of compliance risks and significantly improving efficiency, ensuring that management actions are legal, compliant, and efficient.

In 2024, the Company strengthened compliance review, completing 240 administrative document compliance reviews, 47 Party document compliance reviews, 381 system approval compliance reviews, 237 authorization approval compliance reviews, 49 financial legal reviews, 1321 seal application legal approvals, 4472 legal risk compliance reviews, and 34 major decision compliance reviews. The Company achieved 100% review and control of economic contracts, major decisions, and legal compliance.

Enhancing compliance and legal awareness

Jiamusi Electric Machine Company is committed to creating a cultural environment of “full participation and comprehensive compliance”, embedding the philosophy of “adhering to the bottom line of compliance and strictly observing the red line of discipline” in the hearts of every employee, and continuously cultivating and consolidating the foundation of the Company’s compliance culture.

●Strengthening compliance training in key areas

Jiamusi Electric Machine Company continues to normalize specialized compliance training, and regularly organize marketing, procurement personnel, key position employees, and middle management for legal thematic studies. The Company effectively enhances employees’ voluntariness to adhere to laws and regulations by strengthening compliance management and awareness of compliant operations. In 2024, the Company conducted 4 specialized legal training sessions in the key areas of marketing and procurement.

●Conducting education and publicity on compliance of employees

Jiamusi Electric Machine Company actively explores innovative methods and approaches for legal education, continuously improving the implementation effectiveness of “Internet + legal education”. The Company utilizes various platforms such as the WeChat official account and the internal publication *Culture of Jiamusi Electric Machine* to widely promote legal knowledge and educational activities.



Journal of Culture of Jiamusi Electric Machine

Adhering to legal tax payment

Jiamusi Electric Machine Company has established *Tax Management Measures* and other relevant systems, adheres to the principle of legal and compliant tax payment, conscientiously fulfills tax obligations, strictly complies with relevant tax policies, the Company’s management systems and operation standards in the countries or regions where the business operates, uses true and complete tax-related materials as supporting evidence, legally, accurately, and timely pays various taxes, discloses tax information as required, and ensures compliance with relevant tax regulatory requirements.

Strengthening risk control, ensuring steady progress

During its development, Jiamusi Electric Machine Company has always paid close attention to various risks, continuously advanced comprehensive risk management, optimized the internal control system, enhanced the ability to withstand risks, actively prevented and resolved major risks faced by the enterprise, thereby further improving the management level of the Company.

Risk management

Jiamusi Electric Machine Company routinely promotes comprehensive risk management every year, solidly carries out risk monitoring and early warning, deeply conducts risk identification and assessment, promptly reports major operation risk events, strictly implements risk control measures, and provides a solid guarantee for the Company’s sustainable development.

●Risk management system

Jiamusi Electric Machine Company will strengthen risk management as a systematic task, continuously improve the system construction, leverage regulatory synergy, and build a solid risk defense line. In term of system design, the Company follows the requirements of laws and regulations such as the *Company Law of the People’s Republic of China*, *Guidelines for Comprehensive Risk Management of Central Enterprises* and *Basic Norms of Enterprise Internal Control*, and has formulated institutional documents such as the *Comprehensive Risk Management System*, *Detailed Rules for Comprehensive Risk Management*, and *Management Measures for Reporting of Major Risk Events*, strengthening the top-level design of risk management.

The Company has established a committee for law-based enterprise management, audit, and risk management directly led by the General Legal Counsel (Chief Compliance Officer), responsible for overall management of internal control and risk management, formulating work plans and annual plans for internal control and risk management, reviewing important decisions, major matters, and key proposals. The Legal and Compliance Department is responsible for coordinating, organizing, coordinating, and promoting the implementation of specific tasks.

●Risk management processes and measures

Jiamusi Electric Machine Company has established a closed-loop management mechanism for major risks, and improved the full life cycle management system for major risk identification, assessment, response, monitoring, acceptance, etc. Ensure that major risk responses achieve practical results through annual unified deployment, responsibility assignment, quarterly tracking and monitoring, ledger management, mid-term irregular follow-ups, supervision and guidance, as well as summary acceptance and evaluation of effectiveness.

Process	Measures
Risk identification	In accordance with the <i>Management Measures for Internal Control</i> , the Company comprehensively, systematically, and continuously collects relevant information. Through the three steps of risk identification, risk analysis, and risk assessment, it accurately identifies internal and external risks related to achieving control objectives, assesses the corresponding risk tolerance, formulates management measures for the top ten risks, adjusts monitoring and early warning indicators, and focuses on prevention and control.
Risk warning	Establish the <i>List of Indicators of Risk Monitoring and Early Warning</i> for daily risk monitoring, report monitoring results monthly, promptly analyze the reasons, assess the impact, and take measures when indicators exceed thresholds.
Risk tracking	The Legal Compliance Department continuously monitors identified risk events, regularly updates progress, issues risk warning letters based on issues discovered during the risk event handling process and business risks in daily operations, and promotes the proper resolution of risk events. It promptly makes close-loop management and summary for risk events that have been resolved.
Risk control	Select different strategies such as risk avoidance, transfer, mitigation, or acceptance for different risks to reduce risk losses, take different measures, formulate plans and lists, and update response measures quarterly based on actual conditions; <i>Comprehensive Risk Management System</i> and <i>Detailed Rules for Comprehensive Risk Management</i> developed by the Company clarify the principles, methods, and classification handling processes for risk event management; manage risks by level as major risks, significant risks, and general risks, and conduct event-specific management and emergency response.
Risk response	Based on the results of risk assessment and combined with risk tolerance, organizations of the Company balance risk and return, comprehensively apply risk response strategies such as risk avoidance, risk reduction, risk sharing, and risk acceptance to achieve effective risk management; it implements control measures such as separation of incompatible duties, authorization and approval control, accounting system control, asset protection control, strategy execution and budget control, operational analysis control, and performance evaluation control with methods combining preventive control and detective control, keeping risks acceptable.



● Risk management culture

Jiamusi Electric Machine Company attaches great importance to enhancing risk awareness and cultivating a risk management culture. The Company guides employees to establish a scientific risk management philosophy and strengthens their risk management awareness by organizing multiple promotion and training activities on risk management culture.

Case: The Company conducted risk prevention training for procurement and marketing organizations

In 2024, the Company conducted risk prevention training for procurement and marketing organizations, offering two legal training sessions on procurement and marketing. The training covered procurement center buyers and Domestic Trade Department Office Manager, Section Chief and above in the s, totaling 330 participants.

In 2024, Jiamusi Electric Machine Company had no major risk incidents.

Internal control

The Company consistently adheres to the goal of “strengthening internal control, preventing risks, and promoting compliance”. It further integrates and optimizes internal control, risk, and compliance management systems, improves internal control defect identification standards, risk assessment standards, and compliance evaluation standards. A “1+N” internal control system supported by operational norms has been established, effectively advancing the modernization of the management system and capabilities, and enhancing the Company’s ability to prevent and resolve major risks and withstand risks.

In 2024, Jiamusi Electric Machine Company followed laws and regulations such as the *Company Law of the People’s Republic of China*, *Tax Law of the People’s Republic of China*, *Administrative Measures on Information Disclosure by Listed Companies*, *Basic Norms of Enterprise Internal Control*, and ISO 9001 (Quality Management System), and established an internal audit system independent of various business lines and functional departments. The Company’s Internal Audit Department independently exercised its authority under the leadership of the Audit and Risk Committee, supervising the establishment and implementation of internal controls, the authenticity and completeness of financial information, and promptly urging the rectification and supervision of internal control deficiencies.



Quality Management System Training

● Establish and improve the internal control system.



Optimizing the internal control system

- The Company established the Risk Control and Compliance Management Committee, which is fully responsible for the Company’s risk control and compliance management affairs, and established a “Four Meetings and One Layer” corporate governance structure in line with modern enterprise systems, consisting of the Board of Shareholders, Board of Directors, Board of Supervisors, Workers’ Congress, and management, to comprehensively plan, lead, implement, and coordinate internal control management, making management responsibilities clearer, the organizational system more sound, the working mechanism more perfect, and the key content more clear. The Legal Compliance Department established the Comprehensive Risk Management Office as the daily working body of the Company’s Comprehensive Risk Management Executive Leadership Group to promote the construction of the internal control system, and the Audit Department independently performs the inspection and evaluation function against the management of internal control.
- The Company has established the four-in-one management model of “legal, compliance, risk, and internal control”, and created a four-in-one integration mechanism. Department with management powers and functions such as law, audit, finance, and economic operation operate in coordination, forming a mutually integrated and efficient internal control and supervision system.



Improving the management system

- The Company refines and details various internal control management contents by improving and refining the internal control management system, continuously improves the internal control system, timely coordinates internal control issues and related risk response measures, promotes the standardization, institutionalization, standardization, and proceduralization of various management contents of the Company, and continuously improves the management level. In 2024, the Company formulated the *Internal Audit Management System* as the general outline for internal supervision work, and established a comprehensive audit work management system to ensure the effective operation of the supervision mechanism.



Internal control system

- *Internal Control Manual, Management Measures for Construction of Internal Control System, Measures for Supervision and Management of Internal Control of Funds, Management Measures for Authorization of Board of Directors, Rules of Procedure for Board of Shareholders, Rules of Procedure for Board of Directors, Rules of Procedure for Board of Supervisors, Rules of Procedure for General Manager’s Office Meeting, System Management Regulations and Management Measures for Internal Control Evaluation*



Internal control process

- The Company has established an internal control supervision and inspection mechanism, conducts annual evaluations, and determines the main units, businesses, and matters as well as high-risk areas to be included in the evaluation scope based on the risk-oriented principle. The main businesses and matters included in the evaluation scope include: marketing and after-sales management, R&D management, procurement and business outsourcing, production and cost management, inventory management, fund management, financing management, asset and project management, expense management, financial reporting management, investment management, human resource management, information system management, comprehensive budget management, development strategy, internal environment, contract management, and information disclosure management. Every year, the Company organizes various organizations to conduct self-evaluations, inspection evaluations, communicate and identify deficiencies, rectify deficiencies, and prepare evaluation reports; establishes a risk early warning indicator system to enhance the monitoring of risk indicators; establishes a major risk event reporting mechanism, formulates response plans, and prevents the spread and superposition of major risks.



● Daily control in key areas

Jiamusi Electric Machine Company emphasizes risk management and conducts daily control work in key areas. Related work is carried out with the department taking primary responsibility and other departments collaborating in supervision. In 2024, the Company conducted 5 audits, identified 79 issues, and proposed 13 recommendations. Among these, 2 were economic responsibility audits and 3 were special audits, achieving comprehensive coverage of audit work. At the same time, the Company effectively implemented the “second half” of audit rectification, forming an effective closed loop of management.

In accordance with the *Special Inspection Rectification Work Plan* issued by the Corporation, Jiamusi Electric Machine Company has formulated the *Special Inspection Rectification and Accountability Work Plan*. During the year, the Company has revised 228 regulations, completely abolished 13 regulations, and added 81 new regulations. Internal control and regulation management have been effectively implemented, and management efficiency has been comprehensively improved. The Company has completed the revision of the internal control manual, revised 11 management processes, improved 35 regulatory defects, published 539 effective management regulations, and released the latest *Company’s Catalog of Effective Management Regulation*, ensuring the effectiveness and accuracy of the management system. The Company has improved and revised the list of responsibilities and authorities of corporate governance bodies, reviewed 230 decision-making items during the year, and provided compliance review opinions on the Party Committee’s pre-discussion and list of “decision-making on major matters, appointment and removal of important cadres, investment decisions on major projects and use of large amounts of funds”, ensuring the Company’s legal and compliance management.

Upholding business ethics, creating a clean environment

Jiamusi Electric Machine Company adheres to the principle of “zero tolerance” to resolutely combat corruption, continuously optimizes anti-corruption compliance systems and supervision processes, and deeply promotes the construction of a clean culture, creating a clean and upright corporate environment. At the same time, the Company attaches great importance to fair competition management, strictly prevents and curbs monopolistic behavior, and is committed to building an open, fair, and faithful business ecosystem.

Integrity system construction

Jiamusi Electric Machine Company always adheres to China’s anti-corruption laws and regulations, resolutely follows the guiding principles of the *United Nations Convention against Corruption*, *CPC Constitution*, *CPC’s Regulations on Disciplinary Punishments*, *Rules for Supervision and Enforcement of Discipline by the CPC’s Discipline Inspection Organs*, *CPC’s Regulations on the Accountability*, and *Law of the People’s Republic of China on Administrative Sanctions against Public Officials*, and strictly complies with anti-corruption and anti-bribery laws and regulations in the regions where it operates, continuously strengthening the construction of the integrity system.

The Company insists on advancing the integration of not daring to corrupt, not being able to corrupt, and not wanting to corrupt. Optimize and improve the “three non-corruptions” working mechanism, adopt the “1+N” form, conduct two rounds of routine inspections on 8 directly affiliated Party organizations around the “four focuses”, strengthen the construction of a clean culture, carry out the Party conduct and integrity education month activity of “studying regulations, observing Party discipline, promoting development”, organize the clean works exhibition that “Brush and ink convey integrity in Jiamusi Electric Machine Company, a pure breeze nourishes the original aspiration.”, and foster a good atmosphere where integrity is honored and corruption is shamed.

● Integrity system construction

Anti business bribery and corruption system

The company builds and continually perfects the anti-corruption system, has set up several regimes, including *Implementation Opinions of the Party Committee on Further Strengthening the Construction of Party Conduct and Healthy Government and anti-corruption work*, *Company system implementation of monitoring and accountability methods*, *Scope and method of complaint reporting*, and consistently improved the construction of total-integrity system, to provide solid security for company’s long-term and healthy development.

Integrity Report System

The company built perfect system of report management and disposal, ensuring staffs can report any doubtful illegal behaviors by distinct methods including integrity phone, integrity mail, supervision website under secret circumstance. We have high requirement to the reporter’s information and right protection, guarantee reporter’s identity will be kept, and promise that staffs will not get unfair and wrong treatments and hurt.

Punishment of Corruption

The company strictly follows any national laws and corporation’s regulations, taking non-tolerance attitude to punish the corruption and bribery behaviors, and build case recycle system to analyze why the case becomes as well as take stronger action integrity risk control in the future. In 2024, there is no people get punished due to corruption related event.

Case: 2024 Meetings on Party Conduct and Upholding Integrity Construction and Anti-corruption Work, and Warning Education Conference

In 2024, the Company solidly carries out Party discipline education, closely follows the goal requirements of “studying discipline, knowing discipline, understanding discipline, and observing discipline”, organizes 3 warning education sessions, 2 *Regulations* interpretation sessions, 1 on-site education session, 8 discipline party lessons taught by the leadership team, and holds a thematic meeting of the Party Conduct and Integrity Construction Leadership Group every six months to discuss work. Hold classified warning education meetings and conduct integrity talks with newly appointed leaders and key area leaders managed by the Company’s Party Committee to further strengthen warning and deterrence.



Meetings on Party conduct and upholding integrity construction and anti-corruption work, and warning education conference

● Integrity culture construction

Jiamusi Electric Machine Company implements the *Opinions on Strengthening the Construction of an Incorruptible Culture in the New Era*, consolidates the ideological foundation of integrity, builds a strong ideological line of defense against corruption, leads the construction of an incorruptible culture. In 2024, the Company conducted 5 anti-corruption and anti-bribery training sessions, organized warning education, interpreted the *Regulations*, asked the leadership team to teach discipline Party lessons, organized employees to sign integrity commitment letters, actively played the foundational role of incorruptible education, strengthens situational education, legal awareness, warning deterrence, and exemplary leadership.

● Integrity supervision mechanism

Jiamusi Electric Machine Company effectively enhances management and supervision efficiency by building a sound supervision and control system, strengthening the power balance mechanism, and implementing a strict accountability system. To effectively curb the corrupt, the Company actively moves the anti-corruption line of defense forward, strengthens daily supervision and management, focuses on early detection and prevention, builds a multi-



layered line of defense, normalizes daily supervision work, promptly identifies and resolves issues in business management, and effectively safeguards the legitimate rights and interests of shareholders and the public.

In addition, the Company conducts special rectification actions according to actual conditions, promoting a more complete institutional system and more standardized management in relevant business areas. The Company issues the *Notice on Re-clarifying the Scope and Methods of Accepting Complaints and Reports* and the *Notice on Announcing the Reporting Platform for Issues of Harbin Electric Corporation's Violation of the Spirit of the Eight-point Decision of the CPC Central Committee on Improving Party Conduct*, establishing comprehensive reporting channels including reporting email, reporting phone, reporting platform, etc.

Issue/indicator	Unit	2024
Number of anti-corruption and bribery training sessions conducted by the Company	Times	5
Number of management personnel and hours of training on corruption and bribery policies	Person; hour	40 persons; 5 hours
Number of general employees and hours of training on corruption and bribery policies	Person; hour	1411 persons; 4 hours

Fair competition

The Company adheres to noble business ethics, and resolutely opposes all forms of unfair competition. The Company strictly complies with laws and regulations such as the *Anti-monopoly Law of the People's Republic of China* and the *Anti-unfair Competition Law of the People's Republic of China*, regulates its competitive behavior, maintains a fair market competition environment, protects the legitimate rights and interests of operators and consumers, and promotes the sound and orderly development of the socialist market economy.

● Issuing guidelines for fair competition compliance

In terms of system construction, the Company has compiled the *Integrity Compliance Manual* and the *Anti-monopoly Special Guidelines*, covering contents related to anti-monopoly and anti-commercial bribery, providing employees with clear behavioral guidelines to help maintain a sound market competition order.

● Establishing a fair competition review mechanism

The Company incorporates compliance management responsibilities such as anti-monopoly and anti-unfair competition into the scope of the Compliance Management Department, improving comprehensive compliance risk management mechanisms including law and regulation tracking, compliance system construction, risk assessment, review, and training; adheres to responsible sales and marketing, standardizes compliance in the entire process of business expansion and contract management by sales companies, business teams, and product teams, and provides accurate and comprehensive information in market development, customer sales, and product label management.

● Deepening fair competition practices

Comprehensively strengthening fair competition education

The Company has carried out fair competition policy promotion week activities, organized compliance training, timely shared learning of compliance laws and cases, regularly conducted cultural month activities, and played promotion posters on the Company's large screens, utilizing various promotion carriers to create a good atmosphere of learning, understanding, and abiding by the law.

Special supervision and governance of suppliers

The Company signs the *Compliance Commitment Letter* with suppliers, solemnly promising to strictly comply with compliance requirements in corporate governance, finance and taxation, intellectual property, and market transactions. The Company adheres to the principles of honesty and integrity and business ethics, conducts business activities in accordance with laws and regulations, fully fulfills contractual obligations, properly exercises contractual rights, and appropriately handles various disputes or controversies within the legal framework. In the process of market transactions and eligible supplier qualification review, the Company resolutely resists any form of commercial bribery and unfair competition.

Case: The Company organized anti-monopoly training.

In April 2024, the Company arranged anti-monopoly training activities, and in September, the Company conducted learning activities of fair competition policy promotion week and cybersecurity awareness week.

The average compliance training duration per person was 2 h, with 100% coverage rate of the *Negative List of Employee Behavior* and 100% signing rate of the *Compliance Commitment Letter* by employees. This has significantly improved compliance awareness, and over 95% of employees aware of anti-unfair competition laws and regulations.



The company organizes special anti-monopoly training

In 2024, the Company did not experience any major unfair competition events. Risk prevention and control capabilities have been enhanced, with no administrative penalties or lawsuits due to unfair competition practices.

Making protection of rights and interests, enhancing investment trust

Jiamusi Electric Machine Company conducts investor relations management in accordance with laws and regulations such as the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Rules Governing the Listing of Shares on Shenzhen Stock Exchange*, and the *Guidelines for Investor Relations Management of Listed Companies*. The Company is committed to protecting the legitimate rights and interests of investors, actively practicing the philosophy of respecting, rewarding, and protecting investors by improving corporate governance and enterprise value.

Investor relations management

Strengthening investor relations management is a key measure to improve the governance level of listed companies and an important link in protecting investor rights. Jiamusi Electric Machine Company always places investor relations management in an important position, actively builds a stable and high-quality investor base, improves two-way communication channels and efficient interaction mechanisms with investors, and creates a company culture atmosphere that respects and serves investors.

● Enhancing communication with investors

A person is assigned to maintain investor relations management channels, including interactive platforms, investor hotlines, public email, etc., with a answering and reply rate of 100%. In 2024, the Company disclosed a total of 174 announcements, received approximately 380 investor calls, and replied 164 investor inquiries on the interactive platform, and held investor reception day events, inviting the Shenzhen Stock Exchange to participate and hosting about 50 investors on-site.



● Investor relations management system

To enhance information exchange between Jiamusi Electric Machine Company and investors, promote a good interactive relationship between the Company and investors, and further optimize the Company's governance architecture, the Company has formulated a series of documents, including the *Investor Relations Management System*, *Information Disclosure Management System*, and *Accountability System for Significant Mistakes of Annual Report Information Disclosure*, in accordance with the *Guidelines for Investor Relations Management of Listed Companies*, combined with the Company's actual situation. Through the implementation of these systems, the Company actively carries out investor relations management work, effectively safeguarding investors' rights to know and participate in the Company's major matters.



Construction of investor relations management department

- The primary responsible person for investor relations management affairs is the Company's Chairman.
- The Secretary of the Board of Directors is the person in charge of the Company's investor relations management affairs, responsible for the overall planning, coordination, and arrangement of the Company's investor relations work.
- The Securities Department is the functional department for the Company's investor relations management, responsible for the daily affairs of the Company's investor relations management.
- The Company's controlling shareholders, actual controllers, directors, supervisors, and senior management shall provide convenient conditions for the Secretary of the Board of Directors to perform investor relations management duties.

● Construction of investor relations management team

The Company regularly conducts professional skills training for investor relations management personnel, and continuously strengthens training in industry information, financial knowledge, legal knowledge, and foreign language skills, cultivating compound investor relations talents, and enhancing the team's professional level. In 2024, the Securities Department conducted 10 internal training sessions and participated in more than 20 external remote training sessions.

Case: Compliance and legal education campaign

In March 2024, the Securities Department and the Legal Compliance Department jointly organized a "3·15" Investor and Consumer Rights Knowledge Competition, enhancing investor rights protection awareness and enriching investor knowledge reserves. In May 2024, the Company invited 26 institutions, including CITIC Securities, Founder Securities, and CICC, to jointly conduct investor protection promotion activities. Through visits to the exhibition hall and workshops, a speech by the General Manager, a performance report by the Secretary of the Board of Directors, and interactive Q&A sessions with investors, the Company expanded the scope and enhanced the effectiveness of the promotion. In November 2024, the Securities Department produced an electronic investment education product for the "World Investor Week" and sent it to the official account for promotion. In 2024, the Company held 4 investor protection promotion activities, distributed approximately 200 promotion materials, and released 4 electronic investor education products.



Compliance and Legal Education Campaign

Protection of rights and interests of shareholders

Jiamusi Electric Machine Company is always committed to protecting rights and interests of shareholders. In accordance with relevant laws and regulations, the Company has established the *Rules of Procedure for Board of Shareholders* and other regulatory systems, strictly defining the preparation, convening, and voting procedures of the Board of Shareholders, ensuring equal treatment for all investors, fully protecting the legitimate rights and interests of investors, and enabling all shareholders to effectively exercise their rights.

● Board of Shareholders

The Company respects and safeguards the rights of all shareholders as owners of the Company. In strict accordance with the *Articles of Association* and the *Rules of Procedure for Board of Shareholders*, the Company regularly convenes and holds the Board of Shareholders to ensure participation of shareholders in the decision-making of major matters of the Company as stipulated by laws, administrative regulations, and the Articles of Association. In 2024, the Company held 5 meetings of the Board of Shareholders.

● Shareholder shareholding analysis mechanism

The Company has established a shareholder shareholding analysis mechanism to monitor and analyze the shareholder structure every 10 days, paying attention to changes in significant investors. The Company regularly communicates with major shareholders to actively understand their opinions and suggestions, thereby better serving the shareholders. In 2024, the Company downloaded 36 shareholder registers and generated 36 shareholder analysis reports.

**Advertise Regularly and Protect Rights Together:** The company regularly organize investor protection publicity programs, including *March 15<sup>th</sup>, May 15<sup>th</sup> Investor Protection Day and Publicity Month*, strengthen the publicity via knowledge competition, making slides, videos, cartoons, posters, and paper folding, as well as timely post the content related with investor protection on company's Wechat official account, enriching work content regarding investor relationship management. In 2024, the company totally convened 4 investors protection publicity program, delivered about 200 advertisements materials, and issued 4 electrical teaching products.

Case: 5.15 National Investor Protection Promotion Day

In May 2024, the Company invited 26 institutions, including CITIC Securities, Founder Securities, and CICC, to jointly conduct investor protection promotion activities. Through visits to the exhibition hall and workshops, a speech by the General Manager, a performance report by the Secretary of the Board of Directors, and interactive Q&A sessions with investors, the Company expanded the scope and enhanced the effectiveness of the promotion, effectively playing a positive role in protecting the legitimate rights and interests of investors.



5.15 National Investor Protection Reception Day



Indicator	Unit	2021	2022	2023	2024
Number of shareholders' meetings held	Times	2	6	3	5
Number of Strategy and Technology Committee's meetings held	Times	1	1	4	7
Number of Audit and Risk Committee's meetings held	Times	4	5	7	7
Number of Remuneration and Evaluation Committee's meetings held	Times	1	4	6	7
Number of Nomination Committee's meetings held	Times	1	1	5	5

**Equity distribution implementation:** In 2024, based on the Company's total share capital of 595,858,553 shares, a cash dividend of RMB 2.02 per 10 shares (tax included) was distributed to all shareholders, with no additional shares issued or capital reserve converted into share capital. The equity distribution was completed on June 4, 2024.

Information disclosure transparency

Jiamusi Electric Machine Company continues to optimize the information disclosure process to ensure the authenticity, accuracy, completeness and timeliness of the disclosed information, thereby continuously improving the quality of information disclosure. Strengthening the construction of information transparency can effectively reduce the degree of information asymmetry, safeguarding investors' right to know and enhancing external supervision, thereby maintaining the fairness and justice of the capital market and promoting high-quality economic development.

Information disclosure system

Jiamusi Electric Machine Company strictly adheres to the requirements of the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Administrative Measures for Information Disclosure of Listed Companies*, the *Listing Rules of the Shenzhen Stock Exchange* and other relevant laws and regulations and has formulated a series of documents such as the *Information Disclosure Management System* and the *Annual Report Information Disclosure Major Error Accountability System*. Through the implementation of these systems, the Company further standardizes the information disclosure process, ensuring lawful and compliant operations, and effectively safeguarding the legitimate rights and interests of the Company, shareholders and investors.

Information disclosure work

Regular reports

In 2024, the Company prepared the 2023 Annual Report, the 2024 First Quarter Report, the 2024 Semi-Annual Report and the 2024 Third Quarter Report. The Company focuses on understanding the information that needs to be disclosed and reported in accordance with the newly revised information disclosure laws and regulations, ensuring that periodic reports are disclosed in a timely and compliant manner.

Interim reports

In 2024, the Company strictly followed the relevant regulations of the China Securities Regulatory Commission and the Shenzhen Stock Exchange to disclose 174 announcements in a true, accurate, complete, timely and fair manner, enhancing the openness and transparency of the Company's operations and ensuring that investors can timely understand the Company's development dynamics, providing a reliable basis for their decision-making.



The general meeting of shareholders





# 05

## Lush greenery, building an ecological journey together

Jiamusi Electric Machine Company has always attached great importance to ecological and environmental protection, established a comprehensive environmental management system and focused on developing a new generation of high-efficiency and energy-saving products, mainly including high-efficiency and energy-saving motors, low-carbon and environmentally friendly motors and nuclear power motors. The Company optimizes resource use in all aspects of production and operation, standardizes the treatment of pollutants and waste and strives to promote the construction of ecological civilization in China to a new level.

- Low-carbon actions, addressing climate change •
- Green innovation, creating high-quality products •
- Protecting ecology, advancing environmental management •
- Optimal resource allocation for efficient utilization •
- Pollution control standards, protecting the ecological environment •





Low-carbon actions, addressing climate change

Jiamusi Electric Machine Company regards addressing climate change as a key measure to promote ecological civilization construction and achieve high-quality development, continuously launching and implementing a series of strategies, measures and actions to address climate change. The Company makes every effort to strengthen its response to climate change, is committed to promoting the comprehensive green transformation of the economy and society and actively contributes to building a modern China where humans and nature coexist in harmony.

Practicing green and low-carbon philosophies

The Company implements the new development philosophies, actively carries out energy-saving and carbon reduction renovations in the factory area and integrates green and low-carbon philosophies into company operations.

Green operation

Jiamusi Electric Machine Company's green and low-carbon philosophies run through all aspects of production and operation. The Company adheres to green operations and continuously reduces carbon emissions in the operation process through technological transformation and equipment upgrades. In 2024, the comprehensive energy consumption per RMB 10,000 of output value decreased by 2.5% compared to the previous year.

Green factories are the production units of the manufacturing industry and the main body of green manufacturing implementation. Jiamusi Electric Machine Company deeply develops the Company's green manufacturing in accordance with the direction advocated by *Made in China 2025* and steadily advances the maintenance of the Company's green factory. During the 14th Five-Year Plan period, while increasing the promotion of energy-saving products, Jiamusi Electric Machine Company will build the Company into a green factory with intensive land use, clean production, waste resource utilization and low-carbon energy.

Jiamusi Electric Machine Company's major planning projects for 2021-2025

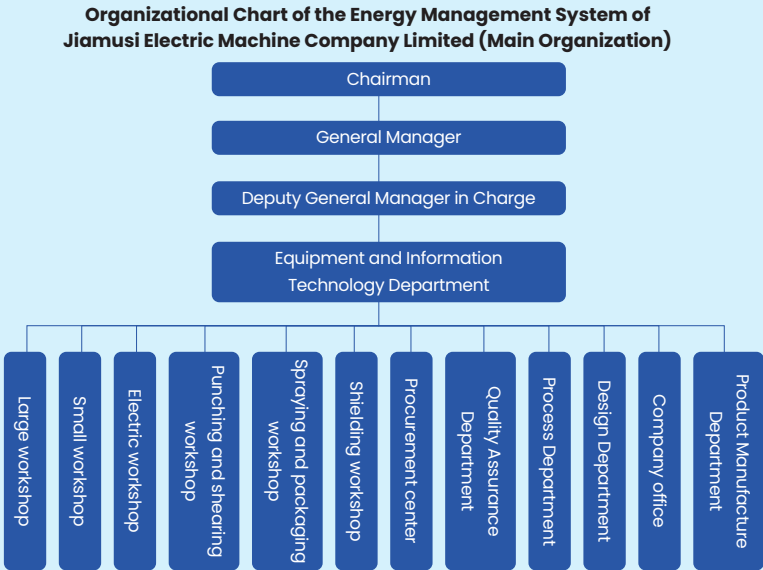
Design and development of green and high-efficiency energy-saving motors	Low-voltage high-efficiency energy-saving motors
	Hoisting and metallurgical motors
Enhancement of production and manufacturing systems	High-voltage high-efficiency energy-saving motors
	Nuclear power motors
Enhancement of energy management	Permanent magnet motor
	Forward-looking new product development
Environmental management enhancement	Improvement of software and hardware skill levels
	Optimization of process flow to improve work efficiency
Enhancement of energy management	Improvement of factory space utilization and logistics efficiency
	Reduction of energy consumption and carbon emissions
Environmental management enhancement	Advancing the implementation of the carbon peaking and carbon neutrality goals
	Continuously improving the energy management system
Enhancement of energy management	Energy management and utilization
	Starting from the system, continuously optimizing the operational documents of the environmental management system
Environmental management enhancement	Increasing investment in environmental protection equipment to purify dust emissions
	Strengthening the disposal of harmful waste

Focusing on energy management

Jiamusi Electric Machine Company has established and efficiently operates an energy management system, continuously optimizing energy management efficiency. The Company actively engages in energy governance practices, enhancing energy efficiency in key areas through energy management system training, promoting energy recycling and assisting the Company in achieving comprehensive, coordinated and sustainable energy development.

Energy management system

Jiamusi Electric Machine Company has formulated a series of institutional documents such as the *Energy Management System Manual*, the *High Energy Consumption Equipment Management System* and the *Energy Saving Management Measures*, establishing an energy management organizational structure with the chairman as the primary responsible person for energy management. The Equipment and Information Technology Department is responsible for promoting and implementing national and local energy-saving laws and regulations, decomposing energy-saving indicators to subsidiaries, supervising their progress in energy-saving work and conducting monthly statistics and assessments. Each workshop and energy-consuming organization is responsible for decomposing and implementing energy consumption indicators and carrying out energy-saving work based on actual conditions.



Organizational Chart of the Energy Management System and Energy Management System Manual

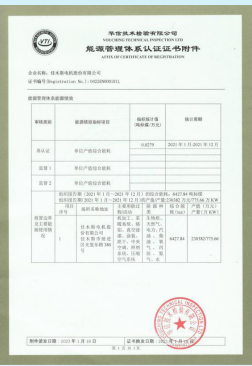
The Company continues to strengthen the management of energy-consuming equipment, gradually phasing out outdated equipment with high energy consumption and low efficiency. In key energy areas such as electricity, water resources, natural gas and fuel, the Company has established clear energy-saving requirements and goals. By adopting technically feasible, economically reasonable and environmentally and socially acceptable measures, the Company reduces energy consumption at every stage of energy use, eliminating waste to achieve efficient and rational energy utilization.

Energy management system audit and certification

The Company's energy management system has obtained ISO 50001:2018 and RB/T119-2015 certifications and passed re-certification in January 2023. Cover energy management activities related to production systems, auxiliary production systems and subsidiary production systems for products such as general motors, explosion-proof motors, local fans, lifting and metallurgical motors, generators and shielded motors (electric pumps).



Legend: Energy Management System Certificate



Legend: Energy Management System Certificate Attachment



●Energy reuse

Jiamusi Electric Machine Company actively practices new development philosophies, accelerates the construction of energy reuse systems such as waste heat reuse, promotes effective energy utilization, comprehensively advances the construction of a beautiful China and achieves a win-win situation for ecology and industry.

●Energy management training

The Company is committed to deepening energy management, improving energy use efficiency, promoting energy conservation and consumption reduction and building an efficient energy management system. To this end, the Company actively conducts energy management training to help employees fully grasp the basic knowledge of energy management and energy-saving technologies, further strengthening their energy-saving awareness.

The main energy consumed in the Company's motor production includes heat, electricity, diesel, kerosene, gasoline, natural gas and coal gas.

Indicator	Unit	2024
Total Energy Consumption	tce	12551.89
Fossil Energy Consumption	tce	2037.00
Non-fossil Energy Consumption	tce	3533.89
Purchasing Energy Consumption	tce	6981.00

Enhancing energy conservation and carbon reduction awareness

Jiamusi Electric Machine Company, in accordance with the requirements of the State-owned Assets Supervision and Administration Commission and the Corporation's relevant documents, focuses on improving employees' awareness of the importance of ecological civilization construction, strengthening their sense of responsibility in energy conservation, carbon reduction and environmental risk prevention and advocating a practical, efficient, diligent and frugal company culture.

Subsidiaries carry out special training on energy conservation and low carbon, share advanced experiences and solidly advance energy conservation and low carbon work. Organize employees to discuss issues such as improving energy use efficiency, optimizing equipment energy conservation and reducing resource consumption, further deepening the concept of energy conservation and low carbon. At the same time, actively carry out promotion activities on philosophies such as carbon peaking, carbon neutrality and green development, interpret relevant policies and provide strong support for the Company's energy conservation and emission reduction work.

Case: Special Training Case on Energy Conservation and Low Carbon

May 13 to May 19, 2024 is the National Energy Conservation Publicity Week, with the theme of "Green Transformation, Energy Conservation", and May 15 is the National Low Carbon Day, with the theme of "Green and Low Carbon, Beautiful China". In accordance with the requirements of the State-owned Assets Supervision and Administration Commission and the Corporation's documents, in order to enhance the awareness of employees on the importance of building an ecological civilization, enhance their sense of practical responsibility for energy conservation, emission reduction, and environmental risk prevention and control, and promote a pragmatic, efficient, diligent and frugal corporate style. The Company carried out publicity and education activities for the 2024 "Energy Conservation Publicity Week" and "National Low-Carbon Day", including one special seminar, concentrated lectures and other learning activities, with 32 participants; and one knowledge quiz activity, with 32 participants.

Jiamusi Electric Machine Company actively implements the concept of circular economy, adhering to the principles of "reduction, reuse, and resourceization" in product design, production, packaging and transportation and striving to minimize resource consumption and enhance resource recovery and reuse. During the product design phase, the Company strictly adheres to standards such as the *General Principles for Eco-design of Products* (GB/T 24256) and the *Technical Specification for Green Design Product Evaluation of AC Motors* (T/CEEIA 410-2019) to promote green design, prioritize the use of environmentally friendly materials and ensure that components such as scrap steel, scrap copper and scrap aluminum in the motors are recyclable. In the packaging and transportation process, the Company optimizes packaging materials, avoids over-packaging and ensures the recyclability of packaging materials to reduce resource waste and environmental impact.

indicator	Unit	2024
Total greenhouse gas emissions	t CO <sub>2</sub> e	38616.49
Area 1 Emissions	t CO <sub>2</sub> e	5367.84
Area 2 Emissions	t CO <sub>2</sub> e	33248.65



Promote energy conservation



Green innovation, creating high-quality products

Jiamusi Electric Machine Company continues to advance the greening of its products, striving to achieve energy efficiency, low pollution, recyclability and low carbon goals in both the production process and the products themselves.

Green design and green packaging

Jiamusi Electric Machine Company upholds the concept of a circular economy, adhering to the principles of “reduction, reuse and resource recovery” in product design, production and packaging transportation and aiming to minimize resource consumption and enhance resource recycling efficiency. The Company conducts green design in accordance with standards such as the *General Principles for Eco-design of Products* (GB/T 24256) and the *Technical Specification for Green Design Product Evaluation of AC Motors* (T/CEEIA 410-2019), selects environmentally friendly materials and ensures that components such as scrap steel, scrap copper and scrap aluminum in the motors are recyclable.

In terms of resource conservation, the packaging optimization project has a 2024 budget savings target of RMB 50,000, and as of now, RMB 122,600 has been saved; the solvent saving project has a 2024 budget savings target of RMB 70,000, and as of now, RMB 136,700 has been saved.

● Using environmentally friendly materials

The Company explores the use of environmentally friendly materials in green products across seven series, including YJ, YJKK and YJKS. For example, the stator core is made of high-quality electrical silicon steel sheets treated with oxidation, significantly reducing various losses, material usage and resource consumption. The electromagnetic wire and insulation use polyester-imide enameled wire and the wound stator core is vacuum pressure impregnated, giving the product superior electrical, mechanical, moisture-proof and thermal stability properties. In material selection, the Company focuses on reducing the use of harmful substances and avoiding their leakage, meeting national requirements for the restricted use of harmful substances in products and reducing environmental pollution.

● Recycling of components

The Company adheres to the principle of resource recycling in the green product design of 7 series including YJ, YJKK and YJKS. Components such as motor stators, rotors, end covers, fans and fan covers can be disassembled and recycled at the end of their lifecycle.

● Green packaging and transportation

The Company has gradually established and improved various systems for green packaging and transportation, formulated the *Green Packaging and Transportation (Implementation Plan)*, continuously promoted the implementation of new green transportation methods by relevant departments each year. The formulated enterprise standards 0EE.518.000 *General Technical Conditions for Packaging Boxes (Wooden Boxes) and Packaging Boxes* and 0EE.518.004 *Technical Requirements for Product Flexible Packaging* stipulate the requirements for product packaging and packaging materials, and eliminate excessive packaging of products. At the same time, the application of aluminum foil film flexible packaging will gradually make motor packaging green, lightweight, environmentally friendly and economical.

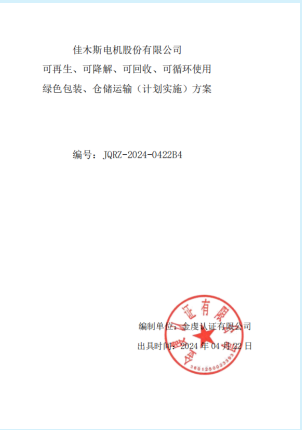
The Company has been certified as a green packaging implementation organization by Jinqian Certification Co., Ltd. and received an excellent rating in the *Green Packaging Safety and Reliability Evaluation Report*.



Green Packaging Implementation Organization Certificate



Green Packaging Safety and Reliability Evaluation Report



Green Packaging and Transportation (Implementation Plan)

Energy-efficient and high-performance products

Energy efficiency and high performance are key characteristics of green products. The Company actively responds to the national energy conservation and emission reduction strategy, committing to producing high-efficiency and energy-saving motor products, helping downstream industries reduce energy consumption and contributing to the achievement of the national carbon peaking and carbon neutrality goals.

As of December 31, 2024, the Company's total energy consumption was 6786.53 tons of standard coal, with a 5% decrease compared to 7119.57 tons of standard coal in the same period last year. In terms of energy-saving equipment upgrades, the Company has completed the replacement of 14 S13-type low-loss transformers across the entire plant. Currently, only two S11-type transformers remain in use (located in Small Building 10 and the new stamping workshop), while all other transformers have been updated. Additionally, the Company plans to replace 37 high-energy-consuming motors for equipment. The relevant motors have already been produced, and the electromechanical maintenance team will replace them based on actual conditions. The Company has established a biomass fuel testing laboratory to improve fuel quality control. By strictly controlling fuel quality, it effectively promotes the improvement of boiler combustion efficiency. Regarding the upgrade of the power supply system, the Company has completed the replacement of 03 high-voltage cabinets, including 11 × 10-kilovolt high-voltage cabinets and 19 × 6-kilovolt high-voltage cabinets. Additionally, 3 high-voltage capacitor cabinets and a set of DC batteries have been replaced, further enhancing the operational reliability of the power supply system. Furthermore, the Company has renovated the original salt industry high-voltage room and replaced outdated power supply facilities to ensure power supply safety.

● Product carbon footprint management

Jiamusi Electric Machine Company is actively advancing the construction of a product carbon footprint management system to accelerate the improvement of carbon footprint management for key products and support the achievement of carbon peaking and carbon neutrality goals, steadily and orderly expanding the coverage of products.

In 2024, Jiamusi Electric Machine Company Limited was among the first to receive the “Star Benchmark Enterprise Certificate for Carbon Peaking and Carbon Neutrality Management Information Disclosure” from the Yangtze River Delta Green Certification Alliance. It also obtained the “Product Carbon Footprint Verification Statement Certificate” for high-quality development in the electrical industry. Three technical conditions won the first prize of the “Electrical Standards—Chint Innovation Award”, and one technical condition won the third prize. The enterprise standards for the TYCX series high-efficiency permanent magnet three-phase synchronous motor (frame size 80–400), YBX3 280S-2 and YBX3 180M-2 specifications received carbon footprint certificates. Nine product series were awarded the title of green product design, and four product series standards were recognized as national-level “leader” enterprise standards, driving continuous improvement in product quality through standards.

● Green product honor certification

In 2020, the Company was included in the “Green Factory” list by the Ministry of Industry and Information Technology.

In 2021, the Company received the “Green Design Demonstration Enterprise for Industrial Products” certification from the Ministry of Industry and Information Technology.

In 2022, seven series of products including YJ, YJKK and YJKS were awarded the national “Green Product Design” title.

In 2023, the YBBP, YBBP3, YBKK and YBXKK series motors obtained the “Green Product Evaluation Certificate”.

In 2023, 23 series of products from the Company obtained the “Product Carbon Footprint Certificate”.



Protecting ecology,  
advancing  
environmental  
management

Jiamusi Electric Machine Company Limited adheres to the core concept of “enterprise development with environmental protection first”, actively implements the environmental protection policy of “giving priority to protection, focusing on prevention, implementing comprehensive treatment, encouraging public participation and holding those accountable for damage” and regards the coordinated development of economy and environmental protection as an important strategic goal, striving to become a model of an environmentally friendly enterprise. The Company strictly complies with laws and regulations such as the *Environmental Protection Law*, the *Air Pollution Prevention and Control Law*, the *Water Pollution Prevention and Control Law* and the *Solid Waste Pollution Prevention and Control Law*, as well as industry standards such as the *Comprehensive Emission Standard for Air Pollutants* (GB16297-1996) and the *Comprehensive Emission Standard for Sewage* (GB8978-1996), continuously improving environmental protection policies and institutional systems, and strengthening the construction of environmental management systems.

In 2024, approximately RMB 3 million was invested to update and renovate the paint spray discharge outlet and install VOC online monitoring devices to network the paint spray discharge and the environmental protection department; on this basis, the pollutant emission permit was updated. Pollutant emissions are currently emission on standard, with noise and VOC emissions meeting both national and local emission standards.

● System assurance

Jiamusi Electric Machine Company Limited continuously optimizes the operational documents of the environmental management system by formulating a series of management measures such as the *Safety and Environmental Protection Target Decomposition Management Measures*, *Environmental Factor Identification, Evaluation and Control Management Regulations*, *Safety and Environmental Protection Responsibility System Management Regulations* and *Hidden Environmental Event Investigation and Management Regulations*, standardizing environmental management workflows and clarifying the environmental responsibilities of various departments.

● Environment management system construction

Jiamusi Electric Machine Company Limited has established a dedicated environmental management system, with the main responsible persons of each department as the first responsible persons for environmental protection, implementing the environmental protection responsibility system. The dedicated environmental management department carries out the construction and management of the environmental management system, and each professional department conducts regular rigorous inspections to ensure that rectification measures are implemented as planned.

The Company has obtained certificate of environmental management system. The scope of the Company’s environmental management system certification covers the design, manufacturing and service of high and low voltage motors and generators, shielded power supplies and electric drive systems, ensuring that the raw materials used in the production process, production processes, processing methods and the use and disposal of products comply with environmental protection standards and regulations.



Certificate of Environmental Management System



Environmental Management System Architecture

Optimal resource  
allocation for  
efficient utilization

● Management of sudden environmental risk events

In accordance with the *Environmental Protection Law of the People’s Republic of China*, the *Emergency Response Law of the People’s Republic of China*, the *National Emergency Plan for Sudden Environmental Events* and related laws and regulations, the Company has established management systems such as the *Emergency Plan for Sudden Environmental Events*, the *Extreme Cold Weather Emergency Plan* and the *Heavy Pollution Weather Emergency Plan*.

Jiamusi Electric Machine Company Limited always regards resource conservation as the core concept of enterprise development, integrating it into all aspects and fields of production and operation and comprehensively promoting the total management, scientific allocation, efficient utilization and recycling of resources.

Water resource management

Jiamusi Electric Machine Company Limited attaches great importance to water resource management, focusing on the rational allocation, efficient conservation and strict protection of water resources and strives to strengthen water demand management and water process control. By improving the institutional system, clarifying responsibility divisions, enhancing management capabilities and strengthening supervision, the Company strictly controls the total water usage and comprehensively improves water efficiency.

● Management system and leading group

The Company has formulated the *Water Conservation Work Management System* and the *waste water Management Measures of Jiamusi Electric Machine Company* and established a water conservation leading group, with the leader and deputy leader being the Company’s production management leaders and the members being the main responsible persons of various departments.

● Strengthening water intake management

The outdoor water supply system in the factory area of Jiamusi Electric Machine Company adopts an integrated mode for production, domestic and firefighting water, which is supplied through secondary pressurization after being connected to the Company’s reservoir from the city water supply. The Company has obtained a water abstraction license issued by the municipal water resources management department, legally and compliantly extracts urban groundwater and simultaneously utilizes the municipal water supply network.

● Strict water conservation management

In accordance with environmental assessment requirements, Jiamusi Electric Machine Company has implemented a series of pollution prevention measures, installed and used water-saving devices and sewage treatment facilities and is committed to reducing water waste in production, daily life and construction processes. Additionally, the Company regularly formulates water usage plans and targets, assigns dedicated personnel to manage water usage, conservation and statistical measurement and strictly enforces water usage plans or quotas.

● Implementing water conservation actions

The Company’s main water usage is for motor testing and daily employee life. The Company adopts a water reuse method with storage tanks, establishing a 500-ton motor test storage tank, thus saving approximately 60,000 tons of water annually.

Indicator	Unit	2024
Total water consumption	Ton	188553
Total water intake	Ton	322647
Total water emission	Ton	134094
Fresh water consumption	Ton	188553



Pollution control standards, protecting the ecological environment

Jiamusi Electric Machine Company deeply practices Xi Jinping’s ecological civilization thought, focusing on effectively preventing pollutants and environmental health risks, adhering to the principles of precise, scientific and legal pollution control and coordinating the environmental risk management of pollutants and waste. The Company continuously strengthens institutional construction and technological support, improves the pollution and waste management system, effectively prevents solid waste pollution and ensures public health and ecological safety.

In 2024, the Company formulated the *Solid Waste Management Measures of Jiamusi Electric Machine Company Limited* in accordance with laws and regulations such as the *Environmental Protection Law of the People’s Republic of China*, the *Law of the People’s Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Management Measures for the List of Key Units under Environmental Supervision* and the *Management Measures for the Transfer of harmful Waste*. During the reporting period, the Company’s compliance rate for pollutant emissions such as sewage and noise was 100%, the compliance rate for harmful waste disposal was 100%, and the coverage rate for waste classification management was 100%.

Prevention and control of air pollution

The Company aims to improve air quality, insists on source control, optimizes the energy structure and implements coordinated control measures for air pollutants and greenhouse gases such as particulate matter, sulfur dioxide, nitrogen oxides, volatile organic compounds and ammonia.

In terms of air pollutant prevention, the Company has installed a roller shutter painting device to treat pollutants such as toluene, xylene and total non-methane hydrocarbons generated during the painting process. The operation and maintenance of this pollution prevention facility are managed by a third-party professional company. In 2024, the relevant pollution prevention facilities operated normally, with no instances of abnormal operation or abnormal emissions. The exhaust gas generated in the painting room of the Power Equipment Company is treated through a dual adsorption device of filter cotton and activated carbon, achieving compliant emissions.

Prevention and control of solid waste pollution

Jiamusi Electric Machine Company is committed to the prevention and control of solid waste pollution. By reducing the generation and hazards of solid waste, the Company aims to achieve full and reasonable utilization and harmless disposal of solid waste. The Company disposes of general industrial solid waste in accordance with laws and regulations and places great emphasis on the management of harmful waste, promoting the recycling of waste resources and supporting the development of clean production and a circular economy. The main harmful waste generated by the Company includes waste batteries, waste filter cotton, waste activated carbon, waste paint buckets, waste paint residue, waste engine oil, waste sludge and waste oil sludge.



General industrial solid waste

The Company’s method of utilizing and disposing of general industrial solid waste involves entrusting external units for disposal. The storage sites for general waste have been renovated, with on-site signage improved, and recyclable solid waste as well as non-recyclable solid waste such as domestic waste and construction waste are collected separately. For domestic waste, it is collected at designated points and promptly transported by sanitation services. For general industrial solid waste, it is classified, collected, temporarily stored properly and then handed over to professional treatment organizations for recycling and processing. The main general industrial solid waste generated by the Company includes biomass furnace slag, iron dust and groove chips.



Harmful waste

Precise source classification. Comprehensively identify the generation links of harmful waste, entrust qualified organizations with professional qualifications for waste attribute identification, standardize harmful waste labeling and establish a harmful waste inventory and ledger. Strictly control storage risks. Carry out the construction and O&M of temporary storage facilities for harmful waste in accordance with laws and regulations, standardize classification and zoned storage and strictly prohibit open-air stacking. The amount of harmful waste disposal in 2024 reached 213.27 tons.

Indicator	Unit	2024
Total solid waste disposal volume	t	11620.13
General industrial solid waste disposal volume	t	11367.87
Amount of harmful waste disposal	t	456.45

Waste water management and emission

The Company adopts a model of coordinated promotion of source prevention and end treatment to ensure that all waste water is discharged up to standard after being treated by the sewage treatment system. The domestic sewage generated daily by the Company is uniformly transported to the internal sewage treatment station for centralized treatment, and the treated waste water that meets the standards is connected to the municipal pipe network.

Indicator	Unit	2024
Wastewater discharge volume	t	137933





# 06

## Refined products, leading the industry wave

Jiamusi Electric Machine Company will build lean products and services as the core driving force for enterprise development. The Company continuously improves product quality, actively carries out three categories, three levels and multiple grades, works hand in hand with industry partners, provides customers with better product experiences and services and promotes the high-quality development of the enterprise.

- Quality improvement, forging excellent quality •
- Digital transformation to enable smart manufacturing •
- Industry leadership, working together with partners •
- Customer priority, ensuring rights and interests •





Quality improvement, forging excellent quality

Jiamusi Electric Machine Company unswervingly promotes quality improvement, adopts comprehensive quality control measures and makes the creation of products with excellent quality the foundation for the sustainable development of the enterprise.

Product quality management

Jiamusi Electric Machine Company earnestly studies and comprehends the *2024 Annual Quality Control Work Plan of Harbin Electric Corporation*, follows laws and regulations such as the *Product Quality Law of the People's Republic of China*, the *Nuclear Safety Law of the People's Republic of China* and the *Regulations on the Supervision and Management of Civil Nuclear Safety Equipment* and formulates and releases Jiamusi Electric Machine Company's *2024 Annual Quality Control Work Plan*, *Quality Control Standards of Jiamusi Electric Machine Company Limited*, *Product and Service Requirements Control Procedures*, *Procurement and Outsourcing Control Procedures*, *Quality Reward and Punishment Management Measures* and other institutional documents, clarifies annual quality goals, key quality work and measures, supervision and evaluation requirements, etc. and actively improves product quality levels.

The Company improves the quality control system, with the policy of “Jiamusi Electric Machine Company's brand, high quality and integrity, customer satisfaction and international leadership”. Quality management personnel supervise quality control, continuously discover and improve deficiencies in the quality control system, regularly conduct internal audits and management reviews, continuously discover and improve deficiencies in the quality control system and ensure the effectiveness and continuous improvement of the system by strengthening quality control.

In 2024, in accordance with GB/T 19001 *Quality Control System Requirements*, with a focus on customers, using a process approach, combined with the PDCA cycle and risk-based thinking, a quality assurance system was established. The quality assurance system consists of four levels of documents: the *Quality Manual*, procedure documents, technical documents, management systems and records, covering the entire product realization process including sales, product and process design and development, procurement, production and after-sales service. Through the construction of “system + technology + standards”, a standardized process quality assurance system covering the entire process of product realization such as motors and electric pumps was established to ensure product quality control.



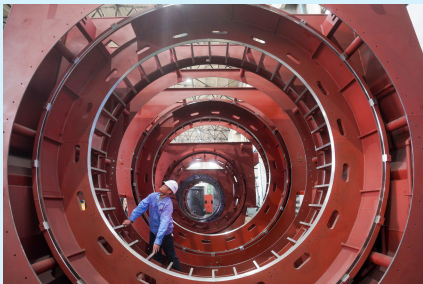
Quality objectives of the Company

- Product manufacturing strives for success on the first attempt, 100% meeting contract requirements;
- High-quality service, customer satisfaction rate ≥90%, increasing year by year;
- The main manufacturing processes and product quality of military equipment have reached the leading domestic level; the quality of major civilian products has reached the international leading level, and the main manufacturing processes have reached the advanced domestic level;
- Continuously improve efficiency of the quality management system.
- Zero major quality accidents, zero major quality control issues, zero significant quality accidents and zero significant quality control issues;
- Planned target for quality loss rate ≤ 0.30%

In 2024, the Company had no major quality accidents or major quality control issues and no significant quality accidents or significant quality control issues.



Large workshop Party branch secretary, director is checking the motor performance quality



Motor stator apparent mass is being checked



Three-level secretaries focus on quality

Jiamusi Electric Machine Company has carried out the work of “three-level secretaries focus on quality” for three consecutive years. The Company's Party Committee leads and authorizes the establishment of the office of “three-level secretaries focus on quality”. Based on high-standard user requirements, high-level competitors, and high-quality development requirements, the goal is to address user issues and needs, establish task lists, efficiently complete these tasks through Party leadership, active participation of secretaries at all levels, and support from employees at the basic level, and ultimately achieve user satisfaction. Normalization of “two grasps” (this data needs to be verified by the Quality Control Department)

Normalization of “two grasps”

Jiamusi Electric Machine Company continues to promote the normalization of “two grasps”. In 2024, the Company fully promoted the achievements of the “two grasps” work, continued to apply the quality “V” platform and quality driver's license, further implemented product traceability and process standardization and continuously cultivated employees' awareness of norms. In 2024, a total of 450 issues were reported on the “V” platform, with 221 adopted and a reward of RMB 21,250 issued.

Quality improvement efforts continue to be carried out.

The *Action Plan for Quality “Integrity, Transparency and Compliance”* was formulated to continuously implement the Corporation's ten regulations on strengthening quality control. High-level and mid-level leaders completed quality commitment signings. Internal and external audits, management reviews, special inspections of quality control systems and management standard training were conducted. Execution checks of the quality manual and procedure documents were completed, and the *Quality Control System Document Revision Plan* was formulated, with all revisions currently completed. The *Quality Reward and Punishment Management Measures* were implemented, incorporating product quality and work quality into the application of quality performance awards. Stricter assessments were used to reinforce quality responsibility. A total of 6 violations of the four red lines were recorded, with relevant responsible units formulating corrective measures. The Quality Inspection Department has conducted effectiveness evaluations, and the corrective measures formulated by relevant organizations are effective.

Quality risk management

The Company's risk control is integrated into all activities of the quality control system's planning, implementation and improvement. Quality risks are addressed through risk identification, analysis, evaluation and the implementation of measures. As an important part of the quality control system, our quality risk management covers the Company's R&D and production bases and spans the entire lifecycle of products and services. Based on scientific knowledge and process experience, the Company has established a comprehensive quality risk management system to assess, communicate, control and review product quality and safety risks, ensuring product and service quality.

Quality talent team development

The Company continues to strengthen the development of its quality talent team. In 2024, Jiamusi Electric Machine Company increased investment in the training of non-destructive



testing personnel, with 2 individuals obtaining Level III qualifications in nuclear non-destructive testing, providing human resources support for product quality improvement.

Under the assurance of multiple product quality control efforts, the Company successfully obtained GB/T 19001-2016 quality control system certification and ensured its effective operation. In 2024, the Company continued to effectively carry out activities such as internal audits/inspections, management reviews and the revision and improvement of quality assurance documents. According to the plan, 8 theoretical training sessions and 11 special inspection test video training sessions were conducted, with all employees scoring above 80 points in the exams.

In 2024, Jiamusi Electric Machine Company launched a company-wide quality awareness improvement activity, fostering an atmosphere where everyone is involved in quality. Establish internal and external communication mechanisms, continuously carry out “Public Open Day” activities, assist government departments in quality supervision, cooperate with media to promote quality knowledge, jointly promote the purification of the market environment, and build a corporate characteristic quality culture.

Improvement of product inspection mechanism

The Company follows the *Three-Phase Synchronous Motor Test Method*, the *Three-Phase Asynchronous Motor Test Method*, the *Rotating Electrical Machines – Rating and Performance*, the *Motor Energy Efficiency Limits and Energy Efficiency Grades* and the *High-Voltage Three-Phase Squirrel-Cage Asynchronous Motor Energy Efficiency Limits and Energy Efficiency Grades* and has formulated the *Product Monitoring and Measurement Control Procedure* applicable to the Company’s procurement, outsourced products, process products and final product inspection and control, monitoring and measuring the inspection and control process of products in the quality system operation.

The Company has established a Quality Inspection Department as a dedicated quality inspection unit, which includes a motor test station, an electric pump test station, a quality inspection room, a metal inspection room, a metrology room, etc. A complete system for material inspection, mechanical inspection and electrical testing has been established. At the same time, measurement instruments and test equipment are calibrated to ensure the reliability of measurements and the quality of products.

● Full process product inspection

Inspection work starts from the entry of raw materials, ensuring source management for product quality improvement. The Company inspects outsourcing parts and purchased parts through incoming inspection, on-site inspection and flying inspection methods. During the production stage, the Company conducts process inspections on parts processing, assembly and painting. During the inspection process, a three-inspection system is implemented, namely “self-inspection”, “mutual inspection” and “specialized inspection”, and sampling inspection or full inspection is conducted based on the importance of the materials.

At the same time, special inspections are carried out based on external issues. Taking external three-guarantee quality issues as the starting point, the Quality Inspection Department has compiled a list of 69 typical quality issues feedback from key customers such as EBARA, Ping’an Electric, Shandong Himile and Nanfang Pump and has formulated closed-loop management measures, assigning specific personnel to implement closed-loop management. Continuously update key user issues and focus on control during production and inspection.

In addition, the Company has established a dense “inspection network” for special control. In 2024, the Company adopted flexible inspection methods, sorted out common quality issues, increased the sampling inspection volume for manufacturers with frequent quality problems and conducted unannounced inspections to deeply control the quality of the supplier process. Additionally, the Company strengthened in-process control to ensure the qualification of stored motors.

● Continuous improvement in test capabilities

Jiamusi Electric Machine Company continuously innovates project management, and implements project responsibility system. In 2024, the installation and prototype commissioning of the main helium fan test bench project were completed, and the project acceptance was completed, enabling product test capabilities; the installation and commissioning of the shielded electric pump test bench were completed, and it was accepted and put into use; the 2 MW high-voltage high-efficiency motor test station was built and put into use; the installation and commissioning of the nuclear power test bench were completed, and it is currently in trial operation.

In 2024, Jiamusi Electric Machine Company obtained CE certificates for YE3, YE4, YE5, YPT3 and YXKK motors, meeting the requirements for sales orders. All products of the Company undergo internal factory tests and are qualified before leaving the factory. External monitoring is conducted by the Administration for Market Regulation of Heilongjiang Province by the plan, and

the Company’s products have passed the sampling inspection.

In 2024, Jiamusi Electric Machine Company had no major safety or quality liability accidents.



YE3 CE Certificate



YE4 CE Certificate



YE5 CE Certificate



YPT3 CE Certificate



YXKK CE Certificate

Standardization of product certification

Jiamusi Electric Machine Company formulates the *Product Certification Management Measures* to standardize the management of explosion-proof certificates, CCC certification, and the certification procedures and usage requirements of mining explosion-proof motors. The measures detail the design, development, procurement, manufacturing, inspection, and delivery processes of certified products, aiming to establish a stable product management system and ensure product quality.

In 2024, Jiamusi Electric Machine Company obtained certificates for the large rubber project, Huisheng project, and Harbin air conditioning project by time note. For special progress requirements, the Company negotiated with certification agencies to open a green channel for expedited processing, ensuring the timely delivery of products. Obtained 19 Russian certification certificates and processed 70 technical passports, ensuring the timely delivery of motors. From January to December, 350 safety certificates were obtained. From January to December, a total of 1,593 explosion-proof certification tasks were proposed, and 2,355 explosion-proof certification tasks were completed. 39 applications for nameplates for explosion-proof certificates were processed, and 81 certificate details were released.



- No major quality accidents or management issues
- No major quality issues resulting in the motor being returned to the factory for repair
- No negative incidents such as product and service regulatory penalties and media exposure



Digital transformation to enable smart manufacturing

The Company actively joins the digital and intelligent transformation, develops an intelligent manufacturing layout, uses science and technology to lead production adjustment and optimization, and is committed to improving operating efficiency and providing customers with better products and services.

Intelligent manufacturing layout

The Company establishes a flexible manufacturing system with the idea of transforming the parts first and then the whole, makes full use of new-generation information technology means such as 5G and AI to deeply integrate them with the equipment and facilities, and creates a digital (intelligent) production and manufacturing enterprise. The Company is gradually building smart factories and digital workshops to realize product digitization and intelligentization of key processes, and creates a digital layout including internal smart manufacturing and collaborative manufacturing platforms.

Digitalization and information transformation

In 2024, Jiamusi Electric Machine Company continued to promote information construction around the “Digital and Intelligent Transformation 1569” strategic outline, and realized the transformation and upgrading from traditional manufacturing to digital manufacturing. The current information system covered sales, design, technology, production, quality, procurement, warehousing, finance, service and other business levels; the financial software system was fully upgraded, the original UF U8 system was replaced by the SAP system consistent with Jiamusi Electric Machine Company, laying the foundation for the subsequent realization of integrated process management; in terms of R&D and design, it strengthened three-dimensional design and various twin simulations, realized structured and digitized notification processes, made top-level design for intelligent manufacturing and digital workshop execution, and effectively played the practical role of top-level design in guiding production; in terms of production and manufacturing, the MOM intelligent manufacturing operation management platform was launched, realizing the full cycle management from contract review, planning and scheduling, dispatching, reporting to quality traceability. In terms of customer supply relationships, the efficiency in bidding and procurement, rapid market response, contract management, etc. is improved through the application of SCM, CRM, SRM and other systems. In terms of digital office, the deployment of cloud desktops is completed and put into use, and the operating speed is increased by at least twice, while reducing O&M costs and energy consumption; automated cost rolling and approval of procurement vouchers are achieved using Yingdao RPA, with virtual robots replacing manual operations and reducing human errors. In terms of digital equipment, the Guanglian MES system is used to coordinate the management of high-voltage and low-voltage digital production lines; through the EAM equipment networking system, on-line operation monitoring and fault diagnosis of equipment are realized.

Building an intelligent factory

In 2024, the digital assembly workshop for high-voltage motor built by the Company was successfully put into production and achieved results, realizing equipment automation, intelligent logistics and system integration. It was the first digital assembly workshop for high-voltage motor in China and was recognized as the 2024 Heilongjiang Digital (Intelligent) Demonstration Workshop. Through the application of intelligent science and technology, the factory has achieved highly digitalized R&D and design, highly intelligent production processes, and efficient business management and services, creating huge economic and social benefits.

The structured notices were implemented in May 2024. Currently, more than 18,000 structured notices have been compiled and issued in the system in a structured manner. Complete system integration with MOM and SRM, achieve data exchange of data related to order from sales, design, process, procurement and production manufacturing, provide top-level design for intelligent manufacturing and digital workshop execution, and effectively play a practical role in guiding production.

The results of digital construction are gradually emerging. For example, the “Motor Base Processing Quality Improvement” won the silver medal in the Third National Machinery Industry Product Quality Innovation Competition; the “Construction and Management of Digital Workshops for Motor Base Enterprises” won the Second Prize in the 31st National Enterprise Management Modernization Innovation Achievements.

Case: Intelligent workshop of Jiamusi Electric Machine Company promotes production capacity improvement

In 2024, the digital assembly workshop for high-voltage motor built by the Company was successfully put into production and achieved results, realizing equipment automation, intelligent logistics and system integration. It was the first digital assembly workshop for high-voltage motor in China, further highlighting that Jiamusi Electric Machine Company's production digitalization was at the leading level in the industry. Recognized by the Department of Industry and Information Technology of Heilongjiang Province as a 2024 Heilongjiang Digital (Intelligent) Demonstration Workshop. Achieved a 35% increase in production efficiency, a 56% increase in production capacity for high-voltage motor assembly, and a 22% reduction in personnel for the same output. This marks a new step in the transformation of high-voltage motors from traditional assembly modes to digital and intelligent assembly modes, demonstrating the new achievements of Jiamusi Electric Machine Company in firmly grasping the important path of digital empowerment and development of new quality productive forces.



Industry leadership, working together with partners

The Company actively participates in the formulation of industry standards, and promotes the effective implementation of standardization strategies. At the same time, the Company actively engages in industry exchange activities and extensively conducts industry-university-research cooperation, contributing its own strength to the continuous development and progress of the industry, and helping the company and the industry achieve new breakthroughs together.

Participation in development of industry standards

Jiamusi Electric Machine Company actively participates in the compilation and revision of industry standards, provides technical support, and leads the industry in further implementing standardization strategies.

1. In 2024, the Company presided over and participated in 5 national standards, 2 industry standards and 23 group standards.
2. In 2024, the Company released 9 national standards and 9 group standards.
3. Honors:
  - The Company was among the first to obtain the star benchmark enterprise certificate for carbon peaking and carbon neutrality management information disclosure from the Yangtze River Delta Green Certification Alliance Enterprise;
  - T/CEEIA617-619-2022 *Technical Specifications for YQE3 Series (IP55) Three-phase Asynchronous Motor (Frame Size 80-450)*, *Technical Specifications for YQE4 Series (IP55) Three-phase Asynchronous Motor (Frame Size 80-450)* and *Technical Specifications for YQE5 Series (IP55) Three-phase Asynchronous Motor (Frame Size 132-450)* won the First Prize of the “Electrical Standards – Chint Innovation Award”;
  - The enterprise standard (Technical Specifications for TYCX Series High-Efficiency Permanent Magnet Three-Phase Synchronous Motor (Frame Size 80-400)) won the Third Prize of the China Electrical Industry Standard Innovation Award;
  - Received the Organization Promotion Award of China Electric Power Construction Association;



- YBX3 280S-2 and YBX3 180M-2 two specifications won the Carbon Footprint Certificate; Q/OEE.198-2021 Technical Specifications for Explosion-proof and Intrinsic Safety Permanent Magnet Variable-frequency Speed Control Integrated Machine used in TYJVFT Series Mine, Q/OEE.260-2021 Technical Specifications for Explosion-proof Three-phase Asynchronous Motors used in YBRB Series Pumping Stations, Q/OEE.133-2022 Technical Specifications for TYPKK Series High-efficiency High-voltage Variable-frequency Speed Control Permanent Magnet Three-phase Synchronous Motor (Frame Size 630-1,000) and Q/OEE.274-2022 Technical Specifications for Explosion-proof and Intrinsic Safety Low-voltage Variable-frequency Speed Control Integrated Machine used in YJVFT Series Mine won the national-level enterprise standard “forerunner”.



Enterprise Carbon Peaking and Carbon Neutrality Management Information Disclosure Certificate, Product Carbon Footprint Certificate (2024)

Active engagement in industry collaboration

Jiamusi Electric Machine Company adheres to the principles of resource sharing, complementary advantages and mutual benefit, actively carries out extensive school-enterprise cooperation, and establishes a project development team integrating industry-university-research cooperation.

As a leading enterprise in the industry, Jiamusi Electric Machine Company actively participates in important industry exhibitions, shares corporate achievements, and conveys its voice.

- In collaboration with Harbin Institute of Technology, the “Research on the Strength and Materials of the High-speed Rotor Retaining Ring of YFZYKS560-2 1800kW Motor” was completed. Based on this, the R&D of hydraulic turbine generator with a high-runaway speed was achieved, which filled our gap in this field and reached a leading domestic technical level. The prototype utilized new materials, structures, processes, and methods, and achieved excellent results in testing with all indicators meeting technical requirements. This success lays a solid foundation for future product orders in this field.
- In collaboration with Beijing Jiaotong University, the “Research on the Temperature Field and Cooling System of YBX4 Typical High-voltage Explosion-proof Mixed Flow Ventilation Structure” was completed. Through temperature field and airflow coupling analysis, the internal airflow heat dissipation effect of IC411 cooling motors was improved, which reduced motor temperature rise, increased motor thermal load, decreased raw material usage, and controlled motor costs. Collaboration with universities and enterprises resolved design bottlenecks, which provided valuable design solutions for the development of the YBX4 series (H355-H560) high-voltage explosion-proof mixed ventilation motors.
- In collaboration with Harbin University of Science and Technology, the research on “Calculation of Pressure Field on the Fan Side and Analysis of Sealing Performance of Sliding Bearing Structures of High-voltage Asynchronous Motors” was completed. The research focused on the HYKS1000-4 10250kW high-voltage asynchronous motors, analyzed the pressure distribution on the fan side and the leakage of lubricating oil in the sliding bearing through pressure and fluid field calculations, and verified the effectiveness of the improved sealing structure through simulation. It is proved that the improved sealing structure (three-layer sealing structure) can effectively restrain the lubricating oil leakage of the sliding bearing.

Customer priority, ensuring rights and interests

Jiamusi Electric Machine Company always prioritizes customer interests, is committed to improving the customer service guarantee system, continuously optimizes service quality, strengthens customer communication mechanisms, focuses on customer relationship management, and makes every effort to safeguard the legitimate rights and interests of customers.

Customer service management

Jiamusi Electric Machine Company closely follows the service tenet of “customer centered, creating value for customers”, and continuously promotes the optimization of customer service management systems. The Company clarifies the business responsibilities of all departments, organizes the service management system, and analyzes the business processes, functions related requirements and assessment standards in the system item by item, to improve service response speed. At the same time, it revises the “Management Measures for Major External Quality Issues and User Complaints”, formulates customer service and complaint management measures, clarifies the standards, processes and assessment requirements for service work, and incorporates them into the performance evaluation system.

Sales service guarantee

Jiamusi Electric Machine Company ensures the legitimate rights and interests of customers with a sound management system and solid service measures in both pre-sales and after-sales stages.

Pre-sale technical support

In the pre-sales stage, Jiamusi Electric Machine provides customers with comprehensive technical support. The Company assigns assistant technicians to be responsible for special marking and priority processing of technical applications for key projects, and adjusts work content by customer needs and actual situations at any time. Provide technical support to customers by providing technical materials, coordinating technical exchanges, organizing video conferences, etc., to achieve a comprehensive understanding of the whole process of service, transmission, tracking and feedback.

After-sales service

To fully guarantee after-sales service quality, Jiamusi Electric Machine adheres to the principle of “solve the problem first, then determine responsibility”, continuously improves the After-sales Service Management System, and standardizes issues such as returns, remote maintenance and loss write-offs caused by quality problems, ensuring customer rights and interests.

- Multi-dimensional after-sales service system**

Jiamusi Electric Machine Company continues to improve the “After-sales Service Management System”, clarifies the business functions of all departments, organizes the after-sales service management system, analyzes the business processes, functions, related requirements and assessments in the system item by item, and enhances response speed.
- Customized service management software for customers**

The existing service management software is integrated with the CRM service management system, to establish an intelligent service network system, and implement statistical analysis and track the processing time of service work orders in terms of timely delivery rate, one-time completion rate, service satisfaction rate, maintenance timeliness rate, etc., thereby improving service efficiency.
- On-site after-sales service**

Provide on-site after-sales service for customers and establish a quality improvement team. The team members are dispatched to assist with service work. In 2024, the quality improvement team collaborated to complete over 20 on-site after-sales services, gaining customer recognition.
- Organize service teams to be stationed at project sites**

The service teams are responsible for business coordination with users, quickly respond to and resolve issues, and deploy service personnel based on site needs to fully eliminate the negative impact of product issues on customers.
- Organize expert service personnel to establish a difficult problem handling group**

Expert servers assist in resolving complex issues during on-site project services and develop problem-solving solutions.



Explore and promote  
the “all-round” after-sales  
service

Dispatch after-sales service personnel to be stationed long-term at service sites to handle after-sales issues in time. At the same time, service personnel will serve the same Owner long-term to understand the customer's company culture, management model, etc., deepen cooperation with users, and improve service quality.

Organize thematic meetings to conduct in-depth discussions on the main issues concerned users and external typical quality issues. Relevant departments shall analyze the causes of issues and formulate practical rectification measures accordingly.

Systematically organize external feedback on after-sales service issues and screen out user groups with concentrated problems, large batches and high complexity. Organize joint service visits by the Design Department and Quality Assurance Department of the Company. Led by the Domestic Trade Department, the Company conducts on-site visits to property owners such as Inner Mongolia Monte, Inner Mongolia Junzheng, Inner Mongolia Guangju, Inner Mongolia Lingsheng, Xinjiang Xinte, Anhui Shengquan, etc., carries out special investigations on issues of oil leakage and vibration that are of common concern to users, and produces research reports.

Case: After-sales of motor product issues

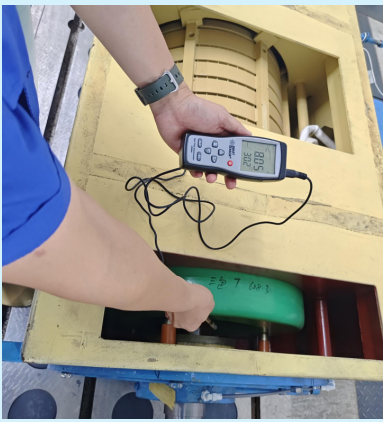
Oil leakage occurred at the shaft penetration of the tail bearing of motors purchased by Xinjiang Xinte Silicon Based New Materials Co., Ltd. After analysis and communication with the user, the oil leakage issue was resolved, and an oil level adjustment instruction letter was provided for the user's reference.



Oil Leakage at the Shaft Penetration Of the Tail Bearing

Case: Technical research meets customer  
expectations

Users at Hongyanhe Nuclear Power Plant report that the operating temperature of the SRI medium-voltage motor windings is high, and hope to optimize and improve such motors to reduce the temperature. Through detailed research and optimization testing of the first motor, we reduced the average temperature rise by approximately 20K, which met the user expectations.



SRI Medium-Voltage Motor at Hongyanhe  
Nuclear Power Plant

Case: Quality issue handling gains recognition

The issue in “three guarantees” of shaft movement of motors purchased by Shenyang Blower Works Group Petrochemical Pumps Co., Ltd. was resolved by adjusting the magnetic center and adding a positive pressure plate, which gained user recognition.



YJKK500-2 1600kW Equipment

Customer health and safety assurance

To ensure the health and safety of customers during product use, Jiamusi Electric Machine Company lists safety usage requirements and related precautions in the user manual accompanying the product. At the same time, safety lifting signs are prominently marked on the packaging boxes, to ensure the quality and safety of the products during transportation and storage, and deliver intact products to customers.

- 8 包装标志与随机文件
- 8.1 包装标志应包括产品标志、包装储运图示标志和唛头。
- 8.1.1 产品标志一般包括以下内容：
- a) 产品铭牌；
- b) 各种认证和获奖牌等。
- 8.1.2 产品标志应铆在或贴在产品表面上。
- 8.1.3 包装储运图示标志应根据产品特点，按照GB/T 191的规定在包装箱的两面侧面标注“由此起吊”、“向上”和“重心”等标志，并准确喷刷在包装件相应的位置上。“佳电股份”（机座号 200 及以下）或“佳木斯电机股份有限公司”（机座号 250 以上）采用黑体字，应喷在包装箱两端面的右上角。
- 8.2 包装储运图示标志包装标志应使用不退色的油漆、油墨等准确、清晰、牢固地喷涂在箱面上。
- 8.3 由制造厂发往国内用户或仓库等处的发货标志不得直接刷写在包装件上。应另用耐用材料作标签钉（系）在包装件适当位置上。

Accompanying Documents Used for Product Safety



Customer communication management

Jiamusi Electric Machine Company adheres to the “customer-centric” management philosophy, requiring all employees to respond quickly to customer needs, solve problems in time, and provide feedback. The Company establishes an efficient customer communication platform, and widely collects customer opinions and suggestions by 400 after-sales service hot line, telephone follow-ups, satisfaction surveys, on-site exchanges, etc.

Customer satisfaction survey

The Company focuses on maintaining customer satisfaction, and therefore has formulated the *Customer Satisfaction Measurement Control Procedure* for measuring, analyzing and improving customer satisfaction, and specifies the survey items, methods and frequency of customer satisfaction surveys, providing guidance for continuous improvement. In 2024, the Sales Company conducted 5 major categories of customer satisfaction surveys, namely product performance, product quality, service, delivery and price, divided into 12 specific items, including overall performance, efficiency, vibration condition, noise indicators, temperature rise, product appearance, product packaging, pre-sales service attitude and quality, in-sales service attitude and quality, after-sales service attitude and quality, contract delivery and product price, systematically reflecting customer satisfaction with products and services.

Jiamusi Electric pursues “zero complaints” from users, with a comprehensive customer satisfaction rate of ≥93.3%. The annual customer satisfaction rate for civilian products was 93.32%, with 93.9% for JG products and 93.52% for nuclear power products. The Corporation’s customer satisfaction evaluation for Jiamusi Electric was 93.76%, rated as excellent.

Customer complaint handling

The Company emphasizes customer product experience, formulates customer service and complaint management measures, clarifies service standards, processes, assessment and other requirements, providing guarantees for further standardizing and improving service quality. The Company sets up a 400 service hot line, with the call center operating 7\*24 h to receive user feedback information and relay it to the responsible department in time for quick response.

Customer privacy protection and responsible marketing

In accordance with the *Data Security Law of the People’s Republic of China*, *Personal Information Protection Law of the People’s Republic of China*, *Cybersecurity Law of the People’s Republic of China*, and *Regulations on the Security Protection of Critical Information Infrastructure*, Jiamusi Electric Machine Company formulates the *Information Security Management Measures*. In

2024, the Company had no events involving the leakage of customer information, infringement of customer privacy or loss of customer data, and no customer complaints. Additionally, the Company prohibited false advertising, fraudulent prize-giving sales, and other behaviors to effectively protect customer rights.

In 2024, the Company conducted a comprehensive upgrade of its cybersecurity architecture in response to identified risks and the inadequacies in the existing cybersecurity framework. In terms of network exit management, the Company deploys next-generation firewalls, which are used in conjunction with anti-virus walls; in business applications, WAF (Web Application Firewall) is deployed; in network regulation, comprehensive behavior management is implemented, achieving effective protection of key business areas, full-process management of external networks, traffic audit and control, and significantly enhancing the cybersecurity protection capabilities and management measures. Based on the actual cybersecurity situation, the Company upgrades the *Information Security Management Measures* and *Information Management Measures*, which cover daily management, emergency response, and personnel awareness, to enhance the closed-loop management of cybersecurity.

In 2024, The Company implements strict access controls to ensure that only authorized employees can access customer information; all sensitive information is encrypted to ensure data security during transmission and storage.

Indicator	2024
Number and proportion of customers in customer satisfaction surveys	670
Total number of verified customer complaints in 2023.	97.13%

During the reporting period, the Company did not experience any major data security incidents, did not receive any complaints regarding violations of customer privacy or loss of customer data, and did not have any significant data security breaches or customer privacy violations.



Jiamusi Electric smart device data center can intelligent identification of user field equipment status, effective health assessment, to ensure the healthy operation of equipment



Foreign users visit



# 07

## Warming society, shaping a harmonious future



— 我们是快乐的 —



Jiamusi Electric Machine Company is committed to building a virtuous cycle mechanism that supports employees, society and supply chain, effectively promoting the sustainable development and steady growth of the Company.

- Respecting employees, safeguarding rights •
- Health protection, building safety defenses •
- Growth empowerment, supporting employee development •
- Green chain collaboration, fulfilling supply responsibilities •
- Community co-construction, supporting social development •





Respecting employees, safeguarding rights

As of the end of 2024

Total number of employees

1940 Person

Employee labor contract signing rate

100 %

In strict accordance with the *Labor Law of the People's Republic of China* and *Labor Contract Law of the People's Republic of China*, Jiamusi Electric Machine Company establishes a sound human resources management system and policies to effectively protect the legitimate rights and interests of employees. The Company continues to optimize and improve talent recruitment, remuneration and welfare, equality and diversity, democratic management, etc., effectively enhances the efficiency of human resources management, and stimulates employees' innovative vitality and creativity, providing solid human resources support for the high-quality development.

Equal employment

In 2024, Jiamusi Electric Machine Company strictly adhered to laws and regulations such as the *Labor Law of the People's Republic of China*, *Labor Contract Law of the People's Republic of China*, *Law of the People's Republic of China on the Protection of the Minors and Provisions on Prohibiting the Use of Child Labor*, and formulated internal company rules and regulations such as the *Labor Contract Management Measures*, to actively create a fair and just workplace environment. It advocates for diversity and equal opportunities, strictly prohibits any form of discrimination, resolutely opposes forced labor, harassment, and abuse, prohibits the use of child labor, and treats employees from different backgrounds equally. Particular attention is given to the rights and interests of female employees by organizing health examinations including gynecological and breast examinations, conducting regular health knowledge lectures, providing health allowances, and offering thoughtful care to female employees.

In 2024, the Company had no complaints regarding human rights issues, no major labor disputes, and no child labor. Employee labor contract signing rate: 100%.

Indicator		Unit	2024
Total number of employees		Person	1940
Including	Employees from minority groups	Person	114
	Employees from disabled group	Person	6
By gender structure	Male	Person	1650
	Female	Person	290
By age structure	Aged 30 and below	Person	385
	Aged 30-50	Person	1235
	Aged above 50	Person	320
By professional composition	Production personnel	Person	673
	Sales personnel	Person	229
	Technician	Person	642
	Financial personnel	Person	48
	Administrative personnel	Person	348
By educational status	Doctoral student	Person	2
	Postgraduate student	Person	164
	Undergraduate	Person	933
	Junior college	Person	299
	Senior high school and below	Person	542

Employee equality and diversity

Jiamusi Electric Machine Company upholds the philosophy of fair employment, strictly follows the principle of gender equality in talent recruitment, salary determination, salary adjustments, post promotions, job grade assessments, and welfare, resolutely eliminates gender discrimination and ensures equal pay for equal work for both male and female employees. Additionally, it does not discriminate or treat employees unfairly based on factors such as age, gender, disability, ethnicity, marital status, nationality, political status, race, religion, sexual orientation, or labor union membership, always adheres to fair, open, and just recruitment standards, and treats all candidates equally and selects the best candidates.

Recruitment

In accordance with internal company regulations such as the *Recruitment Management Measures* and *Talent Introduction Management Regulations*, Jiamusi Electric Machine Company firmly implements the central government's "six stabilities and six guarantees" policy, solidly carries out the "stabilizing employment" work, and formulates annual labor demand plans based on the Company's current situation to conduct high-quality employee recruitment.

The Company adopts three channels for talent recruitment: campus recruitment, social recruitment and internal recruitment, and extensively "recruits talents" through various forms such as participating in campus mutual selection recruitment fairs, holding virtual presentations, holding special job fairs and posting recruitment announcements online. At the same time, it formulates the *Management Regulations for Employee Recruitment Competition of Jiamusi Electric Machine Company*, establishes and improves the internal recruitment system, encourages employees to compete for positions internally, and stimulates internal vitality. It provides basic human resource support for the production and operation, as well as job opportunities for more members of the public.

2024

A total of 85 graduates from 21 universities were signed for campus recruitment, achieving 120% of the recruitment target of 70 people and a key rate of 74.12%. The key rate assessment target of 70% for the Corporation was achieved, including 7 graduates with AB class, 62 undergraduate graduates (4 outstanding graduates), 22 graduates with master's degree and 1 graduate with doctoral degree.

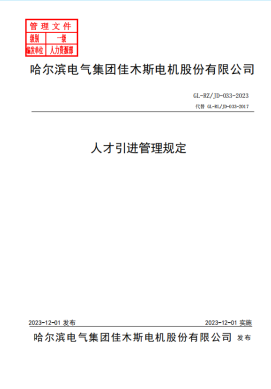
12 students from 985, 211 and double first-class universities signed contracts, with an increase of 71.4% compared to last year, achieving a breakthrough of zero doctoral contract signings.

Through the "talent introduction", Advanced Motor (1 person) and Suzhou Jiadian (2 people) recruit 3 technical talents. The Advanced Motor flexibly introduces 1 professor/doctoral supervisor from the School of Materials Science and Technology, Harbin Institute of Technology, to further enhance the Company's scientific research capabilities.

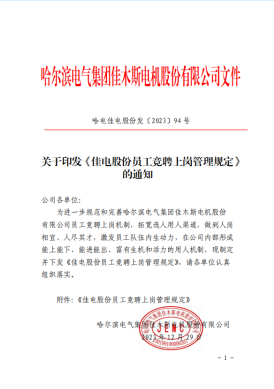
When the Company discovers violations of recruitment management measures, talent introduction regulations, or employee recruitment competition regulations, it takes systematic steps to eliminate the impact and correct the issues. After confirming the violation, it promptly assesses the impact and risks, formulates corrective measures, immediately terminates the violation, and handles the relevant personnel according to the severity of the situation.



Recruitment Management Measures



Talent Introduction Regulations



Employee Recruitment Competition Regulations of Jiamusi Electric Machine Company

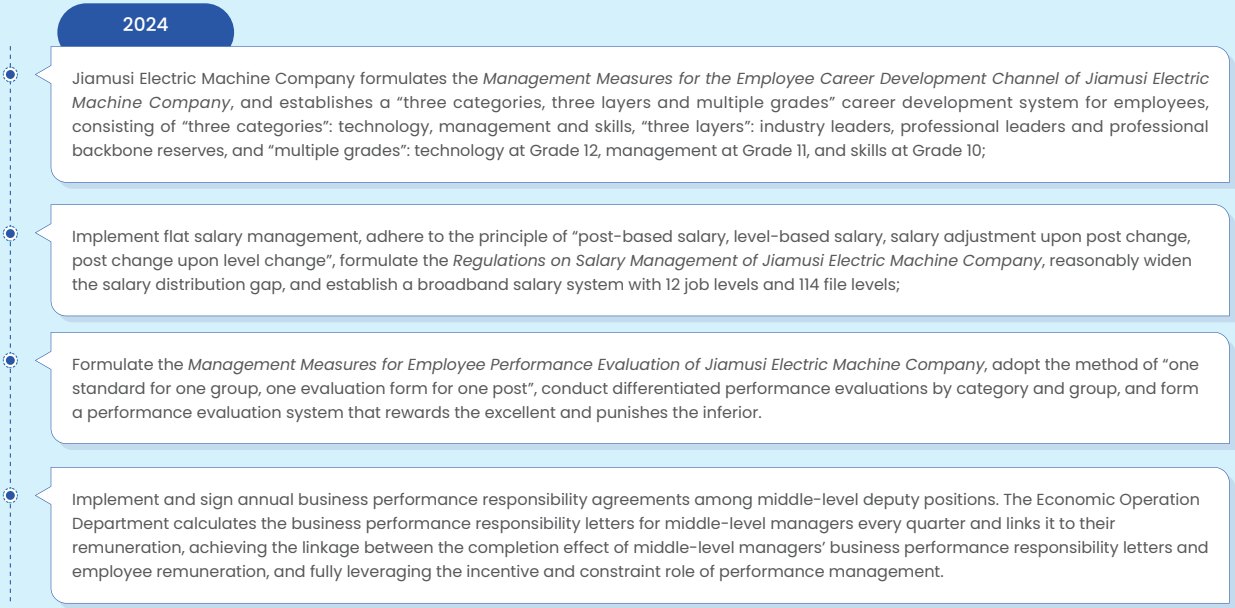


Employee remuneration and welfare

Jiamusi Electric Machine Company continues to improve its remuneration and welfare system, and introduces the *Excess Profit Sharing Plan of Harbin Electric Corporation Jiamusi Electric Machine Company Limited (2023-2025)*, *Management Measures for the Filing System of Total Wages of Harbin Electric Corporation Jiamusi Electric Machine Company Limited*, *Wage Management Measures and Regulations on Rank and Salary Management*, to continuously enhance the Company's remuneration and welfare system, ensure that employees receive reasonable rewards for their efforts, enhance their sense of belonging and satisfaction, and provide competitive remuneration and comprehensive welfare for employees.

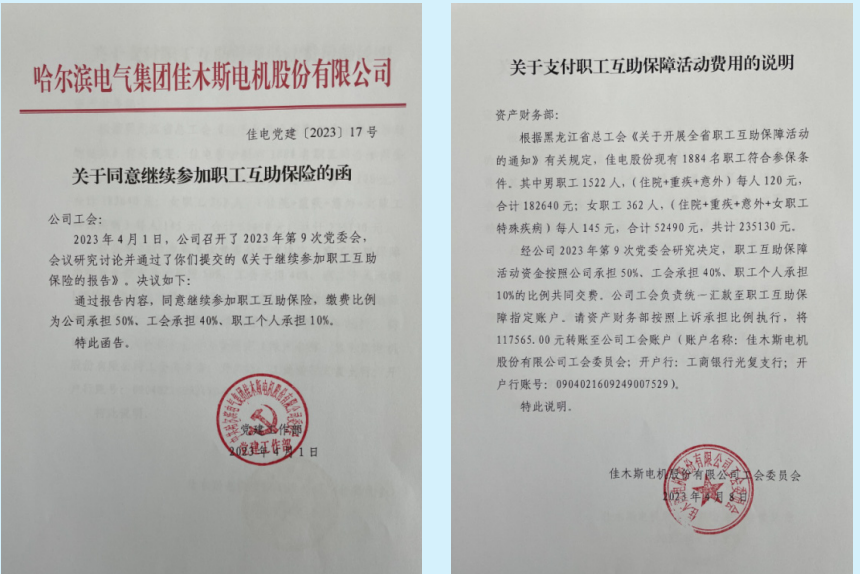
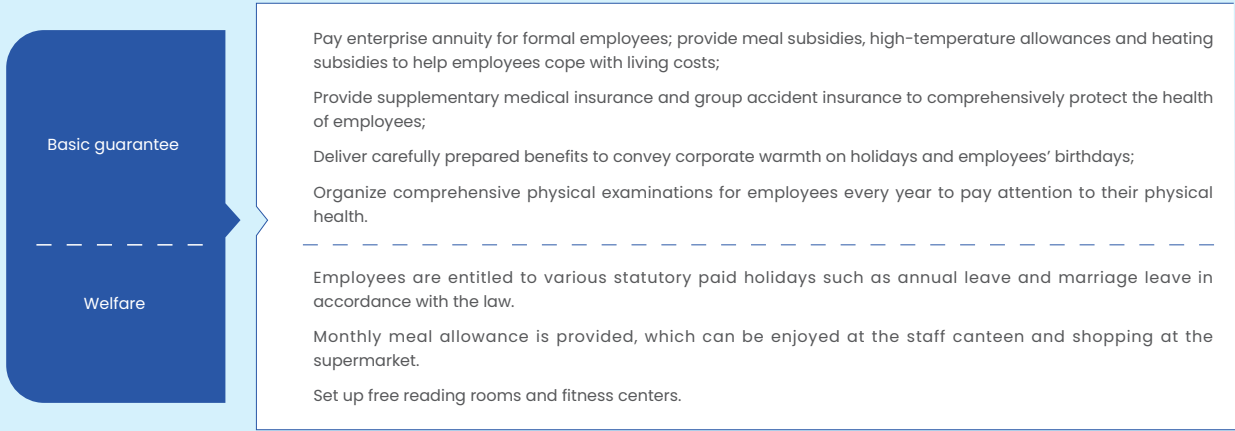
● Employee remuneration

The Company continues to advance the reform of the remuneration system, establishes a comprehensive performance evaluation system, and scientifically assesses employee performance.



● Employee welfare

Jiamusi Electric Machine Company always prioritizes the protection of employees’ rights and interests, strictly follows the *Management Measures for Working Hours Quota* to accurately calculate and timely distribute piece-rate workers’ wages, and actively implements national laws and regulations and the spirit of the *Notice on Carrying out Mutual Aid and Security Activities for Employees in the Province* issued by the Heilongjiang Federation of Labor Unions. It enforces the *Employee Mutual Insurance Reimbursement Policy*, fully pays “five social insurances and one housing fund” for all employees, supplements various insurance types such as Longjiang benefit insurance, group accident insurance and employee mutual insurance, and provides comprehensive protection for employees.



Letter of Mutual Aid Insurance for Employees

Explanation of Mutual Aid and Security Activities for Employees

In 2024, the number of insured people in the company will be 1940, and 100% of employees will be insured. 28 employees received a total of 30,525 yuan of mutual protection compensation, effectively improving the level of medical security for sick employees and the ability to resist disease and risk.

Employee caring

Jiamusi Electric Machine Company formulates the *Implementation Measures for Assistance and Management of Poverty Workers*, cares for employees by diversified measures and actively helps them balance work and life. The Company focuses on practical issues faced by employees, responds to and solves difficulties in their daily lives, and is committed to creating an open and inclusive work environment, continuously enhancing employees’ sense of happiness, achievement and security.

● Employee caring

Conduct visits and condolence activities.

On the occasion of the Spring Festival in 2024, the Company’s party and government leaders visited and comforted retired cadres, veteran soldiers of the Korean War, outstanding representatives, poverty workers and Party members, and sent them condolence money and gifts.

The Company distributes condolence gifts to employees during statutory holidays such as Labor Day and Mid-Autumn Festival.

Provide mutual aid insurance for the majority of employees. As of October 2024, a total of 28 employees have received mutual aid security fund of RMB 30,525.

Organize employee health examination and “two-cancer screening” for female employees

Organize employees to participate in the “praising the beauty of labor singing happy songs together” tour organized by the Municipal Federation of Labor Unions to celebrate the China-Russia Workers’ Art Exchange Week on May Day International Labor Day; organize employees to participate in the Sports Games in Qianjin District, and conduct team demonstrations and rhythmic gymnastics performances.

The Company’s labor union actively communicates with the municipal labor union, distributing RMB 30,000 in holiday consolation funds to 60 frontline employees, and over RMB 30,000 in consolation funds to four employees in need.



● Employee living guarantee

The Company is committed to creating a more comfortable and convenient working environment for employees. It has established living facilities such as gyms, supermarkets, and high-standard employee canteens to ensure employee health and enrich their leisure life.



staff canteen



staff supermarket

● Female employee care

The Company cares for and respects every female employee. It provides equal career development opportunities while implementing a series of welfare policies related to female employees, such as maternity leave and breastfeeding leave, to focus on their physical and mental health. In addition, the Company will organize a variety of cultural activities on related holidays such as Women's Day celebrations and health lectures, to enhance the happiness of female employees.



Warm sympathy



Group photo of female workers



women's day

Employee communication mechanism

Jiamusi Electric Machine Company strives to build an open, democratic and transparent communication mechanism. According to the *Work Rules for the Employee Representative Congress* and *Proposal Work System for the Employee Representative Congress*, the Company organizes the 20th Labor Union Member Congress; it convenes the 20th First Employee Representative Congress and the 2024 Annual Work Conference, holds 5 joint meetings of employee representative group leaders, and reviews and approves the *Management Measures for Salary of Jiamusi Electric Machine Company*, *Management Measures for Quality Rewards and Punishments*, and *List of Negative Employee Behaviors of Jiamusi Electric Machine Company*. Establish a democratic management system based on the Employee Representative Congress, make public the affairs of enterprises, promote democratic management, and set a democratic communication platform for employees based on the principles of "openness, fairness and justice".



Scene of the Employee Representative Congress

In 2024, the Company held 5 meetings of employee representative team leaders, reviewed and approved important rules and regulations related to the reform and development as well as the vital interests of employees, effectively safeguards the legitimate rights and interests of employees, and continuously promotes the common development of employees and the company.

The Company innovatively launches the "Voice of Employees from Jiamusi Electric Machine" on-line suggestion collection activity, collects 371 suggestions throughout the year, and adopts and implements 160 of them, with 86 suggestions winning the first, second and third prizes. It continuously stimulates the enthusiasm of employees to offer suggestions, opens channels for employee opinions, and significantly improves the management level.

15 employees of the Company won first, second and third prizes for Excellent Achievements in "Five Small" Innovation Competition for Millions of Workers in Heilongjiang Province in 2024.

In terms of performance feedback and appeals, the Company establishes a Performance Management Committee as the leadership and arbitration body responsible for performance evaluation in 2024. The Company provides employees with feedback on performance evaluation results in time, offers channels for appeals to employees with objections, fully listens to employees' opinions and suggestions, and ensures fair review and handling by the Performance Management Committee, and safeguards employees' right to information and participation.

During the reporting period of 2024, the Company had no any labor disputes.



Health protection, building safety defenses

Occupational health and safety management system

Jiamusi Electric Machine Company establishes a comprehensive occupational health and safety management system, such as the *Safety and Environmental Protection Responsibility System*, *Occupational Health, Safety and Environmental Management Regulations*, *Five Simultaneities for Safety and Environmental Protection*, *Regulations on Occupational Prevention Management* and *Hazard Identification, Assessment and Control Management Regulations*, and stipulates occupational prevention, occupational health and safety protection and rights, occupational hazard notification requirements, third-party monitoring of occupational hazards, hazard identification and management and medical examinations for hazardous jobs, effectively ensuring the safety of employees' work and production.

The Company implements an occupational health and safety management system that meets the requirements of GB/T 28001, which is effectively operated and certified by a third party. Additionally, it conducts internal audits annually and undergoes surveillance audits by third-party certification bodies, to ensure the legal compliance and stable operation of occupational health and safety management system.

2024 occupational health and safety management architecture:

HSE Committee	Research, deploy, guide, and coordinate the Company's HSE work, analyze HSE situations, and make decisions on major issues in HSE work.  Oversee the construction and operation management of the HSE management system, and clarify the responsible department for each element of the system. The professional sub-committee leads the HSE management work in the professional field and provides professional guidance for the operation of the HSE management system.
HSE Committee Office	Supervise and manage the HSE management system's operation, and formulate system audit plans.
Affiliated companies	The affiliated enterprise is the responsible entity for the construction and operation of the HSE management system, carries out HSE work task decomposition, establishes and improves monitoring, report, analysis and continuous improvement mechanisms, and promotes the effective operation of the system.

The Company establishes an HSE Committee, with the Chairman serving as the committee director. The committee has five professional sub-committees, assigns a safety director and manager related to work safety, and establishes a safety inspection team. It regularly convenes full meetings of the HSE Committee, annual HSE work meetings, video conferences on HSE and production and operation work, etc., to report and study prominent HSE issues, and deploy key tasks.



The quality inspector is checking the apparent mass of the fan inside the rotor

In the production management process, the Company's Equipment Management Department organizes the declaration, appraisal and disposal of equipment scrapping at the end of each year, eliminates uneconomical, unsafe and non-environmentally friendly equipment in time; it strictly implements the planned equipment maintenance system, and conduct daily monitoring of equipment status; it establishes routine maintenance, regular maintenance and special maintenance systems for equipment that are compatible with production and operation, and carries out equipment maintenance according to regulations, prevents abnormal escaping, emitting, leaking and dripping of equipment, to ensure safe production.

The Company actively improves the working environment, optimizes dormitory configurations, sets up medical rooms, health corners, employee canteens, etc., purchases air purifiers, and sets up simple fitness facilities, basketball courts, badminton activity areas, etc., in the leisure area to provide employees with fitness and sports venues; it establishes employee mental health counseling rooms, holds health knowledge lectures, organizes comprehensive occupational health protection training, and continuously enhances employees' health awareness.

The Company improves and regularly updates special emergency plans, organizes enterprises to conduct emergency plan reviews, routinely carries out emergency drills, provides necessary emergency materials and equipment, and implements plan improvements; it establishes emergency incident information reporting mechanisms, and public opinion monitoring and information disclosure mechanism for emergencies.

Work safety goal:

- No general and above personal injury or death accidents;
- No general and above fire accidents;
- No general or above traffic accidents with shared, primary or full responsibility occur, and no general or above equipment accidents or power safety accidents specified in Decree No. 599 of the State Council occur.



Safety risk management

The Company formulates regulations such as the *Daily Safety Inspection Management Measures*, *Safety Hazard Investigation and Management System*, and *Regulations on the Management of Rewards and Punishments for Work Safety (2019)*. Under the guidance of these regulations, the Company adheres to work safety as the center, conscientiously implements the work policy of "safety first, prevention priority and comprehensive management", and continuously strengthens workshop safety production management. It continuously strengthens daily work safety management, establishes a dual prevention mechanism for safety risk classification control and hazard investigation and management, controls risks before hazards form, and eliminates hazards before accidents occur.



● Safety risk management actions

- Intensify the daily inspection of work safety, severely crack down on the “three violations” of “illegal command, violation of operating procedures, and violation of labor discipline”, detect safety risks and hazards early, and formulate corresponding preventive and corrective measures.
- Organize all organizations to establish a risk list and set up safety risk notification cards at each post and process.
- Issue a work plan for the large-scale investigation and rectification of work safety hazards, and carry out special hazard investigations around the rectification of major hazards.
- Organize and replace the old distribution cabinets (boxes) and cables laid haphazardly on the exterior walls of all organizations of the Company that have not been cleaned for many years. Investigate the distribution boxes (cabinets) of all departments and establish a unified ledger.
- In 2024, the Company sorted out the exterior wall lines of the powerhouses, small office buildings and process department office buildings on the first and second roads of the plant area; replaced 163 distribution boxes and 14 distribution cabinets in organizations of the Company; organized the jumpers, neutral bars, ground bars, and lines in more than 60 distribution boxes. Achieved safety usage standards and eliminated safety hazards.
- In 2024, the Company completed 6 safety-related activities: safety warning education, potential risks identification, a fire drill, etc. Completed 4 equipment repairs, and 12 equipment maintenance tasks. Ensured early detection and handling of problems, and timely and effectively completed production tasks.
- In 2024, the workshops conducted 122 work safety training sessions, 160 special safety inspections and daily inspections, identified 226 safety hazards and problems, amounting to RMB 22,310.

Among them, crane and sling inspections were conducted 18 times, and 24 hazards and issues were identified, amounting to RMB 1,200.

On-site inspections were conducted 79 times, and 108 hazards and issues were identified, amounting to RMB 10,510;

Equipment inspections were conducted 39 times, 53 hazards and issues were identified, amounting to RMB 5,100;

Gas cylinder inspections were conducted 11 times, and 20 hazards and issues were identified, amounting to RMB 760;

Fire safety inspections were conducted 10 times, and 20 hazards and issues were identified, amounting to RMB 1,740;

Anti-theft inspections were conducted 3 times, and 1 hazard and issue was identified, amounting to RMB 3,000.

In 2024, in terms of work safety and equipment management, there were 0 incidents of minor or serious injuries in the workshop, and 159 daily safety training sessions were conducted. Analyzed and identified employees’ working status, listed first and second-level risk management and control personnel, and conduct quarterly heart-to-heart talks 3 times. In 2024, conducted 22 work safety hazard identifications, including 3 special inspections of special equipment safety, ensuring the safe use of lifting equipment. Conducted 14 work safety and fire hazard identifications, 4 special inspections of hazardous chemical cylinders, and 1 building safety hazard identification to prevent safety accidents. As of December 2024, the Company’s workshops have performed primary maintenance on 450 units of equipment.

Safety culture shaping

Jiamusi Electric Machine Company shapes internal safety culture through emergency drills, safety training, and other methods, effectively ensuring the health and safety of employees and instilling the concept of “safety development, life first” in their work.

Management system guarantee

Formulate and improve the *Management Measures for Education and Training of Occupational HSE* and the *Management Measures for Safety Training*. Conduct occupational health and safety training for all employees according to the requirements; establish and implement the *Emergency Plan for Work Safety Accidents*, organizing annual drills for personnel and special plans to enhance the safety emergency awareness of all employees.

Carry out the special action for the safety management enhancement year

Develop the work breakdown plan, formulate implementation measures, and the key task implementation status table for the safety management enhancement year.

Conduct safety culture surveys

Conduct nuclear safety culture questionnaire activities for nuclear-related employees to assess their awareness of nuclear safety culture.

Organize employees to learn work safety-related knowledge and discussions

Use domestic and provincial safety risk cases and various safety meetings to educate employees, strengthen safety work concepts and requirements, and continuously improve employee safety awareness.



Photos related to safety awareness training



Occupational health and safety training

● Nuclear safety culture development

The Company compiled and issued the *2024 Nuclear Safety Culture Development Work Plan for Jiamusi Electric Machine Company Limited*, organizing various departments to complete corresponding tasks according to the plan timeline. This includes conducting training on the *Nuclear Safety Culture Policy Statement*, signing the *Nuclear Safety and Quality Commitment*, training on nuclear safety culture and basic nuclear power knowledge, discussing on the Nuclear Safety Law, communicating *Civil Nuclear Safety Equipment Experience Feedback Cases*, the Corporation’s *Civil Nuclear Safety Equipment Manufacturing Experience Feedback Report*, and the *Jiamusi Nuclear Power Anti-Fraud Experience Feedback Case Collection* to company leaders, middle-level managers, and nuclear-related employees, and conducting special experience feedback for different workshops based on specific cases; providing anti-fraud training to nuclear-related personnel, and signing quality integrity agreements with suppliers; completing the 2024 nuclear safety culture assessment, and forming an assessment report.



Occupational health protection

The Company strictly implements the *Law on Prevention and Control of Occupational Diseases*, formulates and enforces the *Regulations on the Prevention and Management of Occupational Diseases*, comprehensively implements occupational hazard control measures, equips employees with necessary labor protection equipment, and strengthens the supervision and inspection of the use of labor protection gear, effectively safeguarding employees’ occupational health and safety.

For identified occupational hazard factors, the Company sets up corresponding occupational health and safety protection facilities and conducts regular maintenance to ensure their effective operation. For employees in positions exposed to harmful factors, the Company provides safety protection equipment, organizes annual occupational health check-ups, and enhances occupational health monitoring to effectively prevent the occurrence of occupational diseases. Additionally, the Company maintains continuous communication with health departments and conducts irregular occupational disease prevention awareness campaigns to improve employees’ health awareness.

In terms of work injury accident management, the Company strictly adheres to the principles of seeking truth from facts and “four not-to-let passes”, promptly and accurately reports, counts, investigates, and handles work injury accidents, identifies the causes, clarifies the nature and responsibility of the accidents, summarizes lessons learned, proposes corrective measures, and provides handling opinions for those responsible. The Safety, Technology and Environmental Protection Department promptly informs relevant organizations about work injury accidents based on the situation and handling opinions. For accidents involving two or more organizations, the injured party’s organization is responsible for statistical reporting, and the Safety, Technology and Environmental Protection Department organizes the investigation and handling. If a work-injured employee requires a labor capability assessment, he/she must submit a written application, and the Safety, Technology and Environmental Protection Department is responsible for organizing the submission. After the Labor Capability Assessment Committee issues its conclusion, the Company will implement corresponding policies and benefits in accordance with the conclusion, the national Regulations on Work Injury Insurance, and the *Provisions of Heilongjiang Province on Implementing the “Regulations on Work Injury Insurance”*.

During the reporting period, the Company had no major safety accidents.

In 2024, more than 1,094 employees at harmful positions underwent physical examinations, and 0 employees suffered from acute occupational poisoning.

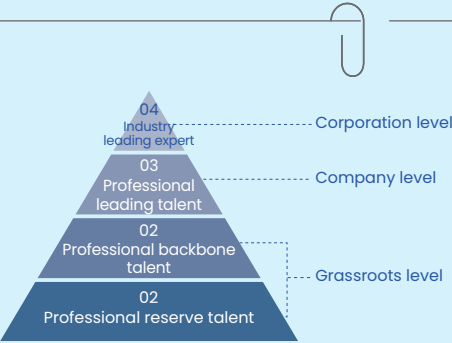
Jiamusi Electric Machine Company values employee development. It establishes a comprehensive employee training system and formulates training plans covering management capabilities, professional skills, and business knowledge. Besides, the Company conducts training at different levels according to the needs of employees in different systems, such as onboarding training, job training, development training, and general education, to help employees improve their skills in all aspects.

Career development system

Jiamusi Electric Machine Company attaches great importance to the career development of employees. It establishes a systematic employee training system, and formulates comprehensive training plans covering management capabilities, professional skills, and business knowledge. The Company conducts targeted hierarchical training based on the different levels and job requirements of employees, including onboarding training, job skill training, career development training, and general education, to help employees achieve comprehensive ability improvement.

“Three categories, three levels and multiple grades” employee career development system

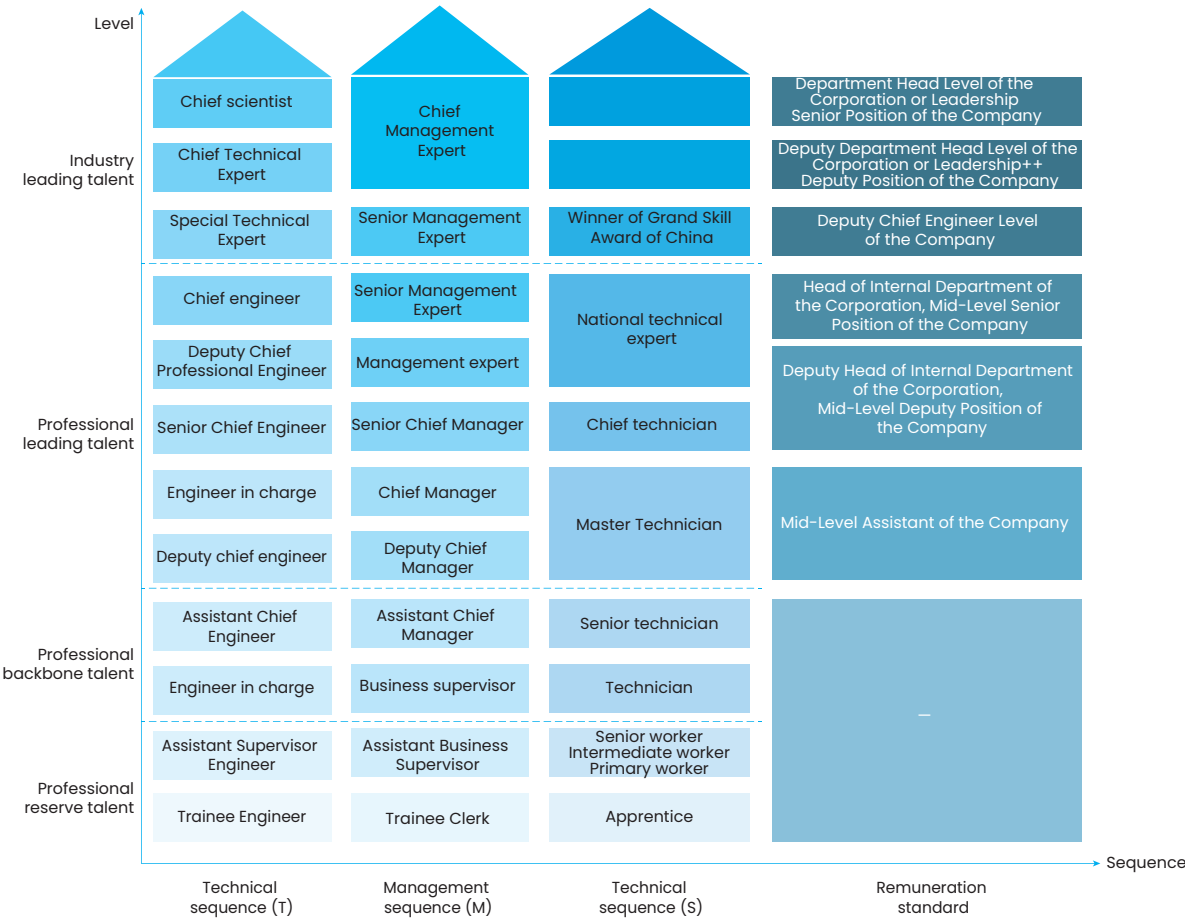
The Company establishes development sequences for technical, managerial, and skilled “three categories” of talents, and builds a “three-level” talent management system including industry leading experts at the Corporation management level, professional leading talents at the company level, and professional backbone reserve talents at the grassroots level.



The “three categories, three levels and multiple grades” talent development system clarifies the qualification conditions for each sequence, each rank, and various types of talents, builds multiple channels for talent development, achieves orderly horizontal and vertical development of talents, and promotes the formation of a new talent development situation where “everyone aspires to become talented, everyone strives to become talented, everyone can become talented, and everyone can fully display their talents”.

Talent development channels

Jiamusi Electric Machine Company has established a multi-level talent promotion mechanism with 12 technical ranks, 11 management ranks, and 10 skill ranks. Guided by ability, performance, and contribution, the Company has established qualification systems for management, technical, and skill sequences, forming a talent evaluation mechanism that “focuses on comprehensive ability with basic qualities as a supplement”, driving various types of talents to continuously improve and grow. In 2024, according to the *Management Measures for the Employee Career Development Channel of Jiamusi Electric Machine Company*, the *2024 Annual Professional Technical Sequence Rank Evaluation and Appointment Plan* was formulated, and the 2024 annual technical sequence rank evaluation and appointment were organized, resulting in the addition of 11 people to the rank of Deputy Chief Engineers and above, the appointment of 10 Senior Chief Engineers, and 5 Deputy Chief Professional Engineers. The Company has formulated and implemented the *Self-Cultivated Technician and Senior Technician Evaluation and Appointment Plan of Jiamusi Electric Machine Company* and the *Self-Cultivated Chief and Special Technician Evaluation Plan of Jiamusi Electric Machine Company*, organized and carried out the evaluation and appointment of self-cultivated Technicians and Senior Technicians, appointing 54 Technicians, 11 Senior Technicians, 4 Special Technicians, and 3 Chief Technicians. 5 technical talents were recommended to participate in the Corporation’s industry-leading expert evaluation and appointment, resulting in the appointment of 4 Special Technical Experts and 1 Chief Technical Expert.



Talent retention and motivation

The Company continues to advance the reform of the remuneration system, establishes a comprehensive performance evaluation system, and scientifically assesses employee performance.



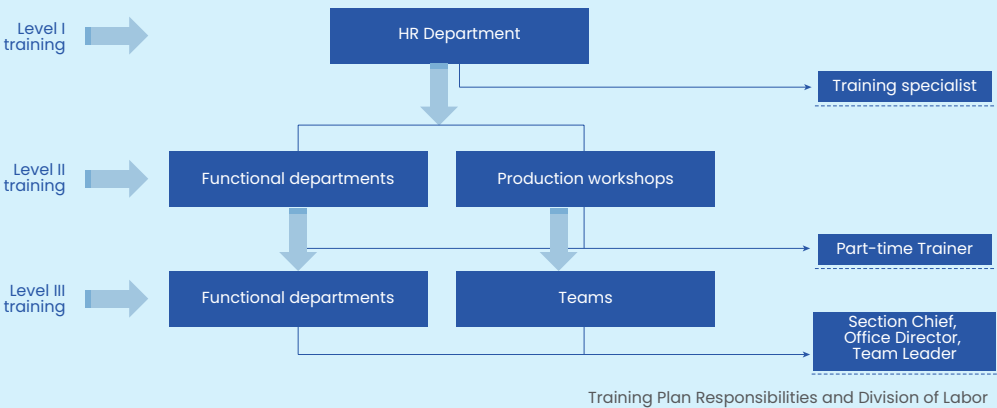
In 2024, the Company formulated and issued the “14th Five-Year” Talent Development Plan of Jiamusi Electric Machine Company, providing a clear direction for talent growth and development. Besides, the *Management Measures for Employee Performance Evaluation of Jiamusi Electric Machine Company* were issued, using a scientific and reasonable evaluation mechanism to stimulate employees’ work enthusiasm and creativity.

To further explore medium and long-term incentives, the Company conducted research and formed the *Research Report on Implementing the Medium and Long-Term Incentive Toolbox*, providing a basic guideline for the Company to scientifically and reasonably carry out medium and long-term incentives. The Company formulated the *Excess Profit Sharing Plan (2023-2025)*, including core personnel in management, technology, and skills as incentive targets, effectively aligning employee interests with company interests, achieving “shared business, shared value, shared benefits, and shared risks”, and attracting and retaining outstanding talent.

In 2024, the Company formulated the *Management Measures for Selection of “Leading Goose” Innovation Team Projects*, strongly promoting the improvement of the Company’s innovation capabilities and encouraging team members to continuously break through technical bottlenecks and achieve innovative development. Additionally, the *Self-Cultivated Technician and Senior Technician Evaluation and Appointment Plan of Jiamusi Electric Machine Company* provided a broad platform for the growth of skilled talent, encouraging employees to continuously improve their professional skills.

Employee training

Jiamusi Electric Machine Company, to comprehensively enhance the overall quality and business level of employees, cultivate and build a talent team that is “sufficient in number, optimized in structure, and excellent in quality”, and promote the coordinated development of employees and the company, formulated the 2024 Training Plan and organized training accordingly. In addition, the implementation of the Training Management System, Management Measures for Certification of Vocational Skill Levels, and Implementation Plan for 2024 Vocational Skill Level Certification (Self-Evaluation) of Jiamusi Electric Machine Company provided employees with rich and diverse training opportunities, helping them continuously update their knowledge structure and improve their business capabilities and technical levels.



Training Plan Responsibilities and Division of Labor



staff training

Case: “Masters Apprentice Talents”, building a team of highly-skilled talents

The Company organized the “Masters Apprentice Talents” activity, leveraging the exemplary roles of model workers, craftsmen, and various high-skilled talents. This initiative expands employee development pathways, establishes and improves long-term mechanisms for technical innovation and the inheritance of unique skills, and accelerates the cultivation of a high-skilled talent team that is sufficient in number, highly skilled, and well-suited to meet the Company’s continuous high-quality development needs, thereby driving the hierarchical development of the Company’s workforce.

The workshop focuses on enhancing employees’ knowledge and capabilities through various training formats such as “Technician Lectures”, “Masters Apprentice Talents”, and “Party Member Assistance”. A total of 151 training sessions were conducted. Through employee evaluations, gaps in theoretical knowledge and practical operations were identified, ensuring the training is timely and targeted. 12 workshop-level quality meetings and 2 company-wide quality warning meetings were held. Additionally, issues from various processes were communicated during the weekly morning meetings, with key control points and precautions highlighted. 4 employees were also interviewed to help them promptly identify existing problems, make corrections, and apply lessons learned.

In 2024, Jiamusi Electric Machine Company formulated a rigorous and standardized *Training Management System* and meticulously organized the preparation of the *Annual Training Plan* each year. The training content is rich and diverse, covering multiple fields such as qualifications, safety, quality, and professional skills, and it encompasses all employees. Moreover, the Company actively recommends high-potential young technical talents to pursue master’s and doctoral degrees. It also continues to advance talent development programs such as the “Navigation Plan”, “Elite Plan”, “Talent Plan”, and academic enhancement initiatives, providing a comprehensive platform for talent growth and supporting employees in achieving their career development.

In 2024, the Company comprehensively promoted training programs to assist employees in obtaining essential qualifications required for their work, such as special operations, civil nuclear welders, non-destructive testing certificates, registered safety engineers, registered fire engineers, etc.



Photo of quality training site



Photo of technical competition and labor competition site

To enhance the relevance of training, the Company formulates training plans by categorizing and grouping employees into “senior executives, professional management, technical professionals, and skilled professionals”. To increase the appeal and impact of training, the Company adopts a combination of “internal training + external training”. Through comprehensive modular training, employees’ professional qualities have significantly improved, and their technical skills have been notably enhanced. In 2024, the Company planned to conduct 56 training sessions, completed all 56 on schedule, achieving a 100% training plan completion rate and a 100% employee training pass rate. A total of 151 training sessions were conducted, involving 2,414 participants. Additionally, 16 unplanned training sessions were conducted simultaneously.

Green chain collaboration, fulfilling supply responsibilities

Jiamusi Electric Machine Company continues to strengthen the sustainable development capabilities of the supply chain, committed to building a unified supply management system, operational mechanisms, management systems, business processes, supply resource platforms, bidding platforms, and electronic trading platforms, continuously improving the overall level of the supply chain, and effectively ensuring the strategic security of the supply chain.

Supplier eligibility evaluation

The Company formulated relevant regulations such as the *Bidding Management Measures* and



the *Supplier Management and Assessment Measures*, clarifying the classification, evaluation, and management requirements of suppliers, implementing source reviews, and conducting supplier capability assessments. The Company implements differentiated management for different categories of suppliers, further standardizing business processes, raising supplier entry standards, and adding control requirements for blacklists and negative lists.

Supplier sourcing

Based on the actual production, operation, cost reduction, and efficiency improvement of the Company, at the beginning of 2024, a detailed list of potential suppliers that need to be converted into qualified suppliers was compiled, merging new, important materials, and quality issue types of suppliers, and formulating the *Annual Source Audit Plan*, auditing their qualifications, enterprise scale, production capacity, technical level, quality assurance capability, after-sales service, delivery guarantee, etc., supervising the improvement of problems in the operation of the quality system of suppliers, ensuring the stable supply of suppliers, meeting the Company's requirements, and ultimately ensuring that the Company's product quality meets user requirements.

Supplier eligibility

The Company sets strict supplier entry standards and conducts entry reviews for selected suppliers based on the entry standards and the *Qualified Supplier Evaluation and Management Measures*, including production capacity, quality control, environmental protection, etc., fully understanding the qualification level of selected suppliers through qualification review, ensuring they meet our regulatory requirements.

Supplier risk assessment and performance management

The Company formulated the *Qualified Supplier Evaluation and Management Measures*, conducting internal control risk assessments at the procurement operation and process levels. Risk identification covers both internal and external factors. Based on the procurement risk assessment results, a risk countermeasure table is compiled, a rectification action plan is developed, and risk solutions are proposed to strengthen risk warning and enhance supplier capabilities.

In 2024, the Company set goals for supplier quality control, revised two systems, improved the supplier evaluation system, enhanced the implementation of stricter access evaluation standards for suppliers, signed quality commitment letters, compliance commitment letters, and integrity agreements, raised supplier quality awareness, conducted daily performance evaluations across seven dimensions, strengthened supplier performance management, implemented third-party testing, quality interviews, and 8D rectification as part of quality control, adhering to the principle of "survival of the fittest."

Supplier evaluation

In 2024, Jiamusi Electric Machine Company conducted supplier evaluations from 8 dimensions, including quality, delivery, service, technology, risk, etc. For supplier performance evaluation, Jiamusi Electric Machine Company established the *Qualified Supplier Evaluation and Management Measures*, *Supplier Daily Performance Evaluation Rules*, and *Annual Source Audit Plan* as supplier evaluation standards and processes. Each year, supplier performance is comprehensively assessed through desk evaluations and on-site evaluations.

Tiered management of suppliers

Based on the supplier evaluation results, the Company implements tiered management for suppliers. For issues identified during supplier evaluations, we require suppliers to implement rectification plans and ensure they are completed within the specified time frame. After the execution of the rectification plan, we verify whether the corrective measures have been implemented according to our standards. If a supplier experiences significant quality issues or repeated similar quality problems, supply restrictions or termination of cooperation will be imposed based on the results. Suppliers added to the blacklist will not be introduced for 3 years, and those added to the prohibited supplier list will never be introduced.

Supplier review

In recent years, the Company has conducted on-site environmental and social impact assessments for 62 suppliers, and no potential significant negative impacts regarding society and environment have been identified. A comprehensive assessment is conducted for all qualified suppliers annually with the *Annual Supplier Performance Evaluation Form*. It imposes compliance control requirements on key suppliers, and issues the *Supplier Penalty Notice* to suppliers with sustained poor performance during the evaluation process.

The Company launched the SRM supplier chain system, connecting OA-SRM-suppliers through digital models, establishing an information database for supplier quality control, achieving full-process management of quality assessment loss transmission, confirmation, and recovery, and using quality control data to establish supplier quality control through interviews and 8D reports.

The Company focuses on supplier performance management, continuously monitors supplier delivery levels, optimizes inspection plans, and controls quality weak points.

Supplier five-level performance management of Jiamusi Electric Machine Company

Interview, yellow card warning, suspension, ban, blacklist

Harbin Electrical Power Equipment Company Limited conducts document quality training for suppliers



Sustainable supply chain

The Company establishes a diversified supplier network, which covers different regions and industries, enhances the supply chain's risk resistance and reduces potential risks from single suppliers. At the same time, it focuses on building an efficient, energy-saving, and environmentally friendly supply chain.

Supply chain risk assessment

The Company evaluates market conditions and supply fluctuations monthly; for ESG risks, it strictly screens social responsibility risks during the admission process and uses third-party tools to monitor various risks during the management process.

In terms of risk response, preventive measures are taken immediately after trade risk investigation; supply fluctuation risk assessments are conducted to develop contingency plans to ensure supply stability. For ESG risks, annual CSR due diligence is conducted, ESG risk investigations are executed and recorded, and annual reviews and assessments are performed. Suppliers are managed hierarchically based on assessment results, with high-risk suppliers being coached for rectification and on-site audits conducted.

Supply chain security management

The Company insists on implementing centralized procurement, designates an annual centralized procurement catalog, and coordinates the procurement of main raw materials such as welding materials and domestic tools at the headquarters. Special procurement plans are formulated monthly, and cooperation with core suppliers includes direct sourcing, long-term agreements, and volume and price locking.

To ensure the stable supply of strategic resources, the Company continuously optimizes the supply chain structure, achieving supplier diversification and multi-channelization. The Company localizes the supply chain layout, encouraging each base to promote local sourcing or inviting external suppliers to build factories near the base locations, reducing transportation cycles, shortening supply times, and enhancing the supply chain system's risk resistance and rapid response capabilities.

Regular meetings are held for supplier quality issue feedback and experience exchange, and training for quality and process departments is conducted. On-site cleanliness inspections are carried out at suppliers' locations to improve their management levels. In 2024, 20 suppliers were specially interviewed, quality supervision was conducted for 8 suppliers, 9 suppliers were rectified using the 8D method, over 60 supplier visits and inspections were conducted, and RMB 1.6 million in supplier assessments were performed. 4 suppliers were suspended, and 21 suppliers were disqualified, ensuring effective implementation of quality issue resolutions and significant improvement in material quality compared to 2023.

Supply chain disruption contingency plan

Efficiently coordinate the supply chain to respond to emergencies such as supply disruptions in a timely manner. Develop an emergency supply product catalog, including key raw materials such as paint, and coordinate the effective connection of raw material procurement, storage, transportation, and sales processes to ensure smooth operation of each link, building a strong backbone for product supply.

To ensure supply chain security and strengthen supply chain advantages, the company has actively taken a series of measures and achieved significant results. In terms of technological innovation, actively collaborate with suppliers to carry out "Four New" collaborative innovation, focusing on core business areas such as nuclear power and thermal power, jointly developing new technologies, adopting new materials, applying new processes, and exploring new models. For example, in nuclear power equipment manufacturing, collaborate with suppliers to overcome the application challenges of new materials in extreme environments, successfully applying



them to key component manufacturing, enhancing product performance and reliability, promoting nuclear power technology upgrades, strengthening the Company's competitiveness in the nuclear power market, and contributing to industry technological development.

In the process of digital transformation, by building intelligent platforms, achieve real-time data visualization in procurement, production, logistics, and other links, and automate some business decisions, improving supply chain operational efficiency. In addition, establish a digital collaboration platform with upstream and downstream suppliers, breaking information barriers and ensuring the timeliness and flexibility of supply chain responses. Taking centralized procurement as an example, use the platform to quickly aggregate procurement needs and enable online bidding by suppliers, shortening the procurement cycle and reducing procurement costs.

In further improve the advantages of the supply chain, increase the transformation of technological achievements in areas such as artificial intelligence and big data analysis, use big data to predict raw material price trends and optimize inventory management, rely on artificial intelligence technology for intelligent supplier evaluation and precise selection, build an intelligent, resilient, and sustainable supply chain system, enhance overall operational efficiency, and consolidate the leading position in the energy equipment manufacturing industry's supply chain.

In 2024, the Company launched the Supply Chain Integrated Management Platform (SRM system), achieving efficient collaboration between Jiamusi Electric and suppliers, and standardizing the full lifecycle management of suppliers from registration, entry, cooperation, performance evaluation to rectification and elimination.

Jiamusi Electric Machine Company is committed to building a safe, stable, and sustainable supply chain system, identifying, assessing, and addressing various supply chain risks through systematic risk management mechanisms, including ethical integrity, operational models, supply chain security and stability, and HSE (health, safety and environment) risks. We conduct annual supplier risk assessments and develop response strategies, such as signing *Integrity Agreement*, to ensure risks are controllable. Besides, we enhance supply chain transparency and resilience through digital means (such as supply chain big data centers, AI risk warnings, and blockchain technology) and incorporate ESG risks into management to ensure the supply chain meets ethical, compliance, and social responsibility requirements, providing a solid foundation for the Company's sustainable development.

Jiamusi Electric Machine Company actively fulfills the social responsibility of state-owned enterprises, fully leverages corporate resources and advantages, and fully supports social welfare causes such as rural revitalization. The Company continuously improves its volunteer service system, actively encourages employees to participate in various public welfare and charitable activities as volunteers, fully demonstrates the responsibility of state-owned enterprises, and promotes the coordinated development of economic and social benefits.

### Promoting rural revitalization

Rural revitalization is an important part of China's second centenary goal, which concerns the overall national rejuvenation. In this process, state-owned enterprises bear significant responsibilities. Jiamusi Electric Machine Company adheres to a high sense of responsibility, actively fulfills social responsibilities, leverages its own advantages, and fully supports the implementation of the rural revitalization strategy, contributing to the achievement of the China's long-term development goals.

As a member company of Harbin Electric Corporation, the Company actively responds to and supports the Corporation's assistance work in Wenshan City, Yunnan Province. In the "Wenshan Products Enter Harbin" initiative, it purchased products from Wenshan, Yunnan, totaling RMB 2.158 million (including ham, passion fruit, kiwi, mooncakes, etc.), continuously contributing to rural revitalization and improving the economic benefits of poor areas.

### Social welfare and volunteer services

Jiamusi Electric Machine Company actively engages in social welfare and volunteer service activities, deeply practicing the spirit of Lei Feng. The Company leverages its resources and advantages to actively contribute to social welfare projects such as blood donation, civilized factory construction, and civilized traffic guidance, demonstrating its social responsibility.

### ● Establish volunteer service teams to conduct professional volunteer services

To better serve social welfare, Jiamusi Electric Machine Company established the Feiqiu Volunteer Team. Feiqiu volunteers, guided by the principle of "party members leading by example, love first", are active in volunteer services such as "dedication to the dedicated", "civilized city creation", and "promoting high-quality development of the Company".

### Case: Learn the spirit of Lei Feng and conducting volunteer service activities

In 2024, Jiamusi Electric Machine Company actively promoted the construction of volunteer teams of Party members, employees, and youth league members, and continuously expanded the Lei Feng volunteer team, with establishing 21 Lei Feng teams and completing 38 service projects. It formed the Jiamusi Electric Feiqiu Volunteer Team, with a registered number of volunteers of 1,592 and a total service time of 120 h throughout the year. The team played an active role in activities such as caring for the elderly, environmental protection, creating a civilized city, and building a civilized plant area. Meanwhile, the Company has organized the "Learn from Lei Feng on Lei Feng Day, Donate Books with Love" book donation activity, and mobilized employees to participate enthusiastically, which has made full use of idle books at hand, turned the concept of saving into the actual action of contributing love, and contributed to the joint construction of a civilized city and the sharing of cultural achievements.



"Learn from Lei Feng on Lei Feng Day, Donate Books with Love" Book Donation Activity

### Respond to the "Belt and Road" initiative

The Foreign Trade Department of Jiamusi Electric Machine Company actively responded to the China's "Belt and Road" initiative, implemented the Corporation's "three merchants" strategy, and vigorously expanded overseas markets. The Company strengthened communication with users and visited key customers. For example, visits were made to key customers such as Burkhard, Xylem, Flowserve, Ruhrpumpen, Wuxi York, SMS Group, and Primetals Technologies. By improving services and resolving issues in cooperation, the foundation of cooperation was strengthened, user stickiness was increased, and order shares were boosted.

## Community co-construction, supporting social development





## Future prospects

Looking ahead to 2025, Jiamusi Electric Machine Company will stand at a new historical starting point, anchor the goal of "building a world-class electric drive system manufacturing and service enterprise", and with a firmer belief, a more uplifting fighting spirit, and more decisive actions, strive bravely in the tide of the times. We will thoroughly implement the new development concepts, actively integrate into the new development pattern, use excellent innovation as the engine, exquisite quality as the cornerstone, and outstanding service as the wings, comprehensively propel the enterprise to accelerate on the journey of high-end, intelligent, green, and international development; use new quality productive forces as the blade, cut through thorns, open up a broader development space, forge a stronger development momentum, and shape a unique development advantage; continuously enhance the core competitiveness of the enterprise, and let Jiamusi Electric Machine Company shine brightly on the global stage. In addition, we will unwaveringly strengthen ESG governance, actively fulfill environmental and social responsibilities with higher standards and more practical measures, fully advance corporate governance efficiency to new heights, strive towards a more glorious future, and contribute the strength of Jiamusi Electric Machine Company to the realization of the Chinese dream of the great rejuvenation of the Chinese nation!



ESG Performance Indicator

Indicator	Unit	2024	2023	2022
Environment				
Total water consumption	t	322647	252990	236480
Total water discharged	t	134094	203210	189880
Fresh water consumption	t	188553	252990	236480
Total water consumption	t	188553	/	/
Water resource consumption per million revenue	t/RMB million	38.49	/	/
Total energy consumption	tce	12551.89	13143.73	13491.47
Fossil energy consumption	tce	2037.00	3210.79	3708.01
Non-fossil energy consumption	tce	3533.89	4926.14	5137.86
Proportion of non-fossil energy consumption	%	28.15	37.48	38.08
Clean energy consumption	tce	4867.05	37.48	38.08
Proportion of clean energy consumption	%	38.78%	29.62	26.34
Purchased energy consumption	tce	6981	5006.8	4645.6
Energy consumption per million revenue	tce/RMB million	2.56	2.47	2.96
Total material consumption	t	71867	/	/
Consumption of toxic and hazardous materials	t	195	156	199
Office paper consumption	t	15.1	14.61	14.81
Packaging material consumption	t	89555	87232	89196
Recyclable packaging material usage	t	797	/	/
Non-recyclable packaging material usage	t	7	/	/
Total environmental investment	RMB ten thousand	484.07	397.36	276.34
Proportion of total environmental protection investment to operating revenue	%	9.88	7.47%	6.06%
Environmental violations and illegal incidents	Item	0	0	0
Amount of major administrative penalties imposed by relevant departments of ecology and environment due to environmental incidents during the reporting period	RMB ten thousand	0	0	0
Waste water discharged	t	137933	196307.07	186020.10
Total solid waste disposal	t	11620.13	10646.94	763.72
General industrial solid wastes	t	11367.87	10461.26	755.12
General industrial solid wastes disposed	t	11367.87	11689.29	17658.68
Hazardous wastes	t	456.45	345.26	402.00
Harmful waste disposed	t	456.45	345.26	365.45
Total wastes recycled and reused	t	1784.219	/	/
Proportion of recycled wastes	%	15%	/	/
Total greenhouse gas emission	t CO <sub>2</sub> e	38616.49	25951.37	25414.50

continued Table

Indicator		Unit	2024	2023	2022
Emission in scope 1		t CO <sub>2</sub> e	5367.84	4190.91	4742.13
Emission in scope 2		t CO <sub>2</sub> e	33248.65	21760.46	20672.37
Society					
Total number of employees		Person	1940	1945	1949
Including	Employees from minority groups	Person	114	112	102
	Employees from disabled group	Person	6	10	10
By gender structure	Male	Person	1650	1646	1655
	Female	Person	290	299	294
By age structure	Aged 30 and below	Person	385	298	219
	Aged 30-50	Person	1235	1304	1346
	Aged above 50	Person	320	343	384
By professional composition	Production personnel	Person	673	730	786
	Sales personnel	Person	229	231	223
	Technician	Person	642	616	568
	Financial personnel	Person	48	47	51
	Administrative personnel	Person	348	321	321
By educational status	Doctoral student	Person	2	2	3
	Postgraduate student	Person	164	131	101
	Undergraduate	Person	933	902	860
	Junior college	Person	299	298	321
	Senior high school and below	Person	542	612	664
Proportion of female employees		%	14.95	15.37	15.08
Proportion of employees from minority groups		%	5.88	5.76	5.23
Total number of new employees		Person	130	158	81
By gender structure	Male	Person	109	119	70
	Female	Person	21	39	11
By recruitment channel	Fresh graduates	Person	125	135	76
	Social recruitment	Person	5	23	5
Labour contract signing rate		%	1	1	1
Turnover rate of employees		%	4.12	4.78	2.72
By gender structure	Male	%	75	83.87	88.68
	Female	%	25	16.13	11.32



continued Table

Indicator		Unit	2024	2023	2022
By age structure	Aged 30 and below	%	47.5	50.54	47.17
	Aged 30-50	%	42.5	45.16	50.94
	Aged above 50	%	100	4.30	1.89
By geographical distribution	Chinese mainland	%	100	100	100
Social insurance coverage rate		%	100	100	100
Per capita paid vacation time		Day	10.1	10.4	10.6
Investment in employee training		RMB ten thousand	519	190.97	87.4
Number of employee training sessions		Session	613	592	571
Number of employees trained		Person	1940	1945	1949
Employee training coverage rate		%	100	100	100
By gender structure	Male	%	100	100	100
	Female	%	100	100	100
By management level	Senior management	%	100	100	100
	Middle management	%	100	100	100
	Basic employees	%	100	100	100
Average training duration of employees		Hour	11	10.55	7.3
Number of companies meeting work safety standardization requirements		Nos.	3	2	2
Total work safety investment		RMB ten thousand	1336.93	1179.46	688.35
Number of safety training sessions		Session	164	144	135
Safety training duration		Hour	629	565	511
Number of person-times involved in safety training		Person	14940	14590	14280
Work safety training coverage rate		Person-time	100%	100%	100%
Investment amount of occupational injury insurance for employees		RMB ten thousand	65.43	36.56	39.734
Coverage rate of occupational injury insurance for employees		%	100%	100%	100%
Amount of investment in work safety liability insurance		RMB ten thousand	65.43	36.56	39.734
Coverage rate of work safety liability insurance		%	100%	100%	100%
Number of work safety accidents		Item	0	0	0
Work injury rate		%	0.04	0.19	0.75
Number of working days lost due to work-related injuries.		Day	0	105.68	79.42
Number of working days lost due to work-related injuries per million revenue		Day/RMB	0	0.02	0.02
Incidence of occupational diseases		%	0	0	0
Number of work-related deaths		Person	0	0	0
Number of work-related deaths per hundred million revenue		Person/RMB million	0	0	0

continued Table

Indicator		Unit	2024	2023	2022
Proportion of work-related deaths		%	0	0	0
Employee assistance investment		RMB ten thousand	3.89	4	6.5
Number of employees with difficulties assisted		Person	49	53	98
Number of employees participating in the survey		Person	1940	1932	1933
Amount of damages involved in major safety and quality accidents related to products and services during the reporting period		RMB ten thousand	0	0	0
Number of customers participating in satisfaction surveys		Nos.	670	1070	1056
Customer satisfaction survey coverage rate		%	97.13%	95.70%	94.20%
Number of customer complaints		Item	1	0	0
Amount of money involved in data security incident		Item	0	0	0
Amount of money involved in breach of customer privacy		RMB ten thousand	0	0	0
R&D investment amount		RMB ten thousand	18372.39	28601.57	27201.27
Proportion of R&D investment in business revenue		%	3.75	5.38	5.97
Number of R&D personnel		Person	461	362	316
Proportion of R&D personnel		%	23.76	18.16	16.21
Number of patent application filed		Item	67	66	83
Number of invention patent application filed		Item	23	11	37
Number of utility model patent application filed		Item	44	54	44
Number of design patent application filed		Item	0	1	2
Number of patents granted		Item	84	83	90
Number of invention patents granted		Item	39	38	42
Number of utility model patents granted		Item	44	45	47
Number of design patents granted		Item	1	0	1
Total number of patents in force		Item	639	571	486
Number of patents in force per RMB million revenue		Item/RMB million	0.13	0.107	0.106
Total number of trademarks		Item	10	5	5
Total number of copyrights		Item	0	0	0
Number of software copyrights		Item	12	7	3
Number of ethical violations of science and technology		Item	0	0	0
Number of suppliers		Nos.	615	584	521
Investment in welfare activities		RMB ten thousand	215.6	208.56	186
Total number of welfare activities		Times	16	15	20
Number of volunteers participating in welfare activities		Person	470	295	283
Duration of volunteer participation in welfare activities		Hour	776	763	817
Investment in rural revitalization		RMB ten thousand	168.63	127.48	61



continued Table

Indicator		Unit	2024	2023	2022
Total tax paid during the reporting period		RMB ten thousand	17723	29314	26519
Including: value-added tax		RMB ten thousand	11358	19492	18811
Corporate income tax		Person	2862	4914	3636
Governance					
Number of meetings of the Party committee		Times	107.0	73	85
Number of Party branches		Nos.	31.0	33	32
Number of Party members		Person	754.0	748	730
Number of issues approved by the Party Committee		Item	510.0	415	417
Major operation management issues pre-studied and discussed		Item	123.0	83	84
Meetings held	Board of Shareholders	Times	5	4	6
	Board of Directors	Times	12	7	5
	Board of Supervisors	Times	8	12	13
Proposal review	Board of Shareholders	Item	31	34	21
	Board of Directors	Item	87	85	70
	Board of Supervisors	Item	34	42	29
Composition of Board of Directors	Number of directors	Person	9	9	9
By gender structure	Male	Person	8	9	9
	Female	Person	1	0	0
Number of independent directors		Person	3	3	3
Proportion of independent directors		%	33.33	33.33	33.33
Proportion of female directors		%	11.11	0	0
Composition of Board of Supervisors	Number of supervisors	%	3	3	3
Proportion of employee supervisors		%	33.33	33.33	33.33
Composition of senior management	Number of senior management	Person	7	6	7
Average tenure of members on the Board of Directors		Year	3.5	2.5	2.5
Anti-bribery and anti-corruption training duration		Hour	5	4	3
Including	Management level	Hour	5	4	3
	Employee	Hour	4	4	3
Anti-bribery and anti-corruption coverage rate		%	57.55	22.22	27.42
Including	Management level	%	11.05	10.56	8.53
	Employee	%	46.51	11.66	18.89
The amount involved in any litigation or significant administrative penalties due to unfair competition practices of the Company		Times	0	0	0

continued Table

Indicator	Unit	2024	2023	2022
Antitrust and fair competition management training hours	Hour	2.0	0	0
Number of antitrust and fair competition management trainees	Person	500.0	0	0

Note:

1. Description of year-on-year change in data

Due to the Company's inclusion of Jiamusi Electric in the statistical scope of the consolidated statements in 2024, the data related to the environmental category has changed significantly year-on-year.

2. Calculation formula

1) Water resource consumption per million revenue = total water consumption / operation revenue (RMB million)

2) Proportion of total environmental protection investment to operating revenue = total environmental protection investment / operating revenue (RMB million)

3) Proportion of R&D investment in business revenue = R&D investment / operating revenue (RMB million)

4) Number of patent application filed = number of invention patent application filed + number of utility model patent application filed + number of design patent application filed

5) Total energy consumption = fossil energy consumption + non-fossil energy consumption + purchased energy consumption

6) Energy consumption intensity = total energy consumption / operating revenue (RMB million)

7) Proportion of recycled wastes = total wastes recycled and reused / (general industrial solid wastes + hazardous wastes)

8) Total greenhouse gas emission = emission in scope I + emission in scope II

9) Proportion of R&D personnel = number of R&D personnel / total number of employees

10) Proportion of independent directors = number of independent directors / total number of directors

11) Proportion of female directors = number of female directors / total number of directors

Proportion of employee supervisors = number of employee supervisors / total number of supervisors



Benchmarking Index Table

Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 17 – Sustainable Development Report (Trial) (April 2024)

Item	Issue	Article	Chapter
Environment	Combat with climate change	Articles 21 to 28	Low-Carbon Actions, Addressing Climate Change
	Pollutant emission	Article 30	Pollution Control Standards, Protecting Ecological Purity
	Waste disposal	Article 31	Pollution Control Standards, Protecting Ecological Purity
	Ecosystem and Biodiversity Protection	Article 32	Protecting Ecology, Advancing Environmental Management
	Environmental compliance management	Article 33	Protecting Ecology, Advancing Environmental Management
	Energy utilization	Article 35	Low-Carbon Actions, Addressing Climate Change
	Utilization of water resources	Article 36	Optimal Resource Allocation, Achieving Efficient Utilization
	Circular economy	Article 37	Green Innovation, Creating High-Quality Products
Society	Rural revitalization	Article 39	Community Co-construction, Driving Social Development
	Social contribution	Article 40	Community Co-construction, Driving Social Development
	Innovation driving	Article 42	Innovation-Driven, Stimulating Product Vitality
	Technology Ethics	Article 43	Not involved
	Supply chain security	Article 45	Green Chain Collaboration, Fulfilling Supply Responsibilities
	Equal Treatment for Small and Medium Enterprises	Article 46	Customer First, Ensuring Rights and Interests
	Product and Service Safety and Quality	Article 47	Quality Improvement, Forging Excellence
	Data security and customer privacy protection	Article 48	Digital Transformation, Empowering Smart Manufacturing
	Employee	Article 50	Respect Employees, Safeguarding Rights Health Protection, Building Safety Defenses Empowering Growth, Supporting Employee Development
Governance Related to Sustainable Development	Due diligence	Article 52	ESG Strategy and Governance Architecture
	Stakeholder communication	Article 53	ESG Strategy and Governance Architecture
	Anti-bribery and anti-corruption	Article 55	Upholding Business Ethics, Creating a Clean Environment
	Anti-unfair competition	Article 56	Upholding Business Ethics, Creating a Clean Environment

Reference Indicator System for ESG Special Reports of Central SOE-controlled Listed Companies by the State-owned Assets Supervision and Administration Commission of the State Council

Title		ESG Guidelines for Central Enterprises
Party Building Leadership, Forging the Soul of Spirit	Strengthening the Foundation of Party Building	G1.1
	Key Tasks of Party Building	G1.1
Innovation-Driven, Stimulating Product Vitality	Plan innovative strategic layout	S2.3
	Actively carry out trial production of new products	S2.3
	Innovation and R&D and patent management	S2.3
ESG	ESG Strategy and Governance Architecture	G1.1
	Stakeholder communication	-
	Analysis of substantive issues	-
Establish regulations for stable development and plan long-term plans	Governance Optimization, Strengthening Development Foundations	G1.1 G1.2 G1.3
	Compliance Construction, Solidifying the Rule of Law	G5.1 S4.1
	Risk Control Strengthening, Ensuring Steady Progress	G2.1 G5.2
	Upholding Business Ethics, Creating a Clean Environment	G2.2 G2.3
Lush greenery, building an ecological journey together	Rights Protection, Enhancing Investment Trust	G3.1 G3.2 G4.1 G4.2
	Low-Carbon Actions, Addressing Climate Change	E1.3 E3.1 E5.2 E5.4
	Green Innovation, Creating High-Quality Products	E5.4 E5.5
	Protecting Ecology, Advancing Environmental Management	E5.5 E5.6
Refined products, leading the industry wave	Optimal Resource Allocation, Achieving Efficient Utilization	E1.1 E5.2
	Pollution Control Standards, Protecting Ecological Purity	E1.2 E2.1 E2.3
	Quality Improvement, Forging Excellence	S2.1
	Digital Transformation, Empowering Smart Manufacturing	S2.3
Warming society, shaping a harmonious future	Leading the Industry and Advancing Together with Partners	S2.3
	Customer First, Ensuring Rights and Interests	S2.2
	Respect Employees, Safeguarding Rights	S1.1 S1.2 S1.5
	Health Protection, Building Safety Defenses	S1.3
	Empowering Growth, Supporting Employee Development	S1.4
	Green Chain Collaboration, Fulfilling Supply Responsibilities	E5.4 S3.1 S3.2
	Community Co-construction to Promote Social Development	S4.2 S4.3 S4.4



Feedback form

Dear readers,

Thank you for taking the time to read the 2024 Environmental, Social, and Governance Report of Jiamusi Electric Machine Company.

In order to continuously improve the report preparation work and enhance our ability and level of responsibility, we sincerely invite you to provide valuable opinions and suggestions on this report to help us continuously improve. You can provide us with relevant information by mail or filling out the form.

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Scan the QR code and let us know your valuable feedback

- 1. For Jiamusi Electric Machine Company, which stakeholder category do you belong to?
  - ☐ Government
  - ☐ Customers
  - ☐ Employees
  - ☐ Partners
  - ☐ Environmental protection related organizations
  - ☐ Community and the public
  - ☐ Others (please specify: )
- 2. Your opinion on this report
  - ☐ Good
  - ☐ Relative good
  - ☐ General
- 3. How clear, accurate and complete do you think the information, data and indicators disclosed in this report are?
  - ☐ Good
  - ☐ Relative good
  - ☐ General
- 4. What aspect of this report do you think is most satisfying?
- 5. What other valuable opinions or suggestions do you have regarding report preparation or responsibility fulfillment practices?
- 6. What further information would you like to know?

Disclaimer

The information in this report may contain predictive statements, including but not limited to industry development trends, business models, and technology research and development directions. These forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements. Please be aware of investment risks.

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