



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

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深圳证券交易所发行上市



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



# 2025 | Environmental, Social, and Governance (ESG) Report

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Harbin Electric Corporation Jiamusi Electric Machine Company Limited

# About This Report

This report is the 2025 ESG Report issued by Harbin Electric Corporation Jiamusi Electric Machine Company Limited. Adhering to the principles of objectivity, standardization, transparency, and comprehensiveness, it provides a detailed disclosure of the Company's specific measures, key practices, highlight cases, and critical performance in actively undertaking social responsibilities and promoting sustainable development in 2025, aiming to actively respond to stakeholder expectations and better fulfill social responsibilities in the future.

**Reporting Scope** The organizational scope of this report covers Harbin Electric Corporation Jiamusi Electric Machine Company Limited and its subsidiaries. Unless otherwise stated, it is consistent with the scope disclosed in the Company's annual report. The reporting period covers January 1, 2025 to December 31, 2025. To enhance the comparability and completeness of this report, certain sections appropriately include retrospective data from previous years or forward-looking statements.

**Basis of Preparation** This report is prepared in accordance with the requirements of the State-owned Assets Supervision and Administration Commission (SASAC) of the State Council's Guidance on the High-standard Fulfillment of Social Responsibilities by Central Enterprises in the New Era and Research on the Preparation of ESG Special Reports by Central Enterprise-controlled Listed Companies, the Shenzhen Stock Exchange's Self-regulatory Guidelines for Listed Companies No. 1—Standard Operation of Main Board Listed Companies, Self-regulatory Guidelines for Listed Companies No. 17—Sustainability Report (Trial), the Global Reporting Initiative's (GRI) GRI Standards, and other regulatory documents.

**Data Sources and Reliability Assurance** All information and data cited in this report is obtained from internal documents of Harbin Electric Corporation Jiamusi Electric Machine Company Limited or relevant public materials. Unless otherwise stated, the statistical scope is consistent with that of the annual report. This report has undergone the Company's confidentiality review and been deliberated and approved by the Board of Directors. Harbin Electric Corporation Jiamusi Electric Machine Company Limited warrants that the report contains no false records, misleading statements or material omissions, and assumes individual and joint liability for the authenticity, accuracy and completeness of its content.

**Currency Unit** Unless otherwise stated, this report uses Renminbi (RMB) as the currency unit.

## Explanation of Terms

Item	Full Name
Jiamusi Electric Machine Company/Company/We	Harbin Electric Corporation Jiamusi Electric Machine Company Limited
Harbin Electric	Harbin Electric Corporation
Suzhou Jiamusi Electric	Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited
Advanced Motor	Harbin Electric Corporation Advanced Electric Machine Technology Co., Ltd.
Power Equipment Company	Harbin Electrical Power Equipment Company Limited

**Report Access** This report can be viewed and downloaded from the Shenzhen Stock Exchange website (<http://www.szse.cn>).

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## Message from the Chairman

The year 2025 marks a pivotal year for Jiamusi Electric Machine Company, as we advance to new heights in high-quality development, and also a year of broadening horizons, as we forge a new competitive landscape on the global stage. Guided by the spirit of the 20th National Congress of the Communist Party of China, we strengthened our resolve and faced challenges head-on. By adopting a broader strategic perspective, implementing more pragmatic measures, and upholding a more rigorous work ethic, we elevated our high-quality development and cultivated new quality productive forces. Through digital empowerment and a green-rooted foundation, we leveraged digital intelligence to propel the Company's high-quality development. We comprehensively advanced ESG practices that go hand in hand with sustainable development, solidifying our foundation for becoming a world-class manufacturer and service provider of electric drive systems.



### Guided by Our Flag, Forging Ahead with Commitment

We remain steadfast in strengthening our foundation and reinforcing our core values through Party leadership. In 2025, the Company further intensified theoretical arming with the Party's innovative theories, thoroughly studied and implemented the spirit of the Fourth Plenary Session of the 20th Central Committee of the Communist Party of China, and strictly enforced the "Top Priority" mechanism. We promoted in-depth integration of Party building work with production and operation, and made solid progress in inspection rectification and strategic planning for the 15th Five-Year Plan period. We optimized our cadre selection mechanisms and talent pipeline development, deepened our Party-building brand identity and corporate cultural heritage, and strictly regulated performance-related benefits management. By advancing full and rigorous Party self-governance across all fronts, we continue to uphold a healthy, transparent, and dynamic organizational ecosystem that encourages initiative and achievement.

### Forging Ahead in Technology to Scale New Heights, Uniting in Innovation to Open a Grand Blueprint

We have gone all out to tackle core technologies, achieving new breakthroughs in scientific and technological innovation. In 2025, the Company proactively aligned itself with the national strategic science and technology landscape, focusing on collaborative breakthroughs in key areas such as electric drive systems, strengthening the construction of intellectual property and standard systems, and driving significant progress in the development of high-end equipment and innovation in core processes. The Company continued to optimize its innovation system, deepened the transformation and application of scientific and technological achievements, strictly standardized research and development management processes, and advanced the integration of industry, academia, research, and application. The role of scientific and technological innovation as an engine continued to be highlighted, injecting strong momentum for high-quality development.

### Accelerating Transformation to Increase Momentum, Expanding the Market to Set Benchmarks

We accelerated the transformation and upgrading of our "three businesses" - as a manufacturer, a system integrator, and an operation and maintenance service provider - achieving significant market expansion in emerging industries and sectors. In 2025, the Company focused on key industries and high-end market demands, actively expanded its domestic and international market presence, and achieved breakthroughs in both traditional fields and emerging sectors. Closely following the pace of the national energy strategy, we achieved landmark progress in markets such as water conservancy and electric power. Seizing opportunities presented by national policies on major national strategies and security capacity building in key areas and large-scale equipment renewals and the trade-in of consumer goods, we set industry benchmarks in intelligent operations and system integration. By continuously optimizing our marketing system and deepening customer collaboration and brand building, we significantly enhanced our market competitiveness and brand influence, injecting strong momentum into high-quality development.

### Fortifying the Foundation with Stringent Quality Control, Embarking on a New Journey as an Industry Benchmark

Quality control achieved remarkable results, positioning us as an industry benchmark and launching a new journey of excellence. In 2025, the Company focused on the core task of quality enhancement, systematically advancing quality improvement initiatives and system optimization. We synergized management innovation with deepened practical implementation. We strengthened the "three-level leadership responsibility for quality" mechanism, ensuring accountability at every level. By reinforcing both supervision and inspection alongside supply chain management, we promoted closed-loop problem-solving and quality leapfrogging. Through advancing quality benchmarking initiatives and brand building, we were successfully recognized as a National Quality Benchmark. Our quality competitiveness and brand influence have significantly improved, injecting robust momentum into high-quality development.

### Empowering with Digital Intelligence as a Powerful Engine, Driving Efficiency to New Heights

Vigorously advancing digital and intelligent transformation, with "digital" and "intelligence" engines driving continuous efficiency improvements. In 2025, the Company focused on the core task of digital and intelligent transformation, systematically promoting the deep integration of digital technologies with the entire manufacturing process, achieving synergy between technological innovation and management reform. We deepened data governance and intelligent platform construction, solidifying the foundation for transformation. By leveraging the dual drivers of intelligent manufacturing and supply chain collaboration, we enhanced both operational efficiency and decision-making precision. Through promoting benchmark projects and sharing industry experience, we successfully established demonstration cases in digital and intelligent manufacturing. Our digital intelligence competitiveness and innovation-driven momentum have significantly improved, injecting robust momentum into high-quality development.

## About Jiamusi Electric Machine Company



### Company Profile

Harbin Electric Corporation Jiamusi Electric Machine Company Limited (Stock Code: 000922, Jiamusi Electric), a holding subsidiary of Harbin Electric Corporation, which is one of the centrally managed key state-owned backbone enterprises. With over 80 years of history in motor manufacturing, it is the first electric motor factory founded by the Communist Party of China and serves as the founding and leading enterprise for special motors in China. Jiamusi Electric Machine Company is responsible for Harbin Electric's green and low-carbon drive system business. Through years of strategic planning and integration of resources in technology, manufacturing, and market development, the Company has significantly enhanced its technical capabilities, manufacturing capacity, and market influence. Its product portfolio includes 347 series and nearly 4,000 varieties of electric motors, with single-unit power ranging from 0.37 to 80,000 kilowatts. With an annual production capacity exceeding 15 million kW, the Company has achieved full coverage of industrial motor products. The Company operates over ten subsidiaries and branches in Jiamusi, Harbin, Suzhou, and other locations, along with the National Engineer Research Center of Explosion-proof Motor and the Engineering Research Center of RCP Heilongjiang Province. Its renowned "Feiqiu" brand products—recognized as a Chinese Famous Brand and AAA-level (national) well-known trademark—are exported to more

than 50 countries and regions across five continents. Adhering to the philosophy of "customer-centricity and creating value for customers," we are committed to building the Company into a world-class manufacturer and service provider of electric drive systems.

The main products and business scope of Jiamusi Electric Machine Company include explosion-proof motors, hoisting and metallurgical motors, general motors, intelligent motors, high-efficiency energy-saving motors, permanent magnet motors, variable frequency synchronous motors for rolling mills, DC motors, wet-winding motors, canned motor pumps, nuclear-grade canned reactor coolant pump motors, nuclear-grade shaft seal reactor coolant pumps, small modular reactor coolant pumps, various motors for nuclear power plants, nuclear-grade Class III canned pumps, seawater circulation pumps for nuclear power plants, main helium blowers for high-temperature gas-cooled reactors, helium compressors for high-temperature gas-cooled reactors, electrical control and system complete equipment, as well as energy-saving retrofitting, re-manufacturing, and maintenance services for various motors. Jiamusi Electric Machine Company's products are widely used in key national construction projects across industries such as machinery and coal, petrochemicals, hoisting and metallurgy, water conservancy and electric power, aerospace, pipeline transportation, shipbuilding, and the nuclear energy sector, providing exceptional driving force for China's economic and social development and progress.

## Development History

### 1937

#### Shibaura Corporation Fengtian Manufacturing Plant

Located at Yugong Street, Tiexi District, Fengtian (now Shenyang), primarily producing small motors, cranes, gold dredgers, etc.



Yugong Street, Tiexi District, Fengtian

### 1945

#### Shenyang Branch of Electrical Equipment Factory

After the liberation of Fengtian, the factory was taken over by the Central Resources Committee of the Kuomintang, and production at the factory was largely brought to a standstill.

### 1948

#### Northeast People's Government Electrical Industry Management Bureau Motor Factory

Under the leadership of the Communist Party of China, the people overthrew the rule of the Kuomintang. The Northeast People's Government Electrical Industry Management Bureau Motor Factory took over the factory and renamed it the Electrical Industry Management Bureau Motor Factory. Its main products included electric motors and switchboards, which were used for the economic recovery and construction of the liberated areas.



Liberation of Northeast China

Northeast People's Government Takes Over the Factory

### 1949

#### Electrical Industry Management Bureau Sixth Factory

In 1949, with the establishment of the People's Republic of China, the factory came under the jurisdiction of the Electrical Industry Management Bureau of the Northeast People's Government and was renamed Electrical Industry Management Bureau Sixth Factory.



Founding of the People's Republic of China

Electrical Industry Management Bureau Sixth Factory

### 1970

#### Establish Nanyang Explosion-proof Motor Factory

In 1970, in accordance with the "Third Front Construction" directive, over 800 employees and cadres from Jiamusi Motor Factory actively responded to the call, leaving their hometowns and families behind to resolutely relocate to Nanyang, Henan Province, where they established the Nanyang Explosion-Proof Motor Factory. This created the pattern of "Jiamusi in the North, Nanyang in the South," making significant contributions to the development of China's explosion-proof motor industry.



Directive Document of Jiamusi Motor Factory Implementing the "Third Front Construction" Directive

### 1964

#### Creating one "first in the people's republic of China" after another

To meet the needs of national nuclear engineering, the plant developed China's first canned motor, another breakthrough filling a domestic gap. Later, the factory successively developed China's first hoisting and metallurgical motor and the first auxiliary fan.



Crane and Metallurgical Motor

Canned Motor

### 1953

#### Successfully developed China's first explosion-proof motor

In 1953, the factory successfully developed China's first KMA explosion-proof motor, filling the gap in China's explosion-proof motor manufacturing. Subsequently, the factory successively developed and successfully produced the JB, JBS, JBO, JBI, JBR, and JBY series of explosion-proof motors, beginning mass production.



KMA Explosion-proof Motor

### 1952

#### Jiamusi Motor Factory of the Central First Machinery Industry Ministry

In August 1952, the factory was renamed Jiamusi Motor Factory of the Central First Machinery Industry Ministry. It was tasked with the important responsibility of supporting the development of the new China's national economy. With over 1,300 employees, it became one of the largest state-owned factories in Jiamusi at the time.

### 1950

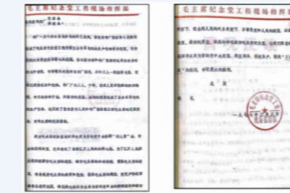
#### Electrical Industry Management Bureau Sixth Factory relocated to Jiamusi

In 1950, with the outbreak of the Korean War and in order to preserve the nation's economic strength, the Electrical Industry Management Bureau Sixth Factory was relocated northward to Jiamusi City, then part of the former Songjiang Province, in accordance with the central government's directive for wartime transfer. In February of the following year, the first batch of eight electric motors was produced by the Electrical Industry Management Bureau Sixth Factory.

### 1976

#### Manufacturing motors for the Mao Zedong Memorial Hall project

As per the requirements of the First Machinery Industry Ministry, Jiamusi Motor Factory manufactured a total of five crane motors, including JZ2-22-6 7.5 kW and JZ2-31-6 11 kW models, for the Mao Zedong Memorial Hall project. The quality of the motors was highly recognized by the on-site command of the Mao Zedong Memorial Hall project, and the products have been operating stably to this day.



Document from the On-site Command of the Mao Zedong Memorial Hall Project

### 1984

#### Decentralized to Jiamusi City for local management

In line with the Central Committee's decisions on economic system reform, the State Council's approval of the Ministry of Machinery Industry's Report on Opinions Regarding the Reform of the Machinery Industry Management System, and the Heilongjiang Provincial Committee and Government's Decision on Adjusting and Reforming the Management System of Provincial-Owned Enterprises and Transferring Enterprises to Local Management, the Provincial Machinery Industry Bureau decided to transfer Jiamusi Motor Factory to Jiamusi City for local management.

### 1989

#### Pioneering the application of explosion-proof technology in brush-less excitation synchronous motors

Successfully developed and produced the first domestically manufactured increased safety brush-less excitation synchronous motor, which was awarded the "Outstanding Contribution Award for the Development of National Major Equipment" with an inscription personally written by the Premier.



Report on the Successful Trial Production of the "Increased Safety Brush-Less Excitation Synchronous Motor"

### 1998-2000

#### Joined Harbin Electric and established a joint-stock company

The board of directors of Harbin Electric reviewed and passed the Resolution on Approving the Merger of Jiamusi Motor Factory by Harbin Power Plant Equipment Group Corporation. Jiamusi Motor Factory joined Harbin Electric, ushering in new opportunities for development.

As the main initiator, Jiamusi Motor Factory contributed its main operational assets and collaborated with six corporate legal entities to establish Jiamusi Electric Machine Company Limited.



Merged Jiamusi Motor Factory

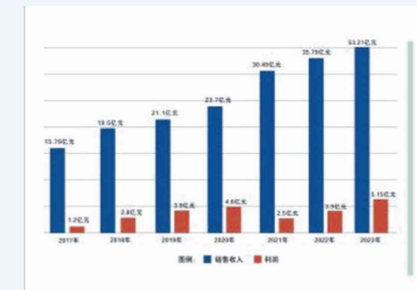


Established Jiamusi Electric Machine Company Limited

### 2017-2025

#### Maintaining industry leadership

With a focus on technological innovation, intelligent manufacturing, and green transformation, Jiamusi Electric Machine Company leverages its national-level R&D capabilities and forward-looking strategic planning to consistently lead the industry's transformation, development, and upgrading. Its comprehensive capabilities have significantly improved, and its overall economic benefits rank among the top in the industry. In 2024, the Company was honored to be listed as a "Special Industrial Motor Enterprise" in the Ministry of Industry and Information Technology's eighth batch of "Manufacturing Single Champions," fully demonstrating its outstanding strength in the field of industrial special motor product manufacturing.



### 2012

#### Successfully listed on the capital market

Harbin Electric Jiamusi Electric Machine Company Limited successfully listed on the capital market through asset restructuring, with the stock code 000922 and the stock abbreviation "Jiamusi Electric Machine Company".



### 2008

#### Became the first mixed-ownership enterprise of the Group

Harbin Electric agreed to introduce strategic investors to participate in the Company's capital increase and share expansion, creating conditions for the sound and rapid development of the Company in the future.

### 2005

#### "Feiqiu" brand motor honored as "China Famous Brand"

The Company's "Feiqiu" brand motor has been widely recognized by all sectors of society and has been awarded the honor of "China Famous Brand" by the General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China.



"Feiqiu" Brand Logo

## Business Overview

The main products and business scope of Jiamusi Electric Machine Company include explosion-proof motors, hoisting and metallurgical motors, general motors, intelligent motors, high-efficiency energy-saving motors, permanent magnet motors, variable frequency synchronous motors for rolling mills, DC motors, wet-winding motors, canned motor pumps, nuclear-grade canned reactor coolant pump motors, nuclear-grade shaft seal reactor coolant pumps, small modular reactor coolant pumps, various motors for nuclear power plants, nuclear-grade Class III canned pumps, seawater circulation pumps for nuclear power plants, main helium blowers for high-temperature gas-cooled reactors, helium compressors for high-temperature gas-cooled reactors, electrical control and system complete equipment, as well as energy-saving retrofitting, re-manufacturing, and maintenance services for various motors. Jiamusi Electric Machine Company's products are widely used in key national construction projects across industries such as machinery and coal, petrochemicals, hoisting and metallurgy, water conservancy and electric power, aerospace, pipeline transportation, shipbuilding, and the nuclear power station, providing exceptional driving force for China's quality economic and social development and progress.

### Key Products

- The class 1E K1 motor is a supporting motor for the residual heat removal pump in pressurized water reactor nuclear power plants. It serves as a critical component of the residual heat removal system and represents the world's second medium-to-high voltage Class 1E (category K1) motor for this type of reactor, effectively replacing imported products.
- The main helium blower is one of the 16 major projects outlined in China's "National Medium- and Long-Term Science and Technology Development Plan" during the 11th Five-Year Plan period. As a core component of fourth-generation nuclear technology, it represents a domestic innovation that has filled multiple technological gaps in China.



Class 1E K1 Motor



Main Helium Blower Motor



## Corporate Honors

Award/Title	Award Recipient	Award Issuing Authority	Certificate
Service-Oriented Manufacturing Enterprise	Jiamusi Electric Machine Company Limited	Department of Industry and Information Technology of Heilongjiang Province	
Heilongjiang Province's First Set of Products	Jiamusi Electric Machine Company Limited	Department of Industry and Information Technology of Heilongjiang Province	
Manufacturing Single Champion Enterprise	Jiamusi Electric Machine Company Limited	General Office of Ministry of Industry and Information Technology	
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	
High-tech Enterprise Certificate	Jiamusi Electric Machine Company Limited	Heilongjiang Provincial Department of Science and Technology	
High-tech Enterprise Certificate	Jiamusi Advanced Motor Technology Limited	Heilongjiang Provincial Department of Science and Technology	
High-tech Enterprise Certificate	Jiamusi Jiadian Electric Motor Operation and Maintenance Technology Co., Ltd.	Heilongjiang Provincial Department of Science and Technology	
High-tech Enterprise Certificate	Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited	Heilongjiang Provincial Department of Science and Technology	
Heilongjiang Provincial Enterprise Technology Center	Jiamusi Electric Machine Company Limited	Department of Industry and Information Technology of Heilongjiang Province	
Intellectual Property Compliance Management System Certification Certificate	Jiamusi Electric Machine Company Limited	Zhonggui (Beijing) Certification Co., Ltd.	
The 10th Good Design Award (2025)	Harbin Electrical Power Equipment Company Limited	Chinese Mechanical Engineering Society	

# Feature

## Strengthening Party Building Empowering High-Quality Development

2025 is a crucial year for fully implementing the spirit of the 20th National Congress of the Communist Party of China and a pivotal breakthrough year for the Company's transformation and upgrading towards high-quality development. The 20th National Congress of the Communist Party of China has established clear guidelines and strategic plans for the development of the Party and the country in the new era. General Secretary Xi Jinping has made a series of important instructions on key priorities including building China's strength in science and technology, manufacturing, quality, cyberspace and digital development, achieving carbon peaking and carbon neutrality, fostering world-class enterprises, promoting the all-round revitalization of Northeast China, and exercising full and rigorous governance over the Party. These instructions provide clear direction and a solid action guide for the Company to advance reform and development and strengthen Party building on the new journey.

Guided by the spirit of the 20th National Congress of the Communist Party of China, Jiamusi Electric Machine Company fully leverages the leading role of Party building, adhering to the principle of promoting high-quality development through high-quality Party building. In close alignment with the new situation and new tasks, the Company has made comprehensive arrangements for Party building work, Party discipline and clean governance, and combating corruption in 2025, laying a solid foundation for achieving the Company's goal of "steady progress and rapid advancement."

### Strengthening Party Building Foundations

Jiamusi Electric Machine Company adheres to laws and regulations such as the Constitution of the Communist Party of China, the Code of Integrity and Self-Discipline of the Communist Party of China, the Several Provisions on Integrity in the Professional Conduct of State-Owned Enterprise Leaders, and the Regulations on the Work of Grassroots Organizations of State-owned Enterprises of the Chinese Communist Party (for Trial Implementation). The Company formulates and implements systems including the Rules of Procedure for the Party Committee of Harbin Electric Corporation Jiamusi Electric Machine Company Limited, the Assessment and Evaluation Measures for the Party Building Work Responsibility System of Directly Affiliated Party Organizations of Jiamusi Electric Machine Company, the Management Measures for Ideological and Political Work of Harbin Electric Corporation Jiamusi Electric Machine Company Limited, the Management Measures for Middle-Level Leaders of Jiamusi Electric Machine Company, and the Implementation Measures for the Collection, Use, and Management of Party Membership Fees of Jiamusi Electric Machine Company. Party building work is fully incorporated into the Company Articles of Association, clarifying the leadership role of the Party Committee in guiding direction, managing overall situations, and ensuring implementation within corporate governance. Additionally, the Company improves Party work institutions, assigns full-time Party affairs personnel, and secures funding for Party organization activities.

The Company resolutely implements the decisions and deployments of the Party Central Committee and the State Council, as well as the requirements of the SASAC, upholding the "Two Consistent Adherences" (adhering to the Party's leadership over state-owned enterprises and the establishment of a modern enterprise system). Strengthening the organic integration of Party leadership and corporate governance, it has established and improved a corporate governance structure featuring the Party Committee, the Board of Directors and the management team with "statutorily defined powers and responsibilities, transparent authority and accountability, coordinated operation, and effective checks and balances". In accordance with relevant provisions, it performs decision-making procedures on major matters including Party building, and exercises pre-review and orientation responsibilities for major operation and management matters, so as to translate the Party's propositions and decisions into the Company's development strategies, work measures, conscious actions of employees and tangible results of corporate reform and development. The Company's Party Committee consistently prioritizes political development, taking the important speeches and directives of General Secretary Xi Jinping as the fundamental guide to lead the enterprise toward high-quality development. It strengthens the commitment to Four Consciousnesses, enhances the Four-sphere Confidence and the Two Upholds, strengthens political and theoretical training for Party members and cadres, consolidates political loyalty, strictly abides by political discipline, and improves political capacity. It strictly implements the two-level system of theoretical study central groups, continuously improves the quality of study and seminars, and effectively transforms the Party's innovative theories into practices for promoting the high-quality development of the enterprise.



Case

### Annual meeting on enhancing Party conduct, promoting integrity, and combating corruption, combined with a warning education session.

On February 15, the Company held the meeting on enhancing Party conduct, promoting integrity, and combating corruption, combined with a warning education session. The meeting aimed to deeply study and implement Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, implement the arrangements of higher-level authorities, summarize work, assess the situation, systematically plan key tasks for the year, comprehensively enhance the quality and effectiveness of Party building, and drive high-quality transformation and development of the enterprise through high-quality Party building.



Case

### Conveying, studying, and implementing the spirit of General Secretary Xi Jinping's important speeches during the National "Two Sessions" and the spirit of the National "Two Sessions"

In March 2025, the Company's Party Committee played a leading role by promptly conveying and studying General Secretary Xi Jinping's important speeches during the National "Two Sessions" and the spirit of the sessions through Party Committee meetings and the Party Committee's theoretical study center group. This effectively unified thoughts and actions with the decisions and arrangements of the Party and the state, guiding practice and advancing work with Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era.



Case

### In-depth study and education on the Party's eight-point frugality code

On March 27, the Company held an enlarged meeting of the Party Committee and a meeting of the Leading Group for Party Building Work. The meeting studied and implemented the important instructions of General Secretary Xi Jinping on the study and education of the spirit of the eight-point frugality code, conveyed the requirements of relevant meetings and circulars from higher authorities, interpreted the Company's work plan, and made arrangements to launch the study and education campaign for in-depth implementation of the Party's eight-point frugality code.



Case

### Meeting on study and education for the in-depth implementation of the Party's eight-point frugality code

On May 24, the Company's Party Committee held a warning education meeting to deeply study and implement General Secretary Xi Jinping's important thoughts on the Party's self-targeted revolution, solidly advance the study and education on the spirit of the Central Committee's eight-point frugality code in a down-to-earth manner, and strengthen efforts to promote reform, governance and institutional improvement with cases, so as to safeguard the high-quality development of the Company with new achievements in exercising full and rigorous governance of the Party.



**Case | Promotion meeting on cracking down on improper banquets**

In June 2025, the Party Committee of the Company convened a special promotion meeting for the centralized rectification of improper banquets. The meeting aimed to further deepen the study and implementation of General Secretary Xi Jinping's important expositions on combating and preventing corruption, report on typical cases of improper banquets and violations of the Party's eight-point frugality code, and deploy and arrange the Company's centralized rectification work regarding improper banquets.



**Case | Themed Party Day activities to celebrate "July 1st"**

The Party Committee of the Company meticulously planned a series of Themed Party Day activities for "July 1st." Through special study sessions, revolutionary education and on-the-job practices, all Party members were guided to inherit the red gene and carry forward the revolutionary legacy in the new era and new journey, bravely shoulder the missions of the times and development responsibilities, and inject strong impetus from revolutionary traditions into the high-quality development of the enterprise.

**Case | Themed Party Day commemorating the 80th anniversary of the victory of the Chinese People's War of Resistance Against Japanese Aggression**

To commemorate the 80th anniversary of the victory of the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War, the Company's Party Committee organized representatives of the Party, trade unions, Communist Youth League and participants of the Young Marxists Training Project (Qingma Project) to hold a Themed Party Day at the Northeast Anti-Japanese United Army Sculpture Museum. The activity educated Party members, cadres and employees to learn and carry forward the great spirit of the War of Resistance, and draw strength for progress by reflecting on the extraordinary years.



**Case | Series of activities for the Party Conduct and Integrity Education Month**

The Company thoroughly implemented General Secretary Xi Jinping's important expositions on combating and preventing corruption, combined with the study and education of the spirit of the Party's eight-point frugality code, and carried out a series of activities under the theme "Strengthening the Foundation of Integrity through Study and Education, Safeguarding Jiamusi Electric Machine Company's New Journey" during the Party Conduct and Integrity Education Month. These efforts aimed to foster a clean and upright political ecosystem and safeguard the Company's high-quality development.



**Case | Special lecture – strengthening integrity awareness**

The Discipline Inspection Commission Office of Jiamusi Electric Machine Company, delivered a lecture titled "Cultivating Integrity from the Start – A Foundation for Ethical Practice" for newly hired employees of the 2025 cohort and participants of the "Elite Program." The course integrates the spirit of the Party's eight-point frugality code, analyzes integrity risk points, uses cases as a reference, and builds a solid ideological defense line against corruption for young employees.



**Fulfilling Responsibilities and Serving Community**

The Party Committee of Jiamusi Electric Machine Company adheres to arming the mind, guiding practice, and promoting work with Xi Jinping's thought on socialism with Chinese characteristics in the new era, continuously consolidating and strengthening the ideological foundation for striving in the new era. It has formulated the Work Plan for Publicity and Implementation of the Spirit of the Fourth Plenary Session of the 20th Central Committee of the Communist Party of China, guiding all Party members, cadres and employees to align their thinking and actions with the decisions and arrangements of the Party Central Committee, and pool their wisdom and strength to fulfill all goals and tasks set at the Plenary Session. Meanwhile, the Company exercises strict Party self-governance in the spirit of reform and with rigorous standards. It has developed a responsibility list for the primary responsibility of full and rigorous Party self-governance, and implemented the system whereby the Party Committee Secretary assumes primary responsibility, the Deputy Party Committee Secretary assumes direct responsibility, and other leading group members fulfill dual responsibilities on one position. The Company's Commission for Discipline Inspection has advanced the construction of Party conduct, integrity, and anti-corruption efforts. It established the Discipline Inspection Office as the daily operational body, set up disciplinary inspection institutions or assigned full-time or part-time disciplinary inspection personnel in its subordinate enterprises to achieve comprehensive supervision coverage. Additionally, a leading group for the construction of Party conduct, integrity, and anti-corruption was established to coordinate system development and task deployment. A Party Committee Inspection Office was also set up to strengthen political supervision over directly affiliated Party organizations. Currently, the Company has over 760 Chinese Communist Party members, forming a Party organization system spanning "horizontal coverage across all areas and vertical penetration through all levels Party Committee-Party Branch-Party Group". All Party branches give full play to their organizational guarantee role, with grassroots Party building efforts deeply integrated with core business operations, providing strong support for the Company's high-quality development.

**Case | Strengthening the "Feiqiu" Volunteer Service Team**

Jiamusi Electric Machine Company has guided volunteer services with its "revolutionary legacy", deepening the construction of the "Feiqiu" Volunteer Service Team. It has consistently carried out public welfare activities such as visiting traffic volunteers, assisting nursing homes and special education schools, and organizing book donations and blood drives. Over the past three years, volunteers have contributed a total of 1,645 service hours, demonstrating the Company's sense of responsibility and humanistic care as a state-owned enterprise through tangible actions.



**Case | Party Member Volunteer Service Day**

Leveraging the "Party-building +" integration initiative, Jiamusi Electric Machine Company organized the "Pioneer Action for Development" on-the-job practice activity. The Blanking Workshop Party Branch held a "Party Member Volunteer Service Day," organizing all Party members to support the front-line production workshop, enhancing operational efficiency and quality. Through a series of Themed Party Day activities, Jiamusi Electric Machine Company further enhanced the Party spirit and sense of responsibility among all Party members, stimulating their work enthusiasm and creativity.



# 01 Strengthening the Foundation for Sustainable Development

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## ESG Management

As a listed company controlled by a central enterprise, Jiamusi Electric Machine Company has consistently integrated ESG principles deeply into its strategic planning and the entire process of production and operations. It adheres to high-quality Party building to ensure high-quality corporate development, actively fulfills ESG responsibilities, and strives to achieve a harmonious balance between social and economic benefits.

The Company actively implements the new development philosophy of innovation, coordination, green development, openness, and sharing, integrating these principles into its operations. Through efforts and practices in work safety, intelligent manufacturing, technological innovation, environmental protection, corporate governance, and talent development, the Company promotes high-quality development, contributing to society while achieving environmentally friendly operations.

### ESG Management System

To further enhance its ESG governance structure, the Company strictly complies with laws and regulations including the Company Law of the People's Republic of China, the Code of Corporate Governance for Listed Companies, the Basic Norms for the Internal Control of Enterprises, and the Shenzhen Stock Exchange's Self-Regulatory Guidelines for Listed Companies No. 1 – Standardized Operation of Main Board Listed Companies and Self-Regulatory Guidelines No.17 for Companies Listed on Shenzhen Stock Exchange – Sustainable Development Report (Trial). In accordance with the Company's Articles of Association and its actual operations, the Company has formulated and implemented the ESG Management System, which has been reviewed and approved by the Board of Directors and publicly disclosed, marking a new phase of systematic and standardized ESG management. The ESG Management System defines three core elements: clarifying the definition and principles of ESG governance, establishing a three-tier working coordination mechanism comprising decision-making body – management body – execution body, and standardizing ESG information disclosure and reporting management. The Company strictly follows regulatory requirements to establish processes for ESG information collection, risk assessment, data verification, and report preparation, regularly publishing high-quality sustainability reports to enhance ESG information transparency and credibility.



### ESG Operation Mechanism

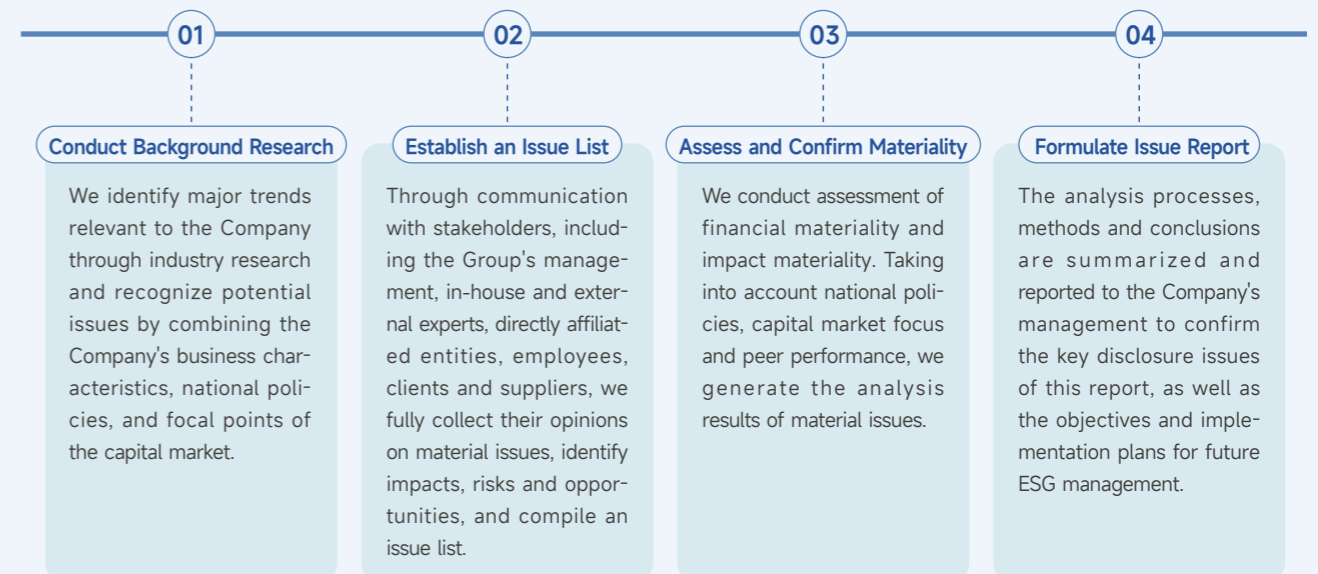
The Company consistently integrates ESG principles into its operational management and decision-making processes. In major project investment decisions, social benefits, environmental impact, and compliance risks are considered critical prerequisites for deliberation and decision-making by the board of directors and management. In financial calculations and value assessments, the Company actively encourages investment management personnel to incorporate ESG factors into core business indicators, balance multiple key variables, and continuously improve the scientificity, prudence and sustainability of investment decisions.

### ESG Performance Management

When conducting internal control effectiveness assessments, the Company strictly follows relevant regulatory requirements, incorporating ESG responsibilities into the evaluation system. It focuses on identifying and assessing ESG-related risks and proposes optimization measures for internal control weaknesses. Simultaneously, the Company has established a regular stakeholder communication mechanism, actively soliciting opinions and suggestions from all parties to continuously enhance its ESG governance capabilities.

## Double Materiality Analysis

The Company has continuously improved its double materiality analysis mechanism for ESG issues. Following the process of "background research-issue list establishment-materiality assessment and confirmation-issue report formulation", the Company performs dual materiality assessment, prioritization, and screening, focusing on the two key dimensions: "financial materiality" and "impact materiality".



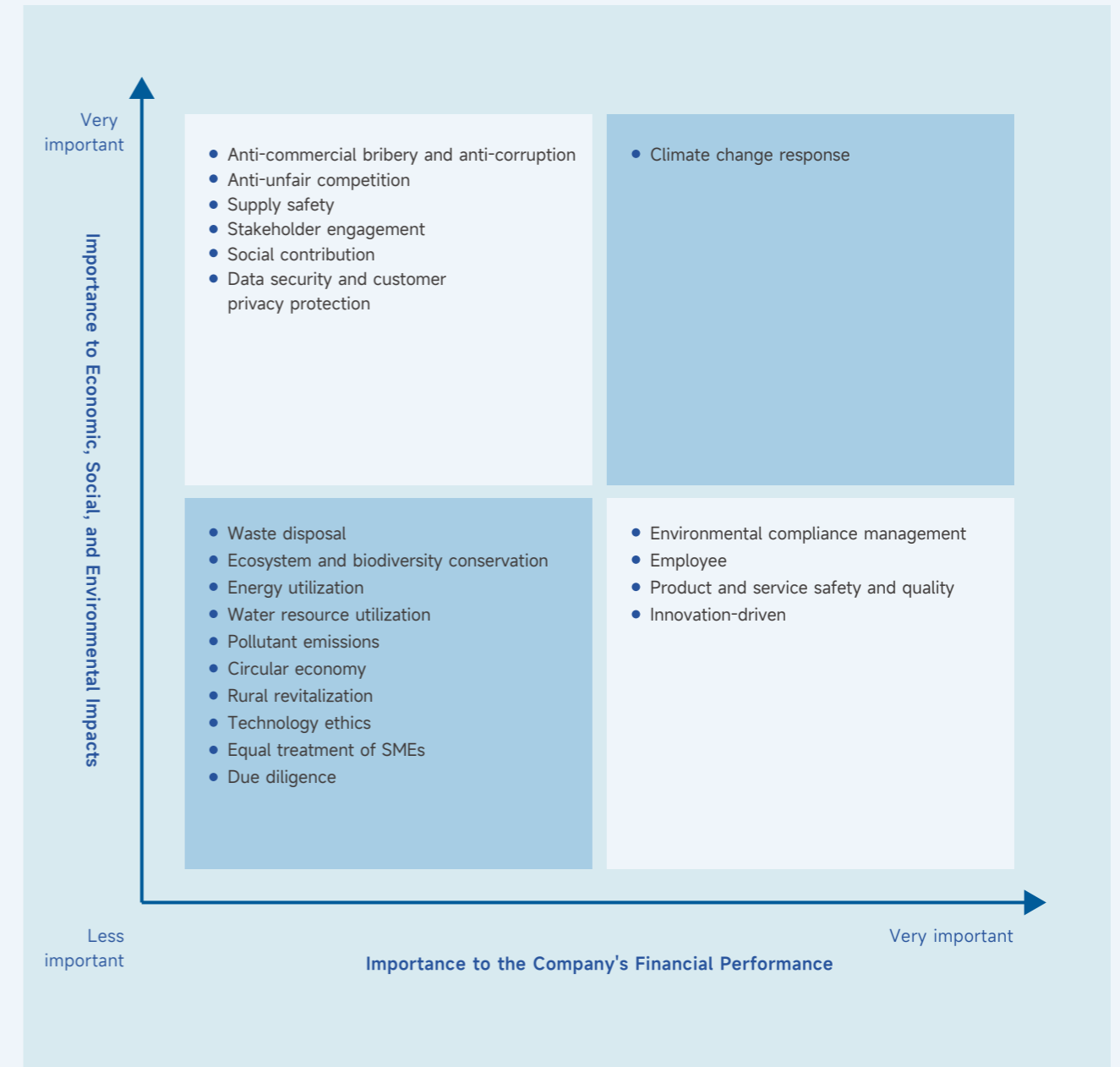
## Stakeholder Engagement

Jiamusi Electric Machine Company places great emphasis on the concerns of its stakeholders and recognizes that addressing their reasonable needs is key to achieving sustainable development and building a responsible corporate image. By analyzing the Company's business relationship network and considering the business scenarios encountered during operations, the Company has identified six main stakeholder groups: government/regulatory authorities, shareholders/investors, employees, customers, suppliers, and the public.

Stakeholder Types	Issues of Concern	Methods of Response	Communication Frequency
 Government bodies/supervisory authorities	<ul style="list-style-type: none"> <li>Compliance management</li> <li>Tax compliance</li> <li>Optimizing governance structure</li> </ul>	<ul style="list-style-type: none"> <li>Daily work meetings</li> <li>Information disclosure and reporting</li> <li>Regular reporting</li> <li>Special topic meeting</li> </ul>	<ul style="list-style-type: none"> <li>Regular</li> <li>Regular/Ad hoc</li> <li>Regular</li> <li>Regular/Ad hoc</li> </ul>
 Shareholders/investors	<ul style="list-style-type: none"> <li>Occupational health and assurance</li> <li>Care for employees' lives</li> <li>Career development</li> <li>Compensation and benefits growth</li> </ul>	<ul style="list-style-type: none"> <li>Information disclosure</li> <li>Shareholders' meeting</li> <li>Investor research visits</li> <li>Communication and Q&amp;A on interactive platforms</li> </ul>	<ul style="list-style-type: none"> <li>Regular/Ad hoc</li> <li>Regular/Ad hoc</li> <li>Ad hoc</li> <li>Ad hoc</li> </ul>
 Employee	<ul style="list-style-type: none"> <li>Occupational health and assurance</li> <li>Care for employees' lives</li> <li>Career development</li> <li>Compensation and benefits growth</li> </ul>	<ul style="list-style-type: none"> <li>All-employee meetings</li> <li>Complaint and feedback channels</li> <li>Employee care activities</li> <li>Employee cultural events</li> </ul>	<ul style="list-style-type: none"> <li>Regular/Ad hoc</li> <li>Regular/Ad hoc</li> <li>Ad hoc</li> <li>Ad hoc</li> </ul>
 Clients	<ul style="list-style-type: none"> <li>Product and technological innovation</li> <li>Providing quality services</li> <li>Ensuring timely delivery</li> </ul>	<ul style="list-style-type: none"> <li>Daily communication</li> <li>Regular visits</li> <li>Client Satisfaction Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Regular/Ad hoc</li> <li>Regular</li> <li>Regular</li> </ul>
 Suppliers	<ul style="list-style-type: none"> <li>Integrity and compliance in collaboration</li> <li>Timely settlement of transactions</li> <li>Fair and equitable transactions</li> </ul>	<ul style="list-style-type: none"> <li>Qualification review</li> <li>Regular communication and training</li> <li>Promoting green supply</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>Ad hoc</li> <li>Ad hoc</li> </ul>
 Community	<ul style="list-style-type: none"> <li>Providing employment opportunities</li> <li>Public welfare and volunteer services</li> </ul>	<ul style="list-style-type: none"> <li>Community co-development</li> <li>Volunteer activities</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc</li> <li>Ad hoc</li> </ul>

## Conclusions of Topic Materiality Analysis

During the reporting period, the Company identified 21 issues with materiality, comprising 5 with financial materiality and 7 with impact materiality. Based on the above materiality assessment results, the Company prepared the 2025 materiality matrix, as shown in the following figure.



# 02 Building a Solid Foundation through Compliance, Charting a Long-Term Future

Strengthening Governance, Enhancing Management Effectiveness

021

Precise Risk Control, Safeguarding Steady Development

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Upholding Compliance, Adhering to Operational Red Lines

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Integrity in Action, Strengthening the Foundation of Business Ethics

028

**Detection Capability**

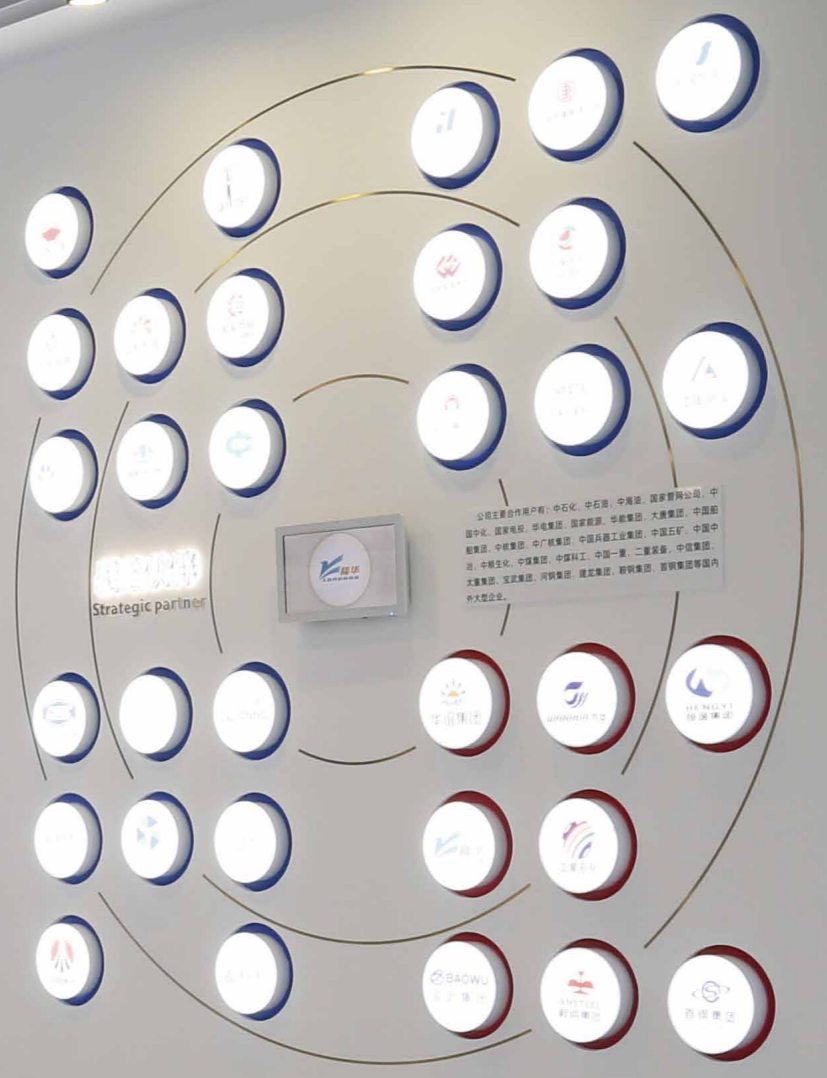


**制造能力 Manufacturing Ability**



**国家防爆电机工程技术研究中心**  
National Explosion Proof Electrical Equipment Engineering Research Center

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## Strengthening Governance, Enhancing Management Effectiveness

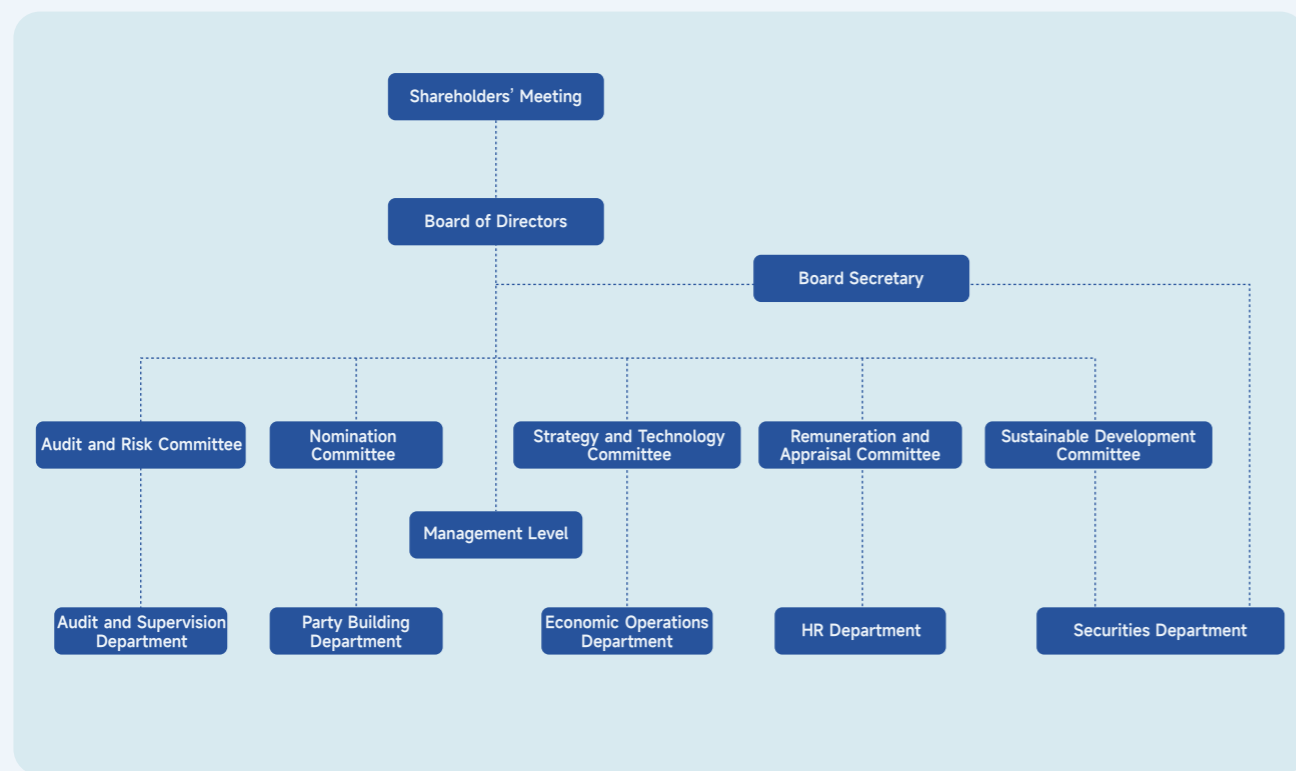
A sound corporate governance structure is an important foundation for enterprises to achieve high-quality and sustainable development. Jiamusi Electric Machine Company consistently and strictly adheres to laws and regulations such as the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Basic Norms for the Internal Control of Enterprises, the Rules Governing the Listing of Shares on the Shenzhen Stock Exchange, the Shenzhen Stock Exchange's Self-Regulatory Guidelines for Listed Companies No. 1 – Standardized Operation of Main Board Listed Companies, as well as the requirements of the Company's Articles of Association. The Company continuously strengthens its corporate governance strategies and maintains the operation of a standardized and efficient governance structure. The Company continues to deepen the compensation management and assessment mechanisms for directors and senior management, continuously consolidating a scientific, comprehensive, and efficient governance model, and strives to lay a solid foundation for the steady development of the enterprise.

### Company Governance Structure

Jiamusi Electric Machine Company thoroughly implements the core principles of the modern state-owned enterprise system with Chinese characteristics, continuously improves the corporate governance system based on the Company's Articles of Association and the "1+N" model, and further clarifies the boundaries of authority and responsibility among various governance entities.

The Company continuously strengthens the modern corporate governance structure composed of the shareholders' meeting, the board of directors, and its specialized committees, and the management team. It strictly carries out all work in accordance with the Company's Articles of Association, resolutely ensures the complete independence of production, operation, and office institutions from the controlling shareholder, and iteratively upgrades the scientific, standardized, and efficient decision-making and operational mechanisms.

The Company continuously deepens the review of its governance system, dynamically conducts scientific evaluations of system development, implementation, and effectiveness, closely tracks the latest trends in legal and regulatory amendments, and promptly introduces new regulations such as the Special Meeting System for Independent Directors and the Independent Director Work System of the Company, further consolidating the foundation of a systematic, scientific, standardized, and effectively operating management system.



In 2025, the Company revised its Articles of Association three times, amended 39 existing systems, and introduced 10 new systems. These measures further standardized the deliberation activities of various governance bodies, ensuring their lawful and effective performance of duties, and gradually achieving institutionalized, standardized, and proceduralized governance.

### Directors and Board of Directors

As the core hub of corporate decision-making, the sustained effectiveness of the Board of Directors is key to improving the modern enterprise system with Chinese characteristics. Jiamusi Electric Machine Company closely aligns with the latest requirements of regulatory bodies such as the State-owned Assets Supervision and Administration Commission and the China Securities Regulatory Commission, precisely adhering to the board of directors' responsibilities of "setting strategies, making decisions, and preventing risks." The Company has designated the deepening of Board development and the implementation of the Board's powers as key annual tasks, fully empowering its long-term high-quality development.

<p><b>Appointment procedures</b></p>	<p>Jiamusi Electric Machine Company strictly selects directors in accordance with the provisions of the Company's Articles of Association. Directors serve a term of three years and may be re-elected upon term expiration. Before a director's term expires, the Shareholders' Meeting shall not remove them without cause. The term of office for independent directors is the same as that of other directors of the Company. They may be re-elected upon the expiration of their term, but consecutive service shall not exceed six years.</p>
<p><b>Composition</b></p>	<p>The Company has a Board of Directors composed of eight directors, including one Chairman and one Vice Chairman (if applicable). The Chairman and Vice Chairman are elected by the Board of Directors with the approval of more than half of all directors, forming a clear structure with well-defined responsibilities. The current Board members possess professional expertise in multiple fields, including electrical engineering, finance, and law, and all have extensive industry experience.</p>
<p><b>Functions</b></p>	<p>As the core body of corporate governance, the Board of Directors is composed of eight directors who jointly perform their duties, with the Chairman and Vice Chairman leading the Board's work. Directors enjoy job protection during their term of office, ensuring they can independently and fairly participate in the deliberation and decision-making of major company matters, safeguarding the legitimate rights and interests of the Company and its shareholders.</p>

To continuously strengthen the Company's governance foundation of "setting strategy, making decisions, and preventing risks," the Board relies on five special committees - Remuneration and Assessment, Audit and Risk, Nomination, Strategy and Technology, and Sustainable Development - to establish a comprehensive professional support system. The Company regularly conducts preliminary research and review by special committees on Board meeting topics, solidly implementing a full-coverage mechanism for Board deliberation topics. By strengthening professional demonstration and risk assessment before decision-making, the Company has effectively enhanced the precision and operational efficiency of the Board's scientific decision-making. In 2025, the Board of Directors meeting reviewed and approved the Implementation Rules for the Board Sustainable Development Committee, further clarifying the environmental, social, and governance responsibilities that should be fulfilled during business development. This precisely aligns with the Company's strategic development needs, and by consolidating the governance structure and comprehensively establishing a sound sustainable development management system, the Company has achieved a qualitative improvement in governance effectiveness.

<p><b>Appointment procedures</b></p>	<p>According to the Company's Articles of Association and the Rules of Procedure for the Board of Directors, members of the special committees are all directors, and the election of special committees requires approval by the Board of Directors.</p>
<p><b>Functions</b></p>	<p><b>Board Remuneration and Appraisal Committee:</b> Responsible for formulating appraisal standards for directors and senior management, conducting appraisals, and formulating and reviewing compensation policies and plans. It coordinates the management of equity incentive plans, employee stock ownership plans, and equity arrangements for spin-offs. It evaluates, improves, and oversees the Company's overall compensation system, performance evaluation system, and disclosure implementation, and makes recommendations to the Board on related matters.</p> <p><b>Board Audit and Risk Committee:</b> Responsible for reviewing the Company's financial information and its disclosure, and supervising and evaluating internal and external audit work. It guides the establishment and improvement of the Company's risk, internal control, and compliance management systems, reviews major risk management strategies and compliance systems. It specifically promotes the Company's legal affairs construction and supervises the management's compliance with laws and regulations. It exercises the functions of the Board of Supervisors as stipulated by the Company Law and makes recommendations to the Board on related matters.</p> <p><b>Board Nomination Committee:</b> Responsible for formulating selection criteria and procedures for directors and senior management, and for selecting and reviewing candidates and their qualifications. It makes recommendations to the Board on matters such as director nominations or removals, and the appointment or dismissal of senior management.</p> <p><b>Board Strategy and Technology Committee:</b> Primarily responsible for researching and making recommendations on the Company's medium and long-term development strategy, technology innovation plan, and annual work plan. It studies and advises on matters requiring Board approval, such as major investments and financing, capital operations, asset management, technology introduction and transformation, and research project establishment. It inspects and evaluates the implementation of related matters, risk management, and financial data.</p> <p><b>Board Sustainable Development Committee:</b> Primarily responsible for guiding the assessment of the Company's sustainable development (ESG) strategic planning, expected goals, policies, and related risks and opportunities. It conducts research, analysis, and evaluation on ESG-related matters, makes corresponding recommendations, and is responsible for reviewing the Company's ESG report and reporting to the Board.</p>

**Investor Relations Management**

Investor relations management is a core component of corporate governance and a crucial bridge for achieving synergy between corporate value and investor interests. In strict accordance with laws and regulations such as the Guidelines for Investor Relations Management of Listed Companies, and based on the actual operational development of the Company, Jiamusi Electric Machine Company continuously optimizes and rigorously implements institutional systems such as the Investor Relations Management System, Information Disclosure Management System, and Accountability System for Major Error in Annual Report Information Disclosure. This continuously strengthens the standardized foundation of investor relations management and information disclosure, providing solid institutional guarantees for enhancing governance transparency.

The Company adheres to investor demand as the guiding principle, diligently advances investor relations management, and effectively safeguards investors' rights to information, participation, and supervision through practical measures such as maintaining diverse communication channels, improving the quality and efficiency of information disclosure, and ensuring investor participation in major decision-making. The Company actively fosters an open, transparent, and mutually trusting investor relations ecosystem, continuously enhancing market credibility and value recognition. This builds broad capital market consensus for the Company's high-quality development, demonstrating the governance commitment of a responsible listed company.

The Company regularly organizes various investor exchange activities, effectively carrying out communication with investors and disseminating the Company's value in the capital market. Through shareholder meetings, earnings briefings, analyst meetings, investor reception days, on-site investor visits, and other activities, the Company leverages both online and offline channels, as well as its corporate hotline and interactive platforms, to communicate with investors in a timely and effective manner, listen to investor opinions and suggestions, promptly responding to investor inquiries, and fostering two-way communication between the market and the Company.

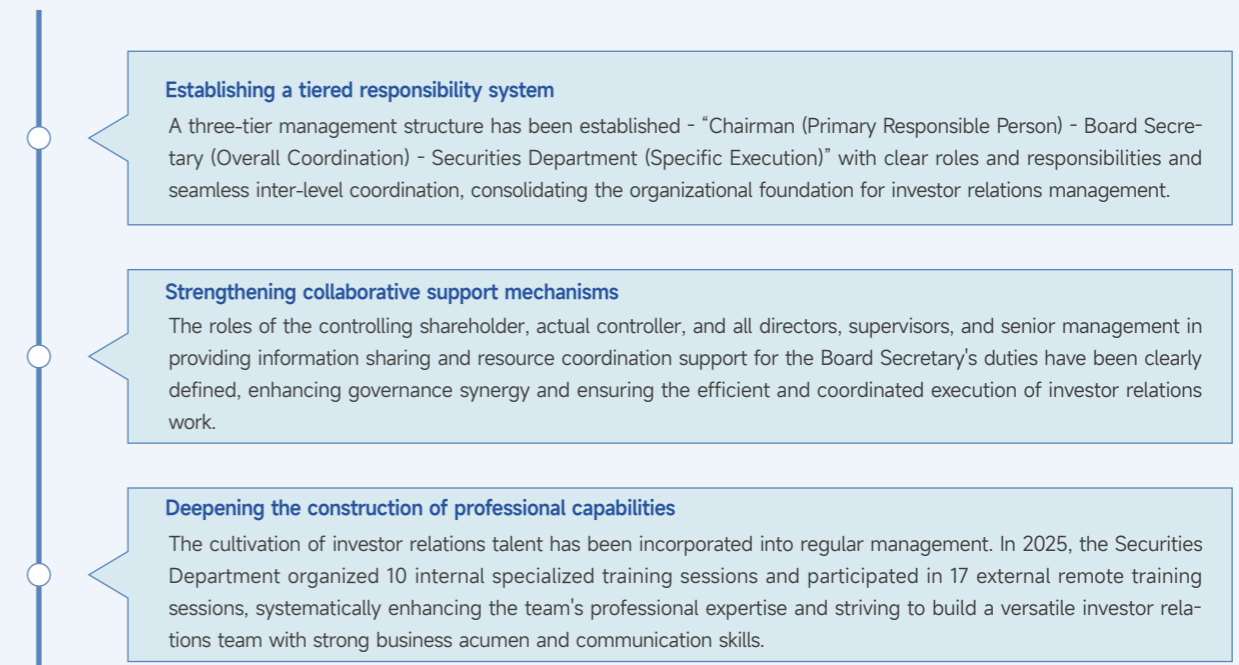
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"May 15 National Investor Reception Day" event

In May 2025, during the National Investor Protection Awareness Day period, Jiamusi Electric Machine Company held an investor reception day themed "Seeking Progress While Maintaining Stability, Advancing Stability Through Progress." The event invited over ten institutional investors to visit the Company's exhibition hall and the high-voltage motor digital assembly workshop on-site, followed by a dedicated exchange meeting where the Company detailed its strategic planning, operational performance, and technological innovation achievements. The event effectively enhanced investors' recognition of the Company's technical strength and investment value, tangibly improved the Company's capital market image, and demonstrated its governance practice of continuously optimizing investor relations management and strengthening value communication. In 2025, the Company held three briefing sessions for investors.



**Investor Relations Management Measures**



### Protection of Shareholder Rights

Jiamusi Electric Machine Company consistently prioritizes the protection of shareholders' legitimate rights and interests as a core principle of corporate governance. In strict compliance with laws and regulations such as the Rules Governing the Listing of Shares on the Shenzhen Stock Exchange, the Rules for Shareholders' Meetings of Listed Companies, and the Shenzhen Stock Exchange's Self-Regulatory Guidelines for Listed Companies No. 1 – Standardized Operation of Main Board Listed Companies, the company has systematically revised the Rules of Procedure for Shareholders' Meetings. This revision focuses on strengthening shareholders' rights to information, participation, and voting, particularly for minority shareholders, regarding major corporate matters. By refining procedural norms for key aspects such as the convening of shareholders' meetings, proposal submission, voting, and resolution adoption, the revision ensures an open, fair, and transparent decision-making process. It effectively safeguards the legitimate rights and interests of all shareholders, laying a solid institutional foundation for the continuous standardization and enhanced efficiency of corporate governance.

The Company's shareholder meeting strictly implements the cumulative voting system in director elections, clearly stipulating that each share carries voting rights equal to the number of directors to be elected. Shareholders may independently decide to concentrate their voting rights on one or multiple candidates. Simultaneously, the board of directors, in accordance with the law, publicly announces the resumes and basic information of director candidates to all shareholders, effectively safeguarding shareholders' rights to information and voting in director elections, thereby further strengthening the standardized and equitable foundation of the Company's governance.

In 2025, the Company conducted investor relations management activities, such as the 3.15/5.15 events, and held a total of three earnings briefings.

#### ■ 2022-2025 Key Governance Meetings Held by the Company

Indicator	Unit	2022	2023	2024	2025
Shareholders' meeting	Times	6	3	5	4
Strategy and Technology Committee meeting	Times	1	4	7	9
Audit and Risk Committee meeting	Times	5	7	7	10
Remuneration and Appraisal Committee meeting	Times	4	6	7	6
Nomination Committee meeting	Times	1	5	5	6

### Precise Risk Control, Safeguarding Steady Development

In its development process, Jiamusi Electric Machine Company has consistently prioritized risk prevention and control. The Company has deepened the advancement of comprehensive risk management, systematically optimized its internal control system, and effectively strengthened its risk resilience. It accurately identifies, effectively prevents, and steadily resolves major risks faced by the enterprise, providing strong support for the continuous improvement of its management capabilities.

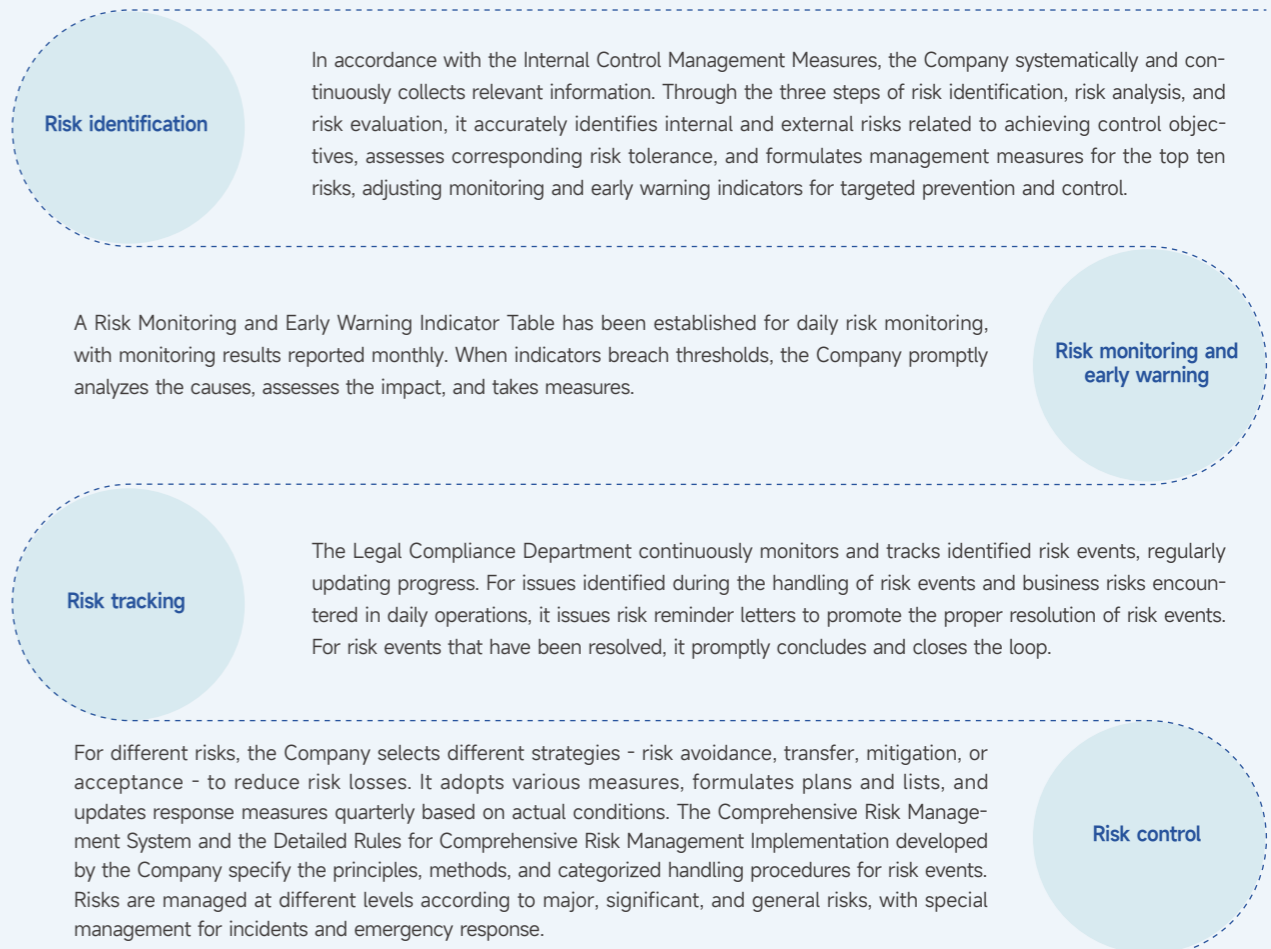
#### Risk Management

In compliance with regulatory requirements such as the Guidelines for Comprehensive Risk Management of Central Enterprises and the Basic Norms for the Internal Control of Enterprises, Jiamusi Electric Machine Company has established institutional documents including the Company Comprehensive Risk Management System and the Detailed Rules for Comprehensive Risk Management Implementation. The Company adheres to integrating comprehensive risk management into daily operations, continuously improves dynamic risk monitoring and early warning mechanisms, conducts precise risk identification and assessment, efficiently completes reporting of major operational risk events, and implements various risk control measures in a closed-loop manner, thereby solidly building a safety line for the Company's high-quality development.

The Company has established a Risk Control and Compliance Management Committee, which is fully responsible for the Company's risk control and compliance management affairs. The Legal Compliance Department has set up a Comprehensive Risk Management Office as the daily working body of the Company's comprehensive risk management executive leadership group to advance the construction of the internal control system. The Audit and Supervision Department independently exercises the function of inspecting and evaluating internal control management. The Company has established an integrated management model encompassing "legal, compliance, risk, and internal control," creating a mechanism for the integration of these four areas. Management functional departments such as legal, audit, finance, and economic operations operate in a coordinated manner, forming a mutually integrated and highly efficient internal control and supervision system.

The Company has established a closed-loop management mechanism for major risks, improving the full life-cycle management system covering identification, assessment, response, monitoring, and acceptance of major risks. Through annual unified planning and responsibility assignment, quarterly tracking and monitoring with ledger management, mid-term irregular follow-ups and guidance, as well as summary acceptance and effectiveness evaluation, the Company ensures that major risk responses achieve tangible results. Based on the results of risk assessments and in consideration of risk tolerance, balancing risks and returns, all units of the Company comprehensively apply risk response strategies such as risk avoidance, risk reduction, risk sharing, and risk acceptance to achieve effective risk management. By combining preventive controls with detective controls, the Company implements control measures including segregation of incompatible duties, authorization and approval controls, accounting system controls, asset protection controls, strategic execution and budget controls, operational analysis controls, and performance evaluation controls, ensuring that risks are kept within an acceptable range.

No major risk incidents occurred during the reporting period.



### Internal Control

The Company consistently adheres to the core objective of "strengthening internal control, preventing risks, and promoting compliance," and deeply integrates internal control into the Company's "comprehensive supervision" system. Strictly in accordance with laws and regulations such as the Company Law of the People's Republic of China and the Basic Norms for the Internal Control of Enterprises, the Company systematically formulates and implements institutional norms, including the Internal Audit Management Measures, Economic Responsibility Audit Management Measures, and the Management System for Accountability in Cases of Irregular Business Operations and Investments. It continuously optimizes the criteria for identifying internal control deficiencies, risk assessment, and compliance evaluation, establishing a comprehensive and clearly operable internal control management framework supported by a "1+N" institutional system, thereby solidifying the foundation of corporate governance.

The Company has established an internal control organizational structure with clearly defined responsibilities and efficient operation: The Audit and Risk Committee under the Board of Directors is responsible for reviewing financial information disclosure, supervising internal and external audits, and monitoring the operation of the internal control system. The Audit and Supervision Department, independent from business lines, is dedicated to performing internal control inspection, evaluation, and overseeing deficiency rectification. The Legal Compliance Department, which houses the Comprehensive Risk Management Office as the day-to-day working body of the comprehensive risk management executive leadership group, coordinates risk identification, assessment, and internal control system development, ensuring that oversight functions are independent, professional, and effective.

The Company has innovatively established an integrated management model covering "legal, compliance, risk, and internal control" functions, creating a cross-departmental integration mechanism. This promotes efficient coordination, information sharing, and shared responsibility among functional departments such as legal, audit, finance, and economic operations, forming an interconnected and synergistic internal control oversight force, achieving seamless integration of management requirements and execution.

The Company has established a scientific risk early warning indicator system, strengthening the regular monitoring of key risk indicators. It has improved mechanisms for reporting major risk events and emergency response, formulating specific response plans to effectively prevent the spread and accumulation of risks. For internal control deficiencies identified during supervision and inspection, a full closed-loop management process of "identification – rectification – verification – feedback" is implemented, ensuring timely correction of issues and continuous optimization of mechanisms.

Through systematic advancement in institutional improvement, organizational support, mechanism coordination, and dynamic control, the Company has significantly enhanced the standardization and effectiveness of its internal control and risk management systems. This not only strengthens the safety barrier for risk prevention and control but also robustly supports the modernization of management capabilities, providing a solid guarantee for the Company's high-quality and sustainable development.

### Upholding Compliance, Adhering to Operational Red Lines

Jiamusi Electric Machine Company has thoroughly implemented the various work arrangements of the State-owned Assets Supervision and Administration Commission of the State Council regarding compliance management construction for central enterprises. It continuously deepens the construction of its compliance management system, optimizes and improves its compliance management organizational structure, and collaboratively advances compliant business operations, ensuring the Company's high-quality development through efficient compliance management.

Indicator	Unit	2025	2024	2023
Number of major litigation, arbitration, and other risk events	Cases	0	0	0
Number of regulatory penalties and total amount of fines paid	RMB 10,000	0	0	0
Serious violations of laws and regulations by the Company and its legal representatives	Times	0	0	0

### Compliance Management System

Jiamusi Electric Machine Company thoroughly implements the requirements of the SASAC's Measures for the Compliance Management of Central Enterprises and the Opinions on Further Deepening the Construction of Central Enterprises under the Rule of Law. It adheres to the "four principles," improves the "five systems," continuously deepens the integrated management model covering "legal, compliance, risk, and internal control," and systematically enhances the five major capabilities of law-based corporate governance. The Company has established a multi-level compliance management structure and accountability system, clearly defining compliance responsibilities at each level, providing a solid institutional guarantee for compliant and stable operations across all business processes.

The Company systematically formulates and improves institutional norms such as the Internal Control Manual, the Internal Control and Supervision Management Measures for Funds, the Company System Management Regulations, the Internal Control Evaluation Management Measures, and the Rules and Regulations Management Measures. It optimizes the template and logical structure of rules and regulations, ensuring their content is scientifically sound, clearly structured, and highly operational, effectively improving the quality and efficiency of institutional development. Simultaneously, the "1+N" compliance risk management system has been consolidated to strengthen the foundation of compliance management.

The Company focuses on promoting connectivity and synergy among the "three lines of defense," deepening the application of the "three lists" management tools, achieving precise identification and proactive prevention of compliance risks. It dynamically updates the compliance risk database for key areas, guiding and supervising subsidiaries to improve risk identification and early warning mechanisms, ensuring early detection, early warning, and early handling of risks, thereby establishing a closed-loop compliance management system with robust organization, standardized processes, and efficient operation.

### Compliance Management Development

The Company continuously advances the digitalization of compliance management, leveraging its legal, compliance, and risk control information system to comprehensively enhance the digital review level of contracts, systems, and major decisions. In 2025, the Company completed legal review of over 4,000 commercial contracts, strictly maintaining legal review standards and strengthening risk control at key junctures.

The Company is committed to fostering a corporate culture of "compliance, law-abiding, integrity, and trustworthiness." In 2025, the Company organized 6 specialized legal training sessions and carried out themed promotional activities such as the Constitution Awareness Week through WeChat official accounts and other platforms, promoting the integration of compliance concepts into daily operations and translating them into action, making compliance awareness a shared consensus and code of conduct for all employees, and solidifying the cultural foundation for the Company's high-quality development.

### Integrity in Action, Strengthening the Foundation of Business Ethics

#### Anti-commercial Bribery and Anti-Corruption

Jiamusi Electric Machine Company consistently regards anti-commercial bribery and anti-corruption as a crucial aspect of modern corporate governance. It fully integrates anti-commercial bribery and anti-corruption requirements into its governance structure, strategic planning, and overall operations, proactively recognizing their core value in safeguarding the Company's integrity, protecting assets, and maintaining stakeholder trust. It leverages its clean and compliant image to enhance brand value and long-term development, fulfilling its responsibilities to investors and society.

The Company strictly adheres to Party discipline and national laws, including the Constitution of the Communist Party of China, the Regulations of the Communist Party of China on Disciplinary Actions, the Regulations on Supervision and Discipline Inspection Work of Discipline Inspection Organs of the Communist Party of China, the Accountability Regulations of the Communist Party of China, and the Law on Governmental Sanctions for Public Employees of the People's Republic of China. It also follows internal regulations such as the Notice on the Redefinition of the Scope of Acceptance and Methods for Reporting Petitions and Complaints (HDJDJF [2020] No. 6), ensuring open reporting channels and strengthening the closed-loop management of accountability. Adhering to a "zero-tolerance" stance against corruption, the Company deepens the construction of mechanisms to ensure officials "dare not, cannot, and do not want to" engage in corrupt practices, promoting the internalization and implementation of integrity culture, and building a solid ethical foundation for the Company's high-quality development.



Case

**2025 meeting on Party conduct, integrity building and anti-corruption & warning education conference**

In 2025, the Company consistently adhered to political guidance, with the practical outcomes of the Two Upholds fully demonstrated. The "Top Priority" system was strictly implemented, with follow-up studies conducted on 110 important speeches, instructions, and directives from General Secretary Xi Jinping. The Party Committee's theoretical study center group organized 17 collective study sessions and 14 special seminars. The Company staged targeted warning education meetings at all levels and conducted integrity talks with newly appointed leading personnel under the management of the Company's Party Committee and those in key sectors, further strengthening warning and education.



In line with the Opinions on Strengthening the Construction of a Culture of Integrity in the New Era, the Company consolidated the ideological foundation for integrity, built a solid ideological line of defense against corruption, and led the development of a culture of integrity. In 2025, the Company launched 2 rounds of routine inspections and advanced the integrated approach of ensuring that officials "dare not, cannot, and do not want to" engage in corruption, fostering a sound environment for high-quality development.

Indicator	Unit	2025
Training duration of anti-commercial bribery and anti-corruption training sessions	Hours	8
Coverage of anti-commercial bribery and anti-corruption training	%	100

**Anti-unfair Competition**

The Company adheres to the principle of fair competition, upholds a sound business ecosystem and its core values. It internalizes anti-unfair competition as an important guideline, a binding constraint, and an inherent logic for regulating its business conduct and enhancing corporate governance quality, thereby protecting its own brand reputation and safeguarding the legitimate rights and interests of stakeholders such as investors and consumers, contributing to the maintenance of a fair and orderly market environment.

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. Drawing on the dedicated anti-unfair competition section of its Integrity and Compliance Manual, it provides clear and actionable behavioral guidelines for all employees. On this basis, the Company unequivocally opposes unfair competition practices such as false advertising, monopolistic behavior, and misappropriation of trade secrets. It strictly prohibits securing business opportunities or harming the legitimate rights and interests of other business operators through means that violate business ethics, effectively maintaining a fair and honest market order, safeguarding the legitimate rights and interests of customers and partners, and continuously reinforcing the foundation for high-quality development through integrity-driven operations.

The Company has deepened anti-monopoly and anti-unfair competition compliance management, systematically integrating it into the responsibilities of the compliance department. It has dynamically optimized a full-cycle risk management mechanism covering legal tracking, compliance system development, risk assessment, compliance review and special training. In business execution, the Company strictly enforces responsible sales and marketing standards, regulating compliance practices of sales subsidiaries, business and product teams across business development and contract management. It ensures truthful, accurate and complete information at key nodes including market expansion, client sales and product labeling, maintaining fair competition through standardized and transparent business practices and protecting the legitimate rights and interests of the Company and its stakeholders.

During the reporting period, the Company was not subject to any lawsuits or material administrative penalties due to unfair competition practices.

**Anti-unfair competition education**

The Company places great emphasis on enhancing all employees' awareness of preventing risks related to unfair competition. It organizes Fair Competition Policy Awareness Weeks and compliance training sessions, and promptly shares relevant regulations and case studies for learning, fostering a positive atmosphere where employees learn, understand, and abide by the law.

**Supplier supervision and governance**

The Company has specifically strengthened anti-unfair competition governance among its suppliers, embedding compliance requirements into the full lifecycle of supplier access, collaboration, and assessment. Through the Compliance Commitment Letter, suppliers' compliance obligations in key areas such as anti-commercial bribery, anti-monopoly, anti-false advertising, and anti-misappropriation of trade secrets are clearly defined. The Company implements precise oversight during qualification review, transaction performance, and other stages, strictly preventing unfair competition practices, and jointly building an honest, fair, and sustainable supply chain ecosystem in collaboration with its partners.



# 03 Adhering to Lean Excellence, Empowering Value Growth

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## Innovation Engine, Digital Intelligence Empowering Value

### Innovation-Driven Development

#### ■ Governance

The Company has established a comprehensive technological innovation governance system, reinforcing the top-level design for innovation development, ensuring that innovation work progresses in a standardized and orderly manner, and achieving standardization and normalization in innovation governance.

The Company has formulated and implemented 12 core management systems, including the Measures for the Science and Technology Work Management, Measures for the Management of Technology Contracts and Measures for the Management of the Science and Technology Committee. These cover the entire process of scientific research project management, science and technology awards, fault tolerance mechanisms, achievement transformation and patent protection, providing clear institutional guidelines for scientific and technological innovation and ensuring that innovation activities are law-abiding, compliant and efficiently implemented.

The Company has established a Science and Technology Committee, which undertakes core responsibilities such as implementing relevant science and technology laws and regulations, formulating technology development policies, reviewing medium- and long-term plans, and evaluating major technical solutions, providing professional support for innovation decision-making. The Company adopts a dual-headquarters model of "Jiamusi Technology Headquarters + Advanced Motor CYD," operating under the principle of "distinct focuses and mutual complementarity" to optimize the allocation of innovation resources. At the same time, the Company cultivates a cluster of high-tech enterprises. Four entities, including its subsidiaries Jiamusi Electric Machine Company Limited and Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited, are all high-tech enterprises, solidifying the foundation of its innovation entities.

In terms of talent and incentive mechanisms, the Company cultivates, introduces and makes full use of talents in an all-round way, strengthens the development of a team of leading scientific and technological talents, and accelerates the cultivation of talent echelons. It implements three major mechanisms: science and technology awards, an open competition mechanism for key projects, and fault tolerance for scientific and technological innovation. The Company holds scientific and technological innovation conferences to commend teams and individuals with outstanding contributions, fostering an innovation culture that encourages exploration, honors success and tolerates failure, and stimulating innovation vitality across the Company.

#### ■ Strategy

The Company coordinates and advances all scientific and technological initiatives in strict accordance with the 14th Five-Year Plan for Science and Technology Development, focusing on breakthroughs in core motor technologies and product upgrading, while laying out frontier technology research and industrial application transformation, ensuring that innovation efforts are aligned with the Company's overall development strategy. Its long-term vision centers on building a green, low-carbon, high-end and digital technology system as the core driver of high-quality development. The Company strives to achieve high-level self-reliance and self-improvement in science and technology, and push motor technology and integrated electric drive system technology to international advanced levels. It aims to build an open innovation system with rational resource allocation, sound innovation mechanisms, sufficient research talents, and efficient achievement transformation, to achieve breakthroughs in industrial foundation and cutting-edge key technologies, develop advanced technical equipment of internationally leading standards, and reserve transformative technologies to lay a foundation for sustainable development.

The 15th Five-Year Plan objectives (by 2030) are clearly defined: leveraging its advantages as a source of original technology for advanced motors, the Company will focus on developing core technologies such as green and low-carbon drive systems, new-type power systems, special-purpose drive motors and canned motor pumps. It will improve its scientific research and innovation system, ensuring its core technologies remain at the forefront of the industry, establishing itself as a significant component of the national strategic scientific and technological force, and fulfilling its social responsibility as a central enterprise for technological innovation.

#### ■ Impact, Risk, and Opportunity Management

The Company proactively identifies opportunities and potential risks in the field of technological innovation. By strengthening technological collaboration, standardizing project management, and accelerating the transformation of achievements, it maximizes the positive impact of innovation while effectively managing various risks throughout the innovation process, achieving a mutual empowerment between innovation value and sustainable development.

### Industry-University-Research Collaborative Innovation

The Company deepens industry-university-research collaborative innovation, establishing long-term partnerships with Harbin Institute of Technology, Shenyang University of Technology, and Harbin University of Science and Technology. It successfully passed the acceptance of two major group projects: "Research on Helium Compressor and Control System for High-Temperature Gas-Cooled Reactors" and "Research on Green Recycling, Re-manufacturing, and Operational Reliability Improvement of Motors". Meanwhile, it completed Market Forecast Report for Large Motors Used as Core Equipment in Polypropylene Plants. The Company holds qualifications such as the National Engineer Research Center of Explosion Proof Motor and Intellectual Property Advantage Enterprise, and is equipped with internationally advanced motor design and analysis systems, covering motor design applications across all fields. In collaboration with Tsinghua University, it has conducted research on the full life cycle of re-manufactured motors as well as modal and excitation studies. It has completed the establishment of typical motor models and successfully re-manufactured five motors for Sinopec Yanshan Petrochemical, which are now operating stably. The Company continues to explore new opportunities for industrial development, achieving resource sharing and mutual benefits between the university and the enterprise.

### Technological Innovation Achievements

The Company's innovative achievements have been widely applied across multiple fields, with several high-end motor products achieving successful application and recognition: the high-power variable-frequency positive pressure enclosure brush-less excitation synchronous motor TZYW12000-6 12,000 kW and the increased safety positive pressure enclosure high-voltage three-phase asynchronous motor YAKS/YZYKS900-4 10,500 kW have been put into practical application and recognized as the first-of-its-kind products in Heilongjiang Province; the first unit of the main helium blower for the CX project has been delivered, and all eight helium compressor units have arrived at the nuclear power site, with the "Helium Compressor System for the 600MW High-Temperature Gas-Cooled Reactor Demonstration Project" recognized as a first-of-its-kind product by the National Energy Administration; the explosion-proof three-phase asynchronous motors YBX5 160L-4 15kW and YBX5 280M-2 90kW have been included in the Ministry of Industry and Information Technology's energy-saving product catalog.

The scientific research achievement of the "ASG Nuclear Motor Indigenous Development Project" submitted by the Company won the third prize in the first "Youth Innovation Cup" Youth Science and Technology Innovation Competition of Harbin Electric; subsidiaries Jiamusi Electric Machine Company Limited, Suzhou Jiamusi Electric Permanent Magnet Motor Technology Company Limited, Jiamusi Jiadian Electric Motor Operation and Maintenance Technology Co., Ltd., and Harbin Electric Advanced Motor Technology Co., Ltd. were awarded the title of high-tech enterprises; in 2025, the Company's "Quality Management Experience in Digital Intelligence-enhanced High-Voltage Motor Intelligent Manufacturing" was recognized as a quality benchmark in Heilongjiang Province; "Experience in Enhancing Whole-Process Quality Management for Digital Intelligence-enhanced High-Voltage Motor Manufacturing" was successfully included in the "2025 Quality Benchmark Typical Experience List"; the Company was also honored with the "Heilongjiang Provincial Government Quality Award Nomination."



Case

### New breakthrough in the permanent magnet motor system integration project

Suzhou Jiamusi Electric successfully signed a contract worth RMB 20 million for its permanent magnet motor system integration project, achieving comprehensive transformation across R&D, design, manufacturing, and market promotion of permanent magnet motors. This drives the development of permanent magnet motors toward higher-end, intelligent, and green solutions, contributing "permanent magnet power" to accelerating the construction of a world-class electric drive system manufacturer and service provider.



## ■ Metrics & Targets

In 2025, the Company completed a total of 39 research projects and successfully advanced various technical research and product development initiatives. Steady progress was made in the formulation and revision of standards, with 15 higher-level standards being approved and developed or revised. The Company also led or participated in the release of 7 national standards, 15 industry standards, and 9 group standards. These achievements have effectively strengthened the Company's technological leadership and industry influence in the field of special motors, continuously contributing standardized wisdom and practical solutions to the high-quality development of the industry.

The Company's flagship project, "Development of the SL01 Project Electric Drive System" is progressing steadily as planned. One software copyright has been registered (Registration No. 16349670), and eight invention patents have been filed, three of which have been submitted to the National Intellectual Property Administration for review. Meanwhile, the patent A Vertical Motor with a Thrust Spherical Plain Bearing Structure has successfully passed the rapid preliminary review by the Heilongjiang Intellectual Property Protection Center on October 29, 2025 (Preliminary Review Case No.: YS02920251001049).

## Intellectual Property

Jiamusi Electric Machine Company adheres to laws and regulations such as the Intellectual Property Management Manual and Procedures and the Patent Management Measures. The Company has established a comprehensive intellectual property protection framework covering patents, trademarks, software copyrights, and other aspects. The Economic Operations Department serves as the dedicated management body, staffed with full-time and part-time professionals, responsible for coordinating intellectual property management. Its primary responsibilities include: formulating the Company's intellectual property development plan; establishing an intellectual property management performance evaluation system; participating in the supervision and assessment of other relevant management bodies; managing the day-to-day intellectual property affairs of the Company; conducting regular monitoring of the Company's intellectual property, filing objections against maliciously registered similar trademarks, and transferring cases requiring legal action to the Legal Compliance Department for handling. Subsidiaries, as core entities for technological innovation, are responsible for the operation of the intellectual property management system within their respective areas.

## Digital Transformation

Jiamusi Electric Machine Company advances product intelligence and servitization by leveraging IoT platforms and cloud services to provide customers with smart operation and maintenance solutions, including online motor condition monitoring, energy efficiency analysis, predictive maintenance, and full lifecycle management. This drives the transition from a single product sales model to a "product + service" model, effectively enhancing customer loyalty and brand value. The Company closely aligns with industry demands, vigorously developing and promoting smart motor series integrated with sensors, communication modules, and remote monitoring devices. These enable functions such as self-perception of operating status, fault diagnosis, and energy consumption analysis, continuously enhancing the digital added value of its products. During the "14th Five-Year Plan" period, the Company steadily advances digital and intelligent construction and transformation. Its information systems now comprehensively cover all business segments, including sales, design, process, production, quality, procurement, warehousing, finance, and service. By conducting in-depth research based on its own actual conditions, benchmarking against advanced enterprises to learn digital transformation concepts and practical experiences, and adhering to a problem-oriented approach and a systematic perspective, the Company carried out multi-faceted, multi-dimensional, and multi-level research. This clarified the direction for the "Digital Jiadian 1569" initiative. Currently, the digital coverage rate of key business segments has exceeded 90%, demonstrating significant transformation results.

## Crafting Premium Products, Steering Industry Development

### Product and Service Safety and Quality

#### ■ Governance

Jiamusi Electric Machine Company strictly adheres to relevant laws and regulations, formulating and rigorously implementing a series of institutional documents such as the Product and Service Requirements Control Procedure, Product Design and Development Control Procedure, Process Design Control Procedure, Procurement and Outsourcing Control Procedure, Special Process Control Procedure, Key Process Control Procedure, Product Storage Control Procedure, Product Delivery Control Procedure, Product Monitoring and Measurement Control Procedure, Quality Reward and Punishment Management Measures, and Regulations on Quality Responsibilities of Departments and Relevant Personnel. These measures establish a quality management system governance mechanism centered around the Quality Management Committee. This system covers the entire process, including sales, design and development, production, and service, comprehensively controlling key process quality, physical product quality, and management quality to ensure overall improvement.

To strengthen product quality and service levels, the Company has established management systems such as the Nonconforming Product Control Procedure, Product A Inspection and Supervision Management Measures, External Major Quality Issues and Customer Complaint Management Measures, and Quality Improvement Project Management Measures. These measures further standardize product and service quality management processes, enhancing customer satisfaction and market competitiveness.

In 2025, the Company focused on institutional improvement, solidly advancing system development in manufacturing: it revised two Level 2 systems, namely the Material Receipt, Storage, and Inventory Management Measures and the Team Building Management Measures; revised six Level 3 systems, including the Product Manufacturing Department Quality Management Assessment Rules, Product Manufacturing Department Environmental, Occupational Health, Safety, and Fire Protection Job Responsibilities Management Rules, Product Manufacturing Department Energy Management Rules, Product Manufacturing Department Quality Responsibilities Management Rules, Product Manufacturing Department Standardized Document Management Rules, and Product Manufacturing Department Bonus Distribution Management Rules; and added two Level 3 systems, namely the Product Manufacturing Department Production Team Nuclear Safety Culture Construction Management Rules and the Product Manufacturing Department Confidentiality Management Rules. This forms an institutional system covering the entire production process with clear responsibilities and effective control, providing solid institutional support for product quality, production fulfillment, and safety management, continuously driving high-quality development.

#### ■ Strategy

The Company strictly adheres to authoritative standards such as GB/T 19001 (equivalent to ISO 9001), GJB 9001C, and HAF 003 Safety Regulations for Quality Assurance in Nuclear Power Plants. It has established and continuously improved its quality management system, deeply implementing the quality policy of "Jiamusi Brand, High Quality and Integrity, Customer Satisfaction, World-Leading." This system fully covers the entire product realization process, encompassing 22 units including sales, design and development, procurement, manufacturing, inspection and testing, and after-sales service. It has established a manufacturing control framework centered on just-in-time production, contract fulfillment, work-in-progress control, and key project management. It has also formed a three-tiered quality responsibility system, led by top management and coordinated among production scheduling, workshops, and teams. Additionally, a full-process quality and delivery coordination mechanism is established in collaboration with quality, technical, procurement, and other departments, systematically ensuring product quality stability and efficient contract fulfillment.

Leveraging its solid quality management foundation, the Company has become the first in the domestic motor industry to simultaneously obtain the Civil Nuclear Safety Electrical Equipment Design License, Civil Nuclear Safety Electrical Equipment Manufacturing License, Civil Nuclear Safety Mechanical Equipment Design License, and Civil Nuclear Safety Mechanical Equipment Manufacturing License, fully demonstrating its comprehensive strength and standardized level in design and manufacturing of equipment across civilian, military, and nuclear-grade domains. The quality management system has long maintained efficient operation. Through regular audits and continuous improvement mechanisms, it effectively ensures that product quality and safety control capabilities remain at the industry's leading level, providing customers with reliable and high-quality products and services.



The Company deeply integrates lean thinking with digital and intelligent technologies, establishing a data-driven, full-process intelligent quality control system. It deploys an intelligent sensor network to collect process parameters in real time, utilizes the MOM system to integrate quality data across the entire process, leverages digital twin technology to optimize process windows, and establishes a quality management mechanism of "data collection—intelligent analysis—early warning and prediction—closed-loop improvement." Concurrently, it advances the construction of a full-process quality control information platform, achieving full-chain quality traceability from raw material entry to finished product delivery, and fully integrates the quality management system into the information platform, continuously improving the precision, traceability, and operational efficiency of quality management.

The Company continues to advance the construction of quality control and inspection systems, comprehensively improving product quality assurance capabilities. It formulated the 2025 Quality Improvement Incentive Plan to fully mobilize the enthusiasm of all employees for quality improvement. It initiated 21 quality breakthrough projects and achieved solid results, effectively promoting product quality enhancement and closed-loop resolution of issues. In the inspection process, the Company clarified department quality red lines, strictly implemented process responsibility systems, dynamically optimized inspection strategies, and strengthened precise control throughout the entire process of key components. This effectively fortified the product quality defense line, fulfilling commitments to customers and society through reliable quality.

The Company deeply integrates quality culture construction into corporate governance, rallying consensus across the entire organization with the core philosophy that "quality is the sole dignity of the enterprise." The Company implements a "three-level leadership responsibility for quality" mechanism to strengthen organizational leadership, leverages physical "model worker innovation studios" and standardized "mentor-apprentice" systems to promote skill inheritance and quality breakthroughs, establishes diverse career advancement channels such as "chief experts" and "Jiamusi Craftsman" to set benchmarks, regularly conducts on-the-job training and technical competitions, and collaborates with universities to build training bases, systematically cultivating high-quality talent in the field of quality. Simultaneously, a quality "V" platform is established to widely solicit improvement suggestions from employees, stimulating the initiative and creativity of all staff in participating in quality enhancement. Through concept guidance, mechanism guarantee, and coordinated actions of all employees, we continuously strengthen the foundation of quality culture, injecting lasting endogenous momentum for the high-quality development of the enterprise.

**Contract performance**

- Contract fulfillment rate is 97.46%, with a monthly average guarantee of over 500 rush orders

**Work-in-progress control**

- Excess motors decreased by 71.98% year-on-year

**Material standardization**

- Reduced over 9,000 non-standard material specifications, with outsourced component errors decreasing by 33.1% year-on-year

**Cost reduction and efficiency improvement**

- Cumulative cost reduced RMB 15.3159 million, achieving 225.42% of the target

**Digital intelligence**

- Launched a product technical data management system, established a production scheduling command center, and initiated trial operation of unmanned transport vehicles

**Team building**

- Conducted over 90 team inspections, achieving full coverage of all workshop teams

**Impact, Risk, and Opportunity Management**

The Company deeply integrates product quality risk management into its quality management system, serving as a key practice to enhance governance effectiveness and sustainable development capabilities. Through systematic identification, analysis, and assessment of risks and opportunities, it scientifically formulates diversified response strategies encompassing risk avoidance, risk mitigation, and risk acceptance. By implementing dynamic controls throughout the entire process, the Company continuously strengthens its risk resilience and its ability to seize opportunities for high-quality development.

**Quality Risk Prevention and Control System**



**Metrics & Targets**

**Company's Quality Objectives**

- Strive for first-time success in product manufacturing, achieving 100% compliance with contract requirements;
- Provide quality services with a customer satisfaction rate of ≥90%, continuously improving year by year;
- Achieve domestic leading level in key manufacturing processes and product quality for military equipment; achieve world-leading level in product quality for major civilian products, with key manufacturing processes reaching domestic advanced level;
- Continuously improve the effectiveness of the quality management system.
- Achieve "zero" major quality accidents and major quality management issues; achieve "zero" significant quality accidents and significant quality management issues;
- Quality loss rate target: ≤0.30%

In 2025, the Company experienced no major quality accidents, no major quality management issues, no significant quality accidents, and no significant quality management issues.

## Excellent Service, Safeguarding Customer Rights

### Service Quality and Customer Experience

Jiamusi Electric Machine Company continuously enhances the accessibility of product services and the customer value experience. In 2025, guided by the strategic principle that "all costs can be reduced," the Design Department systematically advanced cost reduction and efficiency improvement initiatives. It efficiently implemented 14 specialized projects, including extreme cost reduction for roller table motors, optimization of the YXKK2 series and its derivative product specifications, and increased power density of synchronous motors, achieving cumulative cost savings of RMB 15.814 million, achieving 190.98% of the annual target. Concurrently, the Company completed electromagnetic and structural optimization for 3,554 orders across low-voltage YBX5, YBPT3 series, totally enclosed fan cooled series, high-voltage explosion-proof products, and YZP series, reducing raw material costs by RMB 4.796 million and significantly enhancing product market competitiveness and customer accessibility.

Through improving high-voltage production efficiency, optimizing production cycles—shortening delivery time for the Qingdao Sanley project by three months—strengthening rush order mechanisms, and deepening the application of digital and intelligent production, the Company comprehensively improved product delivery efficiency and responsiveness. Combined with material standardization and full-process cost control, it continuously optimized operating costs, tangibly enhanced product cost-effectiveness and service experience, and fulfilled its commitment to customers through efficient, high-quality, and cost-effective products and services, demonstrating the Company's sustainable value creation capabilities.

The Company adheres to a customer-centric approach to delivery timelines by establishing a production scheduling command center and implementing specialized scheduling mechanisms for urgent orders and key projects. It coordinates responses across sales, technology, quality, and other departments to quickly meet customer delivery needs, effectively strengthening production support for customer service and continuously improving customer satisfaction and delivery assurance capability.

- Pre-sales and in-sales**  
 Established a professional technical team to serve Shaangu Group, holding special meetings to address user technical issues for Shengu.
- After-sales**  
 Addressed warranty issues for key customers including Shandong Himile, Zhenhai Refining & Chemical, and Wenzhou Jialite, providing strong technical support for marketing and customers

### Data Security and Customer Privacy Protection

Jiamusi Electric Machine Company complies with relevant laws and regulations such as 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 Regulation on Critical Information Infrastructure Security Protection. The Company has formulated and implemented related systems, including the Information Security Management Measures, Information Management Measures, Information System, Information Equipment, and Storage Equipment Information Security Strategy Management Measures, and Document Encryption Software Management Measures. In 2025, the Company experienced no data security breaches or customer privacy breach incidents. The Company established a hierarchical information management structure consisting of the "Information Technology Leadership Group (the highest decision-making body) — Digital Intelligence Department (standing executive body/designated management department)." This structure clarifies the composition and core responsibilities of each level, ensuring the orderly advancement of information-related work.



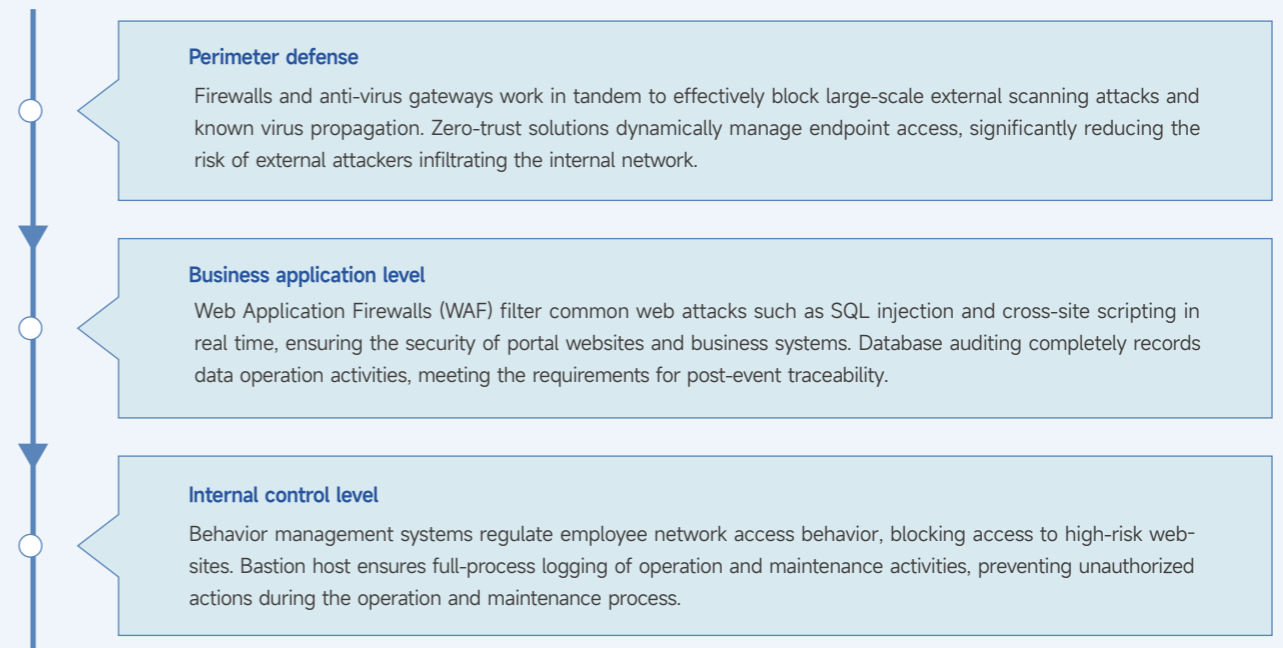
#### The highest-level leadership and decision-making body for information technology work

- Implement the guidelines, policies, and plans related to informatization work from higher-level departments, including the State Council Information Technology Leadership Group, the SASAC, the Ministry of Industry and Information Technology, and Harbin Electric;
- Provide overall leadership for the Company's informatization work;
- Approve the guiding principles, policies, and strategies for advancing the Company's informatization work efforts;
- Approve the Company's overall plan for information technology construction and development;
- Make decisions on major issues arising in the advancement of informatization work.

#### Standing executive office of the informatization work leadership group, and the designated management department for informatization work

- Implement the decisions made by the Company's informatization work leadership group;
- Organize and coordinate the Company's informatization efforts.

The Company's current network security protection capabilities enable precise defense against medium- and low-level threats, while also effectively detecting and addressing advanced threats and viruses. It can stably prevent routine attacks launched by automated tools such as virus propagation and website defacement. At the same time, the Company meets regulatory compliance requirements for log retention and access control, achieving the baseline of Class III cybersecurity protection. It possesses comprehensive capabilities to defend against conventional network threats, with specific protection effectiveness reflected in the following three aspects:



In 2025, the Company strengthened access control by establishing a strict authorization system, allowing only authorized employees to access customer information. At the same time, all sensitive information was encrypted to ensure comprehensive security throughout data transmission and storage.

Indicator	单位	2025
Number of customers participating in satisfaction survey	Nos	625
Coverage rate of customer satisfaction survey	%	96.63

During the reporting period, the Company experienced no major data security incidents, received no complaints regarding customer privacy breaches or loss of customer information, and had no major data security incidents or customer privacy breaches.

## Leading the Industry, Uniting to Advance Together

Jiamusi Electric Machine Company focuses on the sustainable development of the supply chain, with the core objective of building a strategically secure supply chain. It is dedicated to establishing a management system characterized by a "unified management structure, standardized operational mechanisms, and standardized institutional processes." Simultaneously, the Company integrates supply resources, bidding and procurement, and electronic trading platforms, continuously optimizing the overall efficiency of the supply chain and strengthening its security barriers.

### Supplier Management

#### ■ Supplier Qualification Mechanism

In supplier management, the Company has established and implemented various systems, including the Supplier Evaluation and Management Measures, Supplier Management and Assessment Measures, Qualified Supplier Evaluation and Management Measures, Daily Evaluation Guidelines for Outsourcing, Procurement, and Transportation Suppliers, and the Supplier Site Audit Plan. These systems enable the evaluation of suppliers in terms of daily performance, environmental sustainability, safety, and annual assessments. By strictly enforcing the supplier qualification evaluation mechanism, the Company strengthens full-cycle supervision and assessment, optimizes procurement processes, and establishes a survival-of-the-fittest mechanism to ensure supply quality. At the same time, the Company has established dedicated procurement management positions responsible for supplier evaluation, contract execution, quality tracking, and price review. This forms an efficient collaborative working mechanism led by the procurement center director and supported by category-specific procurement specialists. Additionally, dedicated quality control specialists are assigned to work with the product manufacturing department to implement dynamic supervision over supplier product quality.

#### Supplier sourcing

According to the Company's production, operation, and cost reduction and efficiency improvement needs, the Supplier Site Audit Plan is formulated and implemented, and lists of new suppliers, key material suppliers, and those with quality issues are sorted out. Comprehensive audits are conducted covering qualifications, scale, production capacity, technology, quality assurance, after-sales service, and delivery. Suppliers are urged to rectify quality system issues to ensure stable supply and guarantee that product quality meets customer requirements.

#### Supplier qualification

The Company has established strict supplier qualification standards. Based on these standards and requirements such as the Qualified Supplier Evaluation and Management Measures, qualification evaluations are conducted for candidate suppliers, focusing on production capacity, quality management, environmental protection, and other aspects. The comprehensive capabilities of suppliers are thoroughly assessed to ensure compliance with the Company's standards.

### Supplier Management System

The Company's supplier management system is based on the Qualified Supplier Evaluation and Management Measures policy, covering the entire process management of suppliers from qualification to disqualification.

#### Three-tier management structure

- Quality Assurance Department (Responsible Department): Formulates policies, conducts supervision and inspection, and performs assessments;
- Business Departments: Supplier sourcing, investigation, classification, and daily management;
- Technical Department: Providing technical support and participating in evaluations

#### Supplier grading standards

- Products or services are classified into three levels, A, B, and C, based on quality characteristics, with dynamic management and control implemented accordingly;

#### Qualification evaluation mechanism

- Coverage: One-time suppliers, potential qualified suppliers;
- Review method: On-site review or document review;
- Review dimensions: quality, technology, commercial, and other dimensions;
- Qualification criteria: Total score  $\geq$  90 points

#### Assessment cycle and content

- Monthly assessment: Collect supply data and conduct performance evaluations across seven dimensions;
- Annual Re-evaluation: Comprehensively examine qualifications, quality, craftsmanship, service, pricing, etc., to form an evaluation report;
- Public channels: SRM System, Harbin Electric E-commerce Platform SCM

#### Dynamic control and elimination mechanism

- Non-compliance handling: Yellow card warning, suspension of supply, revocation of qualification, inclusion in negative list or blacklist;
- Tiered policy: Differentiated policies implemented for strategic, premium, and general suppliers;
- Elimination rule: Suppliers ranked in the bottom 5% annually will be eliminated.

#### Digital management tool

- Supplier information is managed electronically through the SRM system, enhancing management efficiency and transparency

### ■ Supplier Risk Assessment and Performance Management

#### Supplier evaluation

The Company has established supplier evaluation standards and procedures such as the Qualified Supplier Evaluation and Management Measures, Supplier Daily Performance Evaluation Rules, Annual Site Audit Plan, and Penetration Audit Plan. Evaluations are conducted across eight dimensions, including quality, delivery, service, technology, and risk. Each year, supplier performance is comprehensively assessed through methods such as desktop evaluations and on-site assessments.

#### Supplier tiered management

Based on evaluation results, the Company implements tiered management for suppliers. Issues identified during evaluations require suppliers to develop corrective action plans and implement them within a specified timeframe. After completion of corrections, the effectiveness is verified according to established standards. For suppliers that experience major quality issues or repeatedly encounter similar problems, the Company will take measures such as supply restrictions or termination of cooperation. Suppliers placed on the blacklist will not be reintroduced for three years, while those on the exclusion list will be permanently prohibited from future cooperation.

#### Supplier review

Over the past two years, the Company has conducted on-site environmental and social impact assessments for 89 suppliers, with no significant potential negative environmental or social risks identified. The Company conducts comprehensive evaluations of all qualified suppliers annually through the Supplier Annual Performance Evaluation Form and imposes compliance management requirements on key suppliers; For suppliers with poor sustainability performance, a Supplier Penalty Notice is issued.

### ■ Non-Product Supplier Management

The Company has formulated the Management Measures for Non-Product Suppliers, which clearly defines the processes for access, evaluation, cooperation, and disqualification for non-product suppliers.

During the qualification stage, the Company strictly reviews supplier qualifications. Only suppliers that pass the review may become qualified suppliers. Annual re-evaluations are conducted to ensure that their qualifications remain valid and meet requirements.

**Non-product suppliers are subject to specialized evaluation management**

they must complete the access application and evaluation process on the Harbin Electric procurement bidding platform, upload qualification materials, and pass the review before becoming one-time non-product suppliers for the Company. Regular re-evaluations of qualified suppliers are conducted, with the price control department, procurement department, and user departments conducting re-evaluations across seven dimensions: technology, quality management, delivery, service, pricing, bid responsiveness, and supply volume. A passing score of no less than 90 points is required.

**SRM supplier chain management system**

The Company has established a full lifecycle management for supplier procurement evaluation, systematically managing supplier qualification and evaluation throughout the entire process from supplier selection, registration, evaluation, cooperation, and bidding to disqualification. This promotes sustainable procurement and supports the development of a green and responsible supply chain.

**Supply Chain Management**

**Supply Chain Strategic Layout**

Jiamusi Electric Machine Company advances its procurement and supply chain strategic planning centered on the main themes of "green, low-carbon development and digital and intelligent transformation," closely aligning with the Company's overarching goal of "building a world-class manufacturer of special motors."

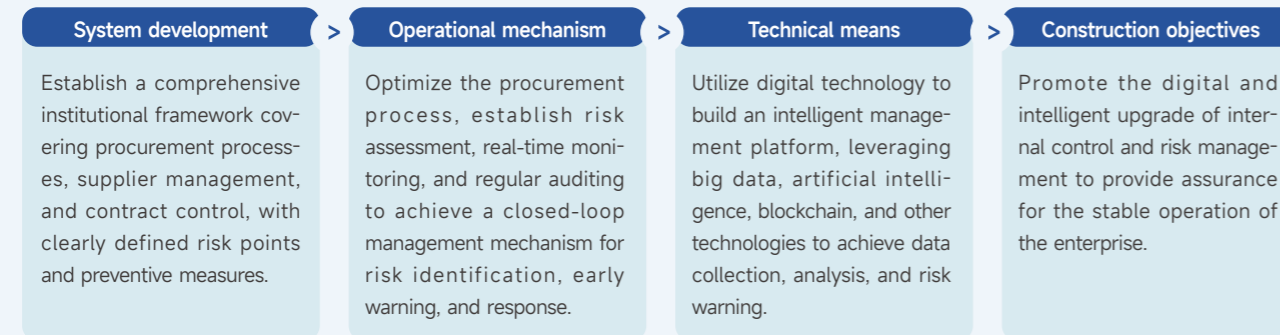
**01** First, strengthening green supply chain management. The Company incorporates ESG criteria into supplier access evaluations. Focusing on core products such as high-efficiency energy-saving motors and nuclear main helium blowers, it collaborates with suppliers on research and development in areas such as lightweight materials and low-carbon processes, driving carbon emission reduction throughout the product lifecycle.

**02** Second, building a digital and intelligent supply chain system. Leveraging the "5+1" strategic layout, the Company has established a digital workshop for motor frames and laminations. It has broken down data silos between systems such as PLM, MES, and SRM, achieving a 35% improvement in procurement demand forecast accuracy and a 28% increase in inventory turnover. Through the IWMS system, full-process visualization of procurement has been realized.

**03** Third, enhancing supply chain resilience and security. The Company has established a three-dimensional adjustment mechanism covering the industrial chain, value chain, and supply chain. It has strategically introduced over 10 key suppliers, increased the local sourcing rate to 30%, and, through transparent procurement and supply chain finance models, built a capacity-sharing platform.

**Supply Chain Risk Control**

The enterprise procurement and supply chain internal control risk management system adopts a multi-department collaborative management approach, covering departments such as procurement, risk control, and finance, working together to formulate and implement control strategies.



**System development**  
Establish a comprehensive institutional framework covering procurement processes, supplier management, and contract control, with clearly defined risk points and preventive measures.

**Operational mechanism**  
Optimize the procurement process, establish risk assessment, real-time monitoring, and regular auditing to achieve a closed-loop management mechanism for risk identification, early warning, and response.

**Technical means**  
Utilize digital technology to build an intelligent management platform, leveraging big data, artificial intelligence, blockchain, and other technologies to achieve data collection, analysis, and risk warning.

**Construction objectives**  
Promote the digital and intelligent upgrade of internal control and risk management to provide assurance for the stable operation of the enterprise.

In terms of system application, the Company adopts the SCM supply chain management system to achieve full-process management of supplier qualifications, bidding, and procurement, enhancing supply chain collaboration efficiency. Relying on the SRM supplier relationship management system, it simplifies each step from procurement to settlement, achieving centralized management of supplier data, risk monitoring, and process automation, thereby deepening supply-demand cooperation. Meanwhile, enterprise management software such as SAP provides modular solutions that can seamlessly integrate with systems like SCM, CRM, and PLM, achieving efficient resource integration and allocation, and comprehensively improving operational efficiency and management levels.

**Supply Chain Security Assurance**

Jiamusi Electric Machine Company comprehensively ensures the safety and stability of the supply chain from three aspects: risk management system, strategic reserves of critical raw materials, and supply chain stability strategies.

- 01** First, establishing a comprehensive risk management system. The Company strengthens top-level design through institutional enhancements, conducts annual risk identification and assessment, and establishes a closed-loop management and rapid reporting mechanism for major risks, with reinforced quarterly monitoring and early warning. Concurrently, it standardizes supplier management through site audits and differentiated control, and has been recognized as a Green Supply Chain Management Enterprise.
- 02** Second, strategic reserves of critical raw materials. For key raw materials such as silicon steel sheets and electromagnetic wire, the Company formulates reserve plans based on market conditions and supplier availability, improving its strategic reserve mechanisms.
- 03** Third, implementing six supply chain stabilization strategies. These include increasing inventory reserves, expanding supplier channels, optimizing procurement plans, developing alternative materials, adjusting product structures, and deepening supply chain collaboration. The Company also engages in hedging activities for raw material prices, effectively reducing supply risks and ensuring continuous and stable production.

The Company has achieved significant results in core technology promotion, indigenous development, and independent R&D. In the nuclear power sector, as a leading domestic supplier of nuclear motors, it has completed the indigenous development of key products such as main helium blower drive motors. It is the only enterprise in China capable of supplying Class 1E nuclear motors, having overcome multiple critical technological bottlenecks. In high-efficiency energy-saving motors, the Company has launched its IE5 series products and has been recognized as an "Energy Efficiency Star" for nine consecutive years. In intelligent motors, it has developed a range of products integrating technologies such as 5G, gaining strong market recognition. Additionally, the Company has established a mechanism for Secure and Reliable product development, clearly defining procurement standards, processes, and review requirements for domestically developed products. Through dedicated research and independent development, it continuously enhances the competitiveness and technological maturity of indigenous products.

**Equal Treatment of SMEs**

As a key enterprise in the electric motor manufacturing industry, Jiamusi Electric Machine Company has always adhered to the bottom line of compliant operations, actively practiced social responsibility, and placed great emphasis on the collaborative development with small and medium-sized enterprise suppliers. The company strictly complies with laws and regulations such as the Regulations on Guaranteeing Payments to Small and Medium-sized Enterprises, adhering to the principles of equality, voluntariness, fairness, and integrity in cooperation. It does not leverage its advantageous position to infringe upon the legitimate rights and interests of SME suppliers, ensuring timely payments to them. In its supply chain management practices, Jiamusi Electric Machine Company has built a diverse supplier network, implemented differentiated management, strictly controlled access audits and performance evaluations, and conducted regular quality inspections and training. These efforts ensure stable, high-quality procurement while striving to build a collaborative and mutually beneficial supply chain ecosystem.



# 04 Dedicated to Social Well-being, Co-creating a Harmonious Landscape

Respecting People, Safeguarding Employee Rights 047

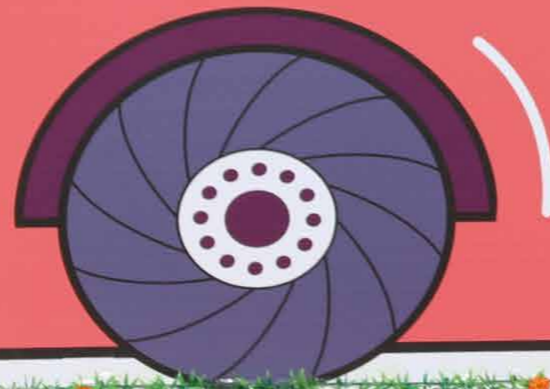
Talent Development, Empowering Professional Advancement 050

Caring for Health, Safeguarding Employee Well-being 051

Fulfilling Our Mission, Strengthening National Welfare and People's Livelihood 054



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## Respecting People, Safeguarding Employee Rights

### Recruitment and Employment

Guided by its strategic vision, Jiamusi Electric Machine Company systematically improves its human resource management system, laying a solid organizational foundation for the implementation of its core strategies. The Company has newly compiled the Position Contract Management Measures and Employee Resignation Management Measures, revised the position transfer system, and established a full-chain regulation covering contract management, position adjustments, and resignation procedures. Simultaneously, the Power Equipment Company has established a new institutional framework comprising 40 systems, newly created or revised 16 key systems including talent recruitment, compensation incentives, and employee transfers, streamlined the market-based exit channels, and deepened the reform of the three systems. Concurrently, the Guidelines on Human Resource Management for subsidiaries have been issued to promote the consistent implementation of systems across the organization. The Company strictly implements protocols for personnel with access to confidential information, management of confidentiality periods, and foreign affairs procedures. It comprehensively advances the digitalization of human resources, achieving digital empowerment in areas such as payroll calculation and data reporting. Through the coordinated advancement of system improvement, compliance strengthening, and digital-driven initiatives, the Company has established a human resource management framework characterized by clear responsibilities, robust safeguards, and efficient operation. This framework effectively protects employees' legitimate rights and interests while continuously stimulating internal organizational vitality, providing solid talent support and organizational assurance for the Company's high-quality development.

Adhering to the human resource management objectives of "ensuring supply, optimizing structure, and maintaining stability," the Company recruited 93 new employees during the reporting period, with an employee turnover rate controlled at 2.64%, effectively ensuring that talent is both attracted and retained. By implementing incentive schemes for core and key talents, annual special incentives, optimizing the "three-category, three-tier, multi-tier" compensation distribution and career development pathways, and launching cultivation programs such as the "Elite Talent Program," the Company has effectively enhanced employee belonging and sense of achievement. Simultaneously, preliminary research for the "15th Five-Year Plan" talent development plan has been advanced, a special talent program for the nuclear main pump R&D base has been formulated, and the comprehensive employee capability enhancement project (2025-2027) has been initiated, achieving an organic integration of short-term talent supply-demand balance with medium- to long-term development needs, thereby laying a solid talent foundation for the enterprise's high-quality and sustainable development.

The Company has established a recruitment management system characterized by "targeted talent attraction and standardized processes," with campus recruitment as the primary channel, while diverse talent introduction pathways. Power Equipment Company has innovatively implemented the "pre-planning + resource allocation + brand empowerment" model, deploying over 60 personnel to over 20 top universities, including Tsinghua University, University of Science and Technology of China, and Harbin Institute of Technology. Professional HR teams were assigned to conduct on-site interviews and policy interpretations, achieving a "four 100%" breakthrough in coverage of key universities and recruitment of core talent. Jiamusi Electric Machine Company conducted specialized engineering campus recruitment through independent recruitment fairs and dedicated presentations, Advanced Motor "Feidi" Platform, achieving record-high academic qualifications and quality among recruited graduates. Diversified channels have also been expanded. The Power Equipment Company successfully recruited overseas high-level talent through headhunting referrals and academic networks, while Jiamusi Electric Machine Company optimized internal talent transfers to achieve precise matching, continuously strengthening high-quality talent reserves.

The entire recruitment process adheres to principles of fairness and transparency. For joint engineering master's and doctoral training programs, the Power Equipment Company has signed five-party agreements involving universities, enterprises, and students to clarify rights and responsibilities. Jiamusi Electric Machine Company's dedicated programs strictly verify candidate identity and age information, ensuring that employment contracts are signed voluntarily and preventing any improper hiring practices. Building on this, Jiamusi Electric Machine Company has newly formulated the Employee Resignation Management Measures, which, together with the Position Contract Management Measures and Employee Position Change Management Measures, collaboratively establish a closed-loop management system covering the entire process of "recruitment-onboarding-position change-departure." This systematically enhances the standardization and completeness of human resource management and the protection of employee rights, demonstrating the Company's commitment to fairness in talent recruitment and responsibility for the entire career development cycle.

Indicator		Unit	2025
Total Number of Employees		Person	1952
Including:	Ethnic minority employees	Person	127
	Disabled employees	Person	5
By gender	Male	Person	1665
	Female	Person	287
By age	30 and below	Person	433
	30-50 (inclusive)	Person	1199
	Above 50	Person	320
By professional category	Production personnel	Person	646
	Sales personnel	Person	228
	Technical personnel	Person	679
	Finance personnel	Person	48
	Administrative personnel	Person	351
By education background	Doctoral degree	Person	5
	Master's degree	Person	203
	Bachelor's degree	Person	945
	Associate degree	Person	289
	High school and below	Person	510

The Company strictly adheres to laws and regulations such as the Labor Law of the People's Republic of China and the Labor Contract Law of the People's Republic of China, actively fostering a fair, just, diverse, and inclusive workplace environment. It resolutely prohibits any form of discrimination, forced labor, harassment, abuse, and child labor, and treats employees of different nationalities, races, genders, religious beliefs, and cultural backgrounds equally. At the same time, the Company places special emphasis on the rights and interests of female employees, regularly organizing specialized health check-ups that include gynecological and breast examinations, conducting health education sessions on women's wellness, providing health allowances, and offering comprehensive, warm care and support.

The Company actively fulfills its international responsibilities by strictly adhering to the Universal Declaration of Human Rights and the International Covenants on Human Rights, implementing the core principles of the International Labour Organization (ILO) and the United Nations Global Compact in the field of human rights, and deeply integrating the concepts of respecting human rights and promoting equality into its management practices. In 2025, the Company experienced no human rights complaints, major labor disputes, or incidents of child labor, demonstrating its firm commitment to and responsibility for protecting the fundamental rights and interests of its employees through concrete actions.

The Company has established a sound labor dispute resolution mechanism in accordance with national laws and regulations, adhering to the principles of fairness, impartiality, and legality. All labor relations disputes are handled in accordance with the terms of the Labor Contract. During the reporting period, the Company experienced no labor disputes. Labor relations remained harmonious and stable, laying a solid human-centered foundation for high-quality development.

## Compensation and Rights

### ■ Employee Compensation and Incentives

The Company has established a scientifically structured, standardized, and effectively incentivized compensation and incentive management system. It has introduced fundamental policies such as the Excess Profit Sharing Plan (2023-2025), the Total Wage Filing System Management Measures, the Wage Management Measures, the Job Grade and Compensation Management Regulations, and the Work Hour Quota Management Measures, thereby solidifying the foundation of management. Concurrently, the Company-wide Performance Appraisal Management Measures have been implemented, introducing a differentiated evaluation mechanism characterized by "one job family, one standard; one position, one evaluation form." This strengthens the application of performance results, fostering a culture that rewards excellence and penalizes underperformance, providing a solid basis for precise incentives.

Compensation distribution adheres to the principle of flat management, strictly following the principle of "compensation based on position, compensation based on level, compensation changes with position change, level change leads to compensation change." A broadband compensation system comprising 12 position levels and 114 grade levels has been established, rationally widening distribution gaps and effectively stimulating employees' intrinsic motivation and value creation vitality. At the same time, in accordance with the group's institutional requirements, the Compensation Management Measures for the Company's Management Team have been formulated to regulate senior management compensation. The Labor Cost Management Measures have been introduced to establish a comprehensive labor cost control mechanism, ensuring scientific and efficient resource allocation and compliant and stable system operation.

Through the coordinated integration of career development, performance management, compensation incentives, and cost control, the Company continuously improves its human resource management system, characterized by "clear development pathways, standardized evaluation criteria, justified distribution principles, and regulated management practices." This effectively safeguards employee rights, promotes the alignment of employee growth with the Company's high-quality development, and demonstrates the governance commitment of a responsible employer.

The Company has formulated and implemented a package of 10 incentive plans, including the 2025 Implementation Rules for Excess Profit Sharing, the 2025 Task Breakthrough Incentive Plan, the Military Industry Personnel Incentive Plan, and the Core Talent Incentive Plan. These initiatives provide incentives across multiple dimensions, targeting recipients identified following the principle of "prioritizing key areas, core talent, and front-line positions".

### ■ Employee Rights Protection

Jiamusi Electric Machine Company consistently prioritizes the protection of employee rights as a cornerstone of its corporate development. It strictly complies with legal requirements by contributing in full to the "five social insurances and one housing fund" for all employees, establishing a solid foundation of statutory benefits. Based on this, the Company has established a multi-tiered, people-oriented employee care system: it provides enterprise annuities for regular employees, along with supplementary medical insurance and group accidental injury insurance, strengthening health and retirement protection; it offers living subsidies for meals, high-temperature conditions, and heating, effectively alleviating employees' living costs; it provides thoughtful benefits during traditional festivals and on employees' birthdays, conveying organizational warmth; and it organizes annual health check-ups for all employees, maintaining ongoing attention to physical and mental well-being. Through systematic welfare protection and work-life balance initiatives, the Company effectively enhances employees' sense of belonging and well-being, fostering a respectful, caring, and harmonious workplace environment, demonstrating its people-centered management philosophy and its social responsibility as a responsible employer.

The company has established a sound performance feedback and appeal management mechanism. It has set up a performance appraisal leadership group responsible for coordinating performance evaluation and dispute resolution, ensuring fairness and authority in the evaluation process. Before applying performance results, the Company publicizes the assessment scores and grades within the corresponding assessment scope to fully safeguard employees' right to know. Simultaneously, it establishes smooth appeal channels, allowing employees to promptly raise

objections if they have any concerns about the results, effectively protecting their right to participate and appeal. This mechanism effectively drives performance management toward greater transparency and standardization, enhancing employees' trust in and recognition of management processes, and reflecting the Company's management philosophy of respecting employees and ensuring fair governance.

## Democratic Management

Jiamusi Electric Machine Company has established a robust democratic management mechanism, formulating the Employee Representative Congress System to effectively safeguard employees' rights to information, participation, expression, and oversight. In 2025, the Company convened the Second Session of the 20th Employee Representative Congress and Annual Work Conference, facilitating channels for employee participation in corporate governance and strengthening democratic decision-making and oversight effectiveness.

The Company has improved the employee self-governance system by formulating the Factory Affairs Disclosure Work System, and the trade union continues to deepen the "Jiadian Employee Voice" initiative to collect rational suggestions. In 2025, a total of 254 suggestions were collected, with 56 adopted. Among them, 39 award-winning suggestions covered multiple areas, including efficiency improvement, quality enhancement, work safety, cost control, cultural development, energy conservation, and process optimization. This significantly increased the efficiency of suggestion implementation and effectively stimulated employees' sense of ownership and innovative vitality.

In accordance with the Supervision and Management Measures for Employee Cafeterias and Staff Homes, the labor union conducts an annual employee satisfaction survey, covering over 10% of the workforce. The survey results indicate that services such as the employee canteen and staff convenience store are generally well-received. Based on feedback, the trade union promptly organizes rectification and implementation efforts, forming a closed-loop management process of "collection-feedback-improvement," continuously optimizing service experience and enhancing employees' sense of belonging and organizational cohesion.

## Talent Development, Empowering Professional Advancement

### Employee Career Development

Jiamusi Electric Machine Company has established a comprehensive career development system that covers strategic guidance, talent cultivation, skill certification, and professional title management. Guided by the 14th Five-Year Plan for Talent Development, the Company has improved its mechanisms for cultivating engineering master's and doctoral students (including four management measures covering training, corporate mentorship, curriculum, and admissions). It has formulated the Management Measures for Recruiting Outstanding Highly Skilled Talent, the Management Measures for Vocational Skill Level Certification, and the 2025 Implementation Plan for Vocational Skill Level Certification (Independent Evaluation) to strengthen the development of a highly skilled talent pool. It has issued the 2025 Professional Management Track Position Level Evaluation and Appointment Plan, the Independent Evaluation and Appointment Plan for Technician and Senior Technician, and the Independent Evaluation and Appointment Plan for Chief Technician and Senior Chief Technician to facilitate diverse career advancement pathways. Simultaneously, it has implemented the Management Measures for the Selection and Evaluation of Leading Innovation Teams, the Management Measures for the Professional Title Evaluation Committee, and the Professional Title Evaluation Management Measures, providing comprehensive support for employee growth and value realization.

The Company has scientifically designed career development pathways by formulating the Management Measures for Employee Career Development Pathways. It has established a "three categories, three tiers, multiple levels" career development system: three categories (technical, management, and skilled tracks); three tiers (industry leader, professional leader, and professional core reserve); and multiple levels (12 levels for technical roles, 11 levels for management roles, and 10 levels for skilled roles). This system clearly defines competency standards and advancement pathways for each track, providing employees with clear, diverse, and predictable growth trajectories.

In 2025, the Company solidly advanced its career development initiatives: The professional management track position level evaluation and appointment covered 244 individuals, with 68 achieving promotion. Following the evaluation, the proportion of employees holding positions of Deputy Chief Manager or above reached 20.49%. Concurrently, skill level certifications were conducted for five trades: lathe operator, boring machine operator, assembler, stamping press operator, and welder. A total of 105 employees participated, with 70 passing (a pass rate of 66.7%), including 2 senior technicians and 3 technicians, continuously strengthening the highly skilled talent pipeline. Through the dual drivers

of institutional frameworks and practical implementation, the Company effectively stimulates employee growth momentum, aligning talent development with corporate strategy, demonstrating its systematic support and commitment to employee career advancement.

### Employee Training

The Company has established a systematic and standardized training management system, formulated the Training Management System and scientifically prepared the Annual Training Plan to ensure that training work is well-regulated and orderly implemented. Training content covers multiple areas, including qualification certification, work safety, quality control, and professional skills, achieving full coverage for all employees.

Throughout the year, the Company focused on implementing specialized training programs such as the "Elite Talent Program", "Technical Talent Exchange", "High-End Operating Equipment Talent Development", and the "Comprehensive Employee Capability Enhancement Project". Concurrently, it recommended high-potential young technical core personnel to pursue master's and doctoral degrees, and continued to advance diversified development programs including the "Navigation Program", "Excellent Talent Program", and academic advancement initiatives. Through the coordinated efforts of institutional support and diverse measures, the Company has built a comprehensive platform for employee growth, effectively empowering employees to enhance their capabilities and career development, demonstrating the Company's long-term commitment and responsibility to talent cultivation.

In 2025, the Company comprehensively advanced its training plans, assisting employees in obtaining necessary qualifications for their work, such as special operation certificates, nuclear welder certifications, non-destructive testing certificates, registered safety engineer, and registered fire engineer.

## Caring for Health, Safeguarding Employee Well-being

### Welfare and Care

Jiamusi Electric Machine Company ensures the implementation of care initiatives through institutional support, formulating the Implementation Measures for Employee Support and Care, and systematically establishing a system of employee benefits and humanistic care that covers all employees throughout the year, providing solid support for regular care activities.

The Company fully implements the employee mutual aid program. In 2025, it applied for mutual aid funds totaling RMB 44,000 for 30 employees with illnesses; organized company-wide health check-ups; held special lectures on the prevention of cardiovascular and cerebrovascular diseases, inviting experts from top-tier hospitals to provide on-site guidance, strengthening health protection; and distributed birthday cards to over 1,900 employees, conveying organizational warmth. These inclusive initiatives effectively enhance employees' sense of achievement, happiness, and belonging, creating a warm and supportive workplace environment.

Case Corporate open day

Jiamusi Electric Machine Company held a corporate open day to celebrate the 75th anniversary of its factory relocation, inviting over 80 former leaders, retired employees, and their families to visit the "garden factory." The event provided an immersive experience of the Company's development journey, aimed at passing down corporate spirit, deepening emotional connections, and highlighting its commitment to humanistic care and cultural heritage.



The Company focuses on precise assistance for employees in need. In 2025, it applied for over RMB 30,000 in assistance funds from the All China Federation of Trade Union for two employees facing hardship, effectively alleviating their financial burdens. Additionally, it applied for RMB 30,000 holiday funds from the Municipal Federation of Trade Unions for 60 frontline employees, conveying organizational care. Through the multi-faceted approach of "institutional support + targeted assistance + humanistic care," the Company continuously strengthens the safety net for employees' livelihoods, fostering a cohesive force where the enterprise and its employees work together in unity to promote development.

### Occupational Health and Work Safety

#### Occupational Health

##### Governance

In terms of institutional development, the Company has formulated the Management Measures for Waste Gas, Wastewater, Noise, and Groundwater Monitoring and the Solid Waste Management Measures, revised and improved 14 safety management systems, and compiled and issued practical guides such as the Safety Hazard Standards Inquiry Manual, Safety Hazard Identification Standards Manual, Special Equipment Safety Hazard Identification Manual, and Daily First Aid Manual. In September, it officially issued the Gas Cylinder Safety Management Measures, systematically advancing the standardization, normalization, and refinement of work safety management.

The Company has established a Work Safety Committee as the highest decision-making body for work safety, with the General Manager serving as its director, supported by a dedicated Deputy General Manager for work safety. The Safety, Technology, and Environmental Protection Department oversees safety management at production sites, and each grassroots unit is equipped with dedicated safety officers, forming a clearly defined and comprehensive work safety organizational structure, ensuring that safety management requirements are implemented across all areas and throughout all levels.

##### Strategy

Equipment safety management strictly implements full lifecycle control. Equipment management departments regularly organize the scrap application, evaluation, and disposal of equipment, promptly phasing out uneconomical, unsafe, and non-environmentally friendly equipment. Planned maintenance and daily condition monitoring are fully implemented, with routine maintenance, scheduled maintenance, and special maintenance systems aligned with production operations. The "cleaning, lubrication, tightening, adjustment, and anti-corrosion" maintenance method is strictly followed to standardize operational procedures, effectively preventing "run, spill, drip, and leak issues" of equipment and building a solid defense line for work safety.

##### Impact, Risk, and Opportunity Management

The Company has successfully passed the Occupational Health and Safety Management Systems Certifications by Huaxin Company. In 2025, the Company completed the testing of occupational health hazard sites and organized 510 employees to undergo specialized occupational health examinations, effectively safeguarding the occupational health rights and interests of employees.

The Company simultaneously enhances employees' work and life experiences by upgrading dormitory facilities, establishing a clinic, wellness corners, and an employee canteen, and equipping them with air purification devices. Recreational areas feature basketball courts, badminton courts, and fitness facilities. A mental health consultation room has been established, and regular health knowledge lectures and occupational health protection training are conducted, integrating safety and health concepts into daily management, creating a safe, comfortable, and caring work environment, and demonstrating the Company's comprehensive commitment to employee physical and mental well-being.



The Company's occupational health and safety management system has obtained GB/T45001-2020 idt ISO45001:2018 certification.

#### 指标与目标

Indicator	Unit	Target	Target Achievement Status
Work safety accidents	Cases	0	Achieved
Fire accident	Cases	0	Achieved

## Work Safety

Jiamusi Electric Machine Company systematically improved the emergency management system for work safety, formulated and announced the 2025 safety measures plan and emergency drill plan, and organized various units to carry out diversified emergency drills. The Company completed the inspection and renewal of expired fire extinguisher cylinders, compiled and issued the Compilation of On-site Emergency Response Plans for Production, and strengthened on-site emergency response capabilities. Simultaneously, safety management personnel were equipped with networked walkie-talkies to enhance emergency communication efficiency. The company commissioned a third party to redevelop emergency plans, and completed registration with the Emergency Management Bureau, comprehensively improving its capability to prevent and respond to emergencies.



Case

### "Work Safety Month" campaign

In June 2025, Jiamusi Electric Machine Company meticulously planned and organized all employees to watch safety warning educational films, using real-life cases to sound the alarm on safety. The Company produced and displayed themed promotional boards for the "Safety Production Month" in the manufacturing areas and launched a short video competition on safety. Through vivid imagery and profound messaging, the campaign conveyed the importance and necessity of work safety, enhancing employees' safety awareness and emergency response capabilities.



The Company strictly implements a closed-loop mechanism for identifying and rectifying potential hazards. Senior leaders led 17 safety inspections and 8 special reports, while safety management leaders and other team members conducted 18 and 23 inspections respectively. All 161 issues identified by company leaders have been rectified. The Safety, Technology, and Environmental Protection Department identified a total of 629 issues, with 620 already resolved and the remaining 9 being addressed according to plan. This ensures early detection, rapid response, and strict closure of potential hazards, continuously strengthening the work safety defense line.



Case

### "Thunder Action" work safety initiative

In August 2025, Jiamusi Electric Machine Company launched the "Thunder Action" work safety initiative, closely adhering to the principles of rapid response, accurate identification, practical implementation, full coverage, decisive action, and strict accountability, comprehensiveness, firmness, and strictness," focusing on hazard identification and the rectification of "violations of procedures, operations, and labor discipline." During the initiative, a total of 26 joint and specialized inspections were conducted, 59 inspection bulletins were issued, 785 issues were rectified, and 266 instances of violation (including 120 from related parties) were assessed, with penalties totaling RMB 73,000, demonstrating a "zero tolerance" approach to violations. Through leadership engagement, full participation, and immediate rectification, the initiative effectively promoted the transition of safety management from post-incident handling to preventive measures, building a solid safety foundation for the Company's high-quality development.



The Company has established a system for reporting and investigating work safety accidents, conducting cause analysis, investigation and handling, safety education, and accountability in accordance with the principle of no closure without identified cause, accountability, corrective action, and lessons learned. At the same time, the Company establishes mechanisms for accident notification and warning, designated supervision, and the "accountability reporting" process. Units where accidents occur must convene on-site educational meetings to review the accident process, analyze its causes, and identify weaknesses and areas for improvement.

Based on national Workplace Injury Insurance Regulations and relevant laws, and taking into account its actual circumstances, the Company has formulated the Internal Workplace Injury Management Operating Guidelines and pays workplace injury insurance premiums for its employees on time. In the event of a work injury accident, the relevant departments shall immediately go to the scene to handle the situation and conduct an accident investigation. If necessary, they shall promptly send the employee to an appropriate hospital for medical treatment, provide assistance in applying for work injury identification and benefits, and provide regular visits and condolences. Subsequent steps include identifying the cause and extent of the injury, determining the nature and responsibility for the accident, formulating improvement measures, and supervising their implementation.

During the reporting period, the Company experienced no major work safety accidents.

## Fulfilling Our Mission, Strengthening National Welfare and People's Livelihood

### Rural Revitalization

Jiamusi Electric Machine Company continues to deepen its social responsibility practices, leveraging its corporate resources and professional advantages to steadily advance public welfare initiatives such as rural revitalization. Through consistent actions, it fulfills the responsibilities of a state-owned enterprise, promoting the synergistic enhancement and organic integration of economic and social benefits.

The company deeply recognizes the strategic significance of rural revitalization in the overall context of national rejuvenation. It continues to leverage its resources and professional advantages as a state-owned enterprise, steadily advancing targeted assistance initiatives. Through sustained actions, it deepens its commitment to responsibility, supporting rural development and common prosperity, and demonstrating the mission of a state-owned enterprise in the new era. In 2025, the Company's investment in rural revitalization amounted to RMB 3.1382 million.

### Belt and Road Initiative

The Foreign Trade Department of Jiamusi Electric Machine Company continues to deepen its implementation of the Belt and Road Initiative, steadily advancing the Group's strategic transformation into a manufacturer, a system integrator, and an operation and maintenance service provider, while steadily expanding its overseas market presence. The Company regularly visits key customers such as Burckhardt, Xylem Inc., Flowserve, Luer Pump, Yueke (Wuxi), SMS Group, and Prettech, strengthens communication and collaboration, accurately addresses pain points in cooperation, continuously optimizes service experience, effectively consolidates customer relationships, enhances cooperation stickiness, promotes steady growth in the share of overseas orders, and demonstrates the Company's responsibility and sustainable development practices in international operations.

# 05 Green Manufacturing, Co-creating a New Chapter of Low-Carbon Development

Green as the Foundation, Enhancing Environmental Management 057

Driving Carbon Reduction, Responding Climate Change 058

Circular Empowerment, Optimizing Resource Utilization 061

Strict Pollution Control, Upholding Environmental Protection Red Lines 064



## Green as the Foundation, Enhancing Environmental Management

Jiamusi Electric Machine Company takes ecological civilization construction as its mission, systematically integrating environmental compliance concepts into the entire chain of strategic planning, production operations, and value creation. Adhering to the core principle of "corporate development on the premise of environmental protection," the Company strictly implements the environmental protection policy of "protection first, prevention-oriented, comprehensive management, public participation, and accountability for damages." It has established the coordinated development of economy and environment as a key strategic objective, continuously advancing green operational practices and striving to become an industry model for environmentally friendly enterprises.

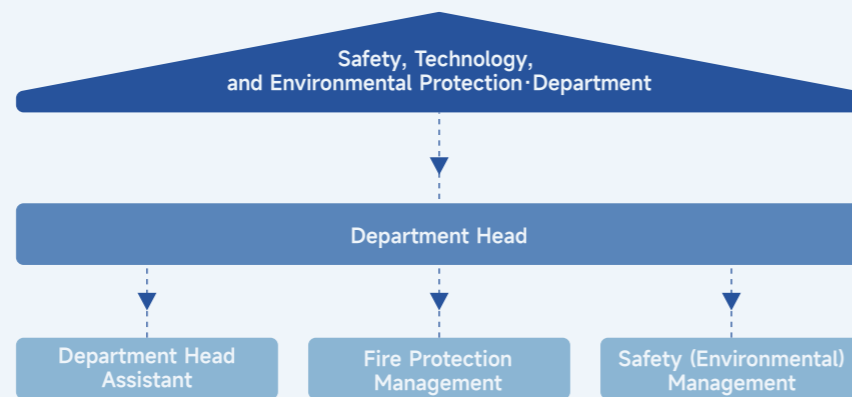
### Governance

The Company vigorously implements a green development strategy, fully integrating ecological and environmental protection requirements into all aspects of production and operations. It strictly complies with national and local environmental laws, regulations, and policy standards, including 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 Atmospheric Pollution, the Water Pollution Prevention and Control Law of the People's Republic of China, the Law of the People's Republic of China on Prevention and Control of Soil Contamination, the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, and the Law of the People's Republic of China on the Prevention and Control of Noise Pollution. It also follows industry standards such as the Comprehensive Emission Standard of Air Pollutants (GB 16297-1996) and the Integrated Wastewater Discharge Standard (GB 8978-1996), systematically establishing and continuously improving its environmental management system and institutional framework.

The Company continuously optimizes the operational documents of its environmental management system by formulating specialized regulations such as the Management Measures for the Decomposition of Safety and Environmental Protection Goals, the Regulations for the Identification, Evaluation, and Control of Environmental Factors, the Regulations for the Management of Safety and Environmental Protection Responsibility Systems, and the Regulations for the Investigation and Management of Hidden Risks in Environmental Emergencies. These clarify responsibilities and management requirements, strengthen implementation supervision and closed-loop management, promote the effective implementation of environmental responsibilities across all departments and processes, and fulfill the Company's primary responsibility for environmental governance.

The Company has established a comprehensive environmental management system, clarifying that the primary leaders of each department serve as the first responsible persons for environmental protection, ensuring full accountability. The Safety, Technology, and Environmental Protection Department takes the lead in coordinating system construction and daily operations, while various professional departments collaborate to conduct regular inspections and supervision, ensuring the effective implementation of environmental measures and continuously improving the standardized management. The Equipment and Energy Department, in collaboration with the Safety, Technology and Environmental Protection Department, is responsible for energy conservation, emission reduction, management of wastewater, waste gas, and solid waste emissions, as well as climate and carbon emission risk control, ensuring environmental protection investments and technological upgrades to strengthen the foundation for green operations.

The Company leverages its three-tier organizational structure—"Safety, Technology, and Environmental Protection Department – Department Head – Fire Protection Management, Safety (Environmental) Management"—to achieve clear environmental management responsibilities, distinct division of labor, and effective execution. By strengthening departmental coordination and process control, it promotes the implementation of environmental responsibilities at all levels, ensuring that all environmental management systems are effectively implemented and building a solid institutional foundation for the Company's green development.



Environmental Management Structure Chart

### Strategy

The Company has systematically identified three key environmental protection risk points: non-compliant emissions, major or above sudden environmental incidents, and environmental violations in construction projects. Focusing on precise risk prevention and control, the Company guides its various business units and production lines to continuously strengthen environmental risk identification and control, dynamically update environmental risk lists, and strictly implement emergency drill plans. It strictly adheres to the principles of "three verifications, three coverages," regularly organizing specialized emergency drills for chemical leaks and excessive emissions of wastewater and exhaust gas, effectively enhancing front-line emergency response and coordinated capabilities.

To effectively prevent and respond to sudden environmental incidents, protect personnel safety, and reduce property losses, the Company has organized relevant departments to prepare the Jiamusi Electric Machine Company Limited Sudden Environmental Incident Emergency Plan. The plan scientifically classifies four response levels based on the severity and urgency of incidents. It clearly requires responsible entities to proactively and promptly initiate workshop-level emergency response measures, coordinate with external rescue forces when necessary, collaborate with neighboring enterprises, and report to higher-level departments in a timely manner. This establishes an internal-external coordinated, efficient response mechanism, building a comprehensive defense line for environmental safety.

### Metrics & Targets

Indicator	Unit	Target	2025 Completion Status
Environmental protection incidents	Cases	0	Achieved
Major sudden environmental incidents	Cases	0	Achieved
Hazardous waste disposal compliance rate	%	100	Achieved

During the reporting period, the Company and its subsidiaries had no violations of laws or regulations in the environmental field.



The Company's environmental management system has obtained GB/T24001-2016 idt ISO14001:2015 certification.

## Driving Carbon Reduction, Responding Climate Change

Jiamusi Electric Machine Company deeply understands the strategic importance of addressing climate change in promoting ecological civilization and achieving high-quality development. It systematically plans and steadily advances strategic initiatives and special actions for climate governance. The Company continuously strengthens its efforts, deepens green and low-carbon practices, and accelerates the comprehensive green and low-carbon transformation of the economy and society. Through practical actions, it actively pursues the "carbon peaking and carbon neutrality goals", contributing Jiamusi Electric Machine Company's strength to building a modern China where humanity and nature coexist in harmony.

### Actively Pursuing the "Carbon Peaking and Carbon Neutrality Goals"

The Company thoroughly implements the new development philosophy, continuously deepening energy-saving and carbon-reduction transformation initiatives within its facilities. It systematically integrates green and low-carbon concepts into all aspects of production and operations, steadily advancing green transformation throughout its operations, and laying a solid foundation for sustainable development through practical actions.

Case | Recognized as 2025 China Industrial Carbon Peak "Leading Enterprise"

Jiamusi Electric Machine Company has deeply implemented the concept of ecological civilization and was honored with the title of 2025 China Industrial Carbon Peak "Leading Enterprise". This recognition serves as authoritative acknowledgment of the company's efforts in driving green development through technological innovation and solidly advancing the "carbon peaking and carbon neutrality goals". Building on this achievement, the Company will continue to deepen its green transformation, actively explore replicable low-carbon models, and contribute to the realization of carbon neutrality goals.



Green Factory

Jiamusi Electric Machine Company integrates green and low-carbon concepts into every aspect of its production and operations. Guided by the national "carbon peaking and carbon neutrality goals", the Company has formulated the Carbon Emission Management Measures, Energy Conservation Management Measures, Green and Low-Carbon Management Measures, and the Medium- to Long-Term Strategic Plan for Zero-Carbon Factories. It is committed to achieving the goal of "annual net-zero greenhouse gas emissions at the factory during the 15th Five-Year Plan period." By establishing an intelligent energy and carbon management platform that covers the entire chain of R&D, production, and supply, the Company continuously transforms its green advantages into new driving forces for high-quality development.

Case | Recognized as an enterprise with dual certification in carbon management system and zero-carbon factory

In October 2025, Jiamusi Electric Machine Company was awarded the Carbon Management System Certification Certificate and the Zero-Carbon Factory Evaluation Certificate, becoming the first enterprise in the domestic motor industry to pass the new standard certification of the Zero-Carbon Factory Evaluation Specification. As a national-level "Green Factory," "Green Supply Chain Management Enterprise," "Green Product Design Demonstration Enterprise," as well as one of the first in the industry to complete product carbon footprint assessments, the Company continues to deepen its green and low-carbon practices, increase investment in green technology R&D, promote low-carbon new processes and materials, systematically reduce carbon emissions throughout the product lifecycle, and lead the green and high-quality development of the equipment manufacturing industry through practical actions.



Jiamusi Electric Machine Company adheres to systemic innovation, integrating carbon reduction practices throughout the entire product lifecycle of design, production, use, and recycling, establishing a green and low-carbon management system covering source control, process optimization, and end-of-pipe treatment. The Company has established a management mechanism integrating systems, capabilities, and auditing. It has added a dedicated "Zero-Carbon Factory" section within its policies, clearly defining emission boundaries and accounting standards, and has embedded data management, offset mechanisms, and supply chain controls into the OA system for digital operation. Simultaneously, the Company has advanced optimization of both equipment and processes: coal-fired boilers have been replaced with biomass steam boilers; factory lighting has been fully upgraded to energy-efficient LED lights, saving 930,000 kWh of electricity annually; outdated transformers and air compressors have been replaced; water supply and fire pipeline renovations have saved 90,000 tons of water annually; and an innovative application of hydrogen-oxygen welding equipment using water fuel has replaced propane welding processes, reducing carbon dioxide emissions in the stator winding process by 19.44 tons annually. The Company has also established a carbon footprint reporting system covering 18 product series with 27 reports, providing a precise quantitative basis for carbon reduction across the entire chain and effectively driving the in-depth development of green manufacturing.

Case | Power Equipment Company leverages digital technology to achieve refined energy and carbon management

Power Equipment Company established an energy and carbon management platform and installed 112 smart meters to achieve centralized monitoring and visual management of energy data. It has systematically advanced energy-saving retrofits, eliminating 48 inefficient motors and upgrading fiber optic and LED lighting systems, saving 250,000 kWh of electricity annually. It has dynamically optimized energy load allocation, achieving annual cost savings of over RMB 1 million. Simultaneously, the Company has applied PLM software to deepen product lifecycle management, strengthening intelligent and lightweight design to effectively reduce resource consumption, driving the Company's low-carbon transformation and high-quality development through the dual engines of digitalization and green practices.

Greenhouse Gas Emissions Management

Jiamusi Electric Machine Company systematically established a greenhouse gas emission management system, formulated and implemented the Carbon Emission Management Measures, Energy Conservation Management Measures, Green and Low-Carbon Management Measures, and the Jiamusi Electric Machine Company Zero-Carbon Factory Medium- and Long-Term Strategic Plan. These measures clarify management responsibilities, accounting processes, and emission reduction pathways, providing institutional support for the refined control of carbon emissions. The Company comprehensively identifies major emission sources in its operations, covering energy consumption activities such as purchased electricity, natural gas, gasoline, diesel, and heating. It systematically monitors and conducts standardized accounting for greenhouse gases including carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and hydrofluorocarbons (HFCs), continuously improving the scientific rigor, transparency, and effectiveness of carbon management, steadily advancing the Company's green and low-carbon transformation.

Case | High-efficiency motors power the world's largest green hydrogen project "Green Hydrogen No. 1"

In 2025, Jiamusi Electric Machine Company supplied high-efficiency motors for core equipment such as synthesis gas compressors and hydrogen compressors for the CEEC Songyuan "Green Hydrogen No. 1" project - world's largest integrated green hydrogen, ammonia, and methanol project - accounting for over 90% of the core equipment supplied. The products ensure stable system operation with high reliability and exceptional energy efficiency, effectively reducing energy consumption and operational costs, supporting large-scale green hydrogen production, promoting efficient renewable energy utilization, and the construction of a green chemical industry chain. This demonstrates the Company's commitment to empowering customer carbon reduction through green products and serving the national "carbon peaking and carbon neutrality goals".



The Company strictly follows the deployment requirements of SASAC and the Group, continuously deepening employees' understanding of ecological civilization concepts, enhancing their sense of responsibility in energy conservation, carbon reduction, and environmental risk prevention, and actively cultivating a corporate culture of diligence, frugality, and practical efficiency. The Company encourages its subsidiaries to regularly conduct green and low-carbon specialized training and experience sharing, organizing employees to engage in in-depth discussions on energy efficiency improvement, equipment optimization, and resource conservation. Simultaneously, it strengthens the interpretation of "carbon peaking and carbon neutrality goals" policies and the dissemination of green development concepts, internalizing the awareness of energy conservation and emission reduction in mindset and externalizing it in actions, thereby building consensus and laying a solid foundation for the Company's green and low-carbon transformation.

## Circular Empowerment, Optimizing Resource Utilization

Jiamusi Electric Machine Company continues to deepen the core concept of resource conservation, integrating it into all aspects of its production and operations. It systematically advances total resource management, scientific allocation, efficient utilization, and recycling, continuously refining its precise control mechanisms, consolidating its foundation for green operations, and providing solid resource security for high-quality and sustainable development.

### Water Resource Management

The company places high importance on water resource management, prioritizing the rational allocation, efficient conservation, and strict protection of water resources. It focuses on strengthening water demand management and process control. By improving the institutional system, clarifying responsibilities, enhancing management capabilities, and strengthening supervision, the Company strictly controls total water consumption and comprehensively improves water use efficiency.

#### Management system and organizational support

The Company has formulated the Water Conservation Work Management System and the Jiamusi Electric Machine Company Wastewater Management Measures, established a water conservation leadership group, with leaders responsible for production serving as group leaders and deputy group leaders, and key department heads as members, coordinating water resource management. Each year, the Company applies for permit for water withdrawals from the municipal water resource management department in accordance with the law, scientifically sets annual water usage targets, and allocates them to each user unit, achieving closed-loop control throughout the entire process.

#### Strengthen water intake and supply management

The outdoor water supply system in the plant area adopts an integrated model for production, domestic use, and firefighting. Water is supplied via the municipal water network, stored in a reservoir, and then pressurized for secondary supply. The Company has legally obtained the Permit for Water Withdrawal, and uses municipal groundwater in compliance with regulations, while also utilizing the municipal water network, ensuring diverse, stable, and legally compliant water sources.

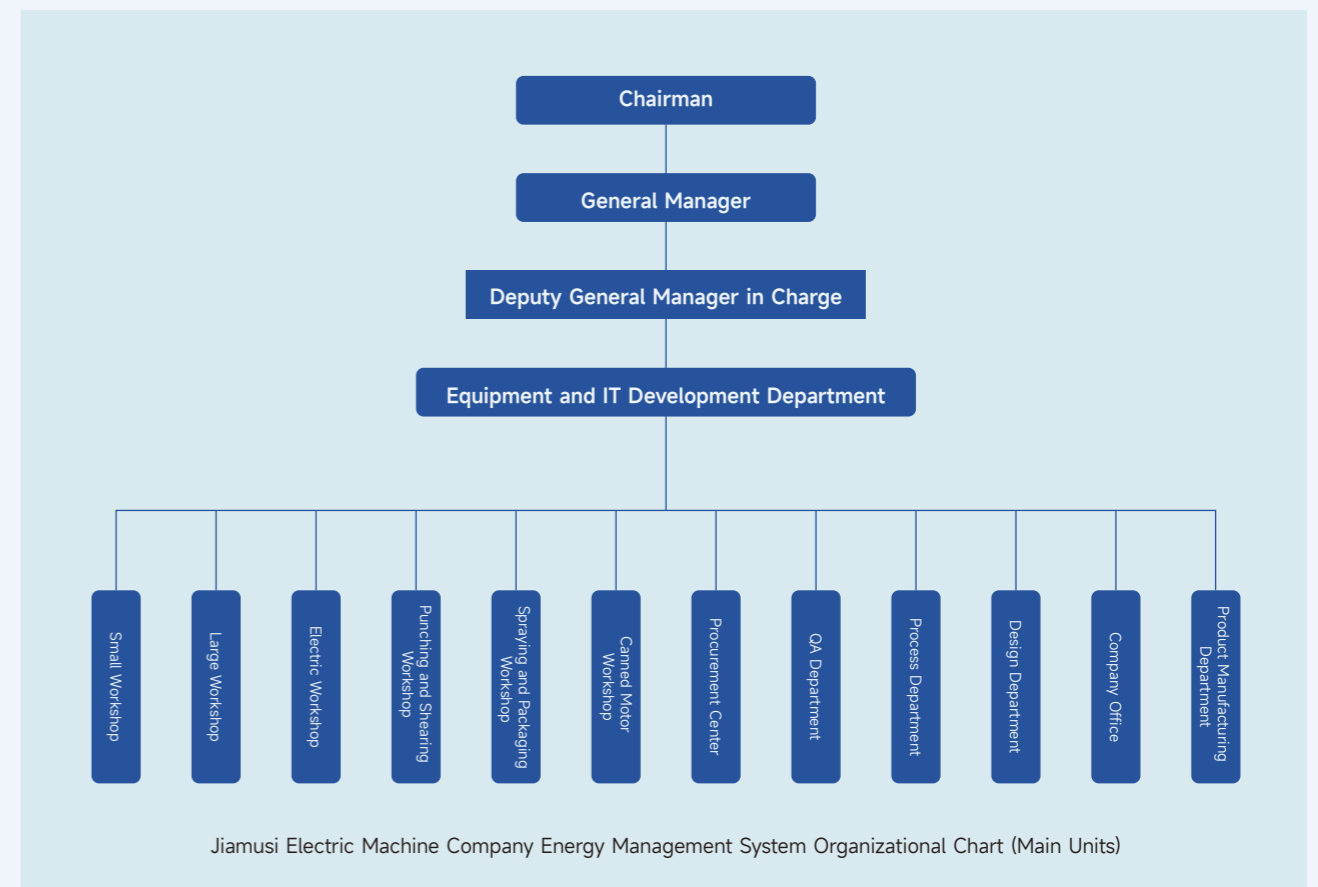
#### Strict water conservation and recycling

In accordance with environmental impact assessment requirements, the Company implements pollution prevention measures, installing water-saving fixtures and wastewater treatment facilities to reduce water waste in production and domestic use. It has established a test water storage tank to enable the recycling of test water, achieving an annual recycled water volume of 120,000 tons, effectively improving water resource efficiency. At the same time, the Company regularly formulates water use plans and targets, assigning dedicated personnel to monitor and enforce compliance, effectively advancing water conservation initiatives.

Indicator	Unit	2025
Total water withdrawal	Ton	322,647.00
Total wastewater discharge	Ton	134,094.00
Total water consumption	Ton	188,553.00
Fresh water usage	Ton	165,154.20

## Energy Management System

Jiamusi Electric Machine Company continuously optimizes its energy management system, strictly implements institutional documents such as the Energy Management System Manual, Management Measures for High Energy-Consuming Equipment, Energy Conservation Management Measures, and Power System Management Measures. The Company has established an energy management organizational structure with the Chairman as the primary responsible person, management overseeing coordination, the Equipment and Information Technology Department leading implementation, and all energy user units collaborating in execution. The Equipment and Information Technology Department is responsible for promoting energy conservation regulations and policies, scientifically allocating targets to subsidiaries, and strengthening monthly supervision and assessment. Each workshop and energy-using unit strictly implements energy consumption targets, deepening energy-saving practices based on actual production conditions, forming a well-defined, closed-loop, and continuously improving energy governance mechanism that effectively enhances energy efficiency and management standardization.





Energy Management System Certification Certificate



Jiamusi Electric Machine Company Energy Management System Manual

The company's energy management system is certified under ISO 50001:2018 and RB/T119-2015. The scope of the management system certification covers energy management activities related to the production systems, auxiliary production systems, and subsidiary production systems involved in products such as general motors, explosion-proof motors, auxiliary fans, hoisting and metallurgical motors, generators, and canned motor pumps

The Company's energy structure encompasses electricity, natural gas, water, biomass fuel, gasoline, and diesel. Winter heating is fully powered by biomass fuel, actively promoting the application of clean energy. The boiler system innovatively utilizes economizer technology to efficiently recover exhaust heat from flue gases to preheat feedwater. While enhancing thermal energy utilization efficiency and reducing energy consumption and emissions, this achieves the coordinated optimization of water resources and thermal energy, demonstrating the deep integration of refined resource management and green, low-carbon operations.

Indicator	Unit	2025
Total energy consumption	Ton of standard coal equivalent	12631.25
Fossil energy consumption	Ton of standard coal equivalent	2682.28
Non-fossil energy consumption	Ton of standard coal equivalent	4715.65
Purchased energy consumption	Ton of standard coal equivalent	10648.50

### Circular Economy

As the first zero-carbon factory, a national-level green factory and a green supply chain management enterprise in China's motor industry, Jiamusi Electric Machine Company takes the national "carbon peaking and carbon neutrality goals" as its guidance, and deeply integrates the concepts of efficient resource utilization and circular economy into the entire value chain covering product R&D, manufacturing, supply chain collaboration and full life cycle management of products. The Company strictly adheres to industry standards such as GB/T 32355.5-2015 and the Catalogue of Advanced and Applicable Processes and Equipment for the Comprehensive Utilization of National Industrial Resources (2025 Edition). Through technological upgrades, process optimization, and systematic resource recycling initiatives, it continuously enhances resource utilization efficiency, reduces resource consumption and waste emissions, and steadily advances the development of a circular economy system in the motor manufacturing sector.

The Company has fully integrated the management of idle and waste materials into a refined control system, establishing a comprehensive process management system covering classification, disposal, and supervision. It has scientifically established classification standards, dividing waste materials into five categories, including scrapped fixed assets, inventory materials, and production waste. A cross-departmental evaluation team, composed of the Finance Department, Product Manufacturing Department, and other relevant units, has been established to exercise collaborative supervision and compliance review over the entire disposal process, effectively ensuring the standardization, transparency, and traceability of resource management, and continuously enhancing the level of recycling and operational governance efficiency.

The Company systematically establishes a governance mechanism for material recycling that covers procurement, manufacturing, and warehousing. The Procurement Center has efficiently promoted the transfer, allocation, return and exchange of overstocked materials, while the Product Manufacturing Department takes the lead in identification, classification and progress control. Relying on the Procedures and Management Measures for the Utilization of Overstocked Materials and the IWMS system, standardized dynamic monitoring is realized. Supported by an incentive mechanism, a closed-loop management process of "identification - allocation - utilization - feedback" has been formed. Key materials such as plastic, paper, metal, and wood are efficiently recycled and reused, significantly improving resource turnover efficiency, reducing inventory costs and environmental impact, and effectively promoting the synergy between lean operations and green sustainable development.

The Company deeply integrates the concept of green design into the entire production and manufacturing process, steadily advancing the practice of green manufacturing. By optimizing the nesting process for steel plates, material utilization has been improved, saving 329.86 tons of steel plates; the leftover materials from nesting are processed into components, and damaged pallets are repaired for reuse, resulting in cumulative cost savings of RMB 550,100. These measures effectively reduced resource consumption and waste generation, tangibly promoted the green and low-carbon transformation of the production process, and demonstrated the Company's solid achievements in efficient resource utilization and circular economy construction.

### Strict Pollution Control, Upholding Environmental Protection Red Lines

Jiamusi Electric Machine Company resolutely implements Xi Jinping Thought on Ecological Civilization, focusing on the core task of effectively preventing pollutants and environmental health risks. Adhering to the principles of targeted, science-based, and law-based pollution control, the Company systematically promotes full-chain environmental risk management of pollutants and wastes. The Company focuses on strengthening institutional development and technological empowerment, continuously optimizing the operational efficiency of the governance system, solidly enhancing the practical effectiveness of solid waste pollution prevention and control, effectively reinforcing the ecological and environmental safety barrier, and fully safeguarding public health and ecological security.

### Pollutant Emissions

The Company strictly abides by environmental protection laws and regulations, including 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 Atmospheric Pollution, the Water Pollution Prevention and Control Law of the People's Republic of China, and the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, deepens the management of environmental matters, and earnestly fulfills its environmental protection responsibilities.

■ Waste gas

The Company continues to deepen actions to improve atmospheric environmental quality, adhering to the coordinated efforts of source control and energy structure optimization, and systematically implements the collaborative management of atmospheric pollutants such as particulate matter, sulfur dioxide, nitrogen oxides, volatile organic compounds, ammonia, and greenhouse gases. In prevention and control practices, for pollutants such as toluene, xylene, and non-methane total hydrocarbons generated from the painting process, the Company has installed rolling curtain painting booths and entrusted third-party professional institutions for regular operation and maintenance; biomass boilers adopt multi-cyclone and baghouse dust removal technologies for smoke elimination and dust collection; waste gas from the painting booths of the Power Equipment Company is efficiently treated through a dual adsorption process of filter cotton and activated carbon, ensuring stable and compliant emissions. During the reporting period, all pollution prevention and control facilities operated in a standardized and orderly manner, with no incidents of abnormal emissions. The air pollution prevention and control system was continuously strengthened, and the effectiveness of governance steadily improved.

■ Wastewater

The Company adheres to a coordinated approach of source prevention and end-of-pipe treatment. Daily generated domestic sewage is transported to the internal wastewater treatment station, where a combination of physical and biochemical processes such as air flotation, biological oxidation, and sedimentation is employed for centralized treatment. This ensures that the effluent quality meets the required standards before it is properly connected to the municipal pipe network. Through process optimization and refined operation and maintenance, the Company continuously enhances the efficiency of wastewater treatment, effectively fulfills its responsibility for water environmental protection, and safeguards regional water ecological security.

Indicator	Unit	2025
Wastewater discharge	Ton	115593

During the reporting period, the Company achieved a 100% compliance rate for pollutant emissions, including waste gas and wastewater, maintaining stable environmental performance and effectively upholding the bottom line of green operations.

Waste Disposal

The Company strictly adheres to 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 Measures for the Administration of the Directory of Key Environmental Supervision Units, and the Measures for the Management of Hazardous Waste Transfer. It continuously improves and rigorously implements the Solid Waste Management Measures to systematically strengthen the standardized management of solid waste throughout the entire process. During the reporting period, the compliance disposal rate of hazardous waste and the coverage rate of classified waste management both remained at 100%.

The Company has systematically established a management system for solid waste and hazardous waste. Focusing on three core directions of source reduction, resource utilization and harmless disposal, it coordinated and promoted efforts covering six key work dimensions\_ — policy and regulation publicity and implementation, system capacity building, scientific research breakthrough and exploration, key project implementation, information system construction, and special supervision and inspection. The Company continuously strengthens the guarantee of capital and technical factors, intensifies efforts to tackle key technologies for waste reduction and high-value utilization, and actively introduces and promotes the application of new technologies, new processes and new products, so as to provide solid technical support and talent guarantee for its sustainable development.

At the management and implementation level, the Company strictly follows the Management Procedures for the Control of Solid Waste Pollution. Hazardous waste is properly stored in special hazardous waste rooms, and qualified third-party professional institutions are selected through public bidding to carry out harmless disposal such as incineration, ensuring compliance, safety, and traceability throughout the entire process. At the same time, the Company continues to enhance waste reduction practices, rigorously reviews the qualifications of disposal units, strengthens supervision and closed-loop management in the disposal process, effectively improves the standardization and environmental safety of solid waste management, and promotes the company's circular development and regional ecological synergy.

Non-hazardous waste disposal

The storage sites for general waste have been renovated, with on-site signage improved. Recyclable solid waste is collected separately from non-recyclable solid waste such as domestic waste and construction waste. Domestic waste is collected at designated points and promptly transported by sanitation authorities. General industrial solid waste is subject to classified collection, properly stored temporarily, and handed over to professional treatment entities for recycling and disposal.

Hazardous waste treatment

Precise source classification. Comprehensive identification of hazardous waste generation points is conducted. Qualified professional institutions are commissioned to identify waste characteristics, hazardous waste markings and labels are standardized, and a hazardous waste inventory and ledger are established. Strict control of storage risks. The construction and operation of hazardous waste temporary storage facilities are carried out in accordance with laws and regulations. Storage is conducted in a classified and partitioned manner, and open-air stacking is strictly prohibited.

Indicator	Unit	2025
Total solid waste disposal	Ton	11352.10
General industrial solid waste disposal	Ton	10860.00
Hazardous waste disposal	Ton	492.10



## Future Outlook

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Looking ahead to 2026, in the inaugural year of the 15th Five-Year Plan, Jiamusi Electric Machine Company will focus on enhancing quality and efficiency, striving for breakthroughs against adversity. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, the Company is committed to serving the national strategy, fully, accurately, and comprehensively implementing the new development philosophy, and accelerating the construction of a new development paradigm. With high-quality development as the theme, the development of new quality productive forces as the focus, reform and innovation as the fundamental driving force, and transformation and upgrading as the breakthrough point, the Company will deeply understand the "Three Transformations", strengthen the "Six Greater Emphases", effectively implement the "Six Priorities", and closely adhere to the "12345" work approach. It will comprehensively enhance core functions and improve its core competitiveness, striving to achieve the Company's annual targets and tasks with high quality. At the same time, the Company will continue to deepen the development of its ESG governance system, improve its responsibility management mechanisms, and steadfastly advance green transformation while creating shared social value. By working hand in hand with employees, customers, communities, and other stakeholders, we will deliver new achievements in high-quality and sustainable development to support national strategies and contribute our wisdom and strength to the advancement of Chinese-style modernization.

## Appendix

### ESG Performance Indicators

#### ■ Environmental Performance

Indicator	Unit	2025	2024
Total water withdrawal	Ton	192586	322647
Total wastewater discharge	Ton	145691.8	134094
Fresh water consumption	Ton	165154.2	188553
Total water consumption	Ton	143574.2	188553
Water consumption per RMB million revenue	tons /RMB Million	32.14	38.49
Total energy consumption	Ton of standard coal equivalent	12631.25	12551.89
Fossil energy consumption	Ton of standard coal equivalent	2682.28	2037
Non-fossil energy consumption	Ton of standard coal equivalent	4715.65	3533.89
Proportion of non-fossil energy consumption	%	37.33	28.15
Clean energy consumption	Ton of standard coal equivalent	24574.2	4867.05
Proportion of clean energy consumption	%	19.46	38.78
Purchased energy consumption	Ton of standard coal equivalent	10648.5	6981
Total material consumption	Ton	68941	71867
Hazardous material consumption	Ton	193	195
Office paper consumption	Ton	796	15.1
Packaging material consumption	Ton	77924.8	89555
Consumption of recyclable packaging materials	Ton	684	797
Consumption of non-recyclable packaging materials	Ton	6.2	7
Total environmental protection investment	RMB ten thousand	450.4	484.07
Environmental violations and illegal activities	Cases	0	0
Amount of major administrative penalties imposed by environmental protection and other relevant authorities for environmental incidents during the reporting period	RMB ten thousand	0	0
Wastewater discharge	Ton	115593	137933
Total solid waste disposal	Ton	11352.1	11620.13

Indicator	Unit	2025	2024
Generation volume of general industrial solid waste	Ton	10860	11367.87
General industrial solid waste disposal	Ton	10860	11367.87
Generation volume of hazardous waste	Ton	492.1	456.45
Hazardous waste disposal	Ton	492.1	456.45
Total amount of waste recycled and reused	Ton	10860	1784.22
Proportion of waste recycled and reused	%	95	15
Total greenhouse gas emissions	Tonnes of CO <sub>2</sub> Equivalent	36059.84	38616.49
Scope 1 emissions	Tonnes of CO <sub>2</sub> Equivalent	5380.51	5367.84
Scope 2 emissions	Tonnes of CO <sub>2</sub> Equivalent	30679.33	33248.65

#### ■ Social Performance

Indicator	Unit	2025	2024
Total number of employees	Person	1952	1940
Including:			
Ethnic minority employees	Person	127	114
Disabled employees	Person	5	6
By gender			
Male	Person	1665	1650
Female	Person	287	290
By age			
30 and below	Person	433	385
30-50 (inclusive)	Person	1199	1235
Above 50	Person	320	320
By professional category			
Production personnel	Person	646	673
Sales personnel	Person	228	229
Technical personnel	Person	679	642
Finance personnel	Person	48	48
Administrative personnel	Person	351	348

	Indicator	Unit	2025	2024
By education background	Doctoral degree	Person	5	2
	Master's degree	Person	203	164
	Bachelor's degree	Person	945	933
	Associate degree	Person	289	299
	High school and below	Person	510	542
Percentage of female employees		%	14.7	14.95
Percentage of ethnic minority employees		%	6.51	5.88
Total number of new employees		Person	93	130
By gender	Male	Person	81	109
	Female	Person	12	21
By recruitment channel	Fresh graduates	Person	93	125
	Social recruitment	Person	0	5
Labor contract signing rate		%	100	100
Employee turnover rate		%	2.64	4.12
By gender	Male	%	88.24	75
	Female	%	11.76	25
By age	30 and below	%	70.59	47.5
	30-50 (inclusive)	%	19.61	42.5
	Above 50	%	9.8	100
By region	Chinese mainland	%	100	100
Social insurance coverage rate		%	100	100
Per capita paid leave time		Day	10.2	10.1
Training investment		RMB ten thousand	261	519
Training sessions held		Sessions	376	613
Training participants		Person	1940	1940
Training coverage rate		%	100	100
By gender	Male	%	100	100
	Female	%	100	100

	Indicator	Unit	2025	2024
By management level	Senior management	%	100	100
	Middle management	%	100	100
	Grassroots employees	%	100	100
Average training duration per employee		Hours	12	11
Amount of investment in work safety		RMB ten thousand	1179.73	1336.93
Number of safety training sessions		Sessions	183	164
Safety training hours		Hours	724	629
Total person-times of safety training participation		Person	17326	14940
Work safety training coverage rate		Person-time	100	100
Amount of investment in occupational injury insurance for employees		RMB ten thousand	202.37	65.43
Coverage of occupational injury insurance for employees		%	100	100
Amount of investment in work safety liability insurance		RMB ten thousand	202.37	65.43
Work safety liability insurance coverage rate		%	100	100
Number of work safety accidents		Cases	0	0
Work injury rate		%	0	0.04
Work days lost due to occupational injuries		Day	0	0
Work days lost per million RMB revenue due to occupational injuries		Day/RMB million	0	0
Occupational disease incidence rate		%	0	0
Work-related fatalities		Person	0	0
Fatalities per hundred million RMB revenue		Person /RMB Million	0	0
Work-related fatality rate		%	0	0
Amount of investment in employee assistance		RMB ten thousand	6	3.89
Number of employees in need assisted		Person	62	49
Number of employees surveyed		Person	1952	1940
Losses caused by major product/service safety and quality liability incidents during the reporting period		RMB ten thousand	0	0
Number of customers participating in satisfaction survey		Unit	625	670
Coverage rate of customer satisfaction survey		%	96.63	97.13

Indicator	Unit	2025	2024
Number of customer complaints	Cases	0	1
Amount involved in data security incidents	RMB ten thousand	0	0
Amount involved in client privacy breach incidents	RMB ten thousand	0	0
Amount of R&D investment	RMB ten thousand	16909.39	18372.39
Proportion of R&D investment to operating revenue	%	3.4	3.75
Number of R&D personnel	Person	669	461
Proportion of R&D personnel	%	34.27	23.76
Number of patent applications	Cases	61	67
Number of invention patent applications	Cases	34	23
Number of utility model patent applications	Cases	27	44
Number of design patent applications	Cases	0	0
Number of patents granted	Cases	77	84
Number of invention patents granted	Cases	27	39
Number of utility model patents granted	Cases	50	44
Number of design patents granted	Cases	0	1
Total number of valid patents	Cases	701	639
Valid patents per million revenue	Units/RMB Million	0.14	0.13
Total number of trademark rights	Cases	14	10
Total number of copyrights	Cases	0	0
Total number of software copyrights	Cases	14	12
Number of technology ethics violations	Cases	0	0
Number of suppliers	Unit	951	615
Amount of investment in public welfare activities	RMB ten thousand	285.08	215.6
Total number of public welfare activities	Times	10	16
Volunteers participating in public welfare activities	Person	300	470
Volunteer hours in public welfare activities	Hours	360	776
Rural revitalization investment	RMB ten thousand	313.82	168.63

Indicator	Unit	2025	2024
Total tax paid during the reporting period	RMB ten thousand	18791.15	17723
Including: value-added tax	RMB ten thousand	11829.02	11358
Corporate income tax	RMB ten thousand	3221.78	2862

#### ■ Governance Performance

Indicator	Unit	2025	2024	
Number of Party Committee meetings	Times	73	107	
Number of Party branches	Nos	33	31	
Number of Party members	Person	765	754	
Meeting convening status	Shareholders' meeting	Times	4	5
	Board of directors	Times	12	12
Proposal review status	Shareholders' meeting	Item	25	31
	Board of directors	Item	95	87
Composition of the board	Number of directors	Person	8	9
	Male	Person	7	8
By gender	Female	Person	1	1
Number of independent directors	Person	3	3	
Proportion of independent directors	%	37.5	33.33	
Proportion of female directors	%	12.5	11.11	
Senior management composition	Number of senior executives	Person	7	7
Training duration of anti-commercial bribery and anti-corruption training sessions	Hours	8	5	
Including:	Management level	Hours	8	5
	Employee	Hours	8	4
Coverage of anti-commercial bribery and anti-corruption training	%	100	57.55	
Including:	Management level	%	100	11.05
	Employee	%	100	46.51

Indicator	Unit	2025	2024
Amount involved in litigation or major administrative penalties due to unfair competition during the reporting period	RMB ten thousand	0	0
Hours of anti-monopoly and fair competition management training	Hours	2	2
Participants in anti-monopoly and fair competition management training	Person	127	500

## Definitions

Terms		
CSRC	refers to	China Securities Regulatory Commission
NDRC	refers to	National Development and Reform Commission of the People's Republic of China
SASAC	refers to	State-owned Assets Supervision and Administration Commission of the State Council
SZSE	refers to	Shenzhen Stock Exchange
Guidelines	refers to	Self-Regulatory Guidelines No.17 for Companies Listed on Shenzhen Stock Exchange – Sustainable Development Report (Trial)

## Reader Feedback Form

Dear Reader,

Greetings! Thank you for taking the time to read the 2025 Environmental, Social and Governance Report of Harbin Electric Corporation Jiamusi Electric Machine Company Limited. If you have any comments or suggestions, please do not hesitate to let us know. Your feedback will help us further improve our sustainable development management.

### 1. Which stakeholder group do you or your organization belong to?

- Employee of the Company   
  Government/Regulatory authority   
  Shareholder/investor   
  Client/Potential client  
 Supplier/Partner   
  Non-governmental organization   
  Community / General public  
 Other (Please specify) \_\_\_\_\_

### 2. Is the information you are concerned about adequately covered in this report?

- Yes                     
  Partially                     
  No

### 3. How would you rate this report overall?

Readability (clear and accessible expression, aesthetically pleasing design, engaging content, easy to locate desired information)

- points (Good)                     
  2 points (Average)                     
  1 point (Poor)

Credibility (The reported information is truthful and reliable)

- points (Good)                     
  2 points (Average)                     
  1 point (Poor)

Information Completeness (Balanced coverage of both positive and negative aspects, meeting your information needs)

- points (Good)                     
  2 points (Average)                     
  1 point (Poor)

### 4. Were you able to conveniently locate the information you were interested in within this report?

- Yes                     
  Partially                     
  No

### 5. Apart from the content already disclosed in this report, what other types of information would you like to see?

\_\_\_\_\_

## Disclaimer

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