



中国化学



2025

## 环境、社会及治理 (ESG) 报告

ENVIRONMENTAL, SOCIAL and GOVERNANCE (ESG) REPORT

中国化学工程股份有限公司  
CHINA NATIONAL CHEMICAL ENGINEERING CO.,LTD.

## 报告编制说明

### Preparation Instructions

#### 组织范围

##### Organization scope

本报告是中国化学工程股份有限公司（简称“中国化学”“股份公司”“公司”或“我们”）发布的第 4 份环境、社会及治理（以下简称“ESG”）报告，同时也是第 14 份社会责任报告。本着客观全面、规范透明的原则，报告全面且详细地披露公司在环境、社会和公司治理等方面的履责情况。

This report is the 4th Environmental, Social and Governance (ESG) Report and the 14th Social Responsibility Report released by China National Chemical Engineering Co., Ltd. ("CNCEC", "the Company", or "we"). Adhering to the principles of objectivity, comprehensiveness, standardization and transparency, the report fully and thoroughly discloses the Company's performance of responsibilities in environmental, social and corporate governance aspects.

#### 时间范围

##### Time scope

2025 年 1 月 1 日~ 2025 年 12 月 31 日，部分内容超出上述范围。

January 1, 2025 - December 31, 2025. Some content may extend beyond this period.

#### 参考标准

##### Reference standards

- 联合国可持续发展目标 (SDGs)  
United Nations Sustainable Development Goals (SDGs)
- 全球报告倡议组织 (GRI) 《可持续发展报告标准》(GRI Standards)  
Sustainability Reporting Standards (GRI Standards) of the Global Reporting Initiative (GRI)
- 国务院国资委《关于新时代中央企业高标准履行社会责任的指导意见》《央企控股上市公司 ESG 专项报告参考指标体系》  
Guidelines for Central Enterprises to Fulfill Social Responsibilities with High-Standard in the New Era, and Reference Indicator System for ESG Special Report of Listed Companies Held by Central Enterprises of the State-owned Assets Supervision and Administration Commission (SASAC)
- 财政部《企业可持续披露准则——基本准则（试行）》  
Corporate Sustainability Disclosure Standards -- Basic Standards (Trial)
- 《上海证券交易所上市公司自律监管指引第 14 号——可持续发展报告（试行）》  
Guidelines No.14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)
- 《上海证券交易所上市公司自律监管指南第 4 号——可持续发展报告编制》  
Self-regulatory Guidelines for the Companies Listed on the Shanghai Stock Exchange No. 4 - Formulation of Sustainable Development Report
- 中国企业改革与发展研究会、责任云研究院《中国企业可持续发展报告指南（CASS-ESG 6.0）》  
Guidelines for Chinese Corporate Sustainability Reports (CASS-ESG 6.0) of China Enterprise Reform and Development Research Association & Responsibility Cloud Research Institute.

#### 数据说明

##### Data description

报告中使用的数据均来自公司正式文件、统计报告和财务报告等，并已通过公司相关部门审核。除特别说明外，本报告均以人民币为金额单位。

Data used in this report are derived from official documents, statistical reports and financial reports of the Company, and have been reviewed by relevant departments. Unless otherwise specified, RMB is used as the currency unit in this report.

#### 可靠性保证

##### Reliability assurance

本报告所披露的信息、数据真实可靠，公司董事会承诺对报告内容进行监督，不存在任何虚假记载、误导性陈述或重大遗漏。本报告中英文版本如有歧义，概以中文版为准。

The information and data disclosed in this report are true and reliable. The Board of Directors of the Company commits to supervising the content of the report, with no false records, misleading statements or material omissions. This Report is compiled in Chinese and English versions. Should there be any minor content difference, the Chinese version prevails.

#### 报告获取

##### Report accessibility

##### 获取电子版：

##### Electronic version:

- 中国化学官网：  
Official website of CNCEC:  
[www.cncec.cn](http://www.cncec.cn)
- 上海证券交易所官网：  
Shanghai Stock Exchange website:  
[www.sse.com.cn](http://www.sse.com.cn)

##### 获取纸质版：

##### Printed version:

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## 董事长致辞 Chairman's Address



2025 年是中国化学“135”发展战略的开局之年，也是“十四五”圆满收官的决胜之年。一年来，中国化学坚持以习近平总书记重要指示批示精神统领各项工作，深入学习贯彻党的二十大和二十届历次全会精神，认真落实国资委工作部署，在公司治理、科技创新、绿色转型、安全发展、社会责任等领域全面发力、奋力突破，向社会各界交出一份满意答卷。

2025 marks the inaugural year of CNCEC's "135" Development Strategy and the decisive year for the successful conclusion of the 14th Five-Year Plan. Over the past year, guided by the important instructions and remarks of General Secretary Xi Jinping, we have thoroughly studied and implemented the spirit of the 20th National Congress of the Communist Party of China and its plenary sessions, and earnestly fulfilled the work arrangements of the State-owned Assets Supervision and Administration Commission (SASAC). We have strived for breakthroughs across the board in corporate governance, scientific and technological innovation, green transformation, safe development, and social responsibility, delivering a satisfactory performance to all sectors of society.

这一年，我们精治理、稳经营，筑牢一流企业发展根基。坚持和加强党的全面领导，推动党建与生产经营融合互促，以全面从严治党新成效保障企业高质量发展。持续完善现代企业制度和市场化经营机制，全面完成改革深化提升行动，在中央企业三年任期经营业绩考核中获评 A 级。强化全面风险防控与内控管理，坚守合规底线与商业道德，保障企业规范运作、行稳致远。坚持“灯火通明搞科研”“灯火通明促转化”，一体推进自主创新、技术整合和平台建设，全面启动“星火计划”，稳步推进重点产业链研发项目实施，加速推动科技成果转化。全年获批科技部国家重点研发计划项目 1 项，获得省部级科技进步奖 11 项，完成省部级工法认定 67 项，高标准完成“数字化学 2.0”顶层规划。

This year, we refined governance, stabilized operations, and consolidated the foundation for building a world-class enterprise. We upheld and strengthened the Party's overall leadership, promoted the integration and mutual reinforcement of Party building with production and operation, and ensured high-quality enterprise development with new achievements in full and strict governance over the Party. We continued to improve the modern enterprise system and market-oriented operation mechanisms, fully completed the action for deepening and upgrading reforms, and was rated A-level in the three-year term performance assessment of central enterprises. We strengthened comprehensive risk prevention, control, and internal management, adhered to the bottom line of compliance and business ethics, and guaranteed standardized operation and steady, long-term development of the enterprise. Committed to "staying up late for scientific research" and "staying up late for transformation", we advanced independent innovation, technology integration, and platform building in an integrated manner, fully launched the "Spark Program", steadily implemented R&D projects for key industrial chains, and accelerated the commercialization of scientific and technological achievements. Throughout the year, we secured one national key R&D program project from the Ministry of Science and Technology, won 11 provincial and ministerial-level Science and Technology Progress Awards, completed the certification of 67 provincial and ministerial-level construction methods, and finished the high-standard top-level planning of "Digital Chemical Engineering 2.0".

这一年，我们绘绿色、护生态，共建人与自然和谐共生的美丽中国。紧扣国家“碳达峰、碳中和”目标，制定专项工作方案，持续开展低碳技术攻关、研发推广绿色产品，加速绿色低碳领域产业布局，不断提升气候风险应对能力。健全环境管理体系，细化压实各级生态环保责任，扎实推动中央生态环保督察问题整改，坚决打好污染防治攻坚战。全面践行清洁生产，将绿色理念贯穿工程建设全周期，加强能源资源高效循环利用，协同推进节能、降碳、减污、扩绿、增长。深度参与长江大保护、黄河流域生态保护，推动生态环境修复和可持续发展，秦岭生态修复项目成果入选“2025 年度央企十大超级工程”。

This year, we pursued green development, protected the ecology, and jointly built a Beautiful China where humanity and nature coexist in harmony. Aligning with the national goals of carbon peaking and carbon neutrality, we formulated special work plans, continued to tackle low-carbon technologies, developed and promoted green products, accelerated industrial layout in the green and low-carbon sector, and continuously enhanced climate risk response capabilities. We improved the environmental management system, refined and consolidated ecological and environmental protection responsibilities at all levels, earnestly promoted the rectification of issues identified in central ecological and environmental protection inspections, and resolutely fought the tough battle against pollution. We fully implemented clean production, integrated the green concept throughout the entire cycle of engineering construction, strengthened the efficient recycling of energy and resources, and coordinated efforts to save energy, reduce carbon emissions, cut pollution, expand greenery, and promote growth. We deeply participated in the Yangtze River Protection Initiative and ecological protection in the Yellow River Basin, driving ecological restoration and sustainable development. The achievements of the Qinling Ecological Restoration Project were selected as one of the "2025 Top 10 Super Projects of Central Enterprises".

这一年，我们聚合力、增福祉，拓宽共赢发展广阔路径。持续完善QHSE体系建设，深入推进安全生产治本攻坚三年行动，全面开展“雷霆行动”和“三个专项整治”，全年实现近 10 亿安全人工时，安全生产形势总体平稳。大力开展质量兴企行动，推进星级标准化工地建设，全年获省部级以上优质工程 136 项，单位工程一次合格率达 99.3%。坚持以人为本，促进员工与企业共同成长。强化供应链韧性，深化上下游协同合作，赋能行业高质量发展。积极践行“一带一路”倡议，加快打造“三个重要窗口、一张金名片”，在“ENR”排名中实现 8 连升。持续巩固脱贫攻坚成果，扎实推进全面乡村振兴，定点帮扶工作连续四年获评中央单位考核最高等次。热心公益事业，广泛开展志愿服务、抢险救灾等工作，以实际行动增进民生福祉，彰显央企责任担当。

This year, we pooled strengths, enhanced well-being, and broadened the path for win-win development. We continued to improve the QHSE (Quality, Health, Safety, Environment) management system, deepened the three-year action to address root causes in workplace safety, and fully launched the "Thunderbolt Action" and "Three Special Remediations". We achieved nearly 1 billion safe working hours throughout the year, maintaining an overall stable safety production situation. We vigorously carried out the Quality-Enhancing Enterprise Initiative, promoted the construction of star-rated standardized construction sites, won 136 high-quality engineering awards at or above the provincial and ministerial levels, and achieved a 99.3% first-time pass rate for unit projects. We adhered to a people-oriented approach, promoting the common growth of employees and the enterprise; strengthened supply chain resilience, deepened collaboration with upstream and downstream partners, and empowered high-quality industry development. We actively implemented the Belt and Road Initiative, accelerated the development of "Three Important Windows and One Golden Name Card", and achieved eight consecutive rises in the ENR rankings. We continued to consolidate the achievements of poverty alleviation and advance rural revitalization in all respects, with our designated assistance work rated the highest level in central unit assessments for four consecutive years. We devoted ourselves to public welfare, extensively carried out volunteer services, disaster relief, and other work, enhancing people's well-being with concrete actions and demonstrating the responsibility of a central enterprise.

奋进新征程，实现新提升。2026 年是“十五五”开局之年，也是落实公司“135”发展战略的关键一年。我们将更加紧密地团结在以习近平同志为核心的党中央周围，锚定目标、团结奋进，坚定信心、乘势而上，确保“十五五”实现良好开局，向着建设世界一流创新型工程公司的目标阔步前行，为中国式现代化建设贡献更大力量！

Forging ahead on a new journey, we strive for new heights. 2026 is the inaugural year of the 15th Five-Year Plan and a critical year for implementing the Company's "135" Development Strategy. We will unite more closely around the Party Central Committee with Comrade Xi Jinping at its core, anchor our goals, forge ahead in unity, boost confidence, and seize the momentum. We will ensure a sound start to the 15th Five-Year Plan, stride forward toward the goal of building a world-class Innovative engineering leader company, and contribute greater strength to the construction of Chinese-style modernization!

莫鼎革  
Mo Dingqiang

党委书记、董事长  
中国化学工程股份有限公司

Secretary of the Party Committee and Chairman  
China National Chemical Engineering Co., Ltd.

## 走进中国化学

### About CNCEC

### 公司概况

#### Company Overview

中国化学工程股份有限公司（简称中国化学）成立于 2008 年 9 月。由中国化学工程集团有限公司作为主要发起人，联合神华集团有限责任公司和中国中化集团有限公司共同发起设立。2010 年 1 月，中国化学在上海证券交易所成功上市（证券代码：601117）。

China National Chemical Engineering Co., Ltd. ("CNCEC") was founded in September 2008. It was established under the initiative of China National Chemical Engineering Group Corporation Ltd. as the main sponsor, jointly with Shenhua Group Co., Ltd and Sinochem Group Co., Ltd. In January 2010, CNCEC was successfully listed on the Shanghai Stock Exchange (Stock Code: 601117).



中国化学下属 22 家二级企业，业务覆盖化工、石化、炼油、建筑、市政、电力、公路、桥梁、隧道、水利、水电、冶金、矿山、机电、贸易、实业等行业领域。能够为客户提供化工厂和化工园区规划、咨询、设计、投资、建造、运营、检维修全生命周期服务，建成了全球单体规模最大的 400 万吨/年煤制油（间接液化）工厂，全球单系列最大的 20 亿立方米/年煤制天然气工厂，全球最大的 135 万吨/年合成氨、240 万吨/年尿素工厂和 180 万吨/年煤制乙二醇工厂，全球单系列产能最大的 73 万吨/年合成氨、127 万吨/年煤制化肥项目等一批重大项目。

CNCEC has 22 secondary subsidiaries, covering industries including chemical, petrochemical, refining, construction, municipal, power, highway, bridge, tunnel, water conservancy, hydropower, metallurgy, mining, electromechanical, trade and industrial operations. It provides customers with full life-cycle services including planning, consulting, design, investment, construction, operation, inspection and maintenance for chemical plants and industrial parks. It has built a series of landmark projects: world's largest single-train 4,000,000 tpa indirect coal-to-liquids plant; world's largest single-train 2 billion m<sup>3</sup>/year coal-to-natural gas plant; world's largest 1.35 million tpa synthetic ammonia and 2.4 million tpa urea plant; 1.8 million tpa coal-to-ethylene glycol plant; world's largest single-train 730,000 tpa synthetic ammonia and 1.27 million tpa coal-based fertilizer project.

中国化学坚持“科技是第一生产力”和绿色低碳发展理念，全力推进高水平科技自立自强。拥有 13 个国家级企业技术中心、1 个国家能源研发中心、18 家高新技术企业、7 个博士后工作站。在北京成立了科学技术研究总院，在上海、天津、武汉、西安、合肥等地设立了智能装备、新材料及催化剂、清洁能源、碳中和、环保等一批专业研究院，设立了日本筑波、北京房山等实验室，成立了天津南港、山东淄博等中试基地。拥有 1200 人的“科学家+工程师”科研队伍，获得国家授权专利 7000 余项，主编参编国家、行业和团体标准 700 余项，荣获中国专利金奖 2 项、银奖 5 项以及国家、省部级科学技术奖 400 余项。

CNCEC upholds the philosophy that "science and technology are the primary productive forces" and pursues green and low-carbon development, striving for high-level self-reliance and self-improvement in science and technology. It owns 13 national-level enterprise technology centers, 1 national energy R&D center, 18 high-tech enterprises, and 7 post-doctoral workstations. It has established the General Research Institute of Science and Technology in Beijing, and set up specialized research institutes in Shanghai, Tianjin, Wuhan, Xi'an, Hefei and other cities focusing on intelligent equipment, new materials and catalysts, clean energy, carbon neutrality and environmental protection. It has also built laboratories in Tsukuba (Japan) and Fangshan (Beijing), and pilot bases in Nangang (Tianjin) and Zibo (Shandong). It has a 1,200-strong R&D team of "scientists + engineers", over 7,000 authorized patents, and has edited or participated in compiling more than 700 national, industrial and group standards. It has won 2 China Patent Gold Awards, 5 Silver Awards, and more than 400 national and provincial-level science and technology awards.

中国化学是最早实施“走出去”战略的中国企业，业务遍布全球 80 多个国家和地区，设立了 160 个海外机构，具有全球资源配置能力和超大项目组织实施能力。在境外实施了全球单系列产能最大的 180 万吨/年甲醇项目，全球石化领域单个合同额最大的 280 万吨/年乙烯和 300 万吨/年聚乙烯的化工综合体项目，全球单系列最大的尼日利亚丹格特 3500 万吨/年炼油石化项目，全球最大的土耳其 10 亿立方米/年地下天然气储库项目，全球最大的土耳其卡赞 250 万吨/年天然碱项目，哈萨克斯坦最大的 IPCI50 万吨/年聚丙烯项目，中国首单海外 BOOT 印尼巨港 150MW 燃气电站项目，中国首套 1000MW 超超临界机组成套设备出口的印尼芝拉扎电站项目等诸多具有全球影响力的重大工程，带动中国技术、中国标准和中国装备“走出去”，是高质量共建“一带一路”的排头兵。

As one of the earliest Chinese enterprises to implement the "Going Global" strategy, CNCEC operates in more than 80 countries and regions, with 160 overseas institutions, possessing global resource allocation capabilities and mega-project delivery capacity. Overseas landmark projects include: world's largest single-train 1.8 million tpa methanol project; world's largest single petrochemical contract: 2.8 million tpa ethylene and 3 million tpa polyethylene complex; world's largest single-train Dangote 35 million tpa refining and petrochemical project in Nigeria; world's largest 1 billion m<sup>3</sup>/year underground natural gas storage project in Turkey; world's largest Kazan 2.5 million tpa natural soda project in Turkey; Kazakhstan's largest IPCI 500,000 tpa polypropylene project; China's first overseas BOOT project: 150 MW gas-fired power plant in Indonesia; China's first 1,000 MW ultra-supercritical power station equipment export project in Indonesia. These projects have driven Chinese technologies, standards and equipment to "go global", making CNCEC a pioneer in high-quality Belt and Road cooperation.

中国化学将坚持以习近平新时代中国特色社会主义思想为指导，秉承“建设炫彩世界 创造美好生活”的发展使命，深入实施“135”发展战略，加快建设世界一流创新型工程公司，为全面建设社会主义现代化国家、全面推进中华民族伟大复兴贡献力量！

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, CNCEC upholds its mission of "Craft a Brilliant World, Create a Better Life", implements the "135" Development Strategy, accelerates the construction of a world-class Innovative engineering leader company, and contributes to building a great modern socialist country and the great rejuvenation of the Chinese nation.

### 企业文化

#### Corporate culture



#### 企业使命

Corporate mission

建设炫彩世界 创造美好生活

Craft a Brilliant World, Create a Better Life



#### 企业愿景

Corporate vision

奋力打造世界一流创新型工程公司

Aspire to Be a World-Class Innovative Engineering Leader



#### 核心价值观

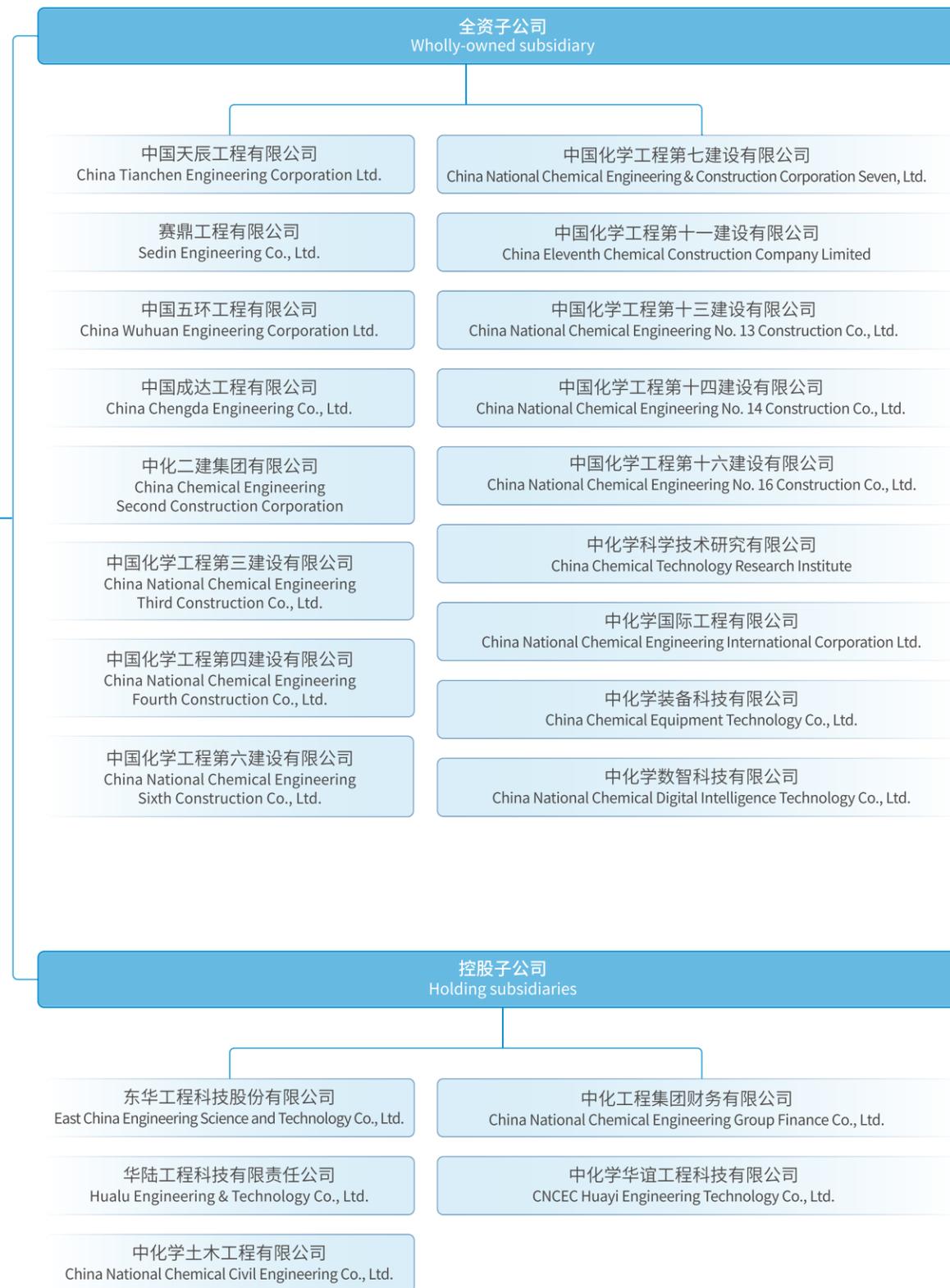
Core values

创新 责任 专业 共赢

Innovation, Responsibility, Expertise, Win-Win Cooperation

### 组织架构

#### Organizational structure



## 业务分类

### Business Classification



工程业务  
Engineering  
business

建设各类工程项目向客户提供工程技术服务、施工建造、设备安装及装饰装修等服务。主要包括工程建筑、安装、工程技术服务、生态保护与环境治理等业务。

Undertake various types of engineering projects and provide customers with engineering technical services, construction, equipment installation, decoration and renovation, etc. The main businesses include engineering construction, installation, engineering technical services, ecological protection, and environmental governance.



实业务  
Industrial  
business

从事化学制品、能源产品、机械设备等生产、加工、制造、销售等业务，以及污水处理、危固废处置等环保运营。

Engage in the production, processing, manufacturing and sales of chemical products, energy products, mechanical equipment, etc., as well as environmental protection operations such as sewage treatment and hazardous & solid waste disposal.



现代服务业  
Modern service  
industry

工程与实业务以外，具有高技术、高人力资本、高附加值特征的服务业务。主要包括各类科学研究、科技推广与应用、专业技术服务、信息技术、现代物流、金融服务、现代商贸服务等业务。

Services characterized by high technology, high human capital and high added value, excluding engineering and industrial businesses. They mainly include scientific research, technology promotion and application, professional and technical services, information technology, modern logistics, financial services, modern commercial and trade services, among others.

## 发展战略

### Development Strategy

中国化学坚持以习近平新时代中国特色社会主义思想为指导，全面贯彻党的二十大和二十届历次全会精神，深入落实党中央、国务院决策部署和国资委工作要求，充分发挥“三个作用”，全力争当“三个排头兵”，全面提升“五个价值”，全力推进“四新”实践，锚定“中国化学工业国家队，全球化学工程排头兵”战略定位，围绕“再造一个更高质量的中国化学”发展目标，坚持科技创新与管理创新双轮驱动，因地制宜发展新质生产力，不断增强核心功能，提升核心竞争力，带动员工与企业共同发展，奋力打造世界一流创新型工程公司，在推进化学工业强国和中国式现代化征程中彰显央企担当。

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, CNCEC fully implements the spirit of the 20th National Congress of the Communist Party of China and its plenary sessions, follows the decisions and arrangements of the Party Central Committee, the State Council and SASAC. It gives full play to the "three roles", strives to be the "three pioneers", comprehensively enhances the "five values", and promotes the practice of "Four New". Anchoring its strategic positioning as "National Team of China's Chemical Industry, Pioneer of Global Chemical Engineering" and the goal of "Rebuilding a Higher-quality CNCEC", it adheres to the dual drivers of technological and management innovation, develops new quality productivity, strengthens core functions and competitiveness, promotes common development of employees and the enterprise, and strives to become a world-class Innovative engineering leader company, demonstrating the responsibility of a central enterprise in building a strong chemical industry and Chinese-style modernization.

## 年度荣誉 (部分)

### Annual Honors (Partial)

#### 荣誉奖项 Honorary awards

- ★ 中国化学 29 项成果获全国优秀工程勘察设计奖, 136 项工程获省部级以上优质工程奖  
29 achievements won National Excellent Engineering Investigation and Design Awards, and 136 projects provincial/ministerial-level or above quality engineering awards
- ★ 中国化学荣登“中国对外承包工程 100 强企业”“行业 A 级企业”双榜单  
Ranked among "Top 100 Chinese Foreign Contracted Enterprises" and "Grade A Enterprise in the Industry"
- ★ 中国化学天辰公司中沙古雷乙烯项目荣获质量管理金旗单位  
China Tianchen Engineering Corporation Ltd.'s Sino-Saudi Gulei Ethylene Project won the Gold Flag Unit for Quality Management
- ★ 中国化学成达公司印尼 GPK 公司荣获印尼国家电网颁发的 2024 年度“BEST PERFORMANCE POWER PLANT”（最佳运行奖）和“BEST ACHIEVEMENT POWER PLANT”（最佳成就奖）两项大奖  
Indonesia GPK Company of CNCEC Chengda Company won "BEST PERFORMANCE POWER PLANT" and "BEST ACHIEVEMENT POWER PLANT" from Indonesia State Grid 2024
- ★ 中国化学七化建参建的眉山雅保氢氧化锂电池材料项目荣获《工程新闻记录》（ENR）颁发的 2024 年度“全球电力 / 工业类最佳工程奖”  
China National Chemical Engineering & Construction Corporation Seven, Ltd.'s Meishan Yahua Lithium Hydroxide Lithium Battery Material Project won ENR's 2024 "Global Best Project Award - Power/Industrial"
- ★ 中国化学七化建承建的迪拜 184B 道路项目与沙迦阿莱夫西拉项目获 2025 年 ISA 国际安全奖  
China National Chemical Engineering & Construction Corporation Seven, Ltd.'s Dubai Road 184B and Sharjah Alef Sira Projects won 2025 ISA International Safety Awards
- ★ 中国化学国际公司总承包的安哥拉洛比托炼油厂项目营地获评“2025 海外工程典范营地”  
CNCEC International's Angola Lobito Refinery Project Camp rated "2025 Model Overseas Engineering Camp"

## ESG 管理

### ESG Management

### ESG 治理

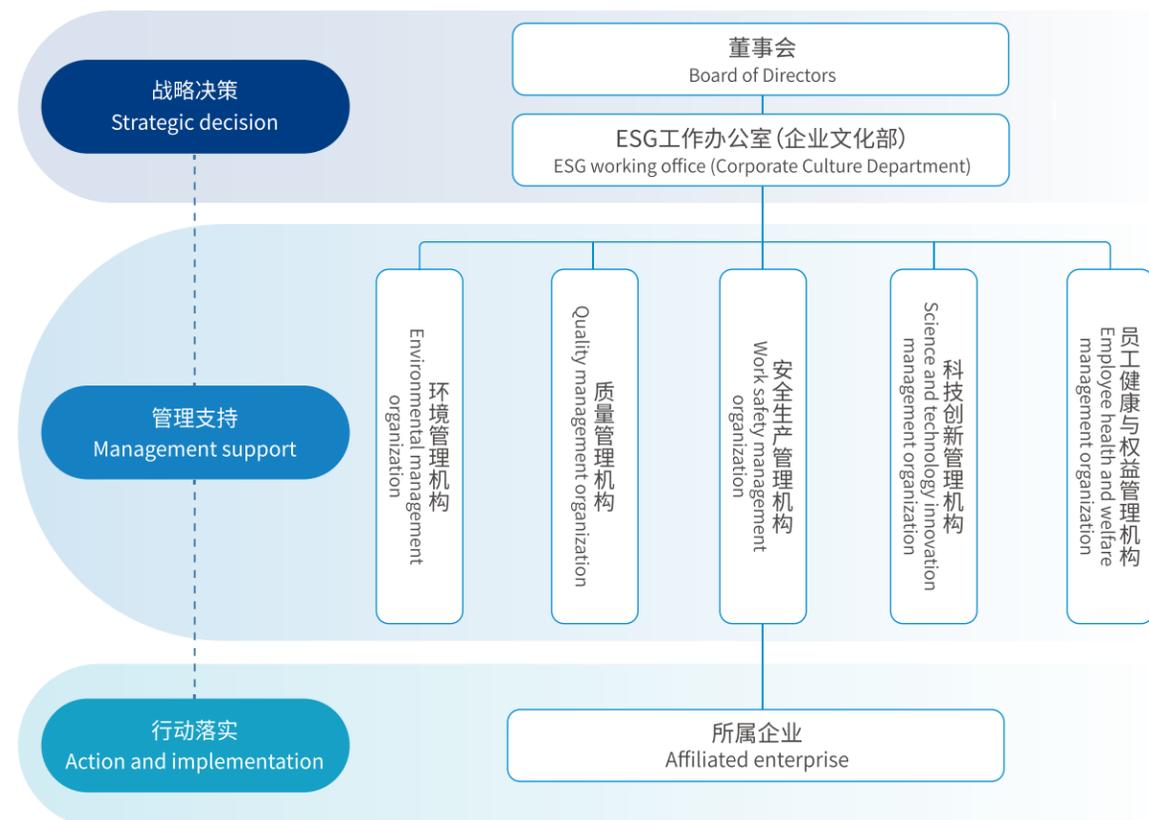
#### ESG Governance

#### ESG 治理架构

##### ESG structure

中国化学持续完善 ESG 治理架构，构建上下联动的 ESG 工作机制，强化治理能力、提升治理质效，将 ESG 理念纳入公司战略规划、改革发展和运营管理，推动可持续发展能力持续提升。公司董事会作为 ESG 工作的决策领导机构，推进 ESG 工作与目标审查，制定 ESG 考核体系，统筹领导 ESG 工作办公室（企业文化部）推进 ESG 工作。公司环境、质量、安全生产、科技创新、员工健康与权益管理机构等负责业务范围内的 ESG 管理支持工作，所属企业明确 ESG 工作领导、归口管理部门，负责相关工作落地落实。

CNCEC continuously improves its ESG governance structure, builds a vertically linked ESG working mechanism, strengthens governance capacity and efficiency, integrates ESG concepts into corporate strategy, reform, development and operation, and promotes sustainable development capabilities. The Board of Directors serves as the decision-making body for ESG affairs, reviews ESG strategies and targets, formulates ESG assessment systems, and leads the ESG working office (Corporate Culture Department) to implement ESG initiatives. Environmental, quality, safety, technology innovation, employee health and rights protection departments provide ESG management support. Subsidiaries designate ESG leaders and competent departments to ensure implementation.



## 双重重要性评估

### Dual Materiality Assessment

为系统识别对公司及利益相关方具有重要意义的 ESG 议题，中国化学严格遵循《上海证券交易所上市公司自律监管指引第 14 号——可持续发展报告（试行）》（以下简称《指引》）要求，构建并实施双重重要性评估流程，确定报告披露的实质性基础。

To systematically identify ESG topics material to the Company and stakeholders, CNCEC strictly follows Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial) (the "Guidelines"), and implements a dual materiality assessment and analysis process to determine the disclosure basis of the report.

#### 双重重要性评估分析过程

##### Dual materiality assessment and analysis process

结合自身所处行业和经营业务的特点等情况，识别各议题对公司商业模式、业务运营、发展战略、财务状况等的财务影响，以及公司在各个议题的表现对经济、社会和环境产生的实际和潜在影响，议题重要性评估过程如下：

In light of its industry and operational characteristics, the Company identifies the financial impacts of each topic on its business model, operation, development strategy and financial conditions, as well as the actual and potential impacts of the Company's performance on the economy, society and environment. The materiality assessment process is as follows:





**议题重要性的评估与确认**  
Assess and confirm topic materiality

◦ **影响重要性评估:** 基于利益相关方问卷调查, 综合内外部专家意见, 形成议题影响重要性评估结果。

**Impact materiality assessment:** Based on questionnaires from stakeholders and opinions of internal and external experts, the impact materiality assessment results of topics are formed.

◦ **财务重要性评估:** 基于问卷调查, 综合股东、相关高管意见, 参考内外部专家建议, 形成议题财务重要性评估结果。

**Financial materiality assessment:** Based on questionnaires, opinions of shareholders and relevant executives, and suggestions from internal and external experts, the financial materiality assessment results of topics are formed.



**议题重要性信息披露**  
Disclose topic materiality information

◦ 将双重重要性评估结果呈报至董事会审阅。  
Submit the dual materiality assessment results to the Board of Directors for review.

◦ 披露议题重要性的分析过程及其结果。  
Disclose the analysis process and results of topic materiality.

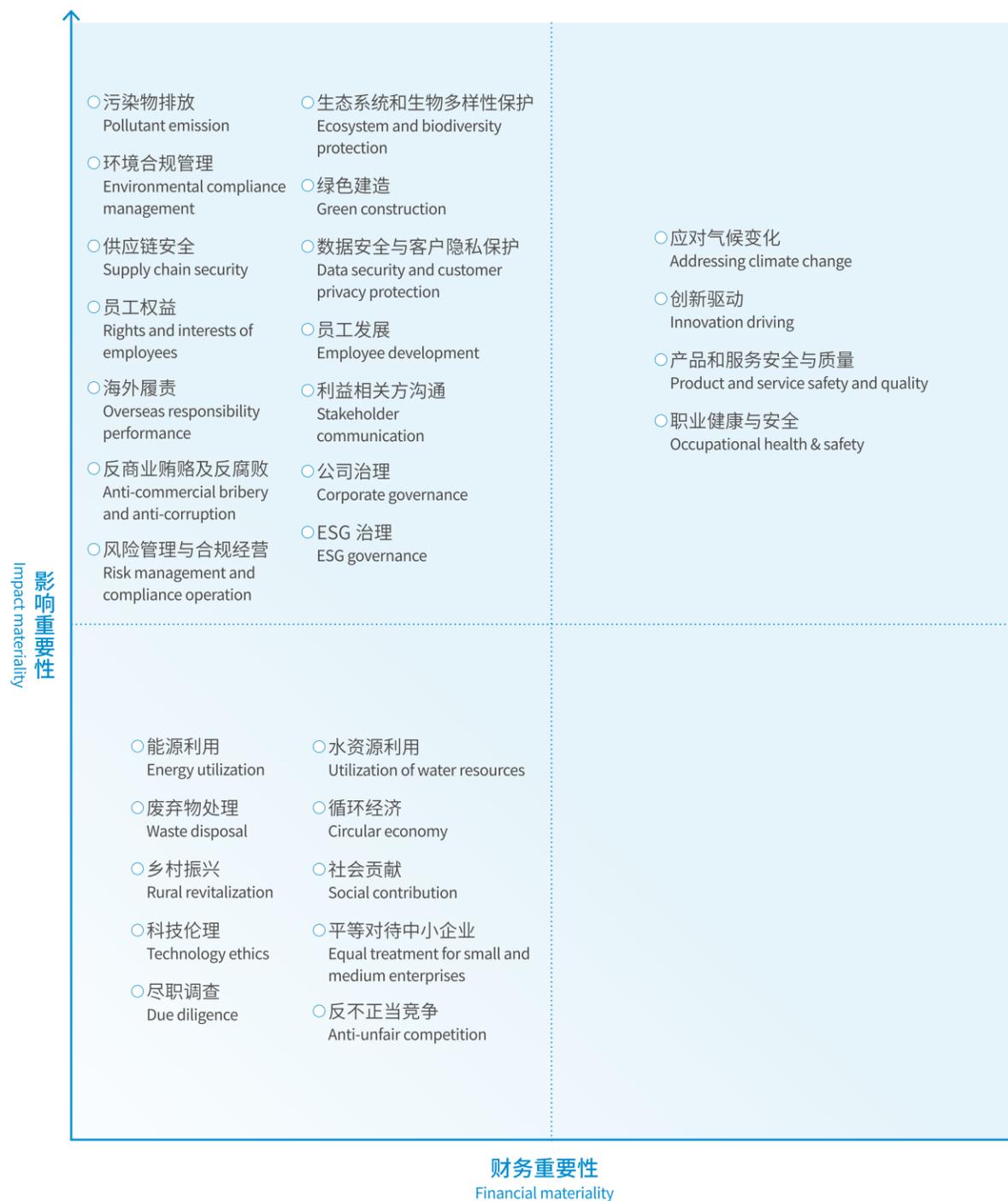
**重要性议题评估结果**  
Material topic assessment results

经综合评估, 4 项议题对公司具有财务重要性及影响重要性, 公司按照四要素内容及《指引》有关具体议题规定在本报告中予以回应; 14 项议题仅具有影响重要性, 公司依照《指引》对具体议题的相关规定予以回应; 10 项议题不具备影响或财务重要性, 公司参考国际主流可持续披露准则及公司实际情况在本报告中予以披露或解释说明。

After comprehensive assessment, 4 topics are both financially material and impact material to the Company, which are addressed in this report in accordance with the four elements and the provisions on specific topics in the Guidelines; 14 topics are only impact material, which are addressed in accordance with the relevant provisions on specific topics in the Guidelines; 10 topics are neither impact material nor financially material, which are disclosed or explained in this report with reference to mainstream international sustainable development disclosure standards and the Company's actual conditions.



**中国化学 2025 年重要性议题矩阵**  
CNCEC's Matrix of Material Issues 2025



## 利益相关方沟通

### Stakeholder Communication

中国化学重视政府、股东、客户、员工、社区等利益相关方期望与诉求，建立常态化沟通机制，畅通日常及专项沟通渠道，及时披露 ESG 履责实践及成效，对利益相关方诉求作出积极回应，展现负责任的企业形象。

CNCEC attaches importance to the expectations and demands of stakeholders including the government, shareholders, customers, employees and communities, establishes a regular communication mechanism, unblocks daily and special communication channels, timely discloses ESG performance practices and results, actively responds to stakeholders' demands, and presents a responsible corporate image.

利益相关方 Stakeholder	对公司的期望 Expectations from the Company	沟通渠道和方式 Communication channels and methods
 政府与监管机构 Government and Regulatory Authorities	遵纪守法 Compliance with laws and regulations 响应国家政策 Respond to National Policies 国有资产保值增值 Preservation and appreciation of state-owned assets 依法纳税 Tax payment according to laws	政策执行 Policy Implementation 接受监督考核 Subject to Supervision and Assessment 接受监督考核 Accept supervision and assessment 工作汇报 Work Report 座谈研讨 Discussion and Seminar
 股东 (投资方) Shareholders (investors)	稳健经营 Steady Operation 收益回报 Return on earnings 满意市值 Satisfactory market value 权益保护 Protection of rights and interests 信息透明 Information Transparency	股东会 Shareholders' Meeting 业绩说明会 Performance Briefing Session 信息披露 Information Disclosure 反向路演 Reverse Roadshow 投资者热线电话 Investor Hotline 来访接待 Visitor Reception
 金融机构 Financial institution	诚信履约 Faithful performance of contracts 风险防控 Risk prevention and control 合作共赢 Win-win cooperation	电话会议与线上会议 Conference Calls and Online Meetings 走访沟通 On-site Visits and Communication 业绩说明会 Performance Briefing Session
 员工 Employee	共同成长 Mutual growth 薪酬与福利保障 Salary and welfare guarantee 健康与安全 Health and safety 人文关怀 Humanistic care	职工代表大会 Staff Representatives' Congress 员工座谈会与接待日 Employee Symposiums and Reception Days 内部沟通平台 Internal Communication Platform 走访调研 Field Visits and Research 满意度调查 Satisfaction Survey
 客户 Customers	诚信履约 Faithful performance of contracts 信息透明 Information transparency 隐私保护 Privacy protection 高质量产品 High-quality products 高品质服务 High-quality services	服务沟通 Service Communication 客户走访与会议 Customer Visits and Meetings 满意度调查 Satisfaction Survey 邮件与电话沟通 Email and Telephone Communication

利益相关方 Stakeholder	对公司的期望 Expectations from the Company	沟通渠道和方式 Communication channels and methods
 战略合作伙伴 Strategic partners	合作共赢 Win-win cooperation 共谋发展 Common development 资源共享 Resource sharing	高层互动 Senior Management Interaction 定期会议 Regular Meetings 多渠道沟通 Multi-channel Communication 开展合作 Cooperation Implementation
 供应商与分包商 Suppliers and Subcontractors	共同发展 Joint development 公开、公平、公正采购 Open, fair, and just procurement 信守承诺 Keep the promise 付款保障 Payment guarantee	供应商大会 Supplier Conference 供应商培训 Supplier Training 尽职调查 Due Diligence 洽谈与交流 Negotiation and Communication
 社区与公众 Community and the public	带动当地产业发展 Drive local industrial development 推动公共事业发展 Promote public welfare development 环境保护 Environmental Protection 促进就业 Employment promotion 教育培训 Education & training 公益慈善 Public welfare and charity 社区参与 Community involvement	实地调研与需求调查 Field Research and Demand Survey 社区沟通交流 Community Communication and Exchange 公益志愿活动 Public Welfare and Voluntary Activities 媒体沟通 Media Communication 项目工地开放日 Project Site Open Day 信息公示 Information Publicity 热线电话 Hotline 网站、微信公众号 Website and WeChat Official Account

## ESG 荣誉

### ESG Honor

- 入选央视“中国 ESG 上市公司先锋 100 (2025)”榜单  
Selected into the CCTV List of "China ESG Listed Companies Pioneer 100 (2025)"
- 荣获投资者关系天马奖  
Won the Tianma Award for Investor Relations
- 荣获主板上市公司价值百强  
Ranked among the Top 100 Valuable Main Board Listed Companies



- 入选央视“中国 ESG 上市公司央企先锋 100 (2025)”榜单  
Selected into the CCTV List of "China ESG Central Enterprise Listed Companies Pioneer 100 (2025)"
- 荣获金牛奖最具投资价值奖  
Won the Golden Bull Award for Most Investment Value
- 获评 2025 年“责任鲸牛奖·海外履责奖”  
Awarded the 2025 "Responsible Whale Bull Award · Overseas Performance Award"

## 专题

# 打造“三个重要窗口、一张金名片” 助力高质量共建“一带一路”

习近平总书记指出，要坚定不移推进高质量共建“一带一路”，为推动构建人类命运共同体作出更大贡献。作为中国化学工业的“国家队”和全球化学工程的“排头兵”，多年来，中国化学聚焦主责主业，深度参与高质量共建“一带一路”，在“一带一路”沿线国家累计签约合同额超 1500 亿美元，不断拓展共赢发展新空间。

General Secretary Xi Jinping pointed out that we should unswervingly promote the high-quality joint construction of the "Belt and Road" and make greater contributions to promoting the building of a community with a shared future for mankind. As the "national team" of China's chemical industry and a "pioneer" of global chemical engineering, CNCEC has for many years focused on its core responsibilities and main businesses, deeply participated in the high-quality joint construction of the "Belt and Road", signed contracts worth more than USD 150 billion in countries along the "Belt and Road", and continuously expanded new space for win-win development.

2025 年，中国化学聚焦打造“三个重要窗口、一张金名片”，全面深化海外“一体两翼”战略，以优化全球经营布局为支撑，以推动“T+EPC”模式为引领，以推动“领航出海”为驱动，以加强合作共赢为纽带，为推动共建“一带一路”高质量发展做出积极贡献。

In 2025, focusing on building "Three Important Windows and One Golden Name Card", CNCEC comprehensively deepened its overseas "One Body, Two Wings" strategy, supported by optimizing its global business layout, led by promoting the "T+EPC" model, driven by advancing the "Pioneering Global Expansion" initiative, and bonded by strengthening win-win cooperation, so as to make positive contributions to promoting the high-quality development of the joint construction of the "Belt and Road".

## 中国化学“三个重要窗口、一张金名片” CNCEC's "Three Important Windows and One Golden Name Card"

坚持价值提升，携手打造制造业高端化、智能化、绿色化发展的重要窗口。

Adhere to value enhancement and jointly build an important window for the high-end, intelligent and green development of manufacturing.

坚持创新引领，携手打造中国标准、中国技术、中国装备“走出去”的重要窗口。

Adhere to innovation leadership and jointly build an important window for Chinese standards, technologies and equipment to "go global".

坚持共建共享，携手打造推进各国硬联通、软联通、心联通的重要窗口。

Adhere to joint construction and sharing and jointly build an important window for promoting hard connectivity, soft connectivity and heart connectivity among countries.

为加快构建全球命运共同体、高质量共建“一带一路”增添一张“金名片”。

Add a "golden name card" to accelerating the building of a global community with a shared future and the high-quality joint construction of the "Belt and Road".

## Special Topic: Building "Three Important Windows and One Golden Name Card" to Boost High-Quality Joint Construction of the "Belt and Road"

### 深化产能合作，打造互联互通网络

#### Deepen Production Capacity Cooperation and Build an Interconnected Network

中国化学秉持共商共建共享原则，聚焦“一带一路”沿线产业发展需求，围绕能源、化工等重点领域，与共建国家深化产业合作。通过高层战略对接凝聚合作共识，积极带动中国标准、中国技术、中国装备“走出去”，打造了一批标志性工程，助力共建国家实现产业升级，为经济社会发展注入持久强劲动力。

CNCEC upholds the principle of extensive consultation, joint contribution and shared benefits, focuses on the industrial development needs of countries along the "Belt and Road", and deepens industrial cooperation with co-building countries in key fields such as energy and chemical industry. It gathers consensus for cooperation through high-level strategic docking, actively promotes the "going global" of Chinese standards, technologies and equipment, and has built a number of landmark projects. These efforts help co-building countries achieve industrial upgrading and inject sustained and strong impetus into the economic and social development.

 2025 年，中国化学  
In 2025, CNCEC

海外机构 **160** 家，分布在 **51** 个国家和地区。

There are 160 overseas institutions, distributed in 51 countries and regions.

境外在建项目 **285** 个，分布在 **43** 个国家和地区。

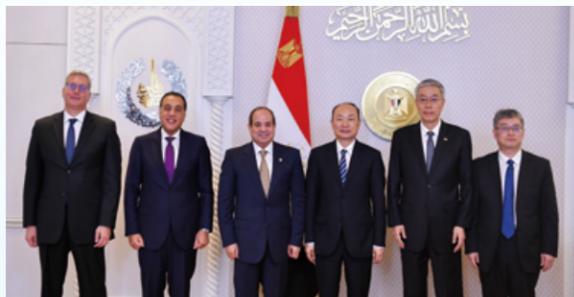
There are 285 overseas projects under construction, distributed in 43 countries and regions.

累计在 **29** 个国家的 **73** 个项目上实现中国标准、中国技术、中国装备“走出去”。

Realized the "going global" of Chinese standards, technologies and equipment in 73 projects in 29 countries accumulatively.

ENR 排名实现八连升，位列全球最大工程承包商第 **14** 位，较 2024 年上升 **1** 位；国际全球最大 250 家工程承包商第 **17** 位，较 2024 年上升 **6** 位。

Achieved a new high in ENR rankings for 8 consecutive years, ranking 14th among the world's largest contractors, up 1 place from 2024; 17th among the world's top 250 international contractors, up 6 places from 2024.



中国化学主要领导与埃及总统塞西举行重要会晤  
 Senior leaders of CNCEC held an important meeting with President Abdel Fattah El-Sisi of Egypt



中国化学主要领导与阿塞拜疆总统阿利耶夫举行重要会晤  
 Senior leaders of CNCEC held an important meeting with President Ilham Aliyev of Azerbaijan

### 工程建设合作案例（部分）

Partial project construction cooperation cases



**印尼巨港 PUSRI-3B 项目：**位于印尼苏门答腊岛南部的巨港，规模为日产 1350 吨合成氨、2750 吨尿素的 EPC 总承包项目。项目团队深耕印尼市场，为当地创造大量就业岗位，为当地培养了一批优秀的高水准的技术工人和管理人才，大力推行印尼本土设备及材料的属地化采购，将极大带动当地设备制造业发展，促进当地建筑、工业及石油化工等行业的繁荣，助力印尼农业与经济社会发展，推动“一带一路”高质量共建。

**Indonesia Palembang PUSRI-3B Project:** The project is located in Palembang, southern Sumatra, Indonesia. It is an EPC general contracting project with a capacity of 1,350 tons of synthetic ammonia and 2,750 tons of urea per day. The project team has deeply rooted itself in the Indonesian market, created a large number of local jobs, and cultivated a group of outstanding high-level skilled workers and management talents for the local area. It has vigorously promoted localized procurement of Indonesian equipment and materials, which will greatly boost the development of local equipment manufacturing, promote the prosperity of local construction, industry, petrochemical and other industries, support the agricultural and socio-economic development of Indonesia, and advance the high-quality development of the Belt and Road Initiative.

**赞比亚联合资本 30 万吨 / 年尿素项目：**是东非地区首个现代化尿素项目，项目建设期间为当地提供 2500 多个就业岗位，建成后为当地提供超 1800 个长期稳定的就业岗位，为当地培养各类工业建设、运营技术产业工人，化工设备跨越山海抵达赞比亚，承载的是“共筑发展”的承诺。项目有效缓解了赞比亚农业化肥供应压力，结束了赞比亚化肥依赖进口的历史，大幅提升赞比亚的工业和农业发展水平，促进当地经济和社会发展。

**Zambia United Capital 300,000 Tons/Year Urea Project:** The first modern urea project in East Africa. It provided more than 2,500 local jobs during construction and more than 1,800 long-term stable local jobs upon completion. It has cultivated various industrial construction, operation and technical workers for the local community. Chemical equipment has traveled across mountains and seas to Zambia, carrying the commitment of "building development together". The project has effectively eased the supply pressure of agricultural fertilizers in Zambia, ended Zambia's history of relying on fertilizer imports, greatly improved Zambia's industrial and agricultural development, and promoted local economic and social progress.



**埃及纯碱及衍生品项目：**是埃及首个大型纯碱项目，投产后将减少埃及对纯碱进口的依赖，支持其埃及玻璃、洗涤剂下游产业发展。同时，项目将推动当地矿产资源深度开发利用，带动区域产业集群发展，与埃及“减少原矿出口、促进本地深加工”的国家工业战略高度契合，被列为埃及“工业发展计划”重要工程、《2040 年国家石化战略》重点项目。

**Egypt Soda Ash and Derivatives Project:** The project is the first large-scale soda ash project in Egypt. Upon completion and operation, it will reduce Egypt's dependence on imported soda ash and support the development of its downstream industries such as glass and detergents. Meanwhile, the project will promote the in-depth development and utilization of local mineral resources and drive the development of regional industrial clusters. It is highly consistent with Egypt's national industrial strategy of "reducing raw ore exports and promoting local deep processing", and has been listed as a key project under Egypt's Industrial Development Plan and the National Petrochemical Strategy 2040.



扫码查看

中国化学 2025 年海外经营专项行动

Scan the code to view:  
CNCEC 2025 overseas operation special action

## 推动绿色发展，共建清洁美丽世界

Promote Green Development and Build a Clean and Beautiful World Together

中国化学深入践行绿色发展理念，秉持“项目建到哪里，生态保护就跟进到哪里”的原则，深化环保领域国际合作，聚焦清洁能源、资源循环利用等领域，以技术创新为驱动，助力合作国家能源转型与可持续发展，用实际行动守护属地生态家园。

CNCEC fully practices the concept of green development and upholds the principle that "wherever the project is built, ecological protection follows". The Company deepens international cooperation in environmental protection, focuses on clean energy, resource recycling and other fields, and drives the energy transformation and sustainable development of partner countries through technological innovation, while safeguarding the local ecological homeland with practical actions.

### 绿色低碳领域合作案例（部分）

Partial green and low-carbon cooperation cases



**埃及 4.5 万吨 / 年工业硅项目：**作为埃及绿色能源战略转型的“开山之作”，有效填补其光伏发电产业链和硅基新材料产业链上游空白，也标志着中国化学在非洲新能源材料和硅基新材料工程领域实现里程碑式突破。

**Egypt 45,000 Tons/Year Industrial Silicon Project:** As a "pioneering work" for Egypt's green energy strategic transformation, it effectively fills the upstream gap in its photovoltaic power generation industry chain and silicon-based new material industry chain, and also marks a milestone breakthrough for CNCEC in the field of new energy materials and silicon-based new material engineering in Africa.

**哈萨克 ERG 尾气发电项目：**采用中国化学天辰公司自主研发的尾气高效绿色回收发电技术，实现工业废气向清洁电力的高效转化。项目建成后，预计每年可节省天然气约 2 亿标方，减少二氧化碳排放约 32 万吨，实现能源梯级利用，助力哈萨克斯坦节能减排。

**Kazakhstan ERG Tail Gas Power Generation Project:** The project adopts the high-efficiency green tail gas recovery and power generation technology independently developed by China Tianchen Engineering Corporation to realize the efficient conversion of industrial waste gas into clean electricity. Upon completion, the project is expected to save about 200 million standard cubic meters of natural gas and reduce carbon dioxide emissions by about 320,000 tons annually, realizing cascade energy utilization and supporting Kazakhstan in energy conservation and emission reduction.

**肯尼亚地热绿色化肥项目：**是全球首个“地热制氢/氨/化肥”一体化项目，利用当地丰富的地热资源生产绿色化肥产品，推动肯尼亚实现化肥自主生产、提升农业生产力，为当地绿色工业化注入新动能。

**Kenya Geothermal Green Fertilizer Project:** The world's first integrated project of "geothermal power to hydrogen/ammonia/fertilizer". It uses abundant local geothermal resources to produce green fertilizer products, promotes Kenya's independent fertilizer production and agricultural productivity, and injects new impetus into local green industrialization.

## 增进民生福祉，凝聚民心相通纽带

### Improve People's Wellbeing and Strengthen the Bond of Closer People-to-People Ties

中国化学坚持“深耕属地、造福当地”的理念，严格遵守当地法律法规，切实维护员工合法权益，营造和谐稳定的用工环境。积极推行本地化雇佣，累计为当地创造上万就业岗位，并通过系统化培训有效提升员工职业技能。充分尊重所在国家和地方的文化习俗，搭建起跨文化沟通的桥梁。项目营地建设坚持高标准，配套完善的后勤保障体系，实现员工“职业技能、幸福感、对中国企业认同感”的同步提升。践行全球公民责任，发起“课桌行动”“光明行”义诊等公益活动，积极推进社区共建，开展应急救援，切实改善当地民生，实现企业发展与地方共赢。

CNCEC adheres to the concept of "deepening local roots and benefiting local communities", strictly abides by local laws and regulations, effectively protects the legitimate rights and interests of employees, and creates a harmonious and stable employment environment. It actively promotes localized employment, has created tens of thousands of local jobs accumulatively, and effectively improves the professional skills of employees through systematic training. It fully respects the cultural customs of host countries and regions, and builds a bridge for cross-cultural communication. Project camps are built to high standards with complete logistical support systems, realizing the simultaneous improvement of employees' "professional skills, sense of happiness and recognition of Chinese enterprises". Practicing global citizenship responsibility, it launches public welfare activities such as "Desk Action" and "Brightness Walk" free clinics, actively promotes community co-construction, carries out emergency rescue, effectively improves local people's livelihood, and achieves win-win results between enterprise development and local communities.

案例  
Case

### 搭建技能培育平台 赋能属地人才成长

Building a skill cultivation platform to empower local talent growth

中国化学境外项目强化属地用工和技能员工培训，在各国建设“化学工坊”，对当地工人进行专业培训，“授人以渔”提升技术水平。国际公司承建洛比托炼油厂项目属地化工用工率达 76%，通过“1+3”导师制等方式，累计培养技术人才 1000 余人，系统提升当地员工技能水平。在印尼，中国化学牵头近 200 家中资企业积极参与印尼劳工部“国家战略项目实习生计划”，为印尼青年提供系统化实习与培训，共计签约 60 余人，有效助力当地人才培养和就业。

CNCEC's overseas projects strengthen localized employment and skilled employee training, build "Chemistry Workshops" in many countries, provide professional training for local workers, and "teach people to fish" to improve their technical level. The localized employment rate of the Lobito Refinery Project undertaken by International Engineering Company reaches 76%. Through the "1+3" mentor system and other methods, more than 1,000 technical talents have been trained accumulatively, systematically improving the skills of local employees. In Indonesia, CNCEC takes the lead in nearly 200 Chinese-funded enterprises to actively participate in the "National Strategic Project Internship Program" of the Indonesian Ministry of Manpower, providing systematic internships and training for Indonesian youth, with more than 60 people signed up, effectively helping local talent training and employment.



中国化学积极参与印尼劳工部“国家战略项目实习生计划”

CNCEC actively participates in the "National Strategic Project Internship Program" of the Indonesian Ministry of Manpower

案例  
Case

### 中国化学积极支援印尼苏门答腊岛洪灾救援工作

CNCEC actively supports flood relief in Sumatra, Indonesia

2025 年 11 月，印度尼西亚苏门答腊岛因持续强降雨引发严重洪涝和山体滑坡灾害。中国化学迅速行动，第一时间牵头组织兄弟单位发起捐助，联合近百家中资企业共同参与赈灾驰援，所得善款与物资通过印尼中国商会统一移交，用于采购紧急救援物资、安置受灾民众及抢修当地基础设施，助力当地恢复生机、重现活力。

In November 2025, severe floods and landslides caused by continuous heavy rainfall hit Sumatra, Indonesia. CNCEC acted quickly, took the lead in organizing sister units to launch donations, and joined nearly 100 Chinese-funded enterprises in disaster relief assistance. The donations and materials were uniformly transferred through the Indonesian Chinese Chamber of Commerce, used for purchasing emergency relief supplies, resettling affected people and repairing local infrastructure, helping the region restore vitality and vitality.





中国化学国际公司总承包的安哥拉洛比托炼油厂项目获评“海外工程典范营地”

The Angola Lobito Refinery Project contracted by China National Chemical Engineering International Corporation was awarded "Model Overseas Engineering Camp"



哈萨克斯坦 80 万吨 / 年硫酸项目现场搭建中国安全体验区，彰显中国企业对安全管理的重视，也传递出浓厚的人文关怀

A Chinese safety experience zone was built at the site of the Kazakhstan 800,000 Tons/Year Sulfuric Acid Project, demonstrating Chinese enterprises' emphasis on safety management and conveying strong humanistic care



中国化学向安哥拉洛比托两所学校捐赠 200 套课桌椅及生活物资，有效改善当地办学条件

CNCEC donated 200 sets of desks and chairs and living materials to two schools in Lobito City, Angola, effectively improving local school conditions



中国化学五环公司在印尼伊斯兰斋月期间，联合 PUSRI 工会为厂区员工发放斋月晚餐，尊重当地文化习俗

During the Islamic Ramadan in Indonesia, CNCEC Wuhuan Company jointly distributed Ramadan dinners with PUSRI Trade Union for factory employees, respecting local cultural customs



中国化学天辰公司在越南胡志明市头顿龙山社区举办“文化交流日”活动，获得越南当地媒体高度关注

CNCEC Tianchen Company held a "Cultural Exchange Day" in Longshan Community, Vung Tau, Ho Chi Minh City, Vietnam, which received high attention from local Vietnamese media

## 坚持合规经营，护航“出海”行稳致远

Adhere to Compliance Operation and Steer the Steady Progress of "Going Global"

中国化学始终将海外合规管理与风险防控作为海外高质量发展的重要基础，通过持续健全合规体系、加强风险管控与廉洁建设，构建全流程、多层次的风险防控体系，为海外业务稳健发展筑牢屏障。

CNCEC has always taken overseas compliance management and risk prevention and control as an important foundation for high-quality overseas development. Through continuously improving the compliance system, enhancing risk control and enhancing integrity construction, it builds a full-process and multi-level risk prevention and control system to build a solid barrier for the steady development of overseas business.

### 持续健全 境外合规体系

Continuously improve  
the overseas compliance  
system

建立境外首席合规官工作机制，14 家企业设置 50 名境外首席合规官，定期报备履职情况。组织编制“1+10”重大风险应对方案，每季度督导落实情况，实现闭环管理。

Establish an overseas Chief Compliance Officer working mechanism. 14 enterprises have set up 50 overseas chief compliance officers, who regularly report on their performance. Organize the formulation of 1+10 major risk response plans, supervise the implementation quarterly, and realize closed-loop management.

组织 2025 年国际化高端经营人才培训班，持续提升海外高端经营人才合规经营能力。持续开展总法律顾问（首席合规官）讲案例活动，推动合规理念深植基层。

Organize the 2025 international high-end management talent training course to continuously enhance the compliance operation capacity of highend overseas management personnel. Continuously carry out case lectures by chief legal advisors (chief compliance officers), promoting the deep rooting of compliance concepts at the grassroots level.

### 持续强化 境外风险防控

Continuously strengthen  
overseas risk prevention  
and control

召开海外经营风险防控专题会议，深入研判外部环境变化，建立海外重点项目风险防控清单，持续开展境外项目风险专项排查，形成“排查 - 分析 - 处置 - 跟踪”闭环管理。

Hold the thematic meeting on company overseas business risk prevention and control, and conduct in-depth research and analysis on changes in the external environment, establish a risk prevention and control list for key overseas projects, continue to carry out special risk investigations on overseas projects, and form a closed-loop management of "investigation-analysis-disposal-tracking".

### 持续强化 海外廉洁建设

Continuously strengthen  
overseas integrity  
construction

组织开展跨境腐败治理，制定专项整治行动方案，全面防范廉洁风险。

Organize cross-border corruption governance, formulate special rectification action plans, and comprehensively prevent integrity risks.

展望未来，在共建“一带一路”的伟大征程中，中国化学将继续以钢筋水泥为笔、以责任担当为墨，在全球舞台上书写更多跨国合作、共赢发展的新篇章，为推动构建人类命运共同体注入源源不断的中国力量。

Looking forward to the future, in the great journey of jointly building the "Belt and Road", CNCEC will continue to take steel and cement as the pen and responsibility as the ink, write a new chapter of transnational cooperation and win-win development on the global stage, and inject an endless stream of Chinese strength into promoting the building of a community with a shared future for mankind.

# 01

## 精治理稳经营 筑就一流企业

Sophisticated Governance and Stable Operations  
Building a World-Class Enterprise

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## 党建引领 Leadership of Party Building

中国化学坚持以习近平新时代中国特色社会主义思想为指导，深入学习贯彻党的二十大和二十届历次全会精神，贯彻落实习近平总书记重要指示批示精神，认真落实全面从严治党主体责任，将党的领导融入公司治理各环节，不断提升基层党建工作质效，以全面从严治党新成效引领保障企业高质量发展。

CNCEC adheres to Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era as guidance, thoroughly studies and implements the spirit of the 20th National Congress of the Communist Party of China and its plenary sessions, implements the spirit of General Secretary Xi Jinping's important instructions, earnestly implements the main responsibility of comprehensively and strictly governing the Party, integrates the Party's leadership into all links of corporate governance, continuously improves the quality and effectiveness of grassroots Party building, and leads and guarantees the high-quality development of the enterprise with new achievements in comprehensively and strictly governing the Party.

## 坚持和加强党的全面领导

Adhere to and strengthen the overall leadership of the Party

中国化学始终把党的政治建设摆在首位，不折不扣落实“第一议题”制度，党委常委会年度开展集中学习 23 次，学习习近平总书记重要讲话和重要指示批示精神 99 项，将学习成果转化为推动企业改革发展各项工作的思路举措和实际行动。一体推进深入贯彻中央八项规定精神学习教育，举办专题研讨班、读书班、专题辅导等集中学习 5 次，推动学习教育入脑入心。

CNCEC always puts the Party's political construction in the first place, fully implements the "First Topic" system. The Standing Committee of the Party Committee carried out 23 centralized studies throughout the year, studying 99 items of General Secretary Xi Jinping's important speeches and instructions, and transforming the learning results into ideas, measures and practical actions to promote the reform and development of the enterprise. It integrates the in-depth study and education of implementing the spirit of the Eight-point Regulation of the Central Committee, holds 5 centralized studies such as special seminars, reading classes and special tutoring, promoting the study and education to be deeply rooted in the hearts and minds.

## 强化党的创新理论武装

Strengthen the armed forces of the Party's innovative theories

中国化学深入学习宣传贯彻党的二十大精神，通过举行党委理论学习中心组集体学习、联学会等形式传达学习全会精神，党委书记、董事长莫鼎革带头宣讲全会精神，将全会部署转化为工作举措。结合实际制定工作方案及任务清单，明确 24 项重点工作，党委常委赴联系点开展基层宣讲，在公司迅速兴起学习宣传贯彻热潮。

CNCEC thoroughly studies, publicizes and implements the spirit of the Fourth Plenary Session of the 20th Central



中国化学党委召开传达学习贯彻党的二十大精神暨理论学习中心组联学会

CNCEC Party committee held a meeting to convey, study and implement the spirit of the Fourth Plenary Session of the 20th Central Committee of the Communist Party of China and a joint study meeting of the theory learning center group

Committee of the Communist Party of China. It conveys and studies the spirit of the plenary session through collective study and joint study meetings of the party committee theory learning center group. Mo Dingge, secretary of the Party committee and chairman of the board, takes the lead in preaching the spirit of the plenary session, transforming the deployment of the plenary session into work measures. In light of actual conditions, it formulates work plans and task lists, clarifies 24 key tasks, and members of the standing committee of the Party committee go to contact points to carry out grassroots lectures, rapidly setting off an upsurge of study, publicity and implementation in the Company.

## 持续提升基层党建质效

Continuously improve the quality and effectiveness of grassroots Party building

中国化学建立健全年度党建工作会议、季度例会机制，定期检查通报“三会一课”等落实情况，将主要经济指标、安全生产等 13 项内容纳入党建考核，统筹推进党建考核、巡视发现问题整改。深入开展“基层党组织建设质量提升年”“机关作风建设提升年”活动，在 11 家企业开展境内外项目、党建联建等试点，举办党群（宣传）部长培训班、党支部书记示范培训班，不断提升党务干部履职能力。

CNCEC establishes and improves the annual Party building work conference and quarterly regular meeting mechanism, regularly inspects and reports on the implementation of "Three Meetings and One Class", etc., includes 13 items such as main economic indicators and work safety into the Party building assessment, and coordinates the promotion of Party building assessment and rectification of problems found in inspections. It thoroughly carries out the "Year of Improving the Construction Quality of Grassroots Party Organizations" and "Year of Improving the Work Style of Organs", carries out pilot projects such as domestic and overseas projects and Party building joint construction in 11 enterprises, holds training courses for Party and mass(publicity) directors and demonstration training courses for Party branch secretaries, and continuously improves the performance ability of Party affairs cadres.



中国化学举办 2025 年党群（宣传）部长培训班  
CNCEC held the 2025 training course for Party and mass (publicity) directors

## 推进党建与生产经营深度融合

Promote the deep integration of party building and production and operation

中国化学选取 24 个项目开展星级项目党支部创建试点，聚焦重大科技攻关、重大项目建设等设立党员突击队，开展党建联建共建活动，引导党员紧紧围绕项目进度、安全质量环保、精益管理、合规采购、降本增效、项目收款等中心工作勇于担当、锐意进取，攻关突破技术难关。

CNCEC selects 24 projects to carry out pilot projects for the creation of star project Party branches, sets up Party member commandos focusing on major scientific and technological breakthroughs and major project construction, and carries out Party building joint construction activities. It guides Party members to bravely take responsibility and forge ahead around key work such as project progress, safety, quality and environmental protection, lean management, compliance procurement, cost reduction and efficiency increase, and project collection, tackling key technical problems.

## 公司治理 Corporate Governance

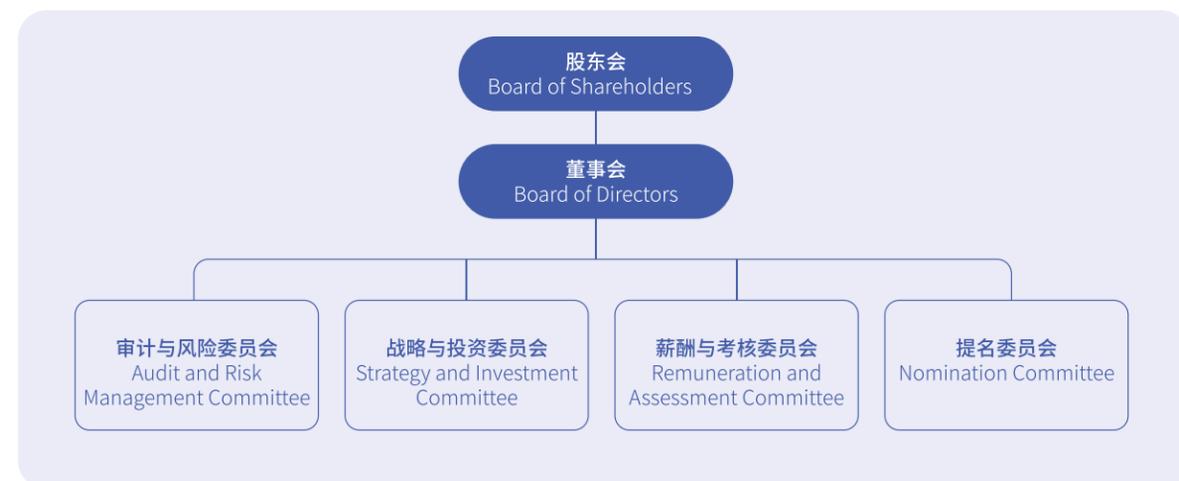
中国化学严格遵循相关法律法规，构建完善治理架构及配套制度体系，董事会兼具多元化专业背景与独立性。公司以提升透明度为核心，开展差异化投资者关系管理活动，规范信息披露长效机制，筑牢合规高效、透明制衡的公司治理根基。

CNCEC strictly abides by relevant laws and regulations, builds a sound governance structure and supporting institutional system. The Board of Directors has diversified professional backgrounds and independence. Centering on improving transparency, the Company carries out differentiated investor relationship management activities, standardizes the long-term mechanism of information disclosure, and consolidates the foundation of compliant, efficient, transparent and balanced corporate governance.

### 治理架构 Governance structure

中国化学严格遵守《中华人民共和国公司法》《中华人民共和国证券法》《上市公司治理准则》等相关法律法规，坚持党的领导和完善公司治理相统一，构建权责法定、权责透明、协调运转、有效制衡的公司治理体系。公司响应监管要求取消监事会，由董事会审计与风险委员会承接监事会职权，建立健全较为完整、与运营特点相适应的内部规章制度体系，推动各治理机构协同配合、履职尽责，确保公司治理规范、决策科学、运行稳健。

CNCEC strictly abides by the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Guidelines for Corporate Governance of Listed Companies and other relevant laws and regulations, adheres to the unity of the Party's leadership and improving corporate governance, and builds a corporate governance system with legally defined powers and responsibilities, transparent powers and responsibilities, coordinated operation and effective checks and balances. In response to regulatory requirements, the Company canceled the Board of Supervisors, and the Audit and Risk Management Committee of the Board of Directors undertakes the functions and powers of the Board of Supervisors. It establishes and improves a relatively complete internal rules and regulations system adapted to operational characteristics, promotes the coordination and performance of duties of various governance institutions, and ensures standardized corporate governance, scientific decision-making and stable operation.



#### 股东会 Board of Shareholders



股东会是公司最高权力机构，依法对公司的经营管理和股东利益等重大问题作出决策。公司每年按规定召开股东会，保障所有股东享有平等地位并有效行使权利。2025 年，公司召开股东会 3 次，审议通过议案 19 项。

The Board of Shareholders is the highest authority of the Company, which makes decisions on major issues such as the operation and management of the Company and the interests of shareholders in accordance with the law. The Company holds shareholder meetings in accordance with regulations every year to ensure that all shareholders enjoy equal status and effectively exercise their rights. In 2025, the Company held 3 shareholder meetings and deliberated and adopted 19 proposals.

#### 董事会及 专门委员会 Board of Directors and Special Committees



董事会作为公司决策机构，根据股东会和《公司章程》授权，严格规范履行董事会职能职责，决定公司重大事项，有效发挥“定战略、作决策、防风险”作用，对股东会负责。董事会下设四个专门委员会，分别为审计与风险委员会、战略与投资委员会、薪酬与考核委员会和提名委员会，为董事会决策提供咨询和建议，对董事会负责。

As the decision-making body of the Company, the Board of Directors strictly and standardly performs its functions and powers in accordance with the authorization of the Board of Shareholders and the Articles of Association, decides on major matters of the Company, effectively plays the role of "setting strategy, making decisions and preventing risks", and is responsible to the Board of Shareholders. The Board of Directors has four special committees, namely the Audit and Risk Management Committee, the Strategy and Investment Committee, the Remuneration and Assessment Committee and the Nomination Committee, which provide consultation and suggestions for the decision-making of the Board of Directors and are responsible to the Board of Directors.

#### 高级管理层 Senior management



高级管理层是公司决策执行机构，谋经营、抓落实、强管理，高级管理层由董事会决定聘任或者解聘，向董事会负责。

The senior management is the decision-making execution body of the Company, which manages operations, grasps implementation and strengthens management. The senior management is appointed or dismissed by the Board of Directors and is responsible to the Board of Directors.

中国化学制定《公司章程》，建立《股东会议事规则》《董事会议事规则》《董事会战略与投资委员会议事规则》《董事会提名委员会议事规则》《董事会薪酬与考核委员会议事规则》《董事会审计与风险委员会议事规则》《经理层工作规则》等主要制度文件，为公司规范运作提供制度保障。

CNCEC has formulated the Articles of Association and established major institutional documents such as the Rules of Procedure for the Board of Shareholders, the Rules of Procedure for the Board of Directors, the Rules of Procedure for the Strategy and Investment Committee of the Board of Directors, the Rules of Procedure for the Nomination Committee of the Board of Directors, the Rules of Procedure for the Remuneration and Assessment Committee of the Board of Directors, the Rules of Procedure for the Audit and Risk Management Committee of the Board of Directors, and the Working Rules for the Managerial Level, providing institutional guarantee for the standardized operation of the Company.

## 董事会建设

### Construction of Board of Directors

中国化学重视董事会的多元化、专业性与独立性，董事会成员具备丰富的行业经验与专业知识，为公司治理提供多样化的视角，确保董事会决策的全面性与科学性。

CNCEC attaches importance to the diversification, professionalism and independence of the Board of Directors. Members of the Board of Directors have rich industry experience and professional knowledge, providing diversified perspectives for corporate governance and ensuring the comprehensiveness and scientificity of the Board's decision-making.

### 董事会有效性

#### Effectiveness of the Board of Directors

中国化学高度重视董事会有效性建设，以规范运行为基础、科学决策为核心，全力建设科学理性高效董事会。董事会全体董事严格遵守法律法规及《公司章程》规定，勤勉尽责、规范行使董事职权，充分发挥专业优势参与重大事项决策。制定《董事会议事规则》，明确工作程序，以确保董事会落实股东会决议，保证科学决策。董事会每年至少召开 4 次会议，会议应有过半数的董事出席方可举行。董事会作出决议，必须经全体董事的过半数通过，决议表决实行一人一票制，充分保障决策的民主性与科学性。2025 年，公司召开董事会会议 9 次，审议通过议案 52 项，听取汇报事项 8 项。

CNCEC attaches great importance to the construction of the effectiveness of the Board of Directors, and strives to build a scientific, rational and efficient Board of Directors based on standardized operation and centered on scientific decision-making. All directors of the Board of Directors strictly abide by laws and regulations and *the Articles of Association*, diligently perform their duties, standardly exercise the functions and powers of directors, and give full play to their professional advantages in participating in major decision-making. Formulate *the Rules of Procedure for the Board of Directors*, and clarify the working procedures to ensure that the Board of Directors implements the resolutions of the shareholders' meeting and guarantees scientific decision-making. The Board of Directors holds at least 4 meetings every year, and the meeting shall be attended by more than half of the directors. A resolution of the Board of Directors must be adopted by more than half of all directors, and the resolution voting adopts the one-person-one-vote system, fully guaranteeing the democracy and scientificity of decision-making. In 2025, the Company held 9 meetings of the Board of Directors, deliberated and adopted 52 proposals, and listened to 8 report items.

### 董事会多元化

#### Diverseness in the Board of Directors

中国化学搭建多元化的董事会架构，董事多元化考量维度包括但不限于专业经验、知识技能、教育背景、性别及年龄等因素，综合研判候选人的行业经验、专业背景及工作经历等关键因素，以多元专业的决策视角凝聚治理合力。2025 年，公司董事会中包括 3 名独立董事，1 名职工董事。董事会成员来自工程管理、经济管理、财务管理、能源行业等多个领域，具备丰富的行业经验与专业素养，恪守勤勉、诚信、务实的原则，认真行使和履行职责，从战略决策层面为公司及各利益相关方创造长期价值。

CNCEC builds a diversified Board of Directors structure. The dimensions of director diversification include but are not limited to professional experience, knowledge and skills, educational background, gender and age. It comprehensively judges key factors such as the candidates' industry experience, professional background and work experience to gather governance forces with diversified and professional decision-making perspectives. In 2025, the Board of Directors includes 3 independent directors and 1 employee director. Members of the Board of Directors come from engineering management, economic management, financial management, energy industry and other fields, with rich industry experience and professional literacy. They abide by the principles of diligence, integrity and pragmatism, earnestly exercise and perform their duties, and create long-term value for the Company and all stakeholders from the strategic decision-making level.

### 董事会独立性

#### Independent Board of Directors

中国化学董事会严格遵循《公司法》《上市公司独立董事管理办法》及上交所监管规则，构建了以制度约束、人员独立、程序合规为核心的独立性体系，充分维护公司整体利益及中小股东合法权益，有效实现了董事会独立性。公司《独立董事工作规则》明确对独立董事的任职资格和任免程序，详细规定了独立董事的职责、履职方式以及履职保障等内容。当前董事会成员中独立董事为 3 人，占比超过三分之一，包含 1 名具备会计专业背景的人士。独立董事每年开展独立性自查，董事会对在任独立董事的独立性进行专项评估并出具意见，与年度报告同步披露，形成常态化的独立性监督机制。

The Board of Directors of CNCEC strictly abides by the Company Law, Measures for Management of Independent Directors of Listed Companies and regulatory rules of the Shanghai Stock Exchange, establishes an independent system centered on institutional constraints, personnel independence and procedural compliance, and fully safeguards the overall interests of the Company and the legitimate rights and interests of minority shareholders, thus effectively ensuring the independence of the Board of Directors. *The Work Rules of Independent Directors* formulated by the Company specify the qualifications and appointment/removal procedures for independent directors, and provide detailed provisions on their responsibilities, performance methods and performance guarantees. At present, there are 3 independent directors on the Board of Directors, accounting for more than one-third of the total members, including 1 person with a background in accounting. Independent directors conduct annual self-inspections on their independence. The Board of Directors carries out a special assessment of the independence of incumbent independent directors, issues relevant opinions, and discloses them with the annual report, forming a normalized supervision mechanism for independence.

## 董事会专门委员会

### Specialized committee of the Board of Directors

中国化学董事会专门委员会是董事会的专门工作机构，由董事组成，并制定各自的议事规则，明确职权内容和会议规则。审计与风险委员会负责审核公司财务信息及其披露、监督及评估内外部审计工作和内部控制，同时行使《公司法》规定的监事会的职权；战略与投资委员会对公司中长期发展战略和规划方案、重大投资、业务重组、资本运作以及其他影响公司发展的重大战略性事项进行研究并提出建议；提名委员会负责拟定董事、高级管理人员的选择标准和程序，对董事、高级管理人员人选及其任职资格进行遴选、审核；薪酬与考核委员会负责制定董事、高级管理人员的考核标准并进行考核，制定、审查董事、高级管理人员的薪酬决定机制、决策流程、支付与止付追索安排等薪酬政策与方案。2025 年，公司召开董事会专门委员会会议共 11 次，审议通过议案 37 项。

The special committees of the Board of Directors are specialized working bodies of the Board of Directors, composed of directors, and each has formulated its own rules of procedure to clarify their functions, powers and meeting rules. The Audit and Risk Management Committee is responsible for reviewing the Company's financial information and its disclosure, supervising and evaluating internal and external audit work and internal control, and exercising the functions and powers of the Board of Supervisors stipulated in the Company Law; The Strategy and Investment Committee studies and puts forward suggestions on the Company's medium and long-term development strategies and planning plans, major investments, business restructuring, capital operation and other major strategic matters affecting the Company's development; The Nomination Committee is responsible for formulating selection standards and procedures for directors and senior management personnel, and selecting and reviewing candidates for directors and senior management personnel and their qualifications; The Remuneration and Assessment Committee is responsible for formulating assessment standards for directors and senior management personnel and conducting assessments, formulating and reviewing remuneration policies and plans such as remuneration decision-making mechanisms, decision-making processes, payment and recovery arrangements for directors and senior management personnel. In 2025, the Company held 11 meetings of special committees of the Board of Directors, deliberating and adopting 37 proposals.

## 投资者关系管理

### Investor relations management

中国化学以“提升透明度、增进市场认同”为目标，系统开展投资者关系管理活动，公司通过召开股东会、业绩说明会、反向路演、媒体直播等途径，全年累计组织各类投关活动 67 场。应邀参加国内头部券商策略会 38 场，主动拜访大型公募、保险机构 11 家，线下接待投资者 14 次，接待来访人员 119 人；年内共计 15 家券商机构为公司出具 43 篇研报，报告均为看多评级。报告期内，荣获投资者关系天马奖、金牛奖最具投资价值奖、主板上市公司价值百强等多项荣誉。

With the goal of "improving transparency and enhancing market recognition", CNCEC systematically carries out investor relationship management activities. Through shareholder meetings, performance briefings, reverse roadshows, media live broadcasts and other channels, the Company organized a total of 67 investor relations activities throughout the year. It was invited to participate in 38 strategy conferences of domestic leading securities firms, took the initiative to visit 11 large public offering and insurance institutions, received a total of 14 investor visits offline, and received 119 visitors; during the year, 15 securities firms issued 43 research reports for the Company, all with bullish ratings. During the reporting period, it won many honors such as the Tianma Award for Investor Relations, the Golden Bull Award for Most Investment Value, and the Top 100 Valuable Main Board Listed Companies.

公司积极提升信息披露质量，建立信息披露长效管理机制，对涉及公司信息披露的五大类 72 项事项标准予以明确，规范信息发布流程，确保信息披露依法合规。2025 年，公司披露定期报告 4 份、临时公告 65 份、非公告文件 40 份，公司 2024-2025 年度信息披露工作评价被上交所评为 A 级。

The Company actively improves the quality of information disclosure, establishes a long-term management mechanism for information disclosure, clarifies the standards for 72 items in five categories involving the Company's information disclosure, standardizes the information release process, and ensures that information disclosure is legal and compliant. In 2025, the Company disclosed 4 regular reports, 65 interim announcements and 40 non-announcement documents. The Company's information disclosure work evaluation for 2024-2025 was rated A-level by the SSE.

## 风险防控

### Risk Prevention and Control

中国化学坚持“防风险就是讲政治、担责任、促发展，就是守护我们共同创造的成果”大安全观，秉承依法合规经营理念，以一体化管控和穿透式管理为抓手，坚决守牢底线红线，统筹高质量发展和高水平安全，以合规风险管控护航公司行稳致远。

CNCEC adheres to the overall security concept that "preventing risks means upholding politics, shouldering responsibilities and promoting development, and protecting the achievements we have jointly created", upholds the concept of law-abiding and compliant operation, takes integrated management and penetrating management as the starting point, firmly holds the bottom line and red line, coordinates high-quality development and high-level security, and escorts the steady development of the Company through compliant risk management and control.



## 合规经营

### Compliance management

#### 合规管理

##### Compliance management

中国化学建立健全合规管理组织体系，董事会负责研究决定合规管理重大事项，公司主要负责人作为推进法治建设的第一责任人，全面领导合规工作。公司及重要所属企业全面设立总法律顾问（首席合规官），各业务部门、所属企业、境外重点国家（地区）及重要项目全面布局合规组织网络，确保合规风险突出的领域均配有合规人员。公司构建形成“1+N”的“金字塔”形合规管理制度体系，即以《合规管理规定》为统领，N 项专项制度与操作指南为支撑，覆盖反腐败合规审查、反商业贿赂、工程项目、境外业务、劳动用工、重点国别等重点合规领域，为企业合规经营提供坚实制度保障。发布新版合规管理三项清单，更新形成 10 个重点领域 134 项合规义务，明确责任部门和重点岗位职责。2025 年，发布风险提示函 170 余项，对知识产权、劳动用工、境外安全形势等重点领域的新动向及时提醒。

CNCEC establishes and improves the compliance management organization system. The Board of Directors is responsible for studying and deciding major compliance management matters. The principal person in charge of the Company, as the first person responsible for promoting the construction of the rule of law, comprehensively leads the compliance work. The Company and its important subsidiaries have fully set up chief legal advisors (chief compliance officers). A compliance organization network has been fully deployed in various business departments, subsidiaries, key overseas countries (regions) and important projects, ensuring that compliance personnel are allocated in areas with prominent compliance risks. The Company has built a "pyramid" compliance management system of "1+N", with *the Compliance Management Regulations* as the guide and N special systems and operation guidelines as the support, covering key compliance areas such as anti-corruption compliance review, anti-commercial bribery, engineering projects, overseas business, labor employment and key countries, providing a solid institutional guarantee for the Company's compliant operation. It issued three new lists of compliance management, updated and formed 134 compliance obligations in 10 key areas, and clarified responsible departments and key post responsibilities. In 2025, more than 170 risk reminder letters were issued to timely remind new trends in key areas such as intellectual property rights, labor employment and overseas security situation.

#### 合规培训

##### Compliance training

中国化学系统性开展法律合规培训与文化建设，围绕科技重塑法律工作、建设工程保函风险、数据合规等主题，组织开展法律合规风险理论与实务培训。每月通过“化学法治”信息平台发布《法治和风险管理资讯》及电子月刊，组织第八个宪法宣传周主题普法活动，广泛开展集中学习与宣传活动，有力增强全员法治素养和依法合规办事能力。

CNCEC systematically carries out legal compliance training and cultural construction. Focusing on topics such as technology reshaping legal work, construction engineering guarantee risks and data compliance, it organizes theoretical and practical training on legal compliance risks. It issues *the Rule of Law and Risk Management Information* and electronic monthly magazine through the "Chemistry Rule of Law" information platform every month, organizes the 8th Constitution Publicity Week themed legal popularization activities, and extensively carries out centralized learning and publicity activities, effectively enhancing the legal literacy of all employees and the ability to handle affairs in accordance with the law.

指标 Indicator	单位 Unit	2025
法律审核率 (企业规章制度、经济合同、重大决策的法律审核) Legal review rate (legal review of enterprise rules and regulations, economic contracts, major decisions)	%	100
守法规培训次数 Number of compliance trainings	次 Times	1500
守法规参与人次 Number of participants in law-abiding and compliance training	人次 Person-times	72800
守法规培训时长 Duration of law-abiding and compliance training	小时 Hours	1900
守法规培训覆盖率 Coverage rate of law-abiding and compliance training	%	100

## 风险管理

### Risk management

中国化学树立底线思维、极限思维，建立全级次穿透式风险管控体系，加强风险识别、监测、应对一体管控，着力防范化解各类风险，持续筑牢安全发展根基。

CNCEC establishes bottom-line thinking and extreme thinking, builds a full-level penetrating risk management and control system, strengthens integrated management of risk identification, monitoring and response, focuses on preventing and resolving various risks, and continuously consolidates the foundation of safe development.



### 风险评估 Risk evaluation

- 优化风险识别流程，将年度重大风险评估前移至业务一线，实现总部和所属企业全体员工在同平台同标准评价。

Optimize the risk identification process, advance the annual major risk assessment to the front line of business, realizing the same platform and standard evaluation for all employees of the headquarters and subsidiaries.

- 每年组织总部各部门、所属企业结合内部重要会议精神，巡视、审计、专项检查发现问题，行业协会发布风险信息，对风险数据库进行更新，并对重要风险层层筛选排序，经公司决策层研究后确定下年度前五项重大风险。

Every year, organize all departments of the headquarters and all subsidiaries to update the risk database in combination with the spirit of important internal meetings, problems found in inspections, audits and special inspections, and risk information issued by industry associations, screen and sort important risks layer by layer, and determine the top five major risks of the next year after research by the Company's decision-making level.



### 风险预警 Risk early warning

- 完善风险联席会议机制，聚焦跨部门、跨领域的重大风险，构建互联互通、协同联动平台，层层传导风险防控压力，深化落实“三道防线”职责。

Improve the risk joint meeting mechanism, focus on major cross-departmental and cross-field risks, build an interconnected and collaborative linkage platform, transmit risk prevention and control pressure layer by layer, and deepen the implementation of the "Three Lines of Defense" responsibilities.

- 建立重大风险预警指标体系，实时监测重大风险动态，将监测预警出的重大风险事项纳入在线督办系统，每月由相关责任主体督导推进。

Establish an early warning indicator system for major risks, monitor the dynamics of major risks in real time, include major risk items monitored and warned into the online supervision system, and supervise and promote them by relevant responsible subjects every month.

- 定期全面复盘重大风险预警工作，深入分析堵点和漏点，持续完善重大风险预警机制。

Regularly comprehensively review the major risk early warning work, in-depth analyze blockages and omissions, and continuously improve the major risk early warning mechanism.



### 风险管控 Risk management and control

- 对于评估出的重大风险，公司编制重大风险应对方案，明确责任主体，设立量化管控目标并细化应对措施。

For the assessed major risks, the Company formulates major risk response plans, clarifies responsible subjects, sets quantitative management and control objectives and refines response measures.

- 建立季度督导落实机制，确保应对措施落实到位，并定期复盘风险应对效果，持续优化管理流程，实现重大风险从事前评估、事中管控到事后处置的闭环管理。

Establish a quarterly supervision and implementation mechanism to ensure the implementation of response measures, regularly review the effect of risk response, continuously optimize the management process, and realize closed-loop management of major risks from pre-assessment, in-process control to post-disposal.

## 内控管理

### Internal control management

#### 内部审计

##### Internal audit

中国化学加快完善内部审计管理体系，严格落实“十必审”要求，制定工程项目结算、投资项目、境外项目三项审计细则，调整审计部门职责配置，强化工程项目审计职能并充实专业人员力量。报告期内，开展常规审计 685 项、工程项目结算审计 2380 项，审减成效显著。针对防腐保温工程、土石方工程、钢筋混凝土采购、设备租赁、工程剩余物资处置五类重点领域开展专项审计，有效遏制工程项目“跑、冒、滴、漏”。深化审计整改，突出总部职能部门统筹作用，健全问题台账管理，推进整改信息化系统建设，确保问题整改落地见效。



CNCEC accelerates the improvement of the internal audit management system, strictly implements the "Ten Must Audit" requirements, formulates three audit rules for engineering project settlement, investment projects and overseas projects, adjusts the responsibility allocation of audit departments, strengthens the engineering project audit function and enriches professional personnel. During the reporting period, 685 routine audits and 2,380 engineering project settlement audits were carried out, with remarkable audit reduction results. Special audits were carried out in five key areas including anti-corrosion and insulation works, earth and stone works, reinforced concrete procurement, equipment leasing and disposal of surplus project materials, effectively curbing "running, emitting, dripping and leaking" in engineering projects. Deepen audit rectification, highlight the overall role of headquarters functional departments, improve problem ledger management, promote the construction of rectification information system, and ensure the implementation of problem rectification.

#### 内部控制

##### Internal control

公司持续加强内控体系建设，构建“2+3+22”（2 个类别、3 个层级、22 个业务领域）制度体系框架，公司现有制度 377 项，本年度新增 55 项、修订 29 项，完善制度管理体系。统建制度管理系统，一体规范制度立改废释全流程管理，对现行有效制度开展系统性评价并征集改进建议，拟修订制度 173 项，持续提升制度体系的科学性与适用性。完成所属企业第二轮内控独立评价，发现缺陷及时整改，确保各项经营管理决策和执行活动的可控制、可追溯、可检查。



The Company continuously strengthens the construction of the internal control system, building a "2+3+22" institutional system framework (2 categories, 3 levels and 22 business areas). The Company currently has 377 systems, with 55 new additions and 29 revisions this year, improving the institutional management system. It builds a unified institutional management system, standardizes the whole-process management of institutional formulation, amendment, repeal and interpretation in an integrated manner, carries out systematic evaluation of current effective systems and collects improvement suggestions, plans to revise 173 systems, and continuously improves the scientificity and applicability of the institutional system. Completed the second round of independent internal control evaluation of subsidiaries, rectified defects in a timely manner, ensuring that all operation and management decisions and execution activities are controllable, traceable and inspectable.

## 商业道德

### Business Ethics

中国化学对违反商业道德事件“零容忍”，反对一切形式的贪污腐败行为和不正当竞争，持续强化党风廉政建设，从严监督执纪，加强商业道德行为宣导，营造廉洁自律的文化氛围。

CNCEC has "zero tolerance" for violations of business ethics, opposes all forms of corruption and unfair competition, continuously strengthens the construction of Party conduct and clean government, strictly supervises discipline enforcement, strengthens the publicity and guidance of business ethics, and creates a cultural atmosphere of integrity and self-discipline.

## 党风廉政建设和反腐败

### Party conduct and clean government construction and anti-corruption

中国化学健全完善反腐败制度体系，持续推进政治监督具体化精准化常态化，深化一体推进“三不腐”，扎实开展警示教育，为公司持续稳健发展提供保障。

CNCEC improves and perfects the anti-corruption institutional system, continuously promotes the concretization, precision and normalization of political supervision, deepens the integrated promotion of "not daring to corrupt, cannot corrupt and do not want to corrupt", and solidly carries out warning education to provide guarantee for the sustained and steady development of the Company.

#### 中国化学现行党风廉政建设和反腐败主要制度

##### Current Major Systems for Party Conduct and Clean Government Construction and Anti-Corruption of CNCEC

- 纪律检查委员会议事规则  
Rules of Procedure for the Discipline Inspection Commission
- 巡视巡察整改监督实施细则  
Detailed Rules for the Supervision of Inspection and Rectification
- “大监督”工作机制实施细则  
Detailed Rules for the Implementation of the "Great Supervision" Working Mechanism
- 禁止与领导人员亲属和其他特定关系人所办企业发生业务往来的实施细则  
Detailed Rules for Prohibiting Business Transactions with Enterprises Run by Relatives and Other Specific Relations of Leading Personnel
- 员工违规违纪处分实施细则  
Detailed Rules for the Disciplinary Action of Employees for Violations of Discipline
- 纪检机构监督执纪工作规定  
Provisions on the Supervision and Law Enforcement of Discipline Inspection Institutions
- 领导人员廉洁从业管理规定  
Provisions on the Clean Practice of Leading Personnel
- 运用监督执纪“四种形态”实施办法  
Measures for the Implementation of the "Four Forms" of Supervision and Discipline Enforcement
- 建立容错纠错机制激励干部担当作为的实施细则  
Detailed Rules for Establishing an Error Tolerance and Correction Mechanism to Encourage Cadres to Take Responsibility



### 强化政治监督 Strengthen political supervision

- 编制《政治监督工作指引》，聚焦 8 类重点监督内容规范台账管理，制定年度纪检工作要点及日常监督清单，指导所属企业“一企一策”明确监督重点、落实监督责任。  
Formulate *the Guidelines for Political Supervision*, standardize ledger management focusing on 8 categories of key supervision contents, formulate annual key points of discipline inspection work and daily supervision lists, and guide subsidiaries to clarify supervision priorities and implement supervision responsibilities "one enterprise, one policy".
- 印发《“大监督”工作机制实施细则》，持续深入开展商务管理专项监督、境外业务监督检查和安全环保领域形式主义官僚主义专项整治等 3 项“大监督”重点工作。  
Issue *the Detailed Rules for the Implementation of the "Great Supervision" Working Mechanism*, and continuously carry out 3 key "great supervision" tasks including special supervision of business management, supervision and inspection of overseas business and special rectification of formalism and bureaucracy in the field of safety and environmental protection.
- 增强巡视、审计和大监督“三把利剑”贯通融合，凝聚各项监督合力。  
Enhance the integration of the "three sharp swords" of inspection, audit and great supervision, and gather the joint force of various supervisions.



### 正风肃纪反腐 Improve work style and fight corruption

- 开展违规吃喝集中整治，持续紧盯重要节点，加强提醒和监督检查，对重点场所、重点单位、重点人群明察暗访。  
Carry out centralized rectification of illegal eating and drinking, continuously strengthen reminders and supervision and inspection at important nodes, and conduct unannounced visits to key places, units and groups.
- 严查严纠违反中央八项规定精神问题，准确运用“四种形态”，持续释放一严到底纠治“四风”信号。  
Strictly investigate and correct violations of the Eight-point Regulation of the Central Committee, accurately apply the "Four Forms", and continuously release the signal of strict correction of the "Four Winds" to the end.
- 坚决打好反腐败斗争攻坚战持久战总体战，严肃查处违纪案件，深化“组企地”联合办案机制。  
Resolutely fight the tough, protracted and overall battle against corruption, seriously investigate and deal with disciplinary cases, and deepen the "group-enterprise-locality" joint case handling mechanism.
- 开展工程建设和招投标领域腐败问题专项治理，完成 2 期典型问题排查和整改整治，有效防范化解重点领域廉洁风险。  
Carry out special governance of corruption in the field of engineering construction and bidding, complete 2 rounds of typical problem investigation and rectification, and effectively prevent and resolve integrity risks in key fields.



### 加强廉洁教育 Strengthen integrity education

- 将廉洁教育融入各类培训、融入干部成长，纪委书记赴正职干部领导能力提升班、中青年干部培训班开展廉洁教育和党风廉政授课。  
Integrate integrity education into various trainings and the growth of cadres. The secretary of the Discipline Inspection Commission carries out integrity education and Party conduct and clean government lectures in the leadership ability improvement courses for principal cadres and training courses for young and middle-aged cadres.

- 统筹开展反腐倡廉宣传教育月活动，以集中开展警示教育、案例通报、廉洁文化宣传等方式，实现廉洁教育培训全覆盖。  
Coordinate the development of the anti-corruption publicity and education month, and achieve full coverage of integrity education and training through centralized warning education, case notification, integrity culture publicity and other methods.



### 举报保护机制 Reporting protection mechanism

- 严格落实检举保密制度和各项保密要求，对举报人的姓名、工作单位、住址等有关情况以及检举控告内容严格保密，严禁将检举控告材料、举报人信息转给或者告知被举报的组织、人员，坚决执行举报人保护机制。  
Strictly implement the reporting confidentiality system and various confidentiality requirements, strictly keep confidential the reporter's name, work unit, address and other relevant information as well as the reporting content, strictly prohibit transferring or informing the reported organization or personnel of the reporting materials and reporter information, and resolutely implement the reporter protection mechanism.



中国化学召开 2025 年党建工作会议暨党风廉政建设 and 反腐败工作会议

CNCEC held the 2025 Party Building Work Conference and the Conference on Party Conduct and Clean Government Construction and Anti-Corruption Work



中国化学党委召开巡视、审计、大监督动员部署会

CNCEC Party Committee held a mobilization and deployment meeting for inspection, audit and great supervision

## 反不正当竞争

### Anti-unfair competition

中国化学严格遵守《反不正当竞争法》《反垄断法》《反洗钱法》等法律法规，禁止一切违背商业道德的行为，不断加强反垄断、反不正当竞争方面合规建设和管理，强化全员公平竞争意识，持续营造公平有序的市场竞争环境。

CNCEC strictly abides by the Anti-Unfair Competition Law, Anti-Monopoly Law, Anti-Money Laundering Law and other laws and regulations, prohibits all acts contrary to business ethics, continuously strengthens compliance construction and management in anti-monopoly and anti-unfair competition, enhances the awareness of fair competition among all employees, and continuously creates a fair and orderly market competition environment.

## 科技创新

### Scientific and Technological Innovation

中国化学将科技创新视为“头号工程”和“头等大事”，坚持“灯火通明搞科研”“灯火通明促转化”，全面梳理形成产业链图谱，协同攻关关键核心技术，加速科技成果转化与产业化应用，加快推进科技创新型企业建设。

CNCEC regards scientific and technological innovation as the "No.1 Project" and "top priority", adheres to "staying up late for scientific research" and "staying up late for transformation", comprehensively sorts out and forms an industrial chain map, collaboratively tackles key core technologies, accelerates the transformation and industrial application of scientific and technological achievements, and speeds up the construction of a scientific and technological innovation-oriented enterprise.

## 治理

### Governance

#### 科技创新治理体系

##### Scientific and technological innovation governance system

中国化学建立专业高效的科技创新治理架构，构建“1 总院 + 多分院 + N 平台”开放式创新平台，初步形成从小试、中试到产业化全链条的研发体系，各机构围绕不同技术领域开展研发攻关，积极推进创新成果转化，为公司可持续创新提供有力支撑。

CNCEC establishes a professional and efficient scientific and technological innovation governance structure, builds an open innovation platform of "1 Headquarters + Multiple Branches + N Platforms", initially forms a full-chain R&D system from laboratory tests, pilot tests to industrialization. Each institution carries out R&D tackling around different technical fields, actively promotes the transformation of innovation achievements, and provides strong support for the Company's sustainable innovation.

#### 中国化学“1 总院 + 多分院 + N 平台”开放式创新平台

CNCEC's Open Innovation Platform of "1 Headquarters + Multiple Branches + N Platforms"

“1 总院”指中国化学科研总院，承担研发战略制定、研发方向统筹、核心人才引进和培养、对外技术合作等职责，统筹和优化科技创新资源；

"1 Headquarters" refers to the CNCEC Engineering Research Institute, which undertakes responsibilities including formulating R&D strategies, coordinating R&D directions, introducing and cultivating core talents, and conducting external technical cooperation, so as to coordinate and optimize scientific and technological innovation resources.

“多分院”指下设的日本海外分院，以及北京、天津、武汉、合肥、西安、上海等国内分院，各分院确立差异化发展方向；

"Multiple Branches" refers to the overseas branch in Japan and domestic branches in Beijing, Tianjin, Wuhan, Hefei, Xi'an, Shanghai and other cities, each with a differentiated development orientation.

“N 平台”指与苏州实验室、中国科学技术大学、天津大学、西北工业大学、大连化物所等知名高校、科研院所建设了一批联合研发平台，探索面向战新产业的产学研协同攻关。

"N Platforms" refers to a number of joint R&D platforms established with prestigious universities and research institutes such as Suzhou Lab, University of Science and Technology of China, Tianjin University, Northwestern Polytechnical University, and Dalian Institute of Chemical Physics, exploring industry-university-research collaborative research for strategic emerging industries.

1 总院  
1 Headquarters

多分院  
Multiple  
Branches

N 平台  
N Platforms

#### 科技创新管理机制

##### Scientific and technological innovation management mechanism

中国化学持续优化科技创新体制机制建设，构建覆盖项目、平台、人才、成果转化与激励的全链条创新制度体系，全面提升研发效能。印发《“星火计划”重大科技攻关项目管理办法》《关于强化科研项目“门径”管理和 PMO 管理的指导意见》，进一步规范科研项目管理，提升项目管理效率和实施质量；印发《关于进一步推动科技创新高质量发展的指导意见》，促进各类创新要素管理协同；印发《2025 年度科技创新专项行动方案》等，加强对重大科技攻关项目、各类科技成果等实施管理，加速提升核心竞争力。

CNCEC has continuously optimized the institutional mechanism for scientific and technological innovation, and built a full-chain innovation system covering projects, platforms, talents, achievement transformation and incentives to comprehensively improve R&D efficiency. It has issued the *Measures for the Administration of Major Scientific and Technological Research Projects under the "Spark Program"* and the *Guiding Opinions on Strengthening Stage-Gate Management and PMO Management of Scientific Research Projects*, further standardizing scientific research project management and improving project management efficiency and implementation quality. It has issued the *Guiding Opinions on Further Promoting the High-Quality Development of Scientific and Technological Innovation* to promote the coordinated management of various innovation factors. It has issued the *2025 Special Action Plan for Scientific and Technological Innovation* and other documents to strengthen the management of major scientific and technological research projects and various scientific and technological achievements, and accelerate the enhancement of core competitiveness.



## 战略

### Strategy

	风险 Risk	应对措施 Mitigation measures
科技创新风险 Risks in scientific and technological innovation	新技术新材料研发周期长、投入大、不确定性强，研发和应用过程中可能存在技术瓶颈或失败风险；若未能及时把握前沿方向，可能影响资源配置，导致发展速度减缓、竞争力下降。	制定“十五五”科技发展专项规划，优化研发顶层布局，加快关键核心技术、战新产业和未来产业布局规划。建立前瞻技术研究机制，跟踪全球化工技术发展趋势，加强研发方向研判。
	R&D of new technologies and new materials features long cycles, large investments and high uncertainty; technological bottlenecks or failure risks may occur in the process of R&D and application. Failure to keep pace with cutting-edge trends in a timely manner may affect resource allocation, resulting in slower development and declining competitiveness.	Formulate a special plan for scientific and technological development during the 15th Five-Year Plan period, optimize the top-level R&D layout, and accelerate the planning of key core technologies, strategic emerging industries and future industries. Establish a forward-looking technology research mechanism to track global chemical technology trends and strengthen R&D direction judgment.

	机遇 Opportunity	应对措施 Mitigation measures
政策机遇 Policy opportunities	<p>国家“双碳”目标和产业升级政策为公司的绿色技术与高端新材料研发创造战略机遇，相关业务布局可获取专项政策与资金支持，驱动市场增长。</p> <p>The national "Dual Carbon" goals and industrial upgrading policies have created strategic opportunities for the Company's R&amp;D of green technologies and high-end new materials. Relevant business layouts can obtain special policies and financial support to drive market growth.</p>	<p>将研发资源向国家战略方向倾斜，主动牵头或参与国家重大科技专项与产业化示范项目，争取专项资金。</p> <p>Allocate R&amp;D resources to national strategic priorities, take the initiative to lead or participate in major national science and technology projects and industrialization demonstration projects, and strive for special funds.</p>
市场机遇 Market opportunities	<p>经济高质量发展催生了市场对高端化工产品的强劲需求。当前我国石化产业以基础和大宗原料生产为主，高端化学品相对短缺，为公司技术升级与产业布局创造了市场空间与增长机遇。</p> <p>High-quality economic development has generated strong market demand for high-end chemical products. At present, China's petrochemical industry is dominated by basic and bulk raw material production, with a relative shortage of high-end chemicals, creating market space and growth opportunities for the Company's technological upgrading and industrial layout.</p>	<p>加快推进传统化工产业转型升级，重点聚焦战略性新兴产业和未来产业发展，加快攻克重点领域化工新材料和高端专用化学品瓶颈，着力突破“卡脖子”短板产品，提高市场份额；积极开展节能降碳改造、清洁能源替代、二氧化碳规模化综合利用等，加快推进产业绿色低碳转型，提高市场竞争力。</p> <p>Accelerate the transformation and upgrading of the traditional chemical industry, focus on the development of strategic emerging industries and future industries, speed up overcoming bottlenecks in chemical new materials and high-end specialty chemicals in key fields, and strive to break through "bottleneck" products to increase market share. Actively carry out energy-saving and carbon-reduction transformation, clean energy substitution, large-scale comprehensive utilization of carbon dioxide, etc., to accelerate the green and low-carbon transformation of the industry and enhance market competitiveness.</p>

## 影响、风险和机遇管理

### Impact, risk, and opportunity management

中国化学建立风险识别评估机制，定期对科技创新相关影响、风险和机遇开展识别、评估、监测，并通过前瞻布局、平台建设、人才培养等管理举措提升竞争力，以科技创新驱动高质量发展。公司未从事生命科学等科技伦理敏感领域的科学研究、技术开发等活动。

CNCEC has established a risk identification and assessment mechanism to regularly identify, assess and monitor impacts, risks and opportunities related to scientific and technological innovation. It enhances competitiveness through forward-looking layout, platform construction, talent training and other management measures, and drives high-quality development with scientific and technological innovation. It has not engaged in scientific research, technological development, or other activities in sensitive fields of science and technology ethics, such as life sciences.

### 科技创新规划

#### Scientific and technological innovation planning

中国化学紧密围绕国家创新驱动发展战略、科技自立自强战略，充分整合内外部资源，强化一体化管控，全面推进科技创新。持续巩固化工石化等传统工程主业领域优势地位，围绕化工新材料等“9+6”领域产业链布局一批重点研发课题，以多元化创新模式加速攻克一批关键核心技术，推动“T+产业”高质量发展。

CNCEC closely follows the national innovation-driven development strategy and the strategy of self-reliance and self-

improvement in science and technology, fully integrates internal and external resources, strengthens integrated management, and comprehensively promotes scientific and technological innovation. It continues to consolidate its advantageous position in traditional engineering main businesses such as chemical and petrochemical engineering, and deploys a number of key R&D topics around the industrial chain in the "9+6" fields including chemical new materials, accelerating the breakthrough of a number of key core technologies through diversified innovation models and promoting the high-quality development of the "T+Industry" model.

计划到“十五五”末，科技研发体系在创新资源配置中地位显著提升，科技创新管理能力、各类创新要素效能达到国内领先水平；在战新领域完成一批达到行业先进水平的科技成果转化，在化工新材料、精细化工、绿色化工等“9+6”领域形成若干条产业链实业项目；“T+EPC”方面，现代煤化工、氮肥磷肥、盐化工、多晶硅、环境治理等领域技术核心竞争力进一步提升，持续巩固“国家队”领先地位。

By the end of the 15th Five-Year Plan period, the scientific and technological R&D system will achieve a significantly enhanced role in the allocation of innovation resources; scientific and technological innovation management capacity and the efficiency of various innovation factors will reach domestic leading levels. A number of scientific and technological achievements reaching advanced industrial standards will be transformed in strategic emerging fields, and a number of industrial chain projects will be formed in the "9+6" fields such as chemical new materials, fine chemicals and green chemicals. In terms of "T+EPC", the core technological competitiveness in fields such as modern coal chemical, nitrogen and phosphate fertilizer, salt chemical, polysilicon and environmental governance will be further improved, and the leading position of the "national team" will be continuously consolidated.

### 创新平台建设

#### Building innovation platform

中国化学持续建设和完善科技创新平台体系。在平台建设方面，天津南港中试基地基本建成，环保研究院技术验证中心（2800m<sup>2</sup>）建成投用，科研总院获批北京市企业技术中心，天辰公司获批天津市工业水处理应用工程研究中心。在产学研合作方面，推动七化建与瑞士 Casale 公司签署战略合作协议，与意大利 Saipem 公司签署合作备忘录，强化在海外工程项目合作和技术研发合作；东华公司、五环公司分别与合作企业联合申报的重点研发计划获批；装备科技公司与华东理工大学共建联合技术创新中心，推动高端装备技术研发与产业化攻关。

CNCEC has continuously built and improved its scientific and technological innovation platform system. In terms of platform construction: The Tianjin Nangang Pilot Base has been basically completed; The Technical Verification Center (2,800 m<sup>2</sup>) of the Environmental Protection Research Institute has been completed and put into use; The CNCEC Engineering Research Institute has been approved as a Beijing Enterprise Technology Center; Tianchen Company has been approved as the Tianjin Industrial Water Treatment Application Engineering Research Center. In industry-university-research cooperation: CNCEC promoted the signing of a strategic agreement between China National Chemical Engineering & Construction Corporation Seven, Ltd. and Switzerland's Casale, and a memorandum of cooperation with Italy's Saipem, strengthening cooperation in overseas engineering projects and technological R&D; Key R&D programs jointly applied by ECEC and Wuhuan Company with their cooperative enterprises have been approved; Equipment Technology Company has established a joint technological innovation center with East China University of Science and Technology to promote R&D and industrialization of high-end equipment technologies.

截至 2025 年底，拥有  
By the end of 2025, CNCEC owned

国家企业技术中心 <b>13</b> 家 13 national enterprise technology centers	国家能源研发中心 <b>1</b> 家 1 national energy R&D center	省级企业技术中心 <b>4</b> 家 4 provincial enterprise technology centers
省级工程技术研究中心 <b>5</b> 家 5 provincial engineering and technology research centers	国家高新技术企业 <b>18</b> 家 18 national high-tech enterprises	国家级博士后科研工作站 <b>7</b> 家 7 national post-doctoral research stations

## 科技人才培养

### Scientific and technological talent training

中国化学多措并举推进科技人才队伍和创新文化建设。深入实施“百—万—百万”科技人才培养工程，组建约 400 人的重点科研骨干人才库。举办科技创新大会，表彰优秀科技创新团队、标兵，持续落实“四个 15”激励政策，激发科研人员创新活力。开展学术沙龙，邀请专家就前沿动态、行业发展趋势开展交流，拓宽研发视野、激发创新思维。

CNCEC has adopted multiple measures to promote the development of its scientific and technological talent team and innovation culture. It has thoroughly implemented the "Hundred-Ten Thousand-Million" Scientific and Technological Talent Training Program and established a talent pool of about 400 key research backbones. It has held a Scientific and Technological Innovation Conference to recognize outstanding innovation teams and models, and continuously implemented the "Four 15s" incentive policy to stimulate the innovation vitality of researchers. It has organized academic salons, inviting experts to exchange views on cutting-edge trends and industry development, broadening R&D horizons and stimulating innovative thinking.



## 知识产权保护

### Intellectual property protection

中国化学将专利保护工作贯穿于科技创新的全过程，推动专利运用与保护。开展高价值专利挖掘和布局工作，围绕传统化工、新能源、新材料、新环保等核心技术领域，系统布局高价值专利创造。2025 年，支撑公司建设的现代化工产业知识产权运营中心获批国家知识产权局首批知识产权运营中心；全年获得专利授权 631 件，其中 PCT、巴黎公约等海外专利授权 13 件，授权发明专利 275 件。

CNCEC integrates patent protection into the whole process of scientific and technological innovation, and promotes the application and protection of patents. It has carried out high-value patent mining and layout, systematically developing high-value patents around core technical fields such as traditional chemical industry, new energy, new materials and new environmental protection. In 2025, the Modern Chemical Industry Intellectual Property Operation Center supporting the Company's development was approved as one of the first batch of industrial intellectual property operation centers by the China National Intellectual Property Administration. A total of 631 patents were granted, including 13 overseas patents (PCT, Paris Convention, etc.) and 275 invention patents.

## 指标与目标

### Indicators and targets

指标 Indicator	单位 Unit	2025
投入科研经费 Proportion of scientific research investment in main business revenue	亿元 RMB 100 million	66.40
科研投入占主营业务收入比例 Proportion of scientific research investment in main business revenue	%	3.52
科技人才数量 Number of scientific and technological talents	人 People	6557
科技人才占员工总人数比例 Ratio of scientific and technological talents to the total employees	%	12.9
发明专利授权数 Number of invention patents granted	项 Items	275

## 科技创新进展

### Progress in scientific and technological innovation

## 关键技术攻关

### Key technological breakthroughs

中国化学持续梳理完善产业链研发图谱，大力推进化工新材料和高端化学品、传统产业升级、绿色化工和绿色能源、装备制造、新一代信息技术和 AI、现代化建造等领域研发布局，加速攻克尼龙、高端聚烯烃、硅基新材料、特色高性能材料等重点产业链的关键核心技术，加快培育新质生产力。

CNCEC has continued to sort out and improve the industrial chain R&D roadmap, vigorously promoted R&D layout in fields including chemical new materials and high-end chemicals, traditional industrial upgrading, green chemical and green energy, equipment manufacturing, new-generation information technology and AI, and modern construction. It has accelerated breakthroughs in key core technologies of key industrial chains such as nylon, high-end polyolefin, silicon-based new materials and specialty high-performance materials, and accelerated the fostering of new quality productive forces.

- 尼龙产业链方面，尼龙 12 等系列特种尼龙完成中试，正在加速下游产品改性和应用推广。  
 Nylon industrial chain: Pilot tests of special nylons such as nylon 12 have been completed, and downstream product modification and application promotion are being accelerated.
- 高端聚烯烃产业链方面，POE 完成系列牌号产品开发，形成工业化工工艺包，加速实业转化落地。  
 High-end polyolefin industrial chain: POE has completed the development of a series of grades, formed an industrialized process package, and is accelerating industrial transformation.
- 硅基新材料产业链方面，深海气凝胶中试装置建成投运；低成本硅基气凝胶项目完成中试，进入转化应用阶段。  
 Silicon-based new materials industrial chain: The deep-sea aerogel pilot plant has been completed and put into operation; the low-cost silicon-based aerogel project has completed pilot tests and entered the transformation and application stage.
- 特色高性能材料产业链方面，聚甲醛、丁二酸等完成中试，形成工业化工工艺包；石墨烯重防腐涂料已在多项目中试用。  
 Specialty high-performance materials industrial chain: Pilot tests of polyoxymethylene, succinic acid and others have been completed, forming industrialized process packages; graphene heavy-duty anticorrosive coatings have been trial-applied in multiple projects.
- 绿色化工产业链方面，生物质制航油、流化床生物质气化、二氧化碳甲烷干重整等中试有序推进。  
 Green chemical industrial chain: Pilot tests of biomass aviation fuel, fluidized bed biomass gasification, CO<sub>2</sub> dry reforming of methane and others are progressing in an orderly manner.

案例  
Case

## 己二腈装置规模化量产，保障尼龙行业“国产面粉”稳定供应

Large-scale production of adiponitrile unit ensures stable supply of "domestic flour" for the nylon industry

己二腈是生产尼龙 66 的核心原料，被市场称为聚酰胺产业链的“咽喉”。2025 年 12 月，我国首套套丁二烯己二腈工业化生产项目——中国化学天辰齐翔 20 万吨 / 年己二腈装置全面达产。项目采用中国化学自有技术，打破国外垄断、解决“卡脖子”难题。自投产以来，中国化学系统梳理全流程瓶颈，通过百余项技术改造破解装置运行难题，使装置各项关键技术、经济指标均达到或优于设计值，产品质量稳定可控，为保障我国高端聚酰胺产业链安全奠定坚实基础。

Adiponitrile is the core raw material for nylon 66, known as the "bottleneck" of the polyamide industrial chain. In December 2025, China's first set of industrialized butadiene-based adiponitrile production project—the 200,000 t/a adiponitrile unit of CNCEC Tianchen Qixiang—reached full production capacity. Adopting CNCEC's proprietary technology, the project broke foreign monopolies and solved the "bottleneck" problem. Since commissioning, CNCEC has systematically sorted out bottlenecks in the whole process, solved operation problems through more than 100 technical renovations, enabling all key technical and economic indicators of the unit to meet or exceed design values, with stable and controllable product quality, laying a solid foundation for safeguarding the security of China's high-end polyamide industrial chain.



中国化学华陆公司自主研发、设计和建设的高端聚甲醛新材料项目中试成功打通核心工艺流程，产出合格产品，标志着公司成功突破国外“卡脖子”技术垄断，实现高端聚甲醛新材料生产技术自主可控

The high-end polyoxymethylene new material project independently developed, designed and constructed by Hualu Company successfully completed pilot tests and produced qualified products, marking a breakthrough in foreign "bottleneck" technology monopoly and the achievement of independent and controllable production technology for high-end polyoxymethylene new materials



中国化学科研总院牵头的 C8 体系聚烯烃弹性体中试项目通过科技成果鉴定，产品性能对标国际实现国产化替代，形成完善知识产权

The C8-based polyolefin elastomer pilot project led by the CNCEC Engineering Research Institute passed scientific and technological achievement appraisal, realizing domestic substitution with product performance reaching international standards and forming a complete intellectual property system

## 科技成果转化

Transformation of scientific and technological achievements

中国化学充分发挥技术优势，积极争取并承担国家级重大科研任务，成功获批科技部国家重点研发计划项目 1 项，参与获批国家科技创新 2030—重大项目 1 项，多项技术创新成果获权威认可。在关键核心技术领域持续突破，报告期内，获得省部级科技进步奖 11 项，完成省部级工法认定 67 项。积极参与标准编制工作，2025 年主参编标准共计 59 项，其中国标 22 项、行标 13 项、团标 24 项，以标准化建设促进行业技术创新。

CNCEC has given full play to its technological advantages, actively strived for and undertaken major national-level scientific research tasks. It successfully obtained approval for 1 National Key R&D Program Project from the Ministry of Science and Technology, and participated in 1 National Science and Technology Innovation 2030—Major Project. A number of technological innovation achievements have been officially recognized. Continuous breakthroughs have been made in key core technologies. During the reporting period, 11 provincial and ministerial Science and Technology Progress Awards were granted, and 67 provincial and ministerial construction methods were certified. CNCEC has actively participated in standard formulation. In 2025, it drafted and revised 59 standards in total, including 22 national standards, 13 industrial standards, and 24 group standards. It promotes industrial technological innovation through standardization.

东华公司“气相合成法制石墨烯重防腐涂料”，赛鼎公司“低碳原料（生物质 / 垃圾）固定床加压气化技术”两项核心科技创新成果成功入选国资委《中央企业科技创新成果推荐目录（2024 年版）》。

Two core scientific and technological innovations are successfully included into the Recommended Catalogue of Scientific and Technological Innovation Achievements of Central State-owned Enterprises (2024 Edition) issued by SASAC: "Graphene Heavy-duty Anti-corrosion Coating Prepared by Gas-phase Synthesis" by ECEC and "Fixed-bed Pressurized Gasification Technology Using Low-carbon Feedstocks (Biomass/Waste)" by SEDIN.

天辰公司“双氧水法环氧丙烷技术”、五环公司“磷石膏耦合多级逆流水洗提质及改性工艺集成技术”“半水 - 二水湿法磷酸制备技术”三项技术入选工信部第一批先进适用技术名单。

Three technologies are selected in the first batch of advanced applicable technology list by the Ministry of Industry and Information Technology: "Propylene Oxide Technology via Hydrogen Peroxide Process" by Tianchen Company; "Integrated Technology for Phosphogypsum Coupling Multi-stage Countercurrent Washing Upgrading and Modification" and "Hemihydrate-dihydrate Wet-process Phosphoric Acid Preparation Technology" by Wuhuan Company.

成达公司大型绿色低碳纯碱技术入选生态环境部等五部委《国家重点推广的低碳技术目录（第五批）》。

The large-scale green and low-carbon soda ash technology of Chengda Company is included in the National Catalogue for Promotion of Key Low-carbon Technologies (5th Batch) issued by five ministries including the Ministry of Ecology and Environment.

华陆公司纳米气凝胶材料工业节能技术入选《国家工业和信息化领域节能降碳技术装备推荐目录（2025 年版）》。

The industrial energy-saving technology for nano-aerogel materials developed by Hualu Company is included in the Recommended Catalog of Energy-saving and Carbon-reducing Technologies and Equipment in the National Industrial and Information Technology Field (2025 Edition).

## 数字化转型

### Digital transformation

中国化学瞄准数字化建设目标，全面推动“制度、流程、系统”三位一体的数字化治理体系建设，完成“数字化学 2.0”顶层规划，推动业财融合从“数据整合”向“价值协同”进阶。

Focusing on the goal of digital development, CNCEC fully promotes the construction of a digital governance system featuring the trinity of "systems, processes and platforms", completes the top-level planning of "Digital Chemical Engineering 2.0", and advances the integration of business and finance from "data integration" to "value collaboration".

## 数字化建设

### Digitalization construction

中国化学推进各业务域数字化升级，全面启动建设工程行业集团化 ERP 管理平台，依据业财融合场景需求打通化学运营系统、合同系统、财务系统。持续完善数据治理体系，完成 13 大类管理类主数据、59 大类实业物料主数据、279 大类工程材料编码标准制定，完成近 1800 张数据表的入湖入仓。构建人工智能统一管理平台，统筹推进智能服务体系建设，为各类业务场景提供灵活、智能的支撑。

CNCEC promotes digital upgrading across all business sectors, and fully launches the development of a group-wide ERP management platform for the engineering and construction industry. In line with the needs of business and finance integration scenarios, it connects the chemical operation system, contract system and financial system. It continuously improves the data governance system, formulates coding standards for 13 major categories of management master data, 59 major categories of industrial material master data, and 279 major categories of engineering materials, and completes the ingestion of nearly 1,800 data tables into the data lake and data warehouse. It builds a unified AI management platform to coordinate the development of an intelligent service system, providing flexible and intelligent AI support for various business scenarios.



中国化学完成生产调度（应急）指挥中心建设，实时展示生产经营、科技研发、工程项目、实业生产、应急指挥等业务领域的关键数据与信息。

CNCEC completes the construction of a production scheduling (emergency) command center, which displays real-time key data and information in production and operation, scientific and technological R&D, engineering projects, industrial production, emergency command and other business areas.

## 智能建造

### Intelligent construction

中国化学积极推动新一代信息技术与工程建设的深度融合，致力于实现设计、施工与运营管理的全流程数字化与智能化转型。在设计环节，公司作为建筑央企 BIM 软件创新联合体成员单位，牵头天辰公司参与“化工行业应用平台建设”重点任务攻关，成功研发化工工厂三维设计软件，并完成软件著作权注册。智慧园区领域，持续推动安全、应急等业务场景的数据赋能，茂名智慧应急项目成功构建“企业-园区-市应急局-省应急厅”四级数据传输链路，构建“监测-预警-处置”闭环管理体系，显著提升应急响应效率与监管精准度。智慧工地领域，智慧工地平台已实现人员安全、设备安全、环保管理、质量监测等相关功能，应用 AI 可自动识别违章作业、异常状态，进一步强化安全、环保、质量的管理闭环。

CNCEC actively promotes the deep integration of new-generation information technology with engineering construction, and is committed to realizing the full-process digital and intelligent transformation of design, construction and operation.

management. In the design phase, as a member of the BIM Software Innovation Consortium of central construction enterprises, the Company led Tianchen Company to participate in the key task of "Chemical Industry Application Platform Development", successfully developed 3D design software for chemical plants and completes software copyright registration. In the field of smart parks, the Company continues to promote data empowerment in security, emergency and other business scenarios. The Maoming Smart Emergency Project establishes a four-level data transmission link of "enterprise - park - municipal emergency bureau - provincial emergency department", and builds a closed-loop management system of "monitoring - early warning - response", significantly improving emergency response efficiency and supervision accuracy. In the field of smart construction sites, the smart construction site platform realizes functions including personnel safety, equipment safety, environmental management and quality monitoring. AI is applied to automatically identify illegal operations and abnormal conditions, further strengthening the closed-loop management of safety, environmental protection and quality.



## 网络与数据安全

### Network and data security

中国化学基于“一朵云、一张网”架构，构建安全高效的数字化底座，搭建“一体支撑、两翼协同”的一体化云体系，14 家所属企业自建系统上云应用。统筹推进互联网收敛和广域网建设，32 家所属企业全面接入内网，实现业务数据安全可控和监管纵向贯通。报告期内，公司未发生数据安全事件。

Based on the architecture of "one cloud, one network", CNCEC builds a secure and efficient digital infrastructure, and establishes an integrated cloud system of "one core support, two wings collaboration". Self-built systems of 14 subsidiaries are migrated to the cloud. It coordinates the convergence of the Internet and the construction of a wide area network. 32 subsidiaries are fully connected to the internal network, achieving secure and controllable business data and vertical supervision connectivity. The Company has no data security incidents within the reporting period.

# 02

## 绘绿色护生态 建设炫彩世界

Pursuing Green Development and Protecting the Ecosystem  
Craft a Brilliant World

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## 气候行动

### Climate Action

中国化学高度重视应对气候变化，将低碳发展理念融入企业经营与管理实践，围绕国家“双碳”目标推进节能减排和绿色转型，不断提升资源利用效率和气候风险应对能力，促进企业可持续、稳健发展。

CNCEC attaches great importance to addressing climate change, integrates the concept of low-carbon development into corporate operation and management practices, promotes energy conservation, emission reduction and green transformation around the national "dual carbon" goals, continuously improves resource utilization efficiency and climate risk response capacity, and facilitates sustainable and steady development.

## 治理

### Governance

中国化学设立以公司董事长为组长的“双碳”工作领导小组，并组建工作小组，统筹谋划公司“双碳”领域战略制定、业务布局，协调推进所属企业落实“双碳”工作。制定《中国化学工程碳达峰行动方案》，明确战略目标与实施路径，系统提升团队在气候议题上的专业能力，就气候变化议题开展自上而下的治理。同时，修订《生态环保与节能减排管理规定》，进一步明确工作原则、责任主体、管理机构设置、目标与考核机制，全面保障“双碳”目标及相关工作有效实施。

CNCEC establishes a "dual carbon" leading group with the chairman as the group leader, and sets up a working team to coordinate the strategy formulation and business layout of the company in the "dual carbon" field, and promotes the "dual carbon" initiatives by all subsidiaries. It formulates the *CNCEC Carbon Peaking Action Plan*, clarifies strategic objectives and implementation paths, systematically enhances the team's professional capacity on climate issues, and implements top-down governance on climate change. Meanwhile, it revises the *Management Regulations on Ecological Environmental Protection, Energy Conservation and Emission Reduction*, and further clarifies the working principles, responsible entities, management structure, objectives and assessment mechanisms to fully ensure the effective implementation of the "dual carbon" goals and related work.

## 战略

### Strategy

中国化学基于国家政策、行业特点、自身业务特性等多维度考量，从物理风险、转型风险角度系统识别对公司经营产生重要影响的气候相关风险点，提升公司对于气候变化的适应性和风险应对能力。

Based on national policies, industry characteristics and its own business attributes, CNCEC systematically identifies climate-related risks that have a significant impact on its operations from the perspectives of physical risks and transition risks, to enhance the Company's adaptability and risk resilience to climate change.



## 气候变化关键风险识别及应对策略

### Key Climate Change Risks and Response Strategies

风险 Risk	主要影响 Main Impact	风险应对措施 Risk countermeasures
物理风险 Physical risks	风暴、洪水、干旱、强降雨等极端天气损害运营地基础设施、生产设备，损害人员健康，引起业务中断，导致收入损失和成本增加  急性风险 Acute risks	完善极端天气防御设施，配备防灾救灾物资 Improve extreme weather defense facilities and allocate disaster prevention and relief supplies  制定极端天气预警及应急响应机制，开展应急演练 Formulate early warning and emergency response mechanisms for extreme weather and conduct emergency drills  购买保险转移极端天气损失 Purchase insurance to transfer losses from extreme weather
	平均气温上升，可能引起能源消耗需求增加，导致企业运营成本上升  慢性风险 Chronic risks	持续关注海平面上升趋势，鼓励所属企业识别所在地区气候风险 Continuously monitor sea-level rise trends and encourage subsidiaries to identify regional climate risks  推动资源能源循环利用 Promote the recycling of resources and energy  开展气候变化科普教育 Carry out popular science education on climate change
	海平面上升、降雨量变化可能导致工期延长、设备寿命缩短等，增加运营成本  政策与法律风险 Policy and legal risk	完善应对气候变化的相关制度，将预算纳入应对气候变化成本，通过技术创新等控制成本 Improve the relevant systems for addressing climate change, include climate change response measures in the budget, and control costs through technological innovation and other means  从项目规划到运营维护全面采用可持续设计与施工方法，选用可再生、可回收材料，提高能源利用和资源循环利用率 Adopt sustainable design and construction methods comprehensively from project planning to operation and maintenance, select renewable and recyclable materials, and improve energy utilization and resource recycling efficiency
转型风险 Transformation risk	应对气候变化的环保法规不断更新，若未及时遵守碳排放限制、绿色建筑标准等，可能面临罚款、停工或市场禁入，采购环保材料、采用节能设备会增加成本  技术风险 Technological risks	加大绿色建筑研发，加强与上下游企业合作，推广环保材料，研发节能设备，推动产业链绿色发展 Strengthen R&D in green buildings, cooperate with upstream and downstream enterprises, promote eco-friendly materials and energy-saving equipment, and enhance the green development of the industrial chain  增加创新投入，开展节能技术、低碳排放技术研发 Increase investment in innovation, and conduct R&D on energy-saving technologies and low-carbon emission technologies  加大绿色低碳科技人才培养 Expand the training of green and low-carbon technical talents

风险 Risk	主要影响 Main impact	风险应对措施 Risk countermeasures
市场风险 Market risks	对气候变化的关注促使客户倾向于选择绿色建筑、低碳的产品和服务，若未能及时转型，可能失去潜在客户 Growing concern over climate change drives customers to prefer green buildings and low-carbon products and services. Failure to transform in time may result in the loss of potential customers	推广应用低碳零碳负碳技术，为高耗能行业提供碳中和综合解决方案 Promote the application of low-carbon, zero carbon and negative carbon technologies to provide comprehensive carbon neutral solutions for high energy consumption industries 加快绿色低碳新材料的研发、推广，发展生物质能源，提供绿色产品 Accelerate the R&D of green and low-carbon new materials, develop biomass energy, and provide green products
转型风险 Transformation risk		
声誉风险 Reputation risk	各利益相关方越来越关注气候变化问题，若公司未采取积极行动，则可能带来声誉风险 Stakeholders are paying increasing attention to climate change issues, so the Company may face reputational risks if it fails to take proactive actions	公司管理层重视气候变化应对相关的管理和监督，关注相关政策趋势 The management of the Company attaches great importance to the management and supervision of climate change response, and pays attention to relevant policy trends 积极披露应对气候变化相关信息，持续发布 ESG 报告，保持与利益相关方的沟通交流 Actively disclose information related to addressing climate change, continuously release ESG reports, and maintain communication and exchange with stakeholders

### 气候变化机遇识别

Identification of Climate Change Opportunities

机遇 Opportunity	主要机遇描述 Main opportunity descriptions
高效资源管理 Efficient resource management	优化自身生产运营过程中的能源管理，开发可再生能源项目、加大可再生能源使用，提高资源和能源利用效率并降低运营成本。 Optimize energy management in the Company's production and operation, develop renewable energy projects, increase the utilization of renewable energy, improve resource and energy efficiency, and reduce operating costs.
低碳产品和服务 Low-carbon products and services	开发和提供低碳产品、服务和解决方案，满足消费者多元化需求，提高企业竞争力，助力客户及业务伙伴转型升级，提升市场竞争力。 Develop and provide low-carbon products, services and solutions to meet the diversified needs of consumers, enhance corporate competitiveness, support the transformation and upgrading of customers and business partners, and strengthen market competitiveness.

## 影响、风险和机遇管理

### Impact, risk, and opportunity management

中国化学将气候变化风险作为影响公司可持续发展的重要风险因素，持续跟踪、评估气候相关影响、风险与潜在机遇，并将其系统融入内控与决策流程，确保在外部环境发生重大变化时能及时更新管理机制。公司从财务影响、发生可能性等多维度综合评估气候转型风险、物理风险及潜在机遇等，并研判其对经营成本、收入结构及企业声誉的影响，以此为基础制定专项应对策略。

CNCEC regards climate change risks as an important factor affecting the Company's sustainable development, continuously tracks and assesses climate-related impacts, risks and potential opportunities, and systematically integrates them into internal control and decision-making processes to ensure timely updates of management mechanisms in the event of major changes in the external environment. The Company comprehensively evaluates climate transition risks, physical risks and potential opportunities from multiple dimensions such as financial impact and likelihood of occurrence, analyzes their effects on operating costs, revenue structure and corporate reputation, and develops targeted response strategies accordingly.

为提升运营气候韧性，中国化学将气候适应性深度融入项目设计与运营的全生命周期。在设计阶段，公司推行“气候适应性设计”理念，非洲项目采用模块化建筑，提升对极端天气的抵御能力；采用 BIM 技术模拟不同气候情景，优化设备选型。在施工与运营阶段，通过智慧工地系统对能源消耗与设备运行状态实时监控与智能调控，降低能耗与运营成本。初步构建气候风险预警体系，通过融合气象数据与业务信息建立预警模型，该系统在印度项目中成功应用，有效组织应对高温预警，避免人员中暑事故发生，推动风险管控向事前预防转变。

To enhance operational climate resilience, CNCEC deeply integrates climate adaptability into the full life cycle of project design and operation. In the design phase, the Company implements the concept of "climate-adaptive design". Modular buildings are adopted for projects in Africa to improve resistance to extreme weather; BIM technology is used to simulate different climate scenarios and optimize equipment selection. In the construction and operation phase, real-time monitoring and intelligent control of energy consumption and equipment operation status are carried out through the smart construction site system, to reduce energy consumption and operating costs. A preliminary climate risk early warning system is established, with an early warning model built by integrating meteorological data and business information. The system is successfully applied to projects in India, effectively organizing responses to high-temperature warnings and preventing heatstroke incidents, thus shifting risk management and control to proactive prevention.

## 指标与目标

### Indicators and targets

#### 中国化学 2025 年温室气体排放量

Greenhouse Gas Emissions of CNCEC in 2025

指标 Indicator	单位 Unit	2025
温室气体排放总量 Total greenhouse gas emission	吨二氧化碳当量 t CO <sub>2</sub> e	2886445

## 温室气体减排

### Greenhouse gas reduction

中国化学持续加强温室气体排放监测与管理, 积极推进节能减排技术应用, 参与碳排放权交易, 多措并举推进温室气体减排。

CNCEC continues to strengthen the monitoring and management of greenhouse gas emissions, actively promotes the application of energy conservation and emission reduction technologies, participates in carbon emissions right trading, and takes multiple measures to promote greenhouse gas emission reduction.

### 碳排放管理 Carbon emission management



- 建立健全节约能源与生态环境保护统计监测、考核奖惩体系, 编制《生态环境保护与节能低碳信息管理细则》《生态环境统计管理细则》, 明确建立规范的能源消耗、二氧化碳排放等统计台账。

Establish a sound statistical monitoring, assessment, reward and punishment system for energy conservation and ecological environment protection, formulate *the Detailed Rules for the Management of Ecological Environment Protection and Energy Conservation Low Carbon Information and Detailed Rules for the Management of Ecological Environment Statistics*, and clarify the establishment of standardized statistical accounts for energy consumption, carbon dioxide emissions, etc.

- 充分调动内外部专业力量, 加快开展碳核算、碳盘查等工作, 摸清碳排放数据, 为建立产品碳足迹夯实基础。

Fully mobilize internal and external professional resources to accelerate carbon accounting, carbon inventory, etc., obtain a clear picture of carbon emission data, and lay a solid foundation for the establishment of product carbon footprints.

### 节能降碳 Energy saving and carbon reduction



- 围绕 7 个重点行业编制节能降碳方案, 依托在建项目打造能效标杆, 通过技改、工艺优化等提升能源利用率, 降低碳排放强度。

Develop energy-saving and carbon reduction plans around 7 key industries, build energy efficiency benchmarks based on ongoing projects, improve energy utilization efficiency through technological upgrades, process optimization, etc., and reduce carbon emission intensity.

- 推动绿色运输, 重点区域项目探索“外集内配”公铁联运模式, 减少重型柴油货车进城穿行; 积极推广使用氢能渣土车、新能源通勤车, 提升机动车清洁化水平; 在仓储、搬运等环节, 逐步采用电动叉车、电动牵引车等替代柴油设备。

Promote green transportation, and explore the "outer-collection and inner-distribution" highway-rail intermodal model for projects in key regions to reduce the entry of heavy diesel trucks into urban areas; actively promote the use of hydrogen-powered muck trucks and new-energy commuter vehicles to improve the cleanliness of motor vehicles; in warehousing, handling and other links, electric forklifts, electric tractors, etc. are gradually adopted to replace diesel-powered equipment.

### 碳市场参与 Participation in the carbon market



- 积极参与全国碳市场和福建、重庆地方碳市场, 按要求完成年度碳核算、碳核查以及碳排放权履约, 探索布局碳资产、碳交易相关业务。

Actively participate in the national carbon market and local carbon markets in Fujian and Chongqing, complete annual carbon accounting, carbon verification and carbon emission allowance compliance as required, and explore the development of carbon asset and carbon trading-related businesses.

中国化学天辰耀隆分别完成自备电厂部分和化工部分碳排放量核算, 并由第三方碳核查机构入厂, 对上年度上报的数据、现场管理、原始数据等进行核对, 出具专业核查报告。根据碳配额、碳资产实际情况, 按期完成履约, 积极参与全国碳市场碳排放权交易, 实现生态效益与经济效益双赢。

CNCEC Tianchen Yaolong, completes carbon emission accounting for its self-provided power plants and chemical production units respectively. A third-party carbon verification agency conducts on-site verification of the data reported in the previous year, on-site management and raw data, and issues a professional verification report. Based on the actual situation of carbon allowances and carbon assets, the Company completes compliance on schedule and actively participates in carbon emissions right trading in the national carbon market, achieving a win-win situation between ecological and economic benefits.



## 发展低碳产业

### Development of low-carbon industries

中国化学紧扣国家“双碳”战略, 持续攻关低碳技术、开发绿色产品, 加快布局新材料、新能源产业, 推动产业链低碳延伸与升级。围绕“源头减碳、过程降碳、末端固碳”, 在碳循环和碳捕集利用等领域加大研发力度, 形成一批重要科研成果。2024 年以来, 公司已累计形成绿色低碳相关专利技术 152 项, 承建相关项目 95 项, 以绿色技术储备与项目实践为国家碳达峰目标提供支撑。

Committed to the national “dual carbon” strategy, CNCEC continues to tackle low-carbon technologies and develop green products. Focusing on “carbon reduction at the source, carbon abatement in the process, and carbon sequestration at the end”, the company has intensified R&D in carbon cycle, carbon capture, utilization and other fields, yielding a number of key scientific research achievements. Since 2024, the Company has developed a total of 152 patented technologies related to green and low-carbon development and undertaken 95 relevant projects, to provide support for the national carbon peaking goal through green technology reserves and project practices.

### 碳循环与碳捕集利用领域 Carbon cycle and carbon capture, utilization sector:

中国化学科研总院开发的二氧化碳-甲烷重整定制化工合成气成套技术正推进中试建设，高二氧化碳物料加氢制甲醇催化剂项目获得合格催化剂产品。天辰公司研发的生物降解聚碳酸酯聚合工艺技术完成千吨级聚合工艺包编制。赛鼎公司的二氧化碳乙烯法合成碳酸乙烯酯研发项目完成中试试验及技术鉴定，减碳效果和经济效益显著。五环公司自主研发控温甲烷化技术通过石化联合会成果评价，关键性能指标达到国际领先水平。

The complete set of customized syngas production technology via CO<sub>2</sub>-methane reforming developed by the CNCEC Engineering Research Institute is under pilot construction. The catalyst project for methanol production from high-CO<sub>2</sub> feedstock has yielded qualified catalyst products. The biodegradable polycarbonate polymerization technology developed by Tianchen Company completes the preparation of the thousand-ton scale polymerization process package. The R&D project of ethylene carbonate synthesis from carbon dioxide and ethylene by SEDIN completes pilot tests and technical appraisal, with remarkable carbon reduction effects and economic benefits. The temperature-controlled methanation technology independently developed by Wuhuan Company passes the achievement evaluation by the CPCIF, with key performance indicators reaching the international leading level.

### 新能源领域 New energy sector

承建风电、光伏电站及配套储能项目，如海上风电安装、光伏电站 EPC 总承包等，促进绿电并网发电。在氢能方面，参与库车、鄂尔多斯等地绿电制氢项目，推动海水制氢一体化示范项目、常温常压有机液体储氢加注一体化项目等落地。在生物质能源方面，开展农业废弃物沼气与生物天然气开发利用项目，推进燃煤锅炉掺烧生物质燃料改造工程，探索清洁能源替代路径。

Undertake wind power, PV power station and supporting energy storage projects, such as offshore wind power installation and EPC general contracting of PV power stations, to promote the grid connection of green electricity. In the field of hydrogen energy, participate in green power hydrogen production projects in Kuqa, Ordos and other regions, and promote the implementation of integrated demonstration projects for seawater hydrogen production, as well as integrated hydrogen storage and refueling projects using organic liquids at room temperature and atmospheric pressure. In the field of biomass energy, carry out projects for the development and utilization of biogas and biomethane from agricultural waste, promote the retrofitting of coal-fired boilers to co-fire biomass fuels, and explore pathways for clean energy substitution.

### 新材料领域 New materials sector

围绕绿色低碳方向，气凝胶扩能改造年产 6 万吨，磷氟新材料项目完成中交，PBAT 及 PBS 可降解材料实现全流程打通。在绿色环氧丙烷技术方面，完成催化剂与工艺包的深度优化，向下游延伸开发可生物降解的绿色高端聚醚、聚碳酸酯等系列产品，初步构建从绿色原料到高端材料的产业链条。脱氢催化剂、水合催化剂等核心产品研发取得技术进展，为延伸尼龙材料上下游低碳产业链提供支撑。

Focusing on green and low-carbon development, raise the annual capacity of the expansion and renovation of the aerogel project to 60,000 tonnes. Mechanically complete the phosphorus-fluorine new materials project, and fully realize the full production process of PBAT and PBS biodegradable materials. In terms of green propylene oxide technology, complete the in-depth optimization of catalysts and process packages, extend the development of biodegradable green high-end polyether, polycarbonate and other series of products downstream, and initially build an industrial chain from green raw materials to high-end materials. Technological progress has been made in the R&D of core products such as dehydrogenation catalysts and hydration catalysts, which supports the extension of the low-carbon industrial chain upstream and downstream of nylon materials.



中国化学东华公司总承包的深能鄂托克旗风光制氢一体化合成绿氨及氢能耦合应用项目、承担设计的辽宁华电调兵山风电制氢耦合绿色甲醇一体化项目成功入选国家能源局能源领域氢能试点项目

Two projects affiliated to CNCEC are successfully selected as hydrogen energy pilot projects in the energy sector by the National Energy Administration: the integrated synthesis of green ammonia and hydrogen energy coupling application project in Shenneng (Etuoke Banner) undertaken by ECEC and the integrated Huadian wind power-to-hydrogen and green methanol project in Diaobingshan, Liaoning, designed by ECEC

## 环境管理 Environmental Management

中国化学严格遵守国家环境保护相关法律法规要求，将绿色发展理念贯穿于生产经营、项目建设、技术研发全过程，持续完善环境管理体系，强化风险防控及应急机制，全力提升环境治理水平。

CNCEC strictly abides by relevant national laws and regulations on environmental protection, integrates the concept of green development into the whole process of production and operation, project construction and technological R&D, continuously improves the environmental management system, strengthens risk prevention and control and emergency mechanisms, and makes every effort to improve environmental governance.

### 环境管理体系 Environment management system

中国化学加强生态环境保护组织领导，成立质量健康安全环保委员会，建立“总部统筹、二级主体执行、三级精准落实”的治理架构，细化压实岗位职责，推行环保责任清单。制定印发《生态环境保护与节能低碳责任制管理细则》《生态环保与节能减排管理规定》等 17 项生态环保管理制度，内容涵盖环保责任制、大气污染防治、挥发性有机物防治、环境因素管理、突发环境事件管理、环保信息统计管理、隐患排查治理、生态环保考核等，构建“战略引领、制度预防、过程控制、考核问责”管理体系。

CNCEC strengthens organizational leadership for ecological and environmental protection, establishes a QHSE Committee, forms a governance structure of "headquarters coordination, secondary entity execution, and tertiary precise implementation", refines and clarifies job responsibilities, and implements an environmental protection responsibility list. It formulates and issues 17 ecological and environmental management systems, including *the Detailed Rules for the Management of Ecological Environment Protection, Energy Conservation and Low Carbon Responsibility System and Management Regulations on Ecological Environment Protection, Energy Conservation and Emission Reduction*. These documents cover environmental protection responsibility system, air pollution prevention and control, prevention and control of volatile organic compounds, environmental factor management, emergency environmental incident management, environmental protection information statistics and management, hidden danger investigation and treatment, and ecological environmental protection assessment, forming a management system of "strategic guidance, institutional prevention, process control, assessment and accountability".

公司获得并保持 ISO14001 环境管理体系认证，以此为基准框架，实施更为严格和深入的环境管理实践。建立专业环保检查队伍，对项目集中区域开展生态环保专项检查，全面落实中央生态环境保护督察整改要求。构建绿色发展评价体系，推动能源消耗、碳排放、污染物排放、节能环保与绿色研发投入、降碳减污等关键指标的智能化评价，并与企业考核实现同步应用，实现环境绩效与管理效能双提升。

The Company obtains and maintains ISO 14001 environmental management system certification, and implements stricter and in-depth environmental management practices based on this benchmark framework. It establishes a professional environmental inspection team, conducts special ecological and environmental inspections in project concentration areas, and fully implements the requirements of the central ecological and environmental protection inspection and rectification. It constructs a green development evaluation system, promotes intelligent evaluation of key indicators such as energy consumption, carbon emissions, pollutant emissions, energy conservation and environmental protection, green R&D investment, carbon reduction and pollution reduction, and synchronously applies them with enterprise assessment to achieve dual improvement of environmental performance and management efficiency.

## 环境风险管理

### Environmental risk management

中国化学系统构建涵盖全过程的生态环保风险识别与管控体系，通过健全规章制度、完善预案体系、强化应急管理等措施，防范化解环境风险。基于环境风险分析，所属企业及项目单位建立预防与预警机制，确保环境风险隐患早发现、早预警、早报告、早处置。公司制定并实施《突发环境事件应急管理细则》，明确突发环境事件应急措施，并定期组织各企业开展综合、专项应急演练，持续提升各级人员应对突发环境事件的实战能力，确保应急响应及时有效。2025 年，公司未接报重大突发环境事件。

CNCEC systematically establishes a full-process ecological and environmental risk identification and control system that covers the entire process to prevent and resolve environmental risks by improving rules and regulations, perfecting the plan system, and strengthening emergency management. Based on environmental risk analysis, all subsidiaries and project units establish prevention and early warning mechanisms to ensure that environmental risks and hidden dangers are detected, warned, reported and handled at an early stage. The Company formulates and implements *the Detailed Rules for the Emergency Management of Environmental Emergencies*, clarifies emergency measures for environmental emergencies, and regularly organizes comprehensive and special emergency drills for all enterprises, continuously improves the practical ability of personnel at all levels in responding to environmental emergencies, and ensure timely and effective emergency response. No major environmental emergencies were reported by the Company in 2025.

## 新建项目环境准入

### Environmental access for new projects

中国化学严把新建项目环境准入门槛，强化投资项目与工程项目的环保准入，将产业政策符合性、规划与项目环评、节能审查、碳排放强度、污染物总量控制等作为强制性前置条件。新建、改建、扩建和技术改造项目严格落实“三同时”制度，确保监测全覆盖。2025 年，所有新上项目均符合环境准入标准，未出现违规审批现象。

CNCEC strictly controls the environmental access of new projects, strengthens the environmental access of investment and project projects, and takes the compliance with industrial policies, planning and project environmental impact assessment, energy conservation review, carbon emission intensity and total pollutant control as mandatory preconditions. New construction, reconstruction, expansion and technical transformation projects strictly implement the "three simultaneous" system to ensure full coverage of monitoring. In 2025, all new projects met environmental access standards, and no illegal approval occurred.

## 培育环保文化

### Cultivation of environmental protection culture

中国化学深耕环保文化培育，多维度凝聚全员绿色发展共识。定期组织环保专题培训，围绕生态环保政策标准、工程项目生态保护管理、双碳政策与碳管理等核心领域，构建环保知识体系。积极开展“两山理念二十载 中国化学在行动”系列活动，围绕降碳、减污、扩绿、增长四个方面深入挖掘实践经验，评审优秀实践案例 30 项，线上线下联动宣传推广。先后组织赴“两山”理念提出地教育培训、项目工地“开放日”、环保知识竞赛、专家讲座等 18 项特色活动，引导所属企业学习借鉴先进经验。以六五环境日、全国节能宣传周为契机开展主题宣传，全面营造浓厚的生态环保氛围。

CNCEC makes great efforts to cultivate an environmental protection culture and builds consensus on green development among all employees in multiple dimensions. It regularly organizes special environmental protection training and builds an environmental protection knowledge system focusing on core areas such as ecological and environmental protection policies and standards, ecological protection management of engineering projects, dual carbon policies and carbon management. It actively carries out activities themed "20 Years of the Two Mountains Theory: CNCEC in Action", deeply explores practical experience in four aspects: carbon reduction, pollution reduction, green expansion and growth, evaluates 30 excellent practice cases, and promotes them through online and offline publicity. It successively organizes 18 special activities, including education and training sessions at the birthplace of the Two Mountains Theory, project site "Public Days", environmental protection knowledge competitions and expert lectures, to guide all affiliates to learn from advanced experience. It takes occasions such as the June 5th Environment Day and the National Energy Conservation Promotion Week to carry out themed propaganda, to comprehensively create a strong ecological and environmental protection atmosphere.



中国化学举办 2025 年第二期生态环保专项培训班暨两山理念工地“开放日”活动  
 CNCEC Held the 2025 Second Special Training Course on Ecological and Environmental Protection & the "Public Days" Event for Construction Sites Under the Two Mountains Theory

## 污染防治

### Pollution Prevention and Control

中国化学持续关注污染防治工作，注重对生产经营活动中各类环境影响的管控与约束，推动相关管理要求的规范落实，努力降低污染物排放对环境的影响，积极探索绿色化工发展新路径。

CNCEC continuously attaches importance to pollution prevention and control, focuses on the control and restraint of various environmental impacts in production and operation activities, promotes the standardized implementation of relevant management requirements, strives to reduce the environmental impact of pollutant emissions, and actively explores new paths for the development of green chemical engineering.

## 治污减排

### Pollution control and emission reduction

#### 废气管理

##### Waste gas management



中国化学严格遵守大气污染防治法律法规及行业大气污染排放标准，制定《大气污染防治管理细则》《挥发性有机物污染防治管理细则》等制度文件，严格落实属地政府的大气污染物排放标准与管控要求。公司生产经营过程产生的大气污染物主要有二氧化硫 (SO<sub>2</sub>)、氮氧化物 (NO<sub>x</sub>)、挥发性有机物 (VOCs) 等，围绕污染物总量控制目标，通过源头削减、过程严管、末端治理的管控举措，推动存量污染物排放强度逐年下降。

CNCEC strictly abides by laws and regulations on air pollution prevention and control as well as industrial air pollutant emission standards, formulates management documents including *the Detailed Rules for Air Pollution Prevention and Control* and *Detailed Rules for Pollution Prevention and Control of Volatile Organic Compounds*, to strictly implement the air pollutant emission standards and control requirements of local governments. The main air pollutants generated in the Company's production and operation include sulfur dioxide (SO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>), volatile organic compounds (VOCs), etc. Focusing on the total pollutant emission control target, the Company promotes the year-by-year reduction of existing pollutant emission intensity through control measures of source reduction, strict process control and end treatment.

公司推进工业废气稳定达标及超低排放改造，实业生产企业全面对标最新环保标准，改造升级废气治理设施，推广应用多污染物协同控制技术。深化 VOCs 综合治理，大力推广低 VOCs 含量原辅材料，推广应用低泄漏型设备，常态化开展泄漏检测与修复 (LDAR) 工作，对含 VOCs 废水集输、储存、处理设施实施密闭化改造，确保废气经收集处理后达标排放。加强厂界与环境空气质量监测，重点排污单位依法安装、使用、维护大气污染物在线自动监测设备，实时监控预警空气质量。与“十三五”末相比，2025 年公司化工行业 VOCs 单位排放强度下降超 58%。

The Company promotes the transformation of industrial waste gas to stable compliance and ultra-low emission. Industrial manufacturing enterprises fully align with the latest environmental protection standards, upgrade waste gas treatment facilities, and promote the application of multi-pollutant synergistic control technologies. It deepens the comprehensive management of VOCs, vigorously promotes raw and auxiliary materials with low VOCs content, popularizes low-leakage equipment, carries out leak detection and repair (LDAR) regularly, and implements enclosed transformation of VOCs-

containing wastewater collection, storage and treatment facilities to ensure that waste gas is discharged up to standard after collection and treatment. It strengthens the monitoring of factory boundary and ambient air quality. Main pollutant discharging companies install, use and maintain online automatic monitoring equipment for air pollutants in accordance with the law to realize real-time monitoring and early warning of air quality. Compared with the end of the "13th Five-Year Plan", the VOCs emission intensity per unit output of the Company's chemical industry in 2025 decreased by more than 58%.

#### 废水管理

##### Waste water management



中国化学制定《水污染防治管理细则》，所属企业按照“清污分流、雨污分流、分类利用、达标排放、总量控制、全过程治理”原则，系统推进水污染防治与循环利用。通过采取新工艺和新技术、优化过程控制、开展资源化再利用等，减少废水产生。推进污水处理设施升级改造，建立常态化运维机制，确保污染物达标排放。在污染防渗区设置渗漏污染水收集系统，与工艺废水集中送至污水处理装置处理，有效防范和控制对周边水体、地下水和土壤的潜在污染。

CNCEC formulates *the Detailed Rules for Water Pollution Prevention and Control*. All affiliates systematically promote water pollution prevention, control and recycling in accordance with the principles of "clean and sewage separation, rain and sewage separation, classified utilization, discharge up to standard, total volume control and whole-process treatment". It reduces wastewater generation by adopting new processes and technologies, optimizing process control, and carrying out resource recycling. It promotes the upgrading and transformation of wastewater treatment facilities and establishes a regular operation and maintenance mechanism to ensure that pollutants are discharged up to standard. It sets up a leakage pollution water collection system in the pollution prevention and control area, and sends the process wastewater to the sewage treatment plant for treatment, to effectively prevent and control potential pollution to surrounding water bodies, groundwater and soil.



- BDO 绿色合成技术采用“预处理 + 膜分离 + 蒸发结晶”先进工艺，实现化工园区、煤矿产区废水循环利用率达 **90%** 以上。

The BDO green synthesis technology adopts the advanced process of "pretreatment + membrane separation + evaporative crystallization", realizing a wastewater recycling rate of more than 90% in chemical industrial parks and coal mining areas.

- 中国化学天辰耀隆实施清净下水回收水优化提升改造，将反渗透浓水用于循环水补水，年节约水量约 **16.8** 万吨；回收生产过程中的冷凝液，杜绝地沟排放，年节约用水约 **500** 吨。

CNCEC Tianchen Yaolong carries out the optimization and upgrading transformation of clean sewage recovery. Reverse osmosis concentrated water is used as make-up water for circulating water, saving about 168,000 t of water annually; condensate in the production process is recovered to eliminate floor discharge, saving about 500 t of water annually.

## 废弃物管理

### Waste management



中国化学制定并实施《固体废物污染防治管理细则》，规范做好建筑垃圾及危险废物的产生、收集、贮存、运输、利用、处置工作。积极推进“无废企业”建设，强化大宗工业固废综合利用和全链条塑料污染治理，推进固体废物的减量化、资源化与无害化处置。截至 2025 年底，公司建筑行业一般固废综合利用率达 68%，化工行业一般固废综合利用率达 99%，资源化水平显著提升。

CNCEC formulates and implements *the Detailed Rules for Prevention and Control of Solid Waste Pollution*, and standardizes the generation, collection, storage, transportation, utilization and disposal of construction waste and hazardous waste. It actively promotes the construction of "zero-waste enterprises", strengthens the comprehensive utilization of bulk industrial solid waste and the whole-chain treatment of plastic pollution, and promotes the reduction, recycling and harmless disposal of solid waste. By the end of 2025, the comprehensive utilization rate of general solid waste in the Company's construction industry reached 68%, and that in the chemical industry reached 99%, representing a significant improvement in resource utilization.

危险废物实施全过程严格管控，建立规范管理体系，项目现场规范设置危废暂存间，细化收集、存储流程，委托第三方有资质单位进行处置。开展危险废物专项整治，坚决杜绝贮存不规范、违规处置等行为。中国化学淄博绿能投用危险废物称重联网系统，实现危废产生、贮存、转移全流程数字化管控，确保每批次危废去向可追溯，确保危废规范化处置率 100%。

It strictly controls the entire process of hazardous waste implementation, establishes a standardized management system, sets up hazardous waste temporary storage rooms on project sites in a standardized manner, refines collection and storage processes, and entrusts qualified third-party units to dispose of them. It carries out special rectification of hazardous waste and resolutely puts an end to non-standard storage and illegal disposal. CNCEC Zibo Green Energy uses a hazardous waste weighing network system to achieve digital control of the entire process of hazardous waste generation, storage and transfer, to ensure traceability of the destination of each batch of hazardous waste and a 100% standardized disposal rate of hazardous waste.

## 扬尘管理

### Dust management



中国化学鼓励工程项目采用装配式建造、绿色建材等低碳技术，从源头减少扬尘产生。严格落实扬尘治理“六个百分之百”措施，施工现场土方及时苫盖，施工配备雾炮、喷淋装置，全面抑制扬尘。加快推进施工扬尘在线监测和视频监控系统的安装与联网工作，实现扬尘污染的实时感知、智能预警和远程监管。

CNCEC encourages engineering projects to adopt low-carbon technologies such as prefabricated construction and green building materials to reduce dust generation at the source. It strictly implements the "six hundred percent" measures for dust control, covers the earthwork on the construction site in time, and provides the construction with fog cannons and sprinkler devices to comprehensively suppress dust. It accelerates the installation and networking of online dust monitoring and video surveillance systems at construction sites to realize real-time perception, intelligent early warning and remote supervision of dust pollution.

“六个百分之百”扬尘治理：施工工地周边 **100%** 围挡、物料堆放 **100%** 覆盖、出入车辆 **100%** 冲洗、施工现场地面 **100%** 硬化、拆除工地 **100%** 湿法作业、渣土车辆 **100%** 密闭运输。

"Six 100%" on the dust control: 100% enclosure around the construction site, 100% covering of stacked materials, 100% washing of accessing vehicles, 100% floor hardening on the construction site, 100% wetting operation in the demolition site and 100% closed transportation of muck vehicles.

## 噪声治理

### Noise control



中国化学强化施工噪声管控，优先选用低噪声、低振动的施工设备，对高噪声设备安装减震垫、消声器等，合理安排施工时间，降低设备运行噪声。选用噪声在线监测系统或委托第三方定期检测，同时现场配备噪声检测仪进行日常检测，监测结果实时公示，确保符合国家规定标准。

CNCEC strengthens construction noise control, prioritizes low-noise and low-vibration construction equipment, installs shock absorbers and silencers on high-noise equipment, and reasonably arranges construction time to reduce equipment operation noise. It adopts online noise monitoring systems or entrusts third parties to conduct regular testing, and is equipped with noise detectors on site for daily monitoring. Monitoring results are publicized in real time to ensure compliance with national standards.

## 绿色建造

### Green construction

## 培育环保产业

### Cultivation of environmental protection industry

中国化学积极布局节能环保产业，深耕工业废水处理、固废危废资源化利用、污染场地修复、VOCs 治理等领域，在水环境治理、土壤修复、固废危废处理、烟气治理、汽车尾气治理（环保催化剂）、节能改造、垃圾处理、尾矿治理、国土空间生态治理等方面建设一批典型工程。积极推动光伏、工业节能、节能材料等产业关键技术的研发和应用，布局生物质制绿醇、可持续航空燃料等新能源项目，实现环境与经济效益双赢。

CNCEC actively lays out the energy conservation and environmental protection industry, focuses on fields such as industrial wastewater treatment, resource utilization of solid waste and hazardous waste, contaminated site remediation and VOCs treatment. It has built a number of representative projects in water environment treatment, soil remediation, solid and hazardous waste treatment, flue gas treatment, vehicle exhaust treatment (environmental protection catalysts), energy-saving renovation, waste disposal, tailings treatment, territorial ecological management and other areas. It actively promotes the R&D and application of key technologies in PV, industrial energy conservation, energy-saving materials and other industries, and lays out new energy projects such as biomass-to-green alcohol and sustainable aviation fuel, to realize a win-win situation between environmental and economic benefits.

中国化学东华公司研发的高含盐高 COD 污水治理技术可将废水处理后全部回用，实现废水零排放，整体达到国内领先水平，已应用于伊犁新天煤化工有限责任公司年产 20 亿立方米煤制天然气项目等多个项目。

The high-salt and high-COD wastewater treatment technology developed by CNCEC-ECEC can realize full reuse of treated wastewater and zero liquid discharge, reaching the domestic leading level. It has been applied in many projects such as the 2 billion m<sup>3</sup>/year coal-to-natural gas project of Yili Xintian Coal Chemical Co., Ltd.

- 中国化学华陆公司成功突破多晶硅冷氢化等核心技术，产品纯度可达到“9个9”，实现多晶硅产品由千吨级到万吨级的跨越，能耗和生产成本大幅降低，达到国际先进水平。
- CNCEC Hualu Company has successfully broken through core technologies such as polysilicon cold hydrogenation, with product purity reaching "9 nines", realizing the leap of polysilicon products from kiloton-level to ten-thousand-ton-level, and greatly reducing energy consumption and production costs, reaching the international advanced level.

案例  
Case

### 践行“两山”理念，探索实施农业废弃物资源化开发利用

Practicing the Two Mountains Theory and exploring resource utilization of agricultural waste

安徽阜南县年产生农业有机废弃物 20 万吨、日产餐厨垃圾 250 吨，因资源化利用路径缺失，一度制约县域绿色发展。中国化学三化建联合高校、当地政府等开展合作攻关，协同探索农业废弃物开发利用路径，创新建立“8+1 站田式”网络——8 个产能站实现废弃物就近处理，1 个调峰中心与 270 公里管网保障供气稳定。通过整县推进，成功打造“预处理-厌氧发酵-沼气提纯-有机肥生产”全链条资源化利用体系，实现年产生物天然气 5000 万立方米、有机肥 20 万吨，可替代标煤 15 万吨，实现碳减排 40 万吨。

In Funan County, Anhui Province, the annual production of agricultural organic waste is 200,000 t, and the daily production of kitchen waste is 250 t. The lack of approaches for resource utilization once restricted the green development of the county. China National Chemical Engineering Third Construction Co., Ltd. joins hands with universities, local government, etc. to conduct collaborative research and explore approaches for the development and utilization of agricultural waste, innovatively establishes an "8+1 Station-field Network" - 8 production stations realize on-site waste treatment, while 1 peak-shaving center and a 270-kilometer pipeline network ensure stable gas supply. Through county-wide promotion, a full-chain resource utilization system of "pretreatment - anaerobic digestion - biogas upgrading - organic fertilizer production" is successfully built. The Project achieves an annual output of 50,000,000 m<sup>3</sup> of biomethane and 200,000 t of organic fertilizer, equivalent to replacing 150,000 t of standard coal and reducing carbon emissions by 400,000 t.

项目成功构建“废弃物—天然气—循环农业”三位一体模式，有效修复退化土壤，为全国 700 多个面临类似挑战的县域，提供了成熟、可复制的废弃物全闭环、规模化、资源化综合利用“阜南模式”。

The Project successfully constructs a trinity model of "waste - natural gas - circular agriculture", which effectively rehabilitates degraded soil. It provides a mature and replicable "Funan Model" for full-closed-loop, large-scale and comprehensive resource utilization of waste for more than 700 counties nationwide facing similar challenges.



1. 中国化学 8 个案例成功入选 2025 年度石油和化工行业全面绿色转型典型案例名单，并在工程服务类和技术升级类两大类中分别荣获第一名

8 cases of CNCEC were successfully selected into the 2025 Typical Cases of Comprehensive Green Transformation in the Petroleum and Chemical Industry, and won the first place in both Engineering Service and Technology Upgrading categories

2. 2025 全球工程大会核心边会“世界绿色设计大会”上，中国化学东华公司联合申报的“博汇集团低碳环境综合整治”工程案例，成功斩获“绿色设计国际大奖·绿色设计工程奖”

At the "World Green Design Conference", a core side event of the 2025 Global Engineering Congress, the project case "Comprehensive Low-Carbon Environmental Remediation of Bohui Group" jointly declared by CNCEC-ECEC won the "International Green Design Award - Green Design Engineering Award"

### 践行绿色施工

Practice of green construction

中国化学在工程建设项目中全面推行绿色施工，制定《绿色施工建造管理规定》《绿色施工管理指南》等，将环保要求贯穿建设全周期。同时，优先选用绿色建材，应用绿色施工工艺，积极推进工程项目、工业产品等超低能耗、近零能耗、低碳建筑规模化发展，系统性提升绿色建造水平。2025 年，公司每月开展星级标准化工地建设评选并进行指标晾晒，推动形成争先创优的浓厚氛围。截至目前，已评定五星级工地 45 个、四星级 103 个、三星级 129 个，成功打造一批安全、绿色、智慧的工程典范。

CNCEC fully implements green construction in engineering construction projects, formulates *the Regulations on Green Construction Management and Green Construction Management Guide*, and integrates environmental protection requirements into the whole construction cycle. Meanwhile, the Company prioritizes green building materials, applies green construction techniques, and actively promotes the large-scale development of ultra-low energy consumption, near-zero energy consumption and low-carbon buildings for engineering projects and industrial products, thus systematically improving the level of green construction. In 2025, the Company carried out monthly evaluation and indicator disclosure of star-standard construction site construction, to promote a strong atmosphere of striving for excellence. Up to now, 45 five-star, 103 four-star and 129 three-star construction sites have been rated, successfully creating a number of safe, green and intelligent engineering models.



## 资源利用

### Resource Utilization

中国化学在经营发展过程中持续关注资源使用的效率与合理性，强调对能源、水资源及原材料消耗的统筹管理，推动资源配置更加集约有序，促进资源利用水平稳步提升，着力打造资源节约型、环境友好型企业。

During the operation and development, CNCEC continuously pays attention to the efficiency and rationality of resource use, emphasizes the overall management of energy, water resources and raw material consumption, promotes more intensive and orderly resource allocation, steadily improves resource utilization, and strives to build a resource-saving and environment-friendly enterprise.

## 水资源管理

### Water resources management

中国化学严格遵守《中华人民共和国水法》《建设项目水资源论证管理办法》《取水许可管理办法》等法律法规和管理政策，高度重视水资源管理，各项目严格按照国家和地方的有关法律法规，依法取得取水许可，并在许可范围内规范取用水资源。

CNCEC strictly abides by national laws, regulations and management policies such as the Water Law of the People's Republic of China, Measures for the Administration of Water Resources Argumentation for Construction Projects and Measures for the Administration of Water Withdrawal Permit, and attaches great importance to water resources management. All projects have obtained water withdrawal permits in accordance with relevant national and local laws and regulations, and use water resources within the scope of the licenses.

公司严格执行水资源刚性约束，通过实施节水改造、漏损排查等措施，有效降低新鲜水消耗。作为用水重点环节，公司实业板块化工新材料等生产单位积极优化水处理工艺、强化水循环利用，实现用水效率的稳步提升。2025 年，化工行业万元产值用新水量（可比价）为 15.2948 吨 / 万元，重复用水率达 98.32%。

The Company strictly implements the rigid constraints on water resources, and effectively reduces freshwater consumption through measures such as water-saving transformation and leakage inspection. As key water-consuming links, production units such as chemical new materials in the Company's industrial sector actively optimize water treatment processes and strengthen water recycling, thus achieving a steady improvement in water use efficiency. In 2025, the freshwater consumption per RMB ten thousand of output value (at comparable prices) in the chemical industry was 15.2948 t/RMB ten thousand and the water recycling rate reached 98.32%.



强化源头管控  
Strengthening source control

加强供排水管网整治，严格管理生产用水，优先安装节水器具，从源头减少新鲜水用量。

Strengthen the renovation of water supply and drainage pipe networks, strictly manage production water, prioritize the installation of water-saving appliances, and reduce freshwater consumption at the source.

在施工环节采用喷雾降尘等高效技术替代传统洒水，降低生产环节耗水量。

Replace traditional water spraying with efficient technologies like spray dust suppression during construction to reduce water consumption in production.



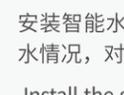
优化生产工艺  
Optimizing production processes



废水处理回用  
Wastewater treatment and reuse

在施工现场设置废水处理设施和雨水收集装置，实施雨污分流，处理后的中水与雨水用于洒水降尘、车辆冲洗等。

Install wastewater treatment facilities and rainwater collection systems at the construction site, implement separate drainage for rainwater and sewage, and reuse treated reclaimed water and rainwater for dust suppression and vehicle washing.



智能监测管理  
Intelligent monitoring and management

安装智能水表实时监测用水量，及时监督用水异常，定期评估各区域、施工环节用水情况，对关键用水单位实施管控。

Install the smart water meter to monitor water usage in real time, promptly supervise abnormal water consumption, regularly evaluate water consumption in various areas and construction processes, and implement control measures for key water-consuming units.



开展节水培训  
Carrying out water conservation training

定期开展节水培训，向员工普及节水设备操作、工艺优化及水回用知识，持续强化全员节水意识。

Regularly organize water conservation training sessions to educate employees on the operation of water-saving equipment, process optimization and water reuse knowledge, and continuously strengthen the water conservation awareness of all staff.

## 能源管理

### Energy management

中国化学制定并实施《生态环保与节能减排管理规定》，组织所属企业签订目标责任书，将节能环保责任层层分解、逐级压实，构建高效可持续的能源管理体系。淘汰升级落后产能，对低能耗工艺和装备制定分类处置方案，通过“上大压小、以新代老”、技术改造提升等方式，推动一批老旧低效装置升级或退出。加强用能管理，优先使用国家和行业推荐的节能、高效、环保施工设备和机具，降低设备运行能耗。优化能源结构，严格控制煤炭消费总量，杜绝使用高污染燃料作为减量替代，积极推广使用天然气、太阳能等清洁能源，推动能源结构向清洁低碳高效转型。

CNCEC formulates and implements *the Management Regulations on Ecological Environmental Protection, Energy Conservation and Emission Reduction*, and organizes its affiliated enterprises to sign the target responsibility agreement, which decomposes and solidifies energy conservation and environmental protection responsibilities at all levels to build an efficient and sustainable energy management system. Eliminate and upgrade outdated production capacity, formulate classified disposal plans for low-energy processes and equipment, and promote the upgrading or retirement of a batch of old and inefficient facilities by means of "replacing small with large, replacing old with new" and technological transformation. Strengthen energy consumption management, and prioritize the use of energy-saving, high-efficiency and environmentally friendly construction equipment and tools recommended by the state and industry to reduce the energy consumption of equipment operation. Optimize the energy structure, strictly control the total coal consumption, prohibit the use of high-pollution fuels as reduction substitutes, actively promote the use of clean energy such as natural gas and solar energy, and drive the transformation of energy structure toward clean, low-carbon and high-efficiency.

### 中国化学 2025 年能源消耗量 CNCEC Energy Consumption in 2025

电力消耗	汽油消耗	柴油消耗	天然气消耗
<b>1052716.64</b> 兆瓦时	<b>8947.5169</b> 吨	<b>16894.7629</b> 吨	<b>62321239</b> 立方米
Electricity Consumption: 1052716.64 MWh	Gasoline Consumption: 8947.5169 tons	Diesel Consumption: 16894.7629 tons	Natural gas consumption: 62321239 m <sup>3</sup>

能源消耗总量  
**9.0348** 万吨标准煤 (建筑)  
**105.1871** 万吨标准煤 (化工)

Total energy consumption: 9.0348 ten thousand tons of standard coal (construction) and 105.1871 ten thousand tons of standard coal (chemical industry)

万元营业收入综合能耗 (可比价)  
**0.0047** 吨标煤 / 万元 (建筑)  
**1.3774** 吨标煤 / 万元 (化工)

Comprehensive energy consumption/RMB ten thousand operating income (at comparable prices): 0.0047 tons of standard coal/RMB ten thousand (construction) and 1.3774 tons of standard coal/RMB ten thousand (chemical industry)



## 循环经济

### Circular economy

中国化学积极探索循环经济模式, 遵循“减量化、再利用、资源化”原则, 着力构建低消耗、低排放、高效率的可持续发展模式。深入践行“四节一环保”理念, 实施全过程资源管控, 推广“循环水”“碎石垫层”等现场材料循环利用模式, 切实提升资源利用率。

CNCEC actively explores the circular economy model, adheres to the principle of "reduction, reuse and resource recovery", focuses on building a sustainable development model characterized by low consumption, low emission and high efficiency, deeply practices the concept of "four savings and one environmental protection", implements the full-process resource management, promotes the recycling mode of on-site materials such as "recycled water" and "gravel cushion" and effectively improves the efficiency of resource utilization.

### 案例 Case

#### 磷石膏耦合工艺实现资源高效利用与无害化处置 Phosphogypsum Coupling Process Achieves Efficient Resource Utilization and Harmless Disposal

中国化学五环公司开发的磷石膏耦合多级逆流水洗提质及改性工艺专有技术, 以磷石膏暂存场回水、渗滤液及酸性循环水排水为原料, 生产饲料级磷酸氢钙 (DCP), 此举全面提升了磷资源利用效率, 构建磷资源梯级开发与循环化综合利用的技术体系。同时, 结合湿法磷酸的生产过程, 有效去除可溶性磷、氟, 实现磷石膏的稳定化和无害化, 为安全堆存及后续综合利用提供基础保障。

The proprietary technology of phosphogypsum coupling multi-stage countercurrent washing upgrading and modification process, developed by Wuhuan Company, utilizes return water from phosphogypsum temporary storage site, leachate and acidic circulating water discharge as raw materials to produce feed-grade dicalcium phosphate (DCP). This initiative comprehensively enhances the utilization efficiency of phosphorus resources and establishes a technical system for the graded development and comprehensive recycling of phosphorus resources. At the same time, combined with the production process of wet-process phosphoric acid, the soluble phosphorus and fluorine can be effectively removed to realize the stabilization and harmlessness of phosphogypsum, thereby providing fundamental assurance for safe stockpiling and subsequent comprehensive utilization.

### 案例 Case

#### 以技术创新引领废塑料循环经济发展 Leading the Circular Economy of Waste Plastics Through Technological Innovation

2025 年 7 月, 中国化学四化建承建的东粤化学 20 万吨 / 年混合废塑料资源化综合利用示范项目试生产成功, 标志着全球首个连续化、规模化废塑料化学循环项目实现工业化验证, 首次系统打通废塑料高值化、无害化利用的产业化路径。项目采用全球首创的催化裂化“一步法”工艺, 实现混合低值废塑料向高值化工原料的高效转化, 为废塑料资源化利用提供可规模复制的技术方案。项目投运后, 将有力推动废塑料循环利用、降低化石资源依赖, 助力构建资源循环型产业体系。



In July 2025, the 200,000-ton/year mixed waste plastic resource utilization demonstration project undertaken by China National Chemical Engineering Fourth Construction Co., Ltd. for Guangdong Dongyue Chemical Technology Co., Ltd. successfully entered trial production, marking the world's first industrialization verification of a continuous and large-scale waste plastic chemical recycling project and systematically establishing the industrial pathway for high-value and harmless utilization of waste plastics for the first time. The project adopts the world's first catalytic cracking "one-step process" to realize the efficient transformation of mixed low-value waste plastics into high-value chemical raw materials and provide a scalable and replicable technical solution for the resource utilization of waste plastics. Upon operation, the project will vigorously promote the recycling of waste plastics, reduce the dependence on fossil resources and contribute to building a resource-recycling industrial system.

## 绿色办公

### Green office

中国化学倡导绿色办公理念, 推动形成节约高效、低碳有序的办公运行方式, 引导员工在日常工作中减少资源消耗和环境影响, 营造与企业绿色发展方向相协调的办公环境。

CNCEC advocates the concept of green office, promotes the formation of an efficient, low-carbon and orderly office operation mode, guides employees to reduce resource consumption and environmental impact in their daily work, and creates an office environment aligned with the company's green development direction.



节约用纸  
Paper saving

- 充分利用网上办公系统, 减少纸质资料印发和传真使用频率, 严格控制纸质文件发放。  
Make full use of the online office system, reduce the frequency of printing and faxing paper materials, and strictly control the distribution of paper documents.

- 定期统计分析办公区域用能情况, 加强绿色办公检查考核力度; 严禁使用大功率用电器, 规范空调使用条件和温度, 每日关闭空调、电脑电源。

Regularly analyze the energy consumption in office areas and strengthen the inspection and assessment of green offices; strictly prohibit the use of high-power electrical appliances, standardize air conditioning usage conditions and temperature settings, and turn off the air conditioning and computer power daily.



节约用电  
Electricity saving

- 严格控制生产生活用水, 水龙头随用随关, 杜绝长流水和“跑冒滴漏”现象。  
Strictly control the production and living water, turn off faucets immediately after use, and eliminate long-running water and "leakage and dripping" phenomena.



节约用水  
Water conservation



## 生态保护

### Ecological Protection

中国化学以习近平生态文明思想为指引, 将“两山”理念融入发展血脉, 坚定不移走生态优先、绿色发展之路。主动参与长江大保护、黄河流域生态保护, 以绿色环保治理项目为载体, 推动生态环境修复和可持续发展。深入推进长江流域污染治理、黄河流域污染治理, 落实长江“十年禁渔”及黄河“四水四定”要求, 长江干支流岸线一公里范围内无新增化工项目, 参与长江岸线生态修复项目, 为共建人与自然和谐共生的美丽中国贡献力量。秦岭北麓生态修复项目荣获国务院国资委“2025年度央企十大超级工程”, 成功入选央视《山水工程——中国生态保护修复》典型案例。

Guided by Xi Jinping's ecological civilization philosophy, CNCEC integrates the Two Mountains Theory into the development DNA and unswervingly follows the path of ecological priority and green development. Actively participating in the protection of the Yangtze River and the ecological protection of the Yellow River basin, the company utilizes green environmental governance projects as the carrier to promote ecological restoration and sustainable development. Advancing pollution control in the Yangtze and Yellow River basins and implementing the requirements of "10-Year Fishing Ban" in the Yangtze River and "Four Waters and Four Determinations" in the Yellow River, no new chemical projects are permitted within one kilometer of the coastline of the Yangtze River, while participating in shoreline ecological restoration to contribute to building a beautiful China where humans and nature coexist harmoniously. The Qinling Mountains North Slope Ecological Restoration Project was honored as one of SASAC's "2025 Top Ten Super Projects of Central Enterprises" and selected as a typical case in CCTV's documentary Mountain-Water Projects: China's Ecological Conservation and Restoration.



案例  
Case

#### 以生态修复工程共筑长江大保护生态防线

Building Ecological Defenses for Yangtze Conservation Through Restoration Projects

2025年4月, 由中国化学土木公司承建的江南水泥厂茨山石灰石矿生态修复工程正式开工。该项目是贯彻落实习近平总书记关于加强长江生态环境保护重要论述的生动实践, 占地约600亩, 通过土方工程、边坡工程、整平工程、截排水工程、植被恢复工程等施工作业, 因地制宜恢复矿区生态系统功能, 建成后将进一步扩大长江沿岸大城市生态修复成果, 共筑长江大保护生态防线。

In April 2025, the Cishan Limestone Mine Ecological Restoration Project at Jiangnan Cement Plant, undertaken by China National Chemical Civil Engineering Co., Ltd., officially started. This project embodies the President Xi Jinping's directives



on strengthening the ecological environment protection of the Yangtze River. It covers an area of about 600 Chinese Mu (approximately 400,000 square meters) through the construction operations such as earthwork, slope engineering, leveling engineering, water interception and drainage engineering, vegetation restoration engineering, etc., the ecological function of the mining area will be restored according to local conditions. Upon completion, it will expand urban ecological restoration achievements along the Yangtze River, strengthening conservation defenses.

# 03

## 聚合力增福祉 创造美好生活

Unite to Enhance Well-being and  
Create a Better Life

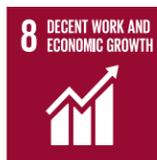
健康安全  
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卓越品质  
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社会公益  
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## 健康安全

### Health and Safety

中国化学树牢安全发展理念，坚持安全第一、预防为主、综合治理的方针，严格落实安全生产主体责任，不断完善安全生产管理体系，严格管控安全与健康风险，积极培育安全文化氛围，筑牢安全生产坚实防线。

CNCEC firmly adheres to the concept of safe development, upholds the policy of safety first, prevention-oriented and comprehensive management, strictly enforces the work safety responsibilities, constantly improves the work safety management system, rigorously controls safety and health risks, and fosters a culture of safety awareness to build robust work safety safeguards.

## 治理

### Governance

### 组织架构

#### Organizational structure

中国化学成立以主要负责人为主任的 QHSE 委员会 / 安全生产委员会，设置安全总监，并设立独立的安全生产监督管理部。所属企业同步建立安全生产领导机构，推行安全总监制度，独立设置安全监管一级部门，配备专职监管人员，形成层级分明的监督与保证体系。印发《进一步强化安全生产责任落实的指导意见》《职业健康安全环保责任制》等，细化明确各层级安全生产主体责任，全面推动安全生产“一岗双责”落地落实。企业主要负责人签订年度安全生产责任书，层层分解责任目标。健全全员安全生产责任及量化考核标准，建立“横向到边、纵向到底、全面覆盖、不留死角”的责任体系，织密安全生产责任网络。

CNCEC establishes a QHSE Committee/Work Safety Committee with its principal responsible person as the director, appoints safety supervisors, and sets up an independent Work Safety Supervision and Management Department. All affiliated enterprises simultaneously establish work safety leadership bodies, implement the safety supervisor system, independently set up primary-level safety supervision departments, and assign full-time supervisory personnel to form a hierarchical supervision and assurance system. All enterprises issue documents such as *the Guidance on Further Strengthening the Implementation of Work Safety Responsibilities* and *the Occupational Health, Safety and Environmental Protection Responsibility System*, clarifying the primary responsibilities of each level for work safety and fully promoting the implementation of "dual responsibilities for one post" for work safety. The enterprise principal signs the annual work safety responsibility agreement to decompose the responsibility targets layer by layer, improve the work safety responsibility system for all employees and quantitative assessment standards, establish a responsibility system of "transverse to the edge, vertical to the end, comprehensive coverage, leaving no dead ends" and strengthen the work safety responsibility network.

### 管理制度

#### Management system

中国化学不断加强安全生产制度建设，制定《安全生产管理规定》纲领性文件和《安全质量环保监督检查管理办法》《安全总监督管理办法》等 19 项安全管理制度以及《工程项目现场临时设施标准及图集》《工程项目现场安全防护设施标准及图集》等 26 项安全标准规范，形成“规定、办法、规范（标准、清单、指南）”三个层次的安全管理制度体系。发布新版《工程

项目现场临建设施标准》《工程项目现场安全防护设施标准》等，督促项目现场“做标准的事、干标准的活”，全面深化安全生产标准化建设，提高本质安全水平。

CNCEC continuously strengthens the work safety system construction, formulates the overarching document *Work Safety Management Regulations*, 19 safety management systems including *the Management Measures for Safety, Quality and Environmental Protection Supervision and Inspection* and *the Management Measures for Safety Supervisor*, and 26 safety standards and specifications such as *the Standards and Atlas of Temporary Facilities at Project Sites* and *the Standards and Atlas of Safety Protection Facilities at Project Sites* to form a three-level safety management system of "regulations, measures and standards (specifications, lists and guidelines)", and issues a new version of *Construction Standards for Temporary Facilities at Project Sites* and *Construction Standards for Safety Protection Facilities at Project Sites* to urge the project site to "do standard things and perform standard tasks," comprehensively deepen the standardization of work safety and improve intrinsic safety levels.

## 战略

### Strategy



风险 Risk	应对措施 Mitigation measures
<b>建筑施工与化工生产安全风险</b> Construction and chemical work safety risks	业务兼具建筑施工与危化品生产双重高危特性，安全事故风险高；项目规模大、工期紧、环境复杂，安全风险防控难度上升。 The business combines the dual high-risk characteristics of construction and hazardous chemicals production, with high risk of safety incidents; the project is large in scale, tight in schedule and complex in site conditions, which increases the difficulty of safety risk prevention and control.
<b>新兴业务安全风险</b> Emerging business security risks	行业数字化、智能化转型加速，新技术、新工艺、新设备、新材料的广泛应用，也带来新的安全风险和挑战。 The accelerated digital and intelligent transformation of industries, along with widespread adoption of new technologies, processes, equipment and materials, brings new security risks and challenges.
	严格落实 QHSE 管理体系与安全生产责任制。 Strictly implement the QHSE management system and the work safety responsibility system. 施工前开展风险分析，强化施工人员培训教育，强化现场安全监管。 Carry out risk analysis before construction, strengthen the training and education of construction personnel, and enhance the on-site safety supervision. 持续开展安全隐患排查治理与专项整治。 Continuously carry out investigation and management of potential safety hazards and special rectification.
	在新工艺开发初期即融入本质安全设计。 Incorporate the intrinsic security design at the initial stage of new process development. 加强新兴业务领域安全标准研究与人员专项培训。 Strengthen research on security standards and specialized training for personnel in emerging business fields. 利用数字化手段提升风险感知能力。 Utilize digital means to enhance risk perception capabilities.

风险 Risk	应对措施 Mitigation measures
<b>海外项目综合安全风险</b> Comprehensive safety risks in overseas projects	健全境外公共安全风险评估与应急预案体系。 Improve the overseas public security risk assessment and emergency response system. 加强属地化安全队伍建设与跨文化安全培训。 Strengthen the construction of localized security team and cross-cultural security training. 推动安全管理制度与标准在境外项目的适配与落地。 Promote the adaptation and implementation of safety management systems and standards in overseas projects.

机遇 Opportunity	应对措施 Mitigation measures
<b>政策支持与战略引领</b> Policy support and strategic guidance	国家高度重视安全生产，政策推动产业升级与技改；公司“135”发展战略明确将安全作为重要保障，提供资源与战略支撑。 The state attaches great importance to work safety and promotes industrial upgrading and technological transformation through policies. The company's "135" development strategy clearly identifies safety as a key safeguard to provide resources and strategic support.
<b>科技赋能智慧安全</b> Technology empowering smart security	新一代信息技术与安全生产深度融合，AI、物联网、大数据、数字孪生等新技术的广泛应用，为智慧安全建设提供新手段、新路径。 Accelerate the construction of a unified intelligent work safety management platform. 推广智能视频监控等技术在高风险环节的应用。 Promote the application of intelligent video surveillance and other technologies in high-risk processes.
<b>社会安全意识提升</b> Social security awareness enhancement	全社会安全意识普遍提高，为内部管理营造有利氛围。 Leverage opportunities to deepen safety culture development and enhance the safety awareness and skills of all staff.

## 风险和机遇管理

### Risk and opportunity management

#### 安全风险管理 Safety risk management

中国化学系统构建并严格落实安全风险“双控”机制，依据《安全环保风险分级管控和隐患排查治理双重预防机制建设实施细则》，公司将风险识别、评估、管控与隐患排查治理贯穿于生产经营全流程。开展“雷霆行动”“三个专项整治”，聚焦深基坑、高支模、重大危险源等重点领域，拉网式排查隐患，实施事故隐患分级分类管理，并引入外部企业安全专家交叉检查。持续推进建筑保温材料、危险化学品等重点领域“一件事”全链条安全整治，对重大隐患实施通报、约谈等督办机制，确保闭环整改。2025 年，实现安全人工时近 10 亿，未发生较大及以上责任事故，安全生产形势总体平稳。

CNCEC systematically establishes and strictly implements the "dual-control" mechanism for safety risks. According to the *Implementation Rules for the Dual-Prevention Mechanism Construction of Graded Safety and Environmental Risk Control and Hidden Hazard Investigation and Management*, the company integrates risk identification, assessment, control and hidden hazard investigation and management throughout the entire production and operation process, implements the "Thunderbolt Action" and "Three Special Remediations" to focus on key areas such as deep foundation pit, high formwork and major hazard sources, conducts comprehensive hidden hazard inspection, implements graded and classified management of accident hazards, introduces cross-inspection by external safety experts, continues to advance the "One Thing" full-chain safety rectification in key areas such as building insulation materials and hazardous chemicals, and carries out the supervision mechanism such as notifications and interviews for major hazards to ensure closed-loop rectification. By 2025, nearly 1 billion safe man-hours will be realized, with no occurrence of major or above liability accidents, and the overall situation of work safety will remain stable.

- QHSE 督查大队采取“四不两直”方式对 **400** 余个项目开展督导，排查整治隐患 **12900** 余项。

The QHSE inspection team has supervised more than 400 projects and investigated more than 12,900 hidden hazards by means of "four nos and two directs".

- 安全生产“雷霆行动”中，各级主要负责人带队检查 **4800** 余次，整治隐患 **7.01** 万项，动态清零重大隐患 **200** 余项。

During the "Thunderbolt Action" for work safety, the leaders at all levels have led over 4,800 inspections, rectified 70,100 hidden hazards and dynamically cleared over 200 major hazards.

- 安全生产“三个专项整治”行动中，所属企业成立专项工作组 **208** 个，各层级主要负责人现场督查 **4900** 余次，累计整治问题 **4.6** 万余项，完善制度措施 **2700** 余项。

During the "Three Special Remediations" for work safety, the enterprises have established 208 special working groups, and the leaders at all levels have led over 4,900 on-site inspections, rectified more than 46,000 issues and improved 2,700 systems and measures.



## 安全应急管理

### Safety emergency management

中国化学建立健全应急响应机制，完善应急管理制度，所属企业广泛开展基于坍塌、火灾、洪涝、地震等场景的数字推演、实战模拟和综合演练 1000 余场次，切实提升灾害事故应对处置能力。紧盯主汛期洪水、泥石流自然灾害、台风等极端气候，开展应急调度 180 余次，确保平稳度汛。生产调度（应急）指挥中心顺利启用，搭建三级协同应急救援平台，穿透式监管能力有效提升。

CNCEC establishes and improves the emergency response mechanism and emergency management system, and enterprises extensively carry out over 1,000 digital simulations, practical drills and comprehensive exercises based on scenarios such as collapse, fire, flood and earthquake to effectively improve the disaster and accident response capabilities, closely monitor extreme weather conditions such as floods, mudslides, natural disasters and typhoons in the main flood season, and carry out emergency dispatch for more than 180 times to ensure smooth flood prevention. The production dispatching (emergency) command center was successfully launched, and a three-level collaborative emergency rescue platform was built, which effectively improved the penetrating supervision capabilities.

## 职业健康管理

### Occupational health management

中国化学严格遵守《安全生产法》《职业病防治法》等法律法规，制定《职业健康管理规定》，修订完善《职业健康安全环保责任制管理细则》等制度文件，所属生产企业均通过职业健康及安全管理体系认证。细化完善工作场所职业危害监测、防护、监护档案管理、劳动防护用品管理、职业病危害事故处置及报告等职业健康管理工作内容和要求，优先采用有利于防治职业病和保护员工健康的新工艺、新设备，持续改善员工作业现场环境和劳动条件。全面关注员工心理状态，举办心理健康讲座，提供心理咨询服务，提高广大员工职业健康防护意识和能力。

CNCEC strictly complies with laws and regulations such as the Work Safety Law and the Occupational Disease Prevention and Control Law, formulates *the Regulations on Occupational Health Management*, and revises and perfects *the Detailed Rules for the Management of Occupational Health, Safety and Environmental Protection Responsibility System* and other system documents. All affiliated production enterprises have obtained occupational health and safety management system certifications. The company refines and improves the contents and requirements of occupational health management, including workplace hazard monitoring, protection, health surveillance records management, labor protection equipment management, and occupational hazard accident handling and reporting, prioritizes the adoption of new processes and equipment that are conducive to preventing occupational diseases and protecting employee health, and continuously improves the working environment and labor conditions for employees. The company comprehensively monitors employees' psychological states, organizes mental health lectures, provides psychological counseling services, and enhances employees' awareness and capabilities in occupational health protection.



## 培育安全文化

### Cultivation of safety culture

中国化学积极加强安全文化建设和全员安全生产能力建设，制定并落实年度培训计划，广泛开展各层级、各种形式安全培训教育工作。印制 3 万余本《生产安全事故隐患判定标准》口袋书，开展安全生产月、消防宣传月等活动，组织“安全生产大讲堂”特色活动，安全文化氛围更加浓厚。全年组织开展涵盖安全生产责任、危大工程、消防安全等各类专项安全教育培训，实现安全教育培训 129.89 万人次，有效提高广大员工安全意识和安全技能水平。

CNCEC actively strengthens the development of a safety culture and the construction of comprehensive work safety capabilities, formulates and implements the annual training plan, and extensively carries out various levels and forms of safety training and education. The company has printed over 30,000 pocket-sized copies of *the Criteria for Identifying Hidden Hazards in Work Safety Accidents*, carried out activities such as the "Work Safety Month" and "Fire Safety Awareness Month", and organized special events like the "Work Safety Lecture Series" to further enrich the safety culture atmosphere. Throughout the year, the company has organized various specialized safety training programs covering work safety responsibilities, high-risk projects, fire safety and more, achieving 1,298,900 person-times of safety training, thus effectively improving the safety awareness and safety skills of employees.



中国化学联合开展 2025 年“安全生产月”主题活动  
 CNCEC jointly launched the "Work Safety Month" theme activity for 2025



中国化学参加第二届全国化工和医药行业安全生产线上知识竞赛  
 CNCEC participated in the second national online knowledge competition on work safety in the chemical and pharmaceutical industries

## 境外安全管理

### Overseas safety management

中国化学制定《境外公共安全管理办法》及管理实施细则，设立境外安全领导决策机构，统筹协调安全风险评估、资源调配及应急决策，境外项目落实“一项目一预案”风险评估与应对。构建“人防+物防+技防+管理防”四位一体境外公共安全防控体系，编制专项应急预案并定期组织实战化演练，有效提升境外员工安全保障水平。2025 年，中国化学未发生境外公共安全事件。

CNCEC formulates *Regulations on Overseas Public Safety Management* and the detailed rules for its implementation, establishes an overseas safety leadership and decision-making body to coordinate safety risk assessments, resource allocation and emergency decision-making, and implements "one project, one plan" risk assessment and response for overseas projects. The company establishes a "human defense + physical defense + technical defense + management defense" four-in-one overseas public safety prevention and control system, formulates special emergency plans, and regularly organizes practical drills to effectively enhance the safety protection level of overseas employees. In 2025, CNCEC experienced zero overseas public safety incidents.

## 目标与指标

### Goals and indicators

2025 年，中国化学各项安全生产指标均达预期，呈现“零重大事故、强基础保障、优治理效能”良好局面。其中，较大及以上责任事故为零，职业病事故为零，安全生产治本攻坚三年行动“强基固本年”重点任务完成率 100%。

In 2025, all work safety indicators of CNCEC reached the expectation, presenting a favorable situation of "zero major accidents, strong foundational support, and excellent governance efficiency". Among them, there are zero major or above liability accidents, zero occupational disease incidents, and a 100% completion rate for key tasks in the "Foundation Strengthening Year" of the three-year action plan for addressing root causes in work safety.

指标 Indicator	单位 Unit	2025
安全生产投入 Work safety investment	亿元 RMB 100 million	26.82
安全生产培训次数 Number of work safety training sessions	期 Period	54633
安全生产培训人数 Number of employees trained in work safety	万人次 10,000 person-times	129.89
安全生产培训覆盖率 Work safety training coverage rate	%	100
新员工安全教育培训覆盖率 Coverage rate of safety education and training for new employees	%	100
安全演练参与人次 Number of participants in safety drills	人次 Person-times	178228
员工伤亡人数 Number of employee casualties	人 Person	2
开展安全隐患排查 Identification of safety hazards	次 Times	35534
安全隐患整改率 Safety hazard rectification rate	%	100
安全生产责任险覆盖率 Coverage rate of work safety liability insurance	%	100
新增职业病数 Number of new occupational diseases	例 Case	0

指标 Indicator	单位 Unit	2025
体检覆盖率 Physical examination coverage rate	%	100
职业健康档案覆盖率 Coverage rate of occupational health records	%	100

## 员工发展

### Employee Development

中国化学坚持以人为本，全方位保障员工合法权益，搭建系统化能力提升平台、畅通职业晋升渠道，全方位助力员工成长成才，用心用情关怀员工，不断增强员工的归属感与获得感，构建和谐共进的幸福职场生态。

CNCEC adheres to a people-oriented approach, comprehensively safeguards the legitimate rights and interests of employees, builds a systematic platform for capability enhancement, opens up career promotion channels, supports employee growth and development in all aspects, cares for employees with sincerity and affection, continuously enhances their sense of belonging and fulfillment, and fosters a harmonious and progressive workplace ecosystem.

指标 Indicator	单位 Unit	2025
员工总数 Total number of employees	人 Person	50884
其中：男性员工 Of which: Male employees	人 Person	40483
女性员工 Female employees	人 Person	10401
其中：境外员工 Of which: Overseas employees	人 Person	5695
其中：35 岁及以下员工数 Of which: Employees aged 35 and below	人 Person	25881
36 岁 -50 岁员工数 Employees aged 36-50	人 Person	18230
51 岁及以上员工数 Number of employees aged 51 and above	人 Person	6773

## 保障员工权益

Protecting the employees' rights and interests

### 平等雇佣

Equal employment

中国化学严格遵守中国政府批准或签署的各项国际公约以及国家人权行动计划，以及《劳动法》《劳动合同法》等国内法律法规，坚定维护员工及应聘者的合法权益，坚决抵制因民族、性别、年龄、宗教信仰和文化背景等任何形式产生的歧视行为，禁止雇佣童工和强迫劳动，依法与员工订立、履行、变更、解除或终止劳动合同，为员工创造多元包容、公平合理的职场环境。2025 年，公司劳动合同签订率 100%。

CNCEC strictly complies with various international conventions approved or signed by the Chinese government, the National Human Rights Action Plan, and domestic laws and regulations such as the Labor Law and the Labor Contract Law, firmly upholds the legitimate rights and interests of employees and job applicants, resolutely opposes any form of discrimination based on ethnicity, gender, age, religious belief or cultural background, prohibits the employment of child labor and forced labor, and concludes, performs, modifies, terminates or rescinds labor contracts with employees, thus creating a diverse, inclusive, fair and reasonable workplace environment. In 2025, the Company achieved a 100% labor contract signing rate.

### 薪酬福利

Remuneration and benefits

中国化学建立健全与新时代企业治理要求相契合的权益保障政策体系，完善薪酬福利制度，遵循按劳分配、效率优先、兼顾公平，建立与企业经济效益挂钩、与劳动力市场基本适应的工资决定和正常增长机制，为员工提供市场化、具有竞争力的综合待遇。按时足额缴纳社会保险和住房公积金，提供商业保险、健康体检、带薪休假等福利保障。

CNCEC establishes a comprehensive rights protection policy system aligned with modern corporate governance requirements, improves its compensation and benefits system, adheres to the principles of distribution according to work, efficiency priority and fairness consideration, and implements a wage determination and normal growth mechanism linked to economic performance and aligned with the labor market to provide employees with market-oriented and competitive compensation packages. The social insurance and housing provident funds are paid in full and on time, with additional benefits such as commercial insurance, health check-ups and paid leave.

2025 年  
In 2025

公司人均带薪休假天数

7.1 天

the company has achieved an average of 7.1 days of paid leave per employee

社会保险覆盖率

100%

100% social insurance coverage



### 民主管理

Democratic management

中国化学认真落实《关于加强企事业单位民主管理工作的意见》规定，健全以职工代表大会为基本形式的民主管理制度，充分保障员工的知情权、参与权、表达权、监督权。健全员工申诉制度体系，建立多元化的员工沟通渠道网络，所属各级工会通过员工座谈会、接待日等形式，畅通员工沟通渠道。

CNCEC strictly implements the provisions of the Opinions on Strengthening Democratic Management in Enterprises and Institutions, improves the democratic management system with the workers' congress as the basic form, and fully safeguards employees' rights to information, participation, expression and supervision. The company establishes a comprehensive employee grievance system and a diversified employee communication channel network. Labor unions at all levels facilitate employee communication through forums, employee reception days and other forms.



中国化学召开 2025 年企业负责人会议暨二届二次职代会

CNCEC held the 2025 Corporate Leadership Meeting and Second Session of the Second Workers' Congress

### 灵活就业人员权益保障

Protection of the rights and interests of flexible employees

中国化学统筹推进非全日制用工、劳务派遣、业务外包及平台型用工等多元灵活就业形态培育，以市场化思维拓宽就业渠道，以多元化供给满足不同群体就业需求。同时，构建与灵活就业特点相适应的权益保护体系，切实维护灵活就业人员的劳动报酬、职业安全、社会保障等合法权益。

CNCEC promotes the development of diverse flexible employment forms, including part-time work, labor dispatch, business outsourcing and platform-based employment, and adopts a market-oriented approach to broaden employment channels and meet the diverse needs of different groups. At the same time, the company builds a rights protection system tailored to the characteristics of flexible employment, and safeguards the legitimate rights of flexible employees, including labor remuneration, occupational safety and social security.

## 助力员工成长

### Facilitating employee growth

#### 产业工人队伍建设

##### Industrial workers' team development

中国化学制定印发《关于深化产业工人队伍建设改革的实施方案》，系统构建集思想引领、技能培育、职业发展于一体的培育工作体系。深化产教融合、校企合作等多元培育模式，搭建技能比武、岗位练兵等实践平台，厚植工匠精神与职业担当。参与主办中沙古雷乙烯项目劳动竞赛，开展焊接技能、吊装作业、脚手架搭设等专项技能评比并进行表彰，提升产业工人技能水平。大力弘扬劳模精神、劳动精神、工匠精神，组织开展“三八红旗手”“劳动模范”系列评选表彰工作，充分挖掘发现基层一线优秀的劳动者、奋斗者。2025 年，所属企业两名员工深耕专业领域，荣获全国劳动模范，一名女员工荣获全国三八红旗手，装备科技公司特级技师成功入选《2025 年央企工匠培育对象名单》。

CNCEC formulates and issues *the Implementation Plan for Deepening the Reform of Industrial Workforce Development*, systematically builds a training system integrating ideological guidance, skill development and career development, deepens industry-education integration, school-enterprise cooperation and other diversified training models, builds practical platforms such as skill competition and on-the-job training to foster craftsmanship and professional responsibility, co-hosts the labor competition for the Sino-Saudi Gulei Ethylene Project, carries out special skills appraisal and commendation on welding skills, hoisting operation and scaffolding to improve the skill level of industrial workers, vigorously promotes the spirit of model workers, labor and craftsmanship, organizes a series of selection and commendation activities for "March 8th Red Banner Holders" and "Model Workers", and fully uncovers outstanding laborers and strivers at the grassroots level. In 2025, two employees from affiliated enterprises excelled in their professional fields and were awarded National Model Workers, while one female employee received the National March 8th Red Banner Holder honor. A master technician from China Chemical Equipment Technology Co., Ltd. was successfully selected into the List of 2025 Central SOE Craftsmen.



中国化学共同举办“百年工运谱新篇、建功中沙创精品”福建省引领性劳动和技能竞赛

CNCEC co-hosted the Fujian Province Leading Labor and Skills Competition themed "A New Chapter in a Century of Labor Movement, Striving for Excellence in Sino-Saudi Projects"



中国化学开展 2025 年度技能大比武

CNCEC conducted the 2025 Skills Competition

#### 职业发展

##### Career development

中国化学聚焦管理、专业技术、技能操作三大人才队伍序列，构建“层级有序、架构完整、纵向畅通、横向贯通”的人才发展格局，打破人才成长壁垒。根据岗位价值设置职务职级，明确任职资格条件，畅通员工发展通道，树立“上岗靠竞争，收入比贡献”理念，开展公开竞聘、竞争上岗，实现能上能下、能进能出。科学编制“十五五”人才发展专项规划，构建人才培养和保障体系，为员工创造良好的成长环境和事业发展空间。

CNCEC focuses on three major talent sequences - management, professional technical and skilled operational, builds a talent development pattern of "orderly hierarchy, complete structure, vertical smoothness and horizontal penetration" to break down the barriers to talent growth, establishes position levels based on job value, clarifies qualification requirements, facilitates employee development channels, promotes the concept of "positions through competition, income based on contribution", implements open recruitment and competitive job assignments to achieve flexible mobility in roles and employment, scientifically formulates the "15th Five-Year Plan" talent development special plan, constructs a talent cultivation and support system, and creates a favorable growth environment and career development space for employees.

#### 培训赋能

##### Training empowerment

中国化学秉持“培训是最大的福利、使用是最好的培养、成长是最大的关爱”理念，搭建“总教练+主教练+助教+师傅”培训体系，推动人才培养由“单点发力”向“体系赋能”转变。加大培训力度，创新培训范式，举办正职干部领导能力提升培训班、中青年干部培训班、项目经理培训班、国际化经营人才等特色重点班次，首次举办新入职员工培训示范班。开展各类专业人员和技能人才培训，采取集中培训、线上培训、体验式教学等多样化方式，助力员工提升专业知识与技能。

Adhering to the concept of "training is the greatest benefit, application is the best cultivation, and growth is the greatest care", CNCEC establishes a "head coach + main coach + assistant coach + mentor" training system to shift the talent development from "single-point effort" to "systematic empowerment", increases training efforts and innovates training paradigms by conducting specialized programs such as leadership enhancement for senior executives, training for young and middle-aged cadres, project manager training and international business talent programs, holds the first demonstration training session for new employees, and carries out various professional and technical training programs through diversified methods such as centralized training, online courses and experiential teaching to help employees enhance their expertise and skills.



2025 年 8 月，中国化学举办 2025 新入职员工培训

In August 2025, CNCEC held the 2025 new employee training



2025 年 11 月，中国化学第五期中青年干部培训班正式开班

In November 2025, the CNCEC fifth mid-career and young cadres training program officially commenced

## 落实员工关爱

### Implement employee care

#### 关怀慰问员工

##### Provide care and support to employees

持续深入推动“我为群众办实事”实践活动，开展夏送清凉、金秋助学、冬送温暖等工作。在巴斯夫、中沙古雷乙烯等重点项目开展专项慰问，所属企业全年累计为近 1300 个项目、13 万余名一线人员送去清凉。积极解决员工后顾之忧，组织寒暑期员工子女托管班，并为中沙古雷乙烯项目 900 名建设者申请发放员工家庭防癌抗癌保障卡。

Continue to advance the "I Do Practical Things for the People" practical activities, carry out activities such as summer cooling supplies, autumn educational assistance and winter warmth programs. Special activities were conducted at key projects like BASF and Sino-Saudi Gulei Ethylene Project, with subsidiaries delivering cooling supplies to nearly 1,300 projects and over 130,000 frontline workers throughout the year. CNCEC actively addresses employees' concerns by organizing childcare programs during winter and summer breaks, and issues anti-cancer healthcare cards for families of 900 workers at the Sino-Saudi Gulei Ethylene Project.



2025 年 8 月，中国化学工会开展中沙古雷乙烯项目“夏送清凉”活动

In August 2025, CNCEC's labor union launched the "Summer Cooling" event for Sino-Saudi Gulei Ethylene Project

#### 帮扶困难员工

##### Assisting employees with difficulties

深入开展困难员工帮扶工作，各级工会全面摸排并走访慰问困难员工家庭。2025 年，在所属企业帮扶基础上为 5 名特困员工提供专项帮扶资金 20 余万元，积极协调上级工会资源拨付资金慰问困难员工及优秀模范。

Thoroughly implement assistance programs for financially struggling employees, with labor unions at all levels conducting comprehensive surveys and visits to affected families. In 2025, in addition to subsidiary-level support, the special assistance funds of more than RMB 200,000 were allocated to five severely poor employees, while the higher-level labor unions were coordinated to distribute struggling employees and outstanding role models.

#### 关爱女性员工

##### Care for female employees

积极保障孕产期和哺乳期女员工休假，为女员工购买特殊疾病保险，定期提供专项健康检查，开展女员工健康讲座、阅读分享等特色活动，全方位关心关爱女性员工身心健康。

Ensure full maternity and breastfeeding leave for female employees, provide special disease insurance for female staff, conduct regular health checkups, and organize wellness lectures and reading-sharing activities to care for the physical and mental health of female employees in an all-round way.



## 丰富员工生活

### Enrich employee life

中国化学广泛开展多元化文体活动，先后举办“中国化学‘乒’搏杯”乒乓球比赛、青年英语风采大赛、中国化学故事会等特色活动，开展员工书法绘画作品展播；参与外部赛事交流，组队参加行业羽毛球赛获季军，选派员工参与全国性演讲比赛。结合传统节日、公司周年庆等重要节点，策划推出系列特色文体活动，丰富员工精神文化生活，凝聚企业发展向心力。

CNCEC extensively organizes diverse cultural and sports activities, including the "CNCEC Ping-Pong Cup" tournament, Youth English Competition, CNCEC Storytelling events, and employee calligraphy/painting exhibitions, participates in external competitions, winning third place in an industry badminton tournament, and appoints staff to national speech contests. Leveraging traditional festivals and corporate anniversaries, the company designs themed cultural and sports activities to enrich employees' spiritual lives and strengthen organizational cohesion.



举办“中国化学‘乒’搏杯”乒乓球比赛  
Held the "CNCEC Ping-Pong Cup" tournament



举办首届中国化学故事会活动  
Held the first CNCEC Storytelling event



组队参加第五届对外承包工程行业羽毛球友谊赛并获得季军  
Participated in the 5th Badminton Friendly Tournament for Foreign Contracted Engineering Industry and won the third place



举办青年英语风采大赛  
Held the Youth English Competition



中国化学各公司举办端午系列活动  
CNCEC's subsidiaries held Dragon Boat Festival series activities



中国化学各公司举办“阅读致远 书香化学”系列活动  
CNCEC's subsidiaries held the "Reading for Distance, Scholarly Chemistry" series activities

## 卓越品质

### Excellent Quality

中国化学全面贯彻党中央、国务院质量强国的战略部署，坚持以质量和效益为中心，以工匠精神铸就精品工程，大力开展质量兴企行动，提高产品、工程、服务质量水平，持续增强质量品牌优势。

CNCEC fully implements the strategic deployment of the CPC Central Committee and the State Council as a quality power, insists on taking quality and benefit as the center, casts excellent projects with craftsman spirit, vigorously carries out the action of rejuvenating enterprises by quality, improves the quality level of products, engineering and services, and continuously enhances the advantages of quality brands.

## 治理

### Governance

中国化学持续完善质量管理的组织体系、制度体系和监督体系，严格落实质量终身责任制。坚持“靠近员工、靠近现场、靠近问题”，推进“管理网格化、技术专业化、现场规格化、行为规范化”管理，抓好“会前五分钟”“现场两小时”“每天六坚持”，常态化开展QHSE督查，切实提升“穿透式”监管。积极开展质量体系管理体系认证，实现所属企业质量管理体系认证率100%。建立覆盖企业级、项目级的特种设备生产质量管理体系，严格按标准规范要求组织质量检验、验收程序，全年未发生一般及以上质量管理责任事故。

CNCEC continuously improves the organizational, institutional and supervisory systems for quality management, strictly implements the lifelong responsibility system for quality, adheres to the principles of "close to employees, close to the site, close to problems," promotes the "grid-based management, technical specialization, on-site standardization, and behavioral normalization", focuses on the "five minutes before meetings", "two hours on-site" and "six daily commitments", routinely conducts QHSE inspections to effectively enhance "penetrative" supervision, actively carries out the certification of quality system management system, achieves a 100% certification rate for quality management systems among subsidiaries, establishes a special equipment production quality management system covering enterprise and project levels, and strictly organizes quality inspections and acceptance procedures according to standard specifications, with no general or above quality management responsibility accidents occurring throughout the year.



## 战略

### Strategy



	风险 Risk	应对措施 Countermeasures
<b>工程质量合规与交付风险</b> Engineering quality compliance and delivery risks	化工工程项目涉及高危工艺与高标准法规，若质量不达标，可能导致验收失败、巨额索赔、客户流失及品牌声誉受损。 The chemical engineering projects involve high-risk processes and high-standard regulations. Failure to meet quality standards may lead to failed acceptance, substantial claims, customer loss and damage to brand reputation.	严格执行质量管理体系及质量终身责任制，持续提升质量管理体系有效性。 Strictly implement the quality management system and lifelong responsibility system for quality, and continuously improve the effectiveness of quality management system. 依托标准化规范开展全面质量管理，对项目全流程实施精细化、穿透式质量监督。 Rely on standardized norms to carry out comprehensive quality management, and implement refined and penetrative quality supervision and management throughout the project lifecycle. 加强质量文化建设，培育质量品牌。 Strengthen the construction of quality culture and cultivate quality brands.
<b>项目全周期质量追溯风险</b> Quality traceability risks throughout the project lifecycle	因工程项目的长期性与复杂性，后期运营一旦出现质量缺陷，可能面临索赔和声誉危机。 Due to the long-term nature and complexity of engineering projects, any quality defects during later operation may lead to claims and reputation crises.	建立覆盖“企业级、项目级”的数字化质量档案，确保关键环节可回溯。 Establish a digital quality archive covering "enterprise-level to project-level" to ensure the traceability of key processes. 完善售后服务与技术保障体系，持续提升客户满意度。 Improve the after-sales service and technical support system, and continuously improve the customer satisfaction.
	机遇 Opportunity	应对措施 Countermeasures
<b>以高质量工程打造行业品牌</b> Building industry brands with high-quality projects	高质量交付记录能形成强大的品牌信誉，为承接国内外高端、大型项目提供关键背书。 High-quality delivery records can establish strong brand credibility, providing critical endorsement for undertaking high-end, large-scale domestic and international projects.	以高标准精品工程打造行业标杆，筑牢企业核心竞争力。 Set industry benchmarks with high-standard exemplary projects to solidify core competitiveness. 推动成熟的管理标准化经验输出，促进行业整体水平提升。 Promote the dissemination of mature standardized management experience to elevate overall industry standards.

## 风险和机遇管理

### Risk and opportunity management

#### 风险管控

##### Risk management and control

中国化学基于风险思维，深化质量风险管控，贯穿企业生产经营全流程、生命周期全过程，坚持全员参与，持续开展风险分级管控与更新完善，开展质量隐患排查治理。发布《工程项目现场临时设施建设标准》《安全生产重大事故隐患判定标准》，组织编制《工程项目现场焊材库及烘烤室管理规范》，修订《质量管理培训教材》，指导项目现场及生产单位开展危险源辨识及隐患排查治理工作，落实重大风险隐患调度机制，确保质量风险可控受控。2025 年，组织开展质量大检查专项行动，覆盖所属企业总部、分子公司及项目部，以及境外项目，检查发现问题隐患整改率 100%。

CNCEC adopts a risk-based approach to deepen quality risk management, covering the entire production and operation process and full lifecycle of the enterprise. It emphasizes full participation, continuously implements risk classification control and updates, and conducts quality hazard identification and rectification. It has issued *the Construction Standards for Temporary Facilities at Project Sites*, *the Criteria for Identifying Major Work Safety Accidents*, organized the formulation of *the Management Specifications for Welding Material Warehouses and Baking Rooms at Project Sites*, revised *the Quality Management Training Materials*, guided production units at the project site in conducting hazard identification and treatment work, and implemented a major risk and hazard scheduling mechanism to ensure that quality risks are controllable and manageable. In 2025, it organized a special quality inspection campaign covering the headquarters of affiliated enterprises, subsidiaries, project departments, and overseas projects, achieving a 100% rectification rate for identified issues and hazards.

#### 打造精品工程

##### Creating exemplary projects

中国化学成立以公司主要领导任组长的星级标准化工地建设专项行动领导小组，全力推进星级标准化工地建设。以实施精品优质工程创建计划为主要抓手，强化工程项目质量策划、过程监督、结果评价工作，从源头提升项目质量管控水平。在建工程项目推行“质量样板制”，采用动态视频、首件样板、实体样板等方式推进质量标准落地见效。2025 年，公司获省部级以上优质工程 136 项，单位工程一次合格率达 99.3%。

CNCEC has established a special action leadership group for star-rated standardized construction sites, with the Company's main leaders serving as the group leaders, to fully promote the construction of star-rated standardized construction sites. Taking the implementation of the boutique and high-quality project creation plan as the main focus, it strengthens project quality planning, process supervision, and result evaluation work to enhance project quality management and control from the source. For ongoing construction projects, it implements the "quality sample system", using dynamic videos, first-piece samples, physical samples, and other methods to promote the implementation and effectiveness of quality standards. In 2025, the Company won 136 provincial and ministerial-level high-quality projects, with a unit project first-pass rate of 99.3%.

2025 年  
In 2025

公司获省部级以上优质工程

136 项

The company won 136 high-quality projects at or above the provincial and ministerial levels, achieving a one-time pass rate of 99.3% for unit projects.

单位工程一次合格率达

99.3%

#### 质量文化建设

##### Quality culture construction

中国化学深入培育质量文化与品牌，系统开展质量管理教育培训，提升基层管理人员素质与专业技能，全年各层级质量培训 4325 批次，参与人数达 19.1 万人次。围绕质量月活动，组织质量负责人讲质量、质量故事征文、质量管理知识竞赛等系列活动，营造质量文化良好氛围。广泛参与 QC 质量活动，2 项成果获中国质量协会质量管理小组活动成果二等奖，17 项质量管理小组活动成果、2 个质量信得过班组建设活动成果获 2024-2025 年度全国石油和化工行业优秀质量管理成果，5 项成果入选石油和化工行业质量提升与品牌建设典型案例，62 项成果获得中国化工建设企业协会 QC 成果一二等奖。

CNCEC deeply cultivates a quality culture and brand, systematically carries out quality management education and training to enhance the quality and professional skills of grassroots management personnel. Throughout the year, there were 4,325 batches of quality training at various levels, involving 191,000 participants. Centered around the Quality Month activities, it organized a series of events such as quality leaders talking about quality, quality story essay contests, and quality management knowledge competitions to create a favorable atmosphere for quality culture. It actively participated in QC quality activities, with 2 achievements winning the second prize in the Quality Management Group Activity Achievements of the China Association for Quality, 17 quality management group activity achievements and 2 quality trustworthy team building activity achievements winning the 2024-2025 National Outstanding Quality Management Achievements in the Petroleum and Chemical Industry, 5 achievements being selected as typical cases of quality improvement and brand building in the petroleum and chemical industry, and 62 achievements winning first, second, and third prizes in QC achievements from the China Association of Chemical Engineering Construction.



2025 年，中国化学

In 2025, China National Chemical Engineering

各层级开展质量月活动，

31000 余名员工参加中央企业全面质量管理知识竞赛答题活动

Quality Month activities were carried out at various levels, with over 31,000 employees participating in the answering activities of the Comprehensive Quality Management Knowledge Competition for Central Enterprises.

采取“基地+现场”培训模式，送服务到现场，在培训基地、五大重点项目培训质量管理、焊接工程、分包单位负责人、实业等各类人员

2000 余人

It adopted a "base + site" training model, delivering services to the site, and trained over 2,000 personnel in quality management, welding engineering, subcontractor leaders, and industrial operations at training bases and five major key projects.





中国化学荣登“中国对外承包工程 100 强企业”“行业 A 级企业”双榜单  
Ranked among "Top 100 Chinese Foreign Contracted Enterprises" and "Grade A Enterprise in the Industry"



中国化学天辰公司荣获“质量管理金旗单位”称号  
China Tianchen Engineering Corporation Ltd. won the title of "Quality Management Golden Flag Unit"



中国化学六化建阿曼年产 10 万吨高纯硅基材料项目获业主授予“USP 安全管理优秀标段”“质量管理先进单位”“优秀施工单位”等数十项荣誉

The Oman 100,000-ton/year High-Purity Silicon-Based Material Project undertaken by the China National Chemical Engineering Sixth Construction Co., Ltd. was awarded dozens of honors by the owner, including "USP Safety Management Excellent Section", "Quality Management Advanced Unit", and "Excellent Construction Unit"

## 指标与目标

### Indicators and targets

指标 Indicator	单位 Unit	2025
国家级及省部级优质工程奖 National, Provincial and Ministerial High-quality Engineering Prize	项 Items	136
单位工程一次合格率 Unit project first-pass rate	%	99.3
各层级质量培训 Quality training at various levels	批次 Batch	4325
各层级质量培训参与人数 Number of participants in quality training at various levels	万人次 10,000 person-times	19.1

## 提供优质服务

### Providing high-quality service

中国化学树立“以市场为导向、以客户为中心”理念，持续提升服务质量，坚持负责营销和宣传，完善客户服务体系及服务标准，快速响应客户需求，为客户提供便捷、贴心、特色服务。严守客户机密和严格保护客户信息安全，完善质量事故管理、止损和赔偿机制，妥善应对客户投诉，优化售后服务机制，全方位保障客户权益。2025 年，公司客户满意度持续提升，客户投诉解决率 100%。

CNCEC adheres to the concept of "market-oriented and customer-centric", continuously improves service quality, insists on responsible marketing and promotion, improves the customer service system and service standards, responds quickly to customer needs, and provides customers with convenient, considerate, and distinctive services. We strictly adhere to customer confidentiality and rigorously protect customer information security, improves quality accident management, loss prevention, and compensation mechanisms, properly handles customer complaints, optimizes after-sales service mechanisms, and comprehensively safeguards customer rights and interests. In 2025, the Company's customer satisfaction continued to improve, with a 100% customer complaint resolution rate.

## 可持续供应链

### Sustainable Supply Chain

中国化学坚持互利共赢理念，持续推进供应商管理规范化，带动供应商共同履责，与上下游伙伴深化战略合作和沟通交流，全面增强供应链韧性与安全水平。

CNCEC adheres to the concept of mutual benefit and win-win cooperation, continuously promotes the standardization of supplier management, drives suppliers to fulfill their responsibilities together, deepens strategic cooperation and communication with upstream and downstream partners, and comprehensively enhances the resilience and safety level of the supply chain.

## 加强供应商管理

### Strengthen supplier management

中国化学建立统一的供应商、分包商评价体系，实现从注册、准入评审到绩效的全周期管理。对在各级检查中发现的围标、串标等典型问题的分供商，坚决纳入限制交易名单。2025 年，审查分供商 28560 家，合作分供商 21138 家，累计对 1026 家分供商、服务商实施为期 3 年的限制交易，有效净化合作环境。

CNCEC has established a unified supplier and subcontractor evaluation system, realized full-cycle management from registration and admission review to performance. Suppliers and subcontractors found to have typical issues such as bid-rigging and collusion in various inspections are resolutely included in the restricted transaction list. In 2025, it reviewed 28,560 suppliers and subcontractors, cooperated with 21,138 suppliers and subcontractors, and imposed a three-year restricted transaction on 1,026 suppliers and subcontractors and service providers, effectively purifying the cooperation environment.



供应商准入  
Supplier access

在集采平台上建立统一的注册供应商库，有意向为公司、所属企业提供产品和服务的供应商须在平台上进行注册。

It has established a unified registered supplier library on the centralized procurement platform, and suppliers intending to provide products and services to the Company and its affiliated enterprises must register on the platform.



供应商管理  
Supplier management

根据公司发展战略、合作业绩、考核评价结果等因素，将供应商分为战略供应商、优质供应商、合格供应商三个级别。

Based on factors such as the Company's development strategy, cooperation performance, and assessment and evaluation results, suppliers are classified into three levels: strategic suppliers, high-quality suppliers, and qualified suppliers.



供应商评价  
Supplier evaluation

采取日常管理和年度评价相结合的方式对供应商进行动态评价和尽职调查。建立统一、全面的供应商评价指标体系，在集采平台建立评价模型，所属企业通过评价模型对本企业有交易的供应商做出具体、客观的评价。

Suppliers are dynamically evaluated and due diligence through a combination of daily management and annual evaluation. A unified and comprehensive supplier evaluation index system has been established, and an evaluation model has been built on the centralized procurement platform. Affiliated enterprises use the evaluation model to make specific and objective evaluations of suppliers with which they have transactions.



培育和退出  
Cultivation and exit

通过评价结果对供应商进行升降级管理，通过新增入网、淘汰退出、进入限制交易名单等，大力培育战略供应商和优质供应商，优化供应商结构，控制采购供应风险。

Suppliers are managed through promotion or demotion based on evaluation results. Through new admissions, eliminations, and inclusion in the restricted transaction list, strategic suppliers and high-quality suppliers are vigorously cultivated to optimize the supplier structure and control procurement and supply risks.

## 负责任采购

### Responsible procurement

中国化学修订《供应商管理办法》《分包商管理办法》《分包管理办法》《框架协议采购实施细则》等采购管理制度，遵循“一个平台、两级采购、三级管理”原则，实行股份公司统一领导，股份公司、所属企业两级集中采购。全面使用“化学云采”平台实施采购，加强“化学云采”平台业务流程合规管理，应用必用。

CNCEC has revised procurement management systems such as *the Supplier Management Measures, Subcontractor Management Measures, Subcontracting Management Measures, and Framework Agreement Procurement Implementation Rules*, following the principle of "one platform, two-level procurement, and three-level management". It implements centralized procurement under the unified leadership of the company at both the company and subsidiary levels. It fully uses the "Chemical Cloud Procurement" platform for procurement, strengthens compliant management of business processes on the platform, and ensures its mandatory application.

公司着力构建绿色采购长效机制，优先选用绿色产品与供应商，并在采购方案、评审标准及合同中明确绿色物流、包装及回收等要求。研发与工程项目执行紧密围绕绿色低碳理念，推动绿色采购、绿色物流与绿色回收。包装环节优先选用可降解、可循环的环保材料，优化方案以减少包装物使用，力求在保障运输安全的同时，实现全链条环境影响的最小化。

The Company focuses on building a long-term mechanism for green procurement, giving priority to selecting green products and suppliers, and clearly specifying requirements for green logistics, packaging, and recycling in procurement plans, evaluation criteria, and contracts. R&D and project execution are closely aligned with the concept of green and low-carbon development, promoting green procurement, green logistics, and green recycling. In the packaging process, priority is given to biodegradable and recyclable environmentally friendly materials, and optimization plans are implemented to reduce packaging material usage, striving to minimize the environmental impact throughout the entire chain while ensuring transportation safety.

## 供应链风险管理

### Supply chain risk management

中国化学致力于全面增强供应链韧性，设计阶段前瞻性考虑关键设备材料的可替代性方案，有效保障项目进度与效益。在资金融通、物流运输、仓储保管、加工配送等方面对供应链进行优化，改善供应链上的资金流、物流、信息流，提高协同效率。同时，建立并完善战略储备与多元采购机制，特定设备启动全球供应链库存摸排，同步增加关键设备战略储备量，以增强供应链的应急响应能力与稳定性。

CNCEC is committed to comprehensively enhancing supply chain resilience. During the design stage, it proactively considers alternative solutions for key equipment and materials to effectively safeguard project progress and benefits. It optimizes the supply chain in terms of capital financing, logistics and transportation, warehousing and storage, and processing and distribution to improve the flow of funds, logistics, and information within the supply chain and enhance collaboration efficiency. At the same time, it establishes and improves strategic reserve and diversified procurement mechanisms, initiates a global supply chain inventory survey for specific equipment, and simultaneously increases strategic reserves of key equipment to enhance the emergency response capability and stability of the supply chain.



## 平等对待中小企业

### Equal treatment for small and medium enterprises

中国化学以“零容忍”态度带头推进拖欠民营企业中小企业账款清理工作，切实保障市场主体合法权益。将 26 家企业纳入专项考核管理，严格执行《全面加快清理拖欠企业账款实施方案》，通过规范核算列报，强化全流程清欠管控。正式上线欠款欠薪投诉线索平台，实现投诉线索“一站式接收、规范化处置、全流程跟踪”。2025 年，公司无余额超过 300 亿元或占总资产的比重超过 50% 的应付账款（含应付票据）。

CNCEC takes a "zero-tolerance" attitude in leading the way in clearing overdue payments to private and small and medium-sized enterprises, effectively safeguarding the legitimate rights and interests of market entities. It has included 26 enterprises in special assessment management, strictly implemented the *Implementation Plan for Comprehensively Accelerating and Intensifying the Clearance of Overdue Enterprise Payments*, and strengthened full-process overdue payment control through standardized accounting and reporting. It has officially launched complaint clue platform for overdue payments and wages, achieving "one-stop receipt, standardized disposal, and full-process tracking" of complaint clue. In 2025, the Company had no accounts payable (including bills payable) with a balance exceeding RMB 30 billion or accounting for more than 50% of total assets.

## 助力行业发展

### Assist industry development

中国化学秉持资源共享、优势互补、协同发展的理念，深化与政府、企业、科研院所、高校等行业伙伴交流合作，成功与多家重要单位签署战略合作协议，聚焦关键领域深化合作，共同推进化工行业向高端化、绿色化、智能化转型升级。积极参与国际专业展会、行业高端峰会与产业发展研讨会等各类行业交流活动，与行业伙伴携手共进、价值共赢。

CNCEC adheres to the concepts of resource sharing, complementary advantages, and collaborative development, deepens exchanges and cooperation with government agencies, enterprises, research institutes, universities, and other industry partners, successfully signs strategic cooperation agreements with multiple important units, focuses on key areas for in-depth cooperation, and jointly promotes the transformation and upgrading of the chemical industry towards high-end, green, and intelligent development. It actively participates in various industry exchange activities such as international professional exhibitions, industry high-end summits, and industrial development seminars, working hand in hand with industry partners to achieve mutual value and win-win results.



2025 年 5 月，中国化学参加新加坡产业合作大会开幕式  
 In May 2025, CNCEC attended the opening ceremony of the Singapore Industry Cooperation Conference



2025 年 7 月，中国化学参加第 12 届世界化学工程大会暨第 21 届亚太化工联盟大会  
 In July 2025, CNCEC participated in the 12th World Chemical Engineering Congress and the 21st Asia-Pacific Chemical Alliance Congress



2025 年 9 月，中国化学科研总院受邀参加 2025 中国国际化工展览会  
 In September 2025, the Engineering Research Institute of CNCEC was invited to participate in the 2025 China International Chemical Industry Exhibition

2025 年 11 月，中国化学应邀参加第八届中国企业论坛  
 In November 2025, CNCEC was invited to participate in the 8th China Enterprise Forum

## 社会公益

### Social Welfare

中国化学认真履行社会责任，积极投身并深度融入运营所在地及社区的建设，真情推进乡村振兴，鼓励员工参与社会志愿服务，参与支援抢险救灾，汇聚善行善举，为社会和谐发展和美好家园建设添砖加瓦。

CNCEC conscientiously fulfills its social responsibilities, actively involves itself in and deeply integrates into the construction of the regions and communities where it operates, sincerely promotes rural revitalization, encourages employees to participate in social volunteer services, supports disaster relief and rescue efforts, and pools together good deeds to contribute to the harmonious development of society and the building of a better homeland.

## 乡村振兴

### Rural revitalization

中国化学深入学习贯彻习近平总书记关于乡村振兴的重要论述及中央农村工作会议精神，锚定“守底线、抓发展、促振兴”核心任务，扎实推进甘肃省庆阳市华池县、环县定点帮扶工作提质增效。“十四五”期间，公司无偿投入增长 36%、培训干部人才增长 3 倍、采购农产品增长 47%，助力老区巩固脱贫攻坚成果和全面乡村振兴。在中央单位定点帮扶考核中连续四年获最高等次“好”的评价，庆阳市主要领导以“真心实意、真金白银、真有成效”高度评价公司帮扶工作；挂职干部邱军同志被追授全国脱贫攻坚先进个人、“时代楷模”等荣誉，挂职干部在地方考核评价中均获得“优秀”评定，多名干部被甘肃省评为省级先进个人；打造的示范点被评为省级示范点、文明村、五星级标准化党支部等。

CNCEC has thoroughly studied and implemented General Secretary Xi Jinping's important expositions on rural revitalization and the spirit of the Central Rural Work Conference, focusing on the core tasks of "guarding the bottom line, pursuing development, and promoting revitalization", and solidly advancing the improvement of the quality and efficiency of designated assistance efforts in Huachi County and Huan County, Qingyang City, Gansu Province. During the "14th Five-Year Plan" period, the Company increased its non-reimbursable investments by 36%, the training of cadres and talents by three times, and the procurement of agricultural products by 47%, helping the old revolutionary base areas consolidate poverty alleviation achievements and achieve comprehensive rural revitalization. It has received the highest rating of "Excellent" for four consecutive years in the assessment of designated assistance by central authorities. The main

leaders of Qingyang City highly praised the Company's poverty alleviation efforts as being "sincere, with real financial investment, and truly effective". Comrade Qiu Jun, a cadre on secondment, was posthumously awarded the titles of National Poverty Alleviation Model and "Role Model of the Times". Cadres on secondment have all received "excellent" evaluations in local assessments, and several cadres have been recognized as provincial-level advanced individuals in Gansu Province. The demonstration sites created have been rated as provincial-level demonstration sites, civilized villages, and five-star standardized Party branches, etc.

2025 年, 中国化学精心谋划、高位推进, 组织召开党委常委会、专题推进会、干部座谈会等 5 次, 公司主要领导和分管领导带队赴帮扶县调研 4 次, 建立“公司统筹、所属企业推进、部门协同、基层落实”的工作体系, 将帮扶成效纳入所属企业党建考核和业绩考核, 层层压实帮扶责任。严格落实“四个不摘”要求, 聚焦“五大振兴”重点领域, 优中选优挂职干部, 有力促进定点帮扶地区居民增收、地方经济社会发展。

In 2025, CNCEC meticulously planned and advanced its efforts at a high level, organizing five meetings including Party committee standing committee meetings, special promotion meetings, and cadre symposiums. The Company's main leaders and leaders in charge led teams to conduct research in the poverty-stricken counties four times, establishing a work system of "company coordination, subsidiary implementation, departmental collaboration, and grassroots execution", and incorporating poverty alleviation effectiveness into the Party building assessment and performance assessment of affiliated enterprises to ensure the implementation of poverty alleviation responsibilities at all levels. Strictly implementing the requirements of "the Four No Withdrawals" (no withdrawals of responsibilities, policies, assistance, and supervision), focusing on the key areas of "the Five Major Revitalizations" (industrial, talent, cultural, ecological, and organizational), and selecting outstanding cadres for secondment, CNCEC effectively promotes income growth for residents in designated assistance areas and local economic and social development.



2025 年 5 月, 中国化学外部董事对公司定点帮扶工作开展实地调研  
 In May 2025, external directors of CNCEC conducted on-site research on the group company's designated assistance efforts



2025 年 10 月, 中国化学主要领导前往甘肃省庆阳市华池县、环县调研定点帮扶工作

In October 2025, main leader of CNCEC visited Huachi County and Huan County, Qingyang City, Gansu Province, to research designated assistance efforts

### 中国化学 2025 年乡村振兴工作成果 Rural Revitalization Achievements of CNCEC in 2025

指标 Indicator	单位 Unit	2025
投入帮扶资金 Investment in poverty alleviation funds	万元 RMB ten thousand	1758
实施产业项目 Implementation of industrial projects	个 Nos.	11
选派帮扶干部 Selection and dispatch of cadres for assistance	人 Person	4
培训基层干部和技术人员 Training of grassroots cadres and technical personnel	人次 Person-times	2938
累计消费帮扶 Cumulative consumption-based poverty alleviation	万元 RMB ten thousand	903

## 产业振兴 Industrial revitalization

中国化学以产业振兴为核心抓手, 投入帮扶资金 1280 万元, 实施产业项目 11 个, 构建“种养+加工+销售”一体化发展格局, 激活乡村发展内生动力。

Taking industrial revitalization as the core focus, CNCEC invested RMB 12.8 million in poverty alleviation funds and implemented 11 industrial projects, establishing an integrated development model of "planting and breeding + processing + sales" to activate the endogenous driving force for rural development.

### 夯实传统产业基础 Consolidating the foundation of traditional industries

在华池县实施北地雪特色农产品加工项目、乔川乡荞麦加工厂改造提升项目, 引进甘肃博利源食品有限公司发展玉米加工项目; 在环县实施山联谷农产品加工厂三期项目, 通过“订单交粮”模式带动 3000 多户农户稳定增收, 村集体经济经营性收入稳步提升。

In Huachi County, it implemented the Beidixue Special Agricultural Product Processing Project and the Renovation and Upgrading Project of the Buckwheat Processing Plant in Qiaochuan Township, and introduced Gansu Boliyuan Food Co., Ltd. to develop a corn processing project. In Huan County, it implemented the third phase of the Shanlianggu Agricultural Product Processing Plant Project, driving stable income growth for more than 3,000 farmer households and steady increases in the operating income of village collective economies through the "order-based grain delivery" model.

### 延伸特色产业链条 Extending the chains of characteristic industries

在环县实施羊羔肉预制菜车间升级改造项目、肉羊奶山羊核心种群饲料扶持项目, 为环县羊产业延链补链提供有力支撑。

In Huan County, it implemented the upgrading and renovation project of the lamb prefabricated dish workshop and the project to support the core breeding herds of meat sheep and dairy goats with forage and feed, providing strong support for extending and complementing the sheep industry chain in Huan County.

### 培育业态增长功能 Cultivating new growth drivers in industries

在华池县实施城壕镇余家砭村菌菇智慧方舱、山庄乡南梁山甄香菇酱生产线等项目, 其中智慧方舱通过精准控温保湿实现菌菇年产量较传统模式提升 300%, 香菇酱生产线年产能达 100 万瓶, 年产值约 1200 万元, 带动地区居民增收。

In Huachi County, it implemented projects such as the mushroom intelligent module in Yujiabian Village, Chenghao Township, and the Nanliangshan Zhenxiang mushroom sauce production line in Shanzhuang Township. The intelligent module increased the annual mushroom yield by 300% compared to traditional methods through precise temperature and humidity control. The mushroom sauce production line has an annual production capacity of 1 million bottles and an annual output value of approximately RMB 12 million, driving income growth for local residents.



## 人才振兴

### Talent revitalization

中国化学坚持“人才是第一资源”，投入培训资金 215 万元，打造“订单式培训+创业孵化+提质赋能”的人才培育体系，为乡村振兴注入人才“活水”。

Adhering to the principle that "talent is the primary resource", CNCEC invested RMB 2.15 million in training funds and built a talent cultivation system of "order-based training + entrepreneurship incubation + quality enhancement", injecting talent "living water" into rural revitalization.

#### “订单式”技能培训品牌升级

Upgrading the "order-based" skills training brand

连续第八年举办焊工技能脱产培训，在环县中国化学劳务培训基地增加设施设备，开设专场培训班，邀请国家级焊接大师现场授课，培训周期 3 个月，费用全免并发放生活补助，20 名学员全部通过考核，定向输送至所属企业就业，成为庆阳市帮扶标杆。

For the eighth consecutive year, it held a full-time welder skills training program, increased facilities and equipment at the CNCEC labor training base in Huan County, opened special training classes, and invited national-level welding masters to give on-site lectures. The training lasted for three months, was free of charge, and provided living allowances. All 20 trainees passed the assessment and were directed to employment in group-affiliated enterprises, becoming a benchmark for poverty alleviation in Qingyang City.

#### 创业孵化平台提质扩容

Improving and expanding the entrepreneurship incubation platform

投入 80 万元升级华池县青年就业创业基地，搭建培训室、电商直播实验室、开放式创客空间等融合平台，成功取得民用无人机驾驶员训练机构合格证书和运营合格证，形成“创业孵化+技能培训+资源对接”三位一体服务体系。累计注册企业 58 户，培育科技型企业 6 家，开展无人机从业资格培训惠及 100 余人、青年创业创新训练营 98 人，激发青年创业活力。

It invested RMB 800,000 to upgrade the Youth Employment and Entrepreneurship Base in Huachi County, building a fused platform including training rooms, e-commerce live-streaming laboratories, and open maker spaces. It successfully obtained the Civil Unmanned Aerial Vehicle Pilot Training Institution Certificate and Operational Certificate, forming a three-in-one service system of "entrepreneurship incubation + skills training + resource linkage". A total of 58 enterprises have been registered, 6 technology-based enterprises have been cultivated, and unmanned aerial vehicle professional qualification training has benefited more than 100 people, while 98 people have participated in youth entrepreneurship and innovation training camps, stimulating youth entrepreneurship vitality.



#### 多元培训赋能全面提升

Comprehensive empowerment through diversified training

助力庆阳市举办首届“南梁杯”青年创业创新大赛，吸引 8 县（区）48 支团队参赛，为乡村振兴汇聚青春力量。组织开展基层干部、技术人员线下培训班 4 期，引进清华大学远程教育资源，在两县挂牌成立乡村振兴远程教学站，常态化开展日常培训工作。

It assisted Qingyang City in holding the first "Nanliang Cup" Youth Entrepreneurship and Innovation Competition, attracting 48 teams from 8 counties (districts) and gathering youthful strength for rural revitalization. It organized 4 offline training sessions for grassroots cadres and technical personnel, introduced remote education resources from Tsinghua University, and established rural revitalization remote teaching stations in the two counties, carrying out regular daily training work.



2025 年 11 月，中国化学联合举办庆阳市首届“南梁杯”青年创业创新大赛  
In November 2025, CNCEC jointly held the first "Nanliang Cup" Youth Entrepreneurship and Innovation Competition in Qingyang City

## 文化振兴

### Cultural revitalization

中国化学积极推进文化建设，提振乡村精气神，投入帮扶资金 75 万元，实施文化项目 4 个，厚植乡村文明底蕴。持续推动文化阵地提质升级，在华池县新（续）建“巾帼家美积分超市”14 处，以积分奖励方式激励乡村妇女积极参与村级事务；在环县毛井镇高家洼村建设老年人互助院，完善农村养老服务体系。引进韬奋基金会捐赠图书 1 万余册，充实中小学图书室和乡镇新时代文明实践站（所）。举办文化节演出、篮球赛等群众性活动 8 场，开展孝老爱亲、创业致富带头人等先进典型表彰活动，丰富群众精神文化生活。



2025 年 8 月，中国化学天辰公司在环县洪德镇举办“培育文明乡风 赋能乡村振兴”文化节暨金秋助学活动

In August 2025, China Tianchen Engineering Corporation Ltd. held the "Cultivating Civilized Rural Customs and Empowering Rural Revitalization" Cultural Festival and Golden Autumn Student Aid Activity in Hongde Township, Huan County

CNCEC actively promoted cultural construction, boosting the morale of rural areas, and invested RMB 750,000 in poverty alleviation funds to implement four cultural projects, enriching the cultural heritage of rural areas. It continuously promoted the upgrading of cultural arrays, building 14 new (renewed) "Jinguojiamei Point Supermarkets" in Huachi County to incentivize rural women to actively participate in village affairs through a point reward system. It built an elderly mutual-aid home in Gaojiawa Village, Maojing Township, Huan County, improving the rural elderly care service system. It introduced donations of more than 10,000 books from the Tao Fen Foundation to enrich primary and secondary school libraries and township new era civil practice stations (centers). It held 8 mass cultural activities such as cultural festival performances and basketball games, and carried out commendation activities for advanced models such as those who practice filial piety and entrepreneurial wealth creators, enriching the spiritual and cultural lives of the masses.

## 生态振兴

### Ecological revitalization

中国化学践行“绿水青山就是金山银山”理念，投入帮扶资金 500 万元，实施生态项目 5 个，推动生态保护与经济发展协同共进。帮助实施陇东综合能源化工基地建设规划项目，指导推进环县洪德镇有机固废绿色循环再生项目、南湫乡洪涝池村易地搬迁点分布式光伏电站项目，帮助老区发展绿色经济。在环县实施百亩果园防震减灾示范点建设项目，在华池县怀安乡实施生态地灾搬迁安置点桥梁建设项目，实现生态保护与修复提质增效。



Adhering to the concept that "lucid waters and lush mountains are invaluable assets", CNCEC invested RMB 5 million in poverty alleviation funds to implement five ecological projects, promoting the coordinated progress of ecological protection and economic development. It helped implement the planning project for the construction of the Longdong Integrated Energy and Chemical Industry Base, guided the advancement of projects such as the organic solid waste green recycling project in Hongde Township, Huan County, and the distributed photovoltaic power station project at the relocation site in Honglaochi Village, Nanqiu Township, helping the old revolutionary base areas develop a green economy. It implemented the hundred-mu orchard hail prevention and disaster reduction demonstration site construction project in Huan County and the ecological geological disaster relocation and resettlement site bridge construction project in Huaian Township, Huachi County, achieving quality and efficiency improvements in ecological protection and restoration.

## 组织振兴

### Organizational revitalization

中国化学强化基层党组织建设，推动党建与帮扶工作深度融合，形成“党建+帮扶”协同发展格局，凝聚共建共治的强大合力。依托南梁干部学院中国化学党员教育基地，持续开展党员青年培训，传承弘扬红色基因。8 家所属企业基层党组织与帮扶县基层党支部签订党建共建协议，开展“活动阵地共建、党员队伍共育、民生实事共办”行动，规范村级议事协商机制，提升乡村治理水平。保持所属企业、党员干部与困难群众结对关系，开展捐资助学、助工、“送温暖”等活动，全年累计捐款捐物 70 余万元，维修村级广场 1 处，捐赠乡村路灯 260 余盏，惠及困难群众 400 余户。

CNCEC strengthened the construction of grassroots Party organizations, promoted the deep integration of Party building and poverty alleviation efforts, formed a collaborative development pattern of "Party building + poverty alleviation", and gathered strong joint forces for co-construction and co-governance. Relying on the CNCEC Party Member Education Base of Nanliang Cadre College, it continuously carried out Party member and youth training, inheriting and promoting the red gene. 8 grassroots Party organizations of affiliated enterprises signed Party building co-construction agreements with grassroots Party branches in the poverty-stricken counties, carrying out actions of "co-building activity venues, co-cultivating Party member teams, and co-handling livelihood matters", standardizing village-level deliberation and consultation mechanisms, and improving rural governance levels. It maintained the pairing relationships between affiliated enterprises, Party members and cadres, and disadvantaged households, carrying out activities such as donating funds for education, assisting with work, and "sending warmth", donating more than RMB 700,000 in funds and materials throughout the year, repairing one village-level square, and donating more than 260 village street lamps, benefiting more than 400 disadvantaged households.

## 创新模式帮扶

### Innovative model for poverty alleviation

#### 教育帮扶 Educational assistance

投入 90 万元，实施教育帮扶项目 2 个。建设环县环城初级中学智慧校园建设工程，实施“双师素质课堂”项目，应用“线上名师+线下助教”的双师协同模式，覆盖全县 30 所小学 1-5 年级阶段共 198 个班级，惠及学生 9268 人。

It invested RMB 900,000 to implement two educational poverty alleviation projects. It constructed the smart campus construction project of Huancheng Junior High School in Huan County, implemented the "dual-teacher quality classroom" project, applied the dual-teacher collaborative model of "online famous teachers + offline teaching assistants", covering 198 classes in grades 1-5 of 30 primary schools across the county and benefiting 9,268 students.

#### 民生关爱 Care for people's livelihood

实施残疾人帮扶项目，为全县 294 名符合条件的持证残疾人精准适配轮椅、助行器、护理床、盲杖、听书机等各类康复辅助器具共 349 件（套），有效提升残疾人群众的生活起居舒适度。

It implemented a disability assistance project, precisely providing 349 sets of various rehabilitation aids such as wheelchairs, walkers, nursing beds, blind canes, and audio books for 294 eligible disabled individuals with certificates across the county, effectively improving the living comfort of the disabled group.

#### 消费帮扶 Consumption assistance

构建“线上+线下”立体化销售网络，升级公司帮扶产品销售平台“化学云采”2.0 版本，持续畅通帮扶县产品和公司各单位、食堂、员工家庭消费帮扶渠道。

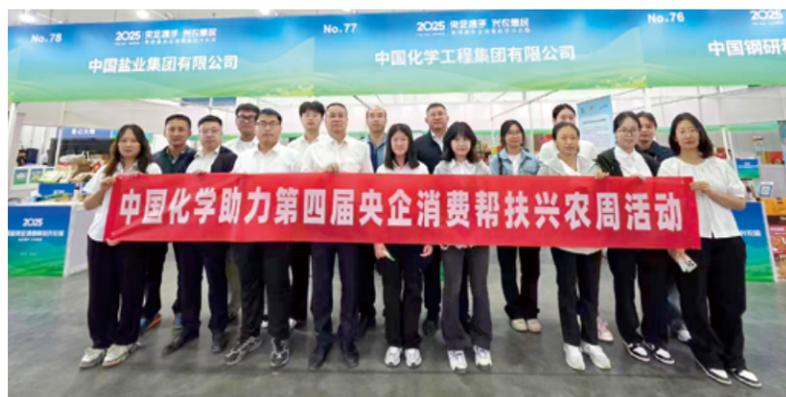
It built an "online + offline" three-dimensional sales network, upgraded the company's poverty alleviation product sales platform "Chemical Cloud Procurement" version 2.0, and continuously smoothed the consumption-based poverty alleviation channels for products from poverty-stricken counties and all units, canteens, and employee households across the company.

拓展外部合作，依托本来生活网、线下商超、兄弟央企帮销平台以及各类展销活动等，推动百余款农产品亮相一、二线城市市场。

It expanded external cooperation, relying on Benlai.com, offline supermarkets, poverty alleviation sales platforms of brother central enterprises, and various exhibition and sales activities to promote the appearance of more than 100 agricultural products in first- and second-tier city markets.

与华池县政府签订“华池臻品”区域公共品牌销售合作协议，定向推广特色农产品，推动帮扶产品从“提篮小卖”向品牌营销转型。

It signed a sales cooperation agreement with the People's Government of Huachi County for the "Huachi Zhenpin" regional public brand to promote the directional marketing of characteristic agricultural products, driving the transformation of poverty alleviation products from "basket selling" to brand marketing.



2025 年，中国化学积极响应以“央企携手兴农惠民”为主题的第四届央企消费帮扶兴农周，通过现场展销、央企消费帮扶平台及自有平台“化学云采”网全面投入兴农惠民行动

In 2025, CNCEC actively responded to the fourth Central Enterprise Consumption-based Poverty Alleviation Promoting Agriculture and Benefiting the People Week themed "Central Enterprises Join Hands to Promote Agriculture and Benefit the People", and fully participated in the promoting agriculture and benefiting the people action through on-site exhibition and sales, the Central Enterprise Consumption-based Poverty Alleviation Platform, and its own platform "Chemical Cloud Procurement" network

### 就业帮扶 Employment assistance

开展大学生招聘和“订单式”焊工培训，接收帮扶地区人员入职，以就业形式带动困难家庭稳定致富。

It conducted university student recruitment and "order-based" welder training, and accepted personnel from poverty-stricken areas for employment, driving stable prosperity for difficult families through employment.

中国化学十六化建与环县苏泰服饰有限公司签订工装定点采购协议，解决留守妇女就近就业。

China National Chemical Engineering No. 16 Construction Co., Ltd. signed a designated work uniform procurement agreement with Huanxian Sutai Clothing Co., Ltd., solving the problem of nearby employment for left-behind women.

## 抢险救灾

### Emergency rescue and disaster relief

中国化学坚持人民至上、生命至上，积极参与应急救援工作，在灾害发生第一时间捐赠物资，组织救援力量驰援一线，全力配合开展灾后救援工作，切实守护好群众生命财产安全，帮助当地恢复正常生产生活秩序。

CNCEC adheres to the principle of putting the people first and their lives first, actively participates in emergency rescue efforts, donates materials at the first moment of a disaster, organizes rescue forces to rush to the front line, and fully cooperates in carrying out post-disaster rescue work, effectively safeguarding the lives and property of the people and helping the local area restore normal production and living order.



中国化学东华公司等全力以赴支援西藏地震灾区抗震救灾工作  
CNCEC-ECEC, etc went all out to support the earthquake relief efforts in the Tibet earthquake-stricken areas



中国化学香港公司积极支援香港宏福苑火灾救援与善后工作  
CNCEC Hong Kong Company actively supported the fire rescue and aftermath work at Hongfu Yuan in Hong Kong

## 志愿服务

### Voluntary service

中国化学大力弘扬“奉献、友爱、互助、进步”的志愿服务精神，投身各类公益志愿服务，广泛开展社区共建、关爱老人、无偿献血、物资捐赠等公益志愿活动，积极帮扶弱势群体，弘扬社会正能量，让发展成果更多惠及人民群众。

CNCEC vigorously promotes the volunteer service spirit of "dedication, friendliness, mutual assistance, and progress", participates in various public welfare volunteer service activities, widely carries out public welfare volunteer activities such as community co-construction, care for the elderly, blood donation, and material donations, actively helps disadvantaged groups, promotes positive social energy, and lets the fruits of development benefit the people more extensively.



中国化学在盘锦、南京、庆阳、岳阳、淮南等地举办“同心聚力 共护未来”2025 年全国留守儿童关爱保护“百场宣讲进工地”暨中央企业“同心护未来”专场活动，让孩子们感受家庭般的温暖与社会关怀

CNCEC held the 2025 national special event "Unite Hearts and Strengths to Protect the Future" — the 100 Lectures on Care and Protection of Left-behind Children Entering Construction Sites, as well as the "Unite Hearts to Protect the Future" special session for central SOEs in Panjin, Nanjing, Qingyang, Yueyang, Huainan and other places, enabling children to feel family-like warmth and social care



中国化学“蓝鸽”志愿服务队自 1993 年起持续开展科普行动，为孩子们打开科学之门

The "Blue Dove" Volunteer Service Team of CNCEC-ECEC has been continuously carrying out science popularization actions since 1993, opening the door to science for children



中国化学六化建在高考期间设立爱心服务站，为考生及家长提供物资与指引

China National Chemical Engineering Sixth Construction Co., Ltd. set up a love service station during the college entrance examination to provide materials and guidelines for examinees and their parents



中国化学十四化建开展敬老助老志愿活动，为高龄老人维修家具、陪伴聊天

China National Chemical Engineering No.14 Construction Co., Ltd. carried out respect and assistance activities for the elderly, repairing furniture and keeping company for senior citizens



中国化学华陆公司“鹿鸣”青年志愿队走进社区开展“安全守护·幸福定格”行动，发放安全手册、普及急救知识

CNCEC's Hualu Company's "Luming" Youth Volunteer Team went into the community to carry out the "Safety Guardianship and Happiness Freeze-frame" action, distributing safety manuals and popularizing first aid knowledge. It distributed safety manuals and popularized first-aid knowledge

## ○ 未来展望 Future Outlook

2026 年是“十五五”规划开局之年。中国化学将坚持以习近平新时代中国特色社会主义思想为指导，深入学习党的二十大精神 and 二十届历次全会精神，持续强化科技创新、产业焕新、机制革新、思维更新，更好统筹发展和安全，有效推进布局优化和结构调整，切实增强核心功能、提升核心竞争力，充分发挥“三个作用”、努力争当“三个排头兵”，全面落实“135”发展战略，加快建设具有全球竞争力的世界一流创新型工程公司，为全面推进强国建设、民族复兴伟业作出新的更大贡献！

2026 marks the beginning of the "15th Five-Year Plan" period. CNCEC will continue to take Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era as its guide, thoroughly study the spirit of the 20th National Congress of the Communist Party of China and all subsequent plenary sessions of the 20th Central Committee, continuously strengthen technological innovation, industrial transformation, mechanism innovation, and mindset renewal, better balance development and security, effectively promote layout optimization and structural adjustment, practically enhance core functions and improve core competitiveness, give full play to its "three roles", strive to be the "three vanguards", fully implement the "135" development strategy, accelerate the building of a world-class Innovative engineering leader company with global competitiveness, and make new and greater contributions to the comprehensive advancement of the great cause of national rejuvenation and the building of a strong country.



## 附录

### Appendix

### 关键绩效

#### Key performance

#### 经济指标

##### Economic indicators

指标 Indicator	单位 Unit	2023	2024	2025
资产总额 Total assets	亿元 RMB 100 million	2191.15	2334.21	2475.07
营业总收入 Total operating income	亿元 RMB 100 million	1791.96	1866.13	1901.25
利润总额 Total profit	亿元 RMB 100 million	69.05	73.59	84.35
净利润 Net profit	亿元 RMB 100 million	59.71	62.42	70.77
实现税收 Taxes paid	亿元 RMB 100 million	39.29	44.30	48.13
投入科研经费 Proportion of scientific research investment in main business revenue	亿元 RMB 100 million	61.64	65.34	66.40
研发投入占主营业务收入比例 R&D investment as a percentage of main business revenue	%	—	—	3.52
发明专利申请数 Number of invention patents applied	件 Piece	—	—	574
发明专利授权数 Number of invention patents granted	件 Piece	172	253	275
有效专利数 (当前持有) Number of valid patents (currently held)	件 Piece	—	—	7202
应用于主营业务的发明专利数量 (截至 2025 年底) Number of invention patents applied to main business (by the end of 2025)	件 Piece	—	—	2209
设立境外经营、项目机构 Establishment of overseas business and project institutions	户 Nos.	152	151	160
海外业务涉及国家和地区 Countries and regions involved in overseas business	个 Nos.	48	48	43
法律审核率 (企业规章制度、经济合同、重大决策的法律审核) Legal review rate (legal review of enterprise rules and regulations, economic contracts, major decisions)	%	100	100	100

指标 Indicator	单位 Unit	2023	2024	2025
守法合规培训次数 Number of compliance trainings	次 Times	—	—	1500
守法合规参与人次 Number of participants in law-abiding and compliance training	人次 Person-times	—	—	72800
守法合规培训时长 Duration of law-abiding and compliance training	小时 Hour	—	—	1900
守法合规培训覆盖率 Coverage rate of law-abiding and compliance training	%	—	—	100
接受反腐败培训的董事总数 Total number of directors receiving anti-corruption training	人 Person	—	—	23
接受反腐败培训的董事比例 Proportion of directors receiving anti-corruption training	%	—	—	100
接受反腐败培训的管理层人员总数 Total number of management personnel receiving anti-corruption training	人 Person	—	—	2250
接受反腐败培训的管理层人员比例 Proportion of management personnel receiving anti-corruption training	%	—	—	100
接受反腐败培训的员工总数 Total number of employees receiving anti-corruption training	人 Person	—	—	50884
接受反腐败培训的员工比例 Proportion of employees receiving anti-corruption training	%	—	—	100
廉洁教育培训覆盖率 Coverage rate of integrity education and training	%	100	100	100

#### 环境指标

##### Environmental indicators

指标 Indicator	单位 Unit	2023	2024	2025
环保投入 Environmental investment	万元 RMB ten thousand	20220	30551.71	55260.1918
环保培训宣贯覆盖人次 Number of people covered by environmental protection training and publicit	人次 Person-times	269698	519136	459671
电力消耗 Electrical power consumption	兆瓦时 MWh	720427.76	998987.45	1052716.64
汽油消耗 Gasoline consumption	吨 Ton	28600.77	22524.36	8947.5169

指标 Indicator	单位 Unit	2023	2024	2025
柴油消耗 Diesel consumption	吨 Ton	60995.12	22940.33	16894.7629
天然气消耗 Natural gas consumption	立方米 m <sup>3</sup>	22084562	67946448	62321239
能源消耗总量 Total energy consumption	万吨标准煤 Ten thousand tce	23.1136 (建筑) (Building)	15.6276 (建筑) (Building)	9.0384 (建筑) (Building)
		40.2798 (化工) (Chemical Engineering)	56.4980 (化工) (Chemical Engineering)	105.1871 (化工) (Chemical Engineering)
万元营业收入综合能耗 (可比价) Comprehensive energy consumption/ RMB ten thousand operating income (at comparable prices)	吨标煤 / 万元 Tce/RMB ten thousand	0.0133 (建筑) (Building)	0.0084 (建筑) (Building)	0.0047 (建筑) (Building)
		1.0034 (化工) (Chemical Engineering)	0.8847 (化工) (Chemical Engineering)	1.3774 (化工) (Chemical Engineering)
清洁能源使用量 Clean energy consumption	吨标准煤 TCE	9375.4364	78570.4967	74649.3329
温室气体排放总量 Total greenhouse gas emission	吨二氧化碳当量 t CO <sub>2</sub> e	—	—	2886445
新鲜水用水量 Fresh water consumption	吨 Ton	7279637	11377310	18012915
新鲜水用水强度 Fresh water consumption intensity	吨 / 万元营收 Ton/RMB ten thousand revenue	—	0.5891	0.9474
废水排放总量 Total waste water discharge	吨 Ton	2024169	4212541	6952758
COD 排放量 COD emission	吨 Ton	—	266.0921	659.8994
氨氮排放量 Ammonia nitrogen emission	吨 Ton	—	23.3017	68.5819
SO <sub>2</sub> 排放量 Emission of SO <sub>2</sub>	吨 Ton	33.9032	96.3123	112.7113
NO <sub>x</sub> 排放量 Emission of NO <sub>x</sub>	吨 Ton	124.6957	352.6895	509.6841
VOCs 排放量 Emission of VOCs	吨 Ton	—	—	488.1906
有害废弃物产生量 Harmful waste generation	吨 Ton	2612	84538	87376
无害废弃物产生量 Harmless waste generation	吨 Ton	118642	564115	407920
有害废弃物产生密度 Generation density of harmful wastes	吨 / 万元营收 Ton/RMB ten thousand revenue	—	—	0.0046
无害废弃物产生密度 Generation density of harmless wastes	吨 / 万元营收 Ton/RMB ten thousand revenue	—	—	0.0215
固废综合利用率 Comprehensive utilization rate of solid waste	%	100	34.30	85.84

## 社会指标

### Social indicators

指标 Indicator	单位 Unit	2023	2024	2025
员工总数 Total number of employees	人 Person	49302	51001	50884
男性员工 Male employees	人 Person	38878	40471	40483
女性员工 Female employees	人 Person	10424	10530	10401
员工 Employees	人 Person	5961	4408	5695
境外员工 Overseas employees	人 Person	—	—	25881
35 岁及以下员工数 Employees aged 35 and below	人 Person	—	—	18230
36 岁 -50 岁员工数 Employees aged 36-50	人 Person	—	—	6773
51 岁及以上员工数 Number of employees aged 51 and above	人 Person	—	—	14869
科研人员数量 Number of scientific researchers	人 Person	14869	15746	16428
科研人员占员工总人数比例 Ratio of scientific researchers personnel to the total employees	%	30.15	30.87	32.29
报告期内吸纳就业人数 Number of people employed during the reporting period	人 Person	5737	4704	3898
体检覆盖率 Physical examination coverage rate	%	100	100	100
职业健康档案覆盖率 Coverage rate of occupational health records	%	100	100	100
工伤保险、安全生产责任险投入额及人员覆盖率 Amount invested in work-related injury insurance and work safety liability insurance and personnel coverage rate	%	—	—	100
劳动合同签订率 Labour contract signing rate	%	100	100	100
社会保险覆盖率 Social insurance coverage rate	%	100	100	100
女性管理者人数 (中高层) Number of female managers (middle and senior management)	人 Person	248	240	243

指标 Indicator	单位 Unit	2023	2024	2025
女性管理者 (中高层) 占比 Proportion of female managers (middle and senior management)	%	9.3	10.4	10.8
残疾人雇用比例 Proportion of disabled employees	%	0.48	0.47	0.49
人均带薪休假天数 Average days of paid leave per employee	天 Day	8.6	6.8	7.1
困难员工帮扶投入 Investment in assisting employees in need	万元 RMB ten thousand	286	308.83	245.57
员工培训投入 Investment in employee training	万元 RMB ten thousand	4171.21	4531.62	8957.02
员工培训时长 Training duration of employees	小时 Hour	655020.34	678062.32	769125.46
员工培训人次 Employee training persons-time	万人次 10,000 person-times	27.08	20.16	38.21
员工培训覆盖率 Employee training coverage rate	%	100	100	100
员工流失率 Employee turnover rate	%	5.0	3.97	3.93
员工满意度 Employee satisfaction	%	100	100	100
安全生产投入 Work safety investment	亿元 RMB 100 million	23.37	25.88	26.82
安全生产培训次数 Number of work safety training sessions	期 Period	67908	58079	54633
安全生产培训人数 Number of employees trained in work safety	万人次 10,000 person-times	128.07	114.63	129.89
安全生产培训覆盖率 Work safety training coverage rate	%	100	100	100
新员工安全教育培训覆盖率 Coverage rate of safety education and training for new employees	%	100	100	100
安全演练参与人次 Number of participants in safety drills	人 Person	176525	176017	178228
员工伤亡人数 Number of employee casualties	人 Person	1	4	2

指标 Indicator	单位 Unit	2023	2024	2025
因工死亡率 Duty-related death rate	%	—	—	0.0039
因工伤伤率 Work-related injury rate	%	—	—	0
较大以上火灾事故 Major and above fire accidents	起 Nos.	—	—	0
较大以上安全生产事故 Major and above work safety accidents	起 Nos.	—	—	0
开展安全隐患排查 Identification of safety hazards	次 Times	—	17504	35534
安全隐患整改率 Safety hazard rectification rate	%	100	100	100
新增职业病数 Number of new occupational diseases	例 Case	—	—	0
审查的供应商数量 Number of suppliers reviewed	家 Nos.	18463	21007	28560
合作的供应商数量 Number of suppliers in cooperation	家 Nos.	16589	21568	21138
供应商签订阳光协议比率 Proportion of suppliers signing integrity agreements	%	100	100	100
志愿服务活动参与人次 Number of participants in voluntary service activities	人次 Person-times	—	8400	10814
志愿服务活动累计服务时长 Total service hours of voluntary service activities	小时 Hour	—	27922.8	24987
志愿服务活动人均服务时长 Average service hours per person in voluntary service activities	小时 Hour	—	3.32	2.31
乡村振兴帮扶资金投入 Investment in rural revitalization assistance funds	万元 RMB ten thousand	1373.76	1687	1758

注：表格中“—”指相关指标往年未披露。

Note: "—" in the table indicates that the relevant indicators were not disclosed in previous years.

## 指标索引 Index Reference

目录 Contents	《可持续发展报告标准》 (GRI standards) Global Reporting Initiative (GRI Standards)	《中国企业可持续 发报告指南 6.0 之 土木工程建筑业》 (CASS-ESG6.0) China's Corporate Sustainability Reporting Guidelines 6.0 of the Civil Engineering and Construction Industry (CASS-ESG 6.0)	《上海证券交易所上市公司自 律监管指引第 14 号——可 持续发展报告 (试行)》 Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)	报告位置 Report place	
报告编制说明 Preparation instructions	2-2,2-3	P1.1-1.2	第四条、第六条、第八条 Articles 4, 6 and 8	P01-02	
董事长致辞 Chairman's Address	2-22,2-23	P2.1		P05-06	
走进中国化学 About CNCEC	2-1,2-6,2-9	P3.1-3.4		P07-12	
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	利益相关方沟通 Stakeholder communication	2-29	G1.1.4,G1.3	第九条 Article 9	P17-18
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专题：打造“三个重要窗口、一张金名片”助力高质量共建“一带一路” Special Topic: Building "Three Important Windows and One Golden Name Card" to Boost High-Quality Joint Construction of the "Belt and Road"	2-6,2-23,2-27,201,203,415	E3.3.2,E3.4.1, S1.1.2, S1.2.5-1.2.6, G2.1.1-2.1.2	第五条、第十一条、第二十条、第四十条 Articles 5, 11, 20 and 40	P19-26	
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风险防控 Risk prevention and control	205-1,205-2	G2.1.1-2.1.2	第五十五条 Article 55	P35-39	
商业道德 Business ethics	205,206,2-27	G2.1-2.2	第五十四条 - 第五十六条 Articles 54-56	P40-42	
科技创新 Science and technological innovation	2-23,2-24,201-1	S2.1,S3.4.1-3.4.2	第四十一条 - 第四十三条、第四十八条 Articles 41-43 and 48	P43-52	

目录 Contents	《可持续发展报告标准》 (GRI standards) Global Reporting Initiative (GRI Standards)	《中国企业可持续 发报告指南 6.0 之 土木工程建筑业》 (CASS-ESG6.0) China's Corporate Sustainability Reporting Guidelines 6.0 of the Civil Engineering and Construction Industry (CASS-ESG 6.0)	《上海证券交易所上市公司自 律监管指引第 14 号——可持 续发展报告 (试行)》 Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)	报告位置 Report place
气候行动 Climate action	2-24,201-2,305-1,305-2,305-5	E1.1.1- 1.1.8,E1.1.11- 1.1.13,E1.1.15- 1.1.19,E3.1.6	第八条、第十一条、第二十一条 - 第二十四条、第二十七条 - 第二十八条 Articles 8, 11, 21-24 and 27-28	P55-62
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# 一图读懂《中国化学工程股份有限公司 2025 年环境、社会及治理 (ESG) 报告》

## 评级报告

### 一、评级结果



《中国化学工程股份有限公司 2025 年环境、社会及治理 (ESG) 报告》(以下简称《报告》) 为**五星级**, 是一份卓越的企业可持续发展报告。

综合评级	评级图示	发展水平
五星佳	★★★★★+	典范
<b>五星级</b>	<b>★★★★★</b>	<b>卓越</b>
四星半级	★★★★☆	领先
四星级	★★★★	优秀
三星级	★★★	良好
二星级	★★	发展
一星级	★	起步

### 二、亮点绩效



《报告》的过程性、实质性、平衡性、可比性、可读性均达到五星级, 完整性、创新性达到四星半级。

《报告》系统披露了土木工程建筑业核心指标的 86.67%, 其中环境维度下污染物排放、环境合规管理、水资源利用, 社会维度下乡村振兴、创新驱动、职业健康与安全生产, 治理维度下利益相关方沟通、反不正当竞争等议题的核心指标覆盖率最高, 均达 100%。

《报告》详细披露了 60 个关键指标连续 3 年的对比数据, 其中社会维度下员工权益保障、职业发展与培训, 环境维度下能源利用议题连续 3 年可比数据披露最为充分。

### 三、改进建议

- 增加行业核心指标的披露, 进一步提升报告的完整性;
- 增强报告内容和设计的表现形式, 进一步提升报告的创新性。

### 四、评级勋章

中国化学工程股份有限公司连续 4 年参与报告评级, 连续 3 年获得五星级评价, 获黄铜级勋章。

报告评级趋势



## 《中国化学工程股份有限公司 2025 年环境、社会及治理 (ESG) 报告》评级报告

受中国化学工程股份有限公司连续第 4 年委托, “中国企业社会责任报告评级专家委员会” 抽选专家组成评级小组, 对《中国化学工程股份有限公司 2025 年环境、社会及治理 (ESG) 报告》(以下简称《报告》) 进行评级。

### 一、评级依据

- 《企业可持续披露准则——基本准则 (试行)》;
- 《上海证券交易所上市公司自律监管指引第 14 号——可持续发展报告 (试行)》;
- 《中国企业可持续发展报告指南 (CASS-ESG 6.0) 之土木工程建筑业》;
- 《中国企业可持续发展报告评级标准 (2026)》。

### 二、评级分析

#### 过程性 (★★★★★)

公司成立 ESG 报告编制工作组, 由 ESG 工作办公室 (企业文化部) 牵头协调、具体推进报告编制工作, 董事会把控报告整体方向、关键节点, 并负责报告终审; 围绕报告编制开展前期研究, 构建并持续完善 ESG 指标体系, 提高可持续发展管理水平; 召开 ESG 工作专项培训会议, 针对报告编制流程、要求进行说明, 并编制下发报告资料收集清单, 收集大量一手资料; 计划以电子版、印刷品的形式呈现报告, 过程性表现卓越。

#### 实质性 (★★★★★)

《报告》系统披露了应对气候变化、污染物排放、建筑废弃物管理、发展循环经济、打造绿色建筑、产品和技术创新、可持续供应链、产品和服务安全与质量、员工权益保障、职业健康与安全生产、可持续治理机制、反商业贿赂及反贪污等土木工程建筑业关键性议题, 叙述详细充分, 其中产品和技术创新、应对气候变化、职业健康与安全生产三项议题相关内容篇幅最多, 分别为 10 页、8 页、8 页, 具有卓越的实质性表现。

#### 完整性 (★★★★☆)

《报告》主体内容从“ESG 管理”“精治理稳经营·筑就一流企业”“绘绿色护生态·建设炫彩世界”“凝聚力增福祉·创造美好生活”等角度系统披露了土木工程建筑业核心指标的 86.67%, 其中环境维度下污染物排放、环境合规管理、水资源利用, 社会维度下乡村振兴、创新驱动、职业健康与安全生产, 治理维度下利益相关方沟通、反不正当竞争等议题的核心指标覆盖率最高, 均达 100%, 具有领先的完整性表现。

#### 平衡性 (★★★★★)

《报告》披露了“员工伤亡人数”“因工伤亡率”“较大以上安全生产事故”“较大以上火灾事故”“重大突发环境事件”“数据安全事件”等负面数据信息, 简述了“安全生产指标均达预期, 其中, 较大及以上责任事故为零, 职业病事故为零”等情况, 平衡性表现卓越。

#### 可比性 (★★★★★)

《报告》详细披露了“投入科研经费”“研发投入占营业收入比例”“环保投入”“温室气体排放总量”“员工培训覆盖率”“志愿服务活动人均服务时长”等 60 个关键指标连续 3 年的对比数据; 其中社会维度下员工权益保障、职业发展与培训, 环境维度下能源利用议题连续 3 年可比数据披露最为充分, 分别为 15、9、9 组; 通过“位列全球最大工程承包商第 14 位”“国际全球最大 250 家工程承包商第 17 位”等进行横向比较, 具有卓越的可比性表现。

#### 可读性 (★★★★★)

《报告》采用 ESG 型框架结构, 从三大篇章全面阐述了企业年度履责实践与成效, 框架结构清晰, 重点议题突出; 封面设计凸显了企业所在行业特色, 融入企业主营业务元素, 提升了报告辨识度; 嵌入二维码进行影像化延伸, 扩展了报告内容, 增强了报告可读性和沟通性; 以具体可感的丰富案例、图

片向公众展示履责成果, 提升了报告的沟通力, 可读性表现卓越。

#### 创新性 (★★★★☆)

《报告》开篇设置“打造‘三个重要窗口、一张金名片’助力高质量共建‘一带一路’”责任专题, 展现企业在参与高质量共建“一带一路”、履行全球公民责任的行动成效, 彰显了企业的责任担当; 推动下属企业发布 ESG 报告, 构建多层次报告体系; 积极响应国际标准与监管要求, 参照“治理、战略、风险和机遇管理、指标与目标”四支柱框架披露应对气候变化等议题, 增强信息披露的规范性, 具有领先的创新性表现。

### 三、综合评级 (★★★★★)

经评级小组评价, 《中国化学工程股份有限公司 2025 年环境、社会及治理 (ESG) 报告》为五星级, 是一份卓越的企业可持续发展报告。

综合评级	评级图示	发展水平
五星佳	★★★★★+	典范
<b>五星级</b>	<b>★★★★★</b>	<b>卓越</b>
四星半级	★★★★☆	领先
四星级	★★★★	优秀
三星级	★★★	良好
二星级	★★	发展
一星级	★	起步

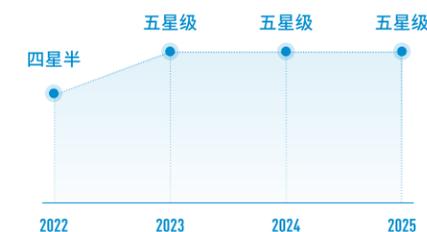
### 四、改进建议

- 增加行业核心指标的披露, 进一步提升报告的完整性;
- 增强报告内容和设计的表现形式, 进一步提升报告的创新性。

### 五、评级勋章

中国化学工程股份有限公司连续 4 年参与报告评级, 连续 3 年获得五星级评价, 获黄铜级勋章。

报告评级趋势



扫码查看评级档案

黄群慧  
评级专家委员会副主席

钟宏武 陈宝辉  
评级小组组长 评级小组专家

出具时间:  
2026 年 3 月 20 日

## One-picture Guide to the 2025 Environment, Social and Governance Report of China National Chemical Engineering Co., Ltd.

### Rating Report

#### I. Rating Results



The 2025 Environment, Social and Governance Report of China National Chemical Engineering Co., Ltd. (hereinafter referred to as "the report") is rated as **five-star**, representing an outstanding corporate sustainability report.

Rating Result	Rating Illustration	Development Level
Five-star plus	★★★★★+	Model
<b>Five-star</b>	<b>★★★★★</b>	<b>Outstanding</b>
Four-and-a-half-star	★★★★☆	Leading
Four-star	★★★★	Excellent
Three-star	★★★	Good
Two-star	★★	Developing
One-star	★	Beginning

#### II. Highlight Performance

- Procedurality ★★★★★
- Materiality ★★★★★
- Completeness ★★★★★☆
- Balance ★★★★★
- Comparability ★★★★★
- Readability ★★★★★
- Innovativeness ★★★★★☆

The procedurality materiality, balance, comparability and readability aspects of the Report all achieved a five-star rating, while its completeness and innovativeness achieved a four-and-a-half-star rating.



The Report systematically disclosed 86.67% of the core indicators in the civil engineering and construction industry, with the highest coverage rates of 100% for core indicators in the environmental dimension regarding pollutant emissions, environmental compliance management and water resource utilization; in the social dimension regarding rural revitalization, driving development with innovation, and occupational health and safety; and in the governance dimension regarding communication with stakeholders and anti-unfair competition.



The Report discloses the comparative data of 60 key indicators for 3 consecutive years in detail, with the most comprehensive disclosure of comparable data for 3 consecutive years in the social dimension regarding employee rights protection, career development and training, and in the environmental dimension regarding energy use.

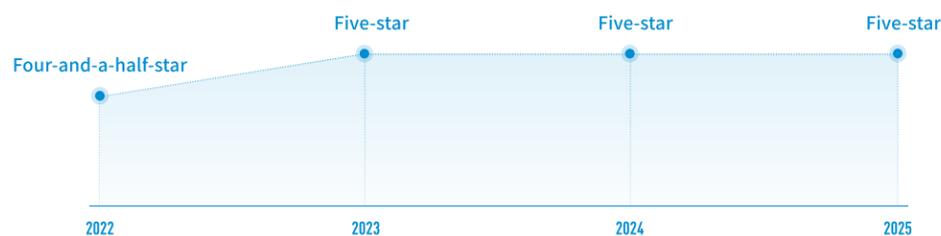
#### III. Improvement Suggestions

- Add the disclosure of industry core indicators to further improve the completeness of the report.
- Enhance the presentation forms of the report content and design to further improve the innovativeness of the report.

#### IV Rating Medal

China National Chemical Engineering Co., Ltd. has participated in the report rating for 4 consecutive years and received a five-star rating for 3 consecutive years, and has been awarded the Brass Medal.

#### Trend of Report Ratings



## Rating Report of the 2025 Environment, Social and Governance Report of China National Chemical Engineering Co., Ltd.

Upon the request of China National Chemical Engineering Co., Ltd. for the fourth consecutive year, the Chinese Expert Committee on CSR Report Rating invited experts to form a rating team to rate the 2025 Environment, Social and Governance Report of China National Chemical Engineering Co., Ltd. (hereinafter referred to as "the report").

#### I. Rating Criteria

- Corporate Sustainability Disclosure Standards – Basic Standards (Trial);
- Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial);
- Guidelines for Chinese Enterprises' Sustainable Development Reports (CASS-ESG 6.0) for the Civil Engineering and Construction Industry;
- Rating Standards for Corporate Social Sustainability Reporting in China (2026).

#### II. Rating Analysis

##### Procedurality (★★★★★)

The company established an ESG report compilation working group, with the ESG Work Office (Corporate Culture Department) taking the lead in coordinating and advancing the report compilation. The Board of Directors supervised the overall direction and key milestones of the report and was responsible for the final review. The company conducted preliminary research for report compilation, constructed and continuously improved the ESG indicator system to enhance sustainable development management. It held special ESG training sessions to explain the report compilation process and requirements, and compiled and distributed a list of report data collection requirements to gather a large amount of first-hand information. It is planned to present the report in both electronic and printed forms. The performance in the procedurality outstanding.

##### Materiality (★★★★★)

The Report systematically discloses key issues in the civil engineering and construction industry, such as addressing climate change, pollutant emissions, construction waste management, circular economy development, green building construction, product and technological innovation, sustainable supply chains, product and service safety and quality, employee rights protection, occupational health and safety, and sustainable governance mechanisms, and anti-commercial bribery and anti-corruption measures. The descriptions are detailed and comprehensive, with the most extensive coverage for product and technological innovation, addressing climate change, and occupational health and safety had the most pages, spanning 10, 8 and 8 pages respectively, with outstanding materiality performance.

##### Completeness (★★★★☆)

The main content of the Report systematically discloses 86.67% of the core indicators in the civil engineering and construction industry from perspectives such as "ESG Management", "Building a First-Class Enterprise by Sound Governance and Stable Operations", "Pursuing Green Development, Protecting the Ecosystem and Building a Colorful World", and "Uniting to Enhance Well-being and Creating a Better Life". The highest coverage rates of 100% were achieved for core indicators in the environmental dimension regarding pollutant emissions, environmental compliance management, and water resource utilization; in the social dimension regarding rural revitalization, driving development with innovation, and occupational health and safety; and in the governance dimension regarding communication with stakeholders and anti-unfair competition, demonstrating leading completeness performance.

##### Balance (★★★★★)

The Report discloses negative data such as "number of employee fatalities", "work-related injury rate", "major and above work-related accidents", "major and above fire accidents", "major environmental emergencies" and "data security incidents", and briefly describes situations such as "all safety indicators met expectations, with zero major and above liability accidents and zero occupational disease accidents", with outstanding balance performance.

##### Comparability (★★★★★)

The Report discloses the comparative data of 60 key indicators for 3 consecutive years in detail, with the most comprehensive disclosure for 3 consecutive years in the social dimension regarding employee rights protection, career development and training, and in the environmental dimension regarding energy use, including 15, 9 and 9 groups of comparable data respectively. It also conducts horizontal comparisons through indicators such as "ranked 14th among the world's largest engineering contractors" and "17th among the international top 250 engineering contractors", demonstrating outstanding comparable performance.

##### Readability (★★★★★)

The Report adopts an ESG-based framework structure, comprehensively elaborating on the company's annual responsibility performance and achievements across 3 chapters, with a clear framework and highlighted key issues. The cover design highlights the industry characteristics of the company and incorporates elements of its main business, enhancing the

report's recognizability. The inclusion of QR codes for video extensions expands the report's content and enhances its readability and communication. Rich cases and images are used to present responsibility achievements to the public, enhancing the report's communication effectiveness, with outstanding readability performance.

##### Innovativeness (★★★★☆)

The Report opens with a special responsibility section titled "Creating '3 Important Windows and One Gold Medal Image' to Support High-Quality Co-construction of the Belt and Road", showcasing the company's actions and achievements in participating in high-quality co-construction of the Belt and Road and fulfilling its responsibilities as a global citizen, highlighting its sense of responsibility. The company promotes its subsidiaries to publish ESG reports, building a multi-level reporting system. It actively responds to international standards and regulatory requirements, disclosing issues such as climate change response by referencing the four-pillar framework of "governance, strategy, risk and opportunity management, and indicators and targets", enhancing the standardization of information disclosure, demonstrating leading innovativeness performance.

#### III. Comprehensive Rating (★★★★★)

The 2025 Environment, Social and Governance Report of China National Chemical Engineering Co., Ltd. is rated as five-star, representing an outstanding corporate sustainability report.

Rating Result	Rating Illustration	Development Level
Five-star plus	★★★★★+	Model
<b>Five-star</b>	<b>★★★★★</b>	<b>Outstanding</b>
Four-and-a-half-star	★★★★☆	Leading
Four-star	★★★★	Excellent
Three-star	★★★	Good
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One-star	★	Beginning

#### IV. Improvement Suggestions

- Add the disclosure of industry core indicators to further improve the completeness of the report.
- Enhance the presentation forms of the report content and design to further improve the innovativeness of the report.

#### V Rating Medal

China National Chemical Engineering Co., Ltd. has participated in the report rating for 4 consecutive years and received a five-star rating for 3 consecutive years, and has been awarded the Brass Medal.

#### Trend of Report Ratings



Scan the code to view the rating file

黄晓慧

Vice Chairman of China Expert Committee on CSR Report Rating

钟宏武 陈宇辉  
Panel Leader Panel Expert

Date of Issuance:  
March 20, 2026

## 意见反馈

### Feedback

本报告是中国化学向社会公开发布的第 4 份 ESG 报告（第 14 份社会责任报告），为持续改进公司 ESG 和社会责任工作，诚邀您填写意见反馈表中的相关问题，并选择以下方式反馈给我们。您的意见是我们推进和改善 ESG 工作的重要依据，感谢您对我们工作的支持！

This report is the fourth ESG report (14th social responsibility report) publicly released by CNCEC. In order to continuously improve the Company's ESG and social responsibility efforts, we sincerely invite you to fill out the relevant questions in the feedback form and provide us with feedback through the following methods. Your opinions are an important basis for us to advance and improve our ESG work. Thank you for your support!

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Address: No. 2 Dongzhimen Inner Street, Dongcheng District, Beijing, China Postal code: 100007

电话：86-10-59765703 邮箱：shhzh\_r\_cncec@126.com

Tel: 86-10-59765703 Email: shhzh\_r\_cncec@126.com

1、对于中国化学来说，您的身份是：

1. What is your identity in relation to CNCEC?

员工  客户  供应商  监管机构  其他政府部门  媒体  NGO  其他（请注明）\_\_\_\_\_

Employee  Customer  Supplier  Regulator  Other government departments

Media  NGO  Other (please specify) \_\_\_\_\_

2、您认为本年度报告整体上：

2. How do you think the overall quality of this annual report is?

很好  较好  一般  较差  很差

Fine  Good  General  Poor  Very poor

3、在如下维度，您认为本报告：

3. In the following each dimension, how do you think the quality of this report is?

	很好 Fine	较好 Good	一般 General	较差 Poor	很差 Very poor
信息披露质量 Information disclosure quality					
结构布局安排 Structural layout arrangement					
版式设计呈现 Presentation of layout design					

4、您所关注的信息在本年度报告中是否都有所体现：

4. Is the information you are concerned about reflected in this annual report:

是  否 （还有哪些信息是您希望看到的 \_\_\_\_\_）

Yes  No （What other information would you like to see \_\_\_\_\_）

5、您对我们的 ESG 报告和工作还有哪些意见或建议？

5. What other opinions or suggestions do you have regarding our ESG report and work?



**中国化学**

中国化学工程股份有限公司

China National Chemical Engineering Co., Ltd.

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