附件4

CREDO OF CSCEC

Corporate Culture Manual

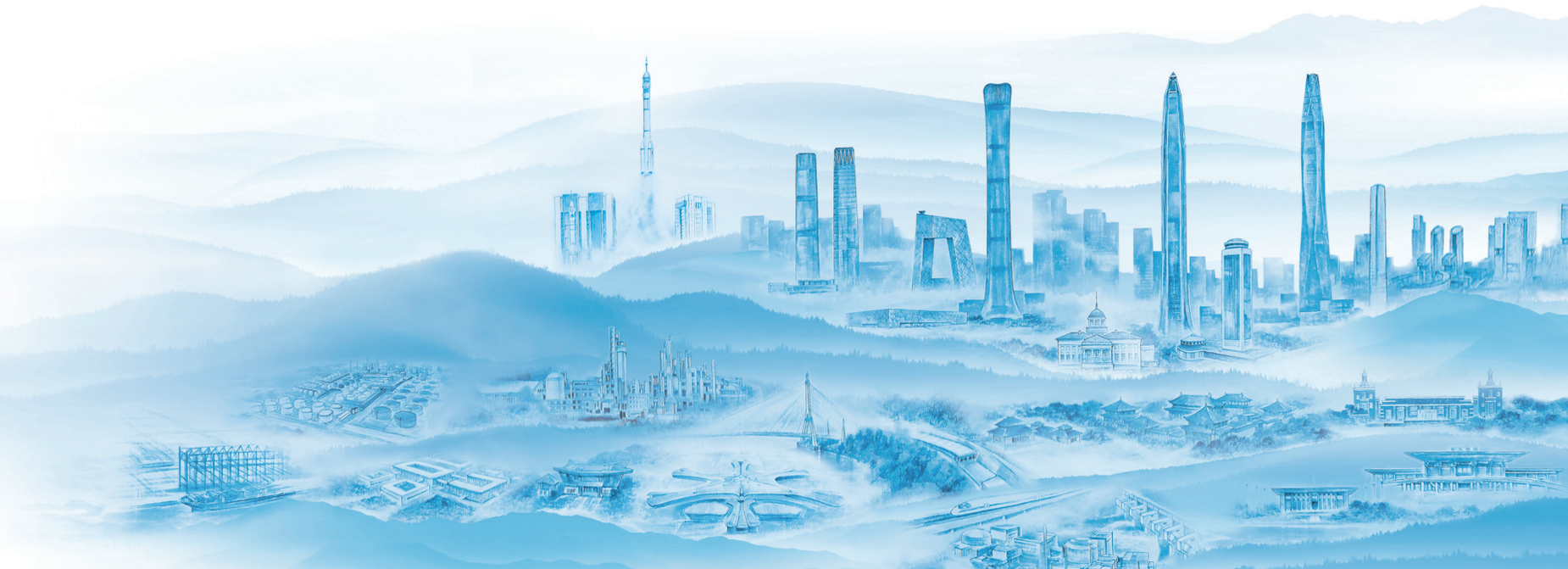
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Credo

A term or system of beliefs; a principle or proposition of general belief.

Credo of CSCEC

The *Credo of CSCEC* outlines the company's core values and beliefs and reflects its mission and relationship with stakeholders.

Who are we?

What do we do and why we do it?

What is our vision?

How do we do things correctly?

How do we do the right things better?



1 / Establishing Faith in Our Credo

The inherited corporate culture, the innovative management thinking, and the shared expectations of all employees are the three elements that compose the *Credo of CSCEC*.

The *Credo of CSCEC* systematically shows our core values and beliefs which are the basis for winning the trust of stakeholders.

Today, the concept of building a community with a shared future for mankind is being recognized by the international community. Benefiting the people and the world has become the purpose of CSCEC. We must rethink: What is the internal drive for us to forge ahead? What kind of mission and vision should we establish to drive business? What core values should we adhere to while moving together? What kind of spirit should we advocate to unite employees to achieve more?

The Credo not only summarizes our faith in the principles that have been passed down from generation to generation for more than 70 years, but also functions as the manifesto for the pursuit of sustainable development.

The Credo summarizes the CSCEC spirit and digs deep into the source of strength behind the leapfrog development of CSCEC. It integrates our culture with the development of the new era, forms the ideological basis for CSCEC, unites employees as one, creates new growth, and enhances our global competitiveness as a world-class company.

We will adhere to a global perspective, be concerned with international issues, and stay updated with the latest technologies. We will lead the shaping and renewal of values in the field of global investment and construction.

We believe that by following the Credo, we can empower ourselves and accomplish more in the long run.

We should take the spirit of CSCEC as the source of inspiration for our rapid development. By following our mission and vision, by adhering to our shared values and the code of conduct, and by focusing on the strategic target, we can forge ahead to build a better life for people around the world.

2 / Corporate History

The development of CSCEC is a story of bold reforms and constant innovations. With the CSCEC spirit and social commitment, we aim to be a world-class company.

2.1 / Construction Period (1949-1982)

Since the founding of the People's Republic of China in 1949, the predecessors of CSCEC participated in the construction of more than 100 key national projects, such as Changchun FAW (First Automobile Work shop),Fulaerji Heavy Machinery Factory, and Daqing Refinery, as well as Panzhihua Iron and Steel Base, Jingmen Refinery, Guizhou Chishui Natural Gas Fertilizer Plant, and Liaoyang Petrochemical Fiber General Factory. Over the years, they made significant contributions to the economic development and industrialization process of new China, and built a core team of the future company.

In 1979, China Overseas Engineering Co., Ltd. was incorporated in Hong Kong to engage in pursuing international contracts and labor services cooperation. During this period, the predecessors of CSCEC followed the tradition of observing disciplines, enduring hardships and working hard, and formed our core values of dedication, persistence, and bold innovation.

2.2 / Reform and Exploration Period (1982-2000)

In June 1982, China State Construction Engineering Corporation (CSCEC) was founded. CSCEC promotes marketization and internationalization by actively participating in market competition. In the process of building the Shenzhen International Trade Centre, CSCEC was able to construct an entire floor within three days, and thus created "Shenzhen Speed". This term has been used ever since then to refer to the most rapid speed in construction industry as well as the rapid development of China.

The construction industry had developed speedily during these two decades while CSCEC was constructing the Beijing International Trade Center. During this period, the company signed China's first overseas project contract and the first general project contract. This helped CSCEC rapidly expand to the Middle East, North Africa, Southeast Asia, Hong Kong, Macao and other countries and regions, and get deeply involved

in the global competition in developed economies such as the United States and Singapore.

In 1989, CSCEC changed the method of project management, and was the first company in China to propose the reform idea of "developing general contracting abroad and implementing project management domestically". Thus, it became the first construction enterprise in China that separated project management from labor services.

In 1992, CSCEC quickened its pace for restructuring and development. China Overseas Holdings Co., Ltd., a subsidiary of CSCEC, successfully launched its IPO on the Hong Kong Stock Exchange. CSCEC quickly realized the highly effective combination of production and operation management, and achieved high speed growth in various businesses. Meanwhile, CSCEC undertook a series of important domestic and overseas engineering projects and continuously created architectural miracles. In 1996, CSCEC created the "New Shenzhen Speed" - constructing an entire floor in two and a half days when building the Shenzhen Diwang Commercial Center. In 1997, CSCEC took the initiative to conduct the engineering construction for the Jiuquan Satellite Launch Center Engineering Project in the Badain Jaran Desert, creating architectural marvels and winning three global first-place awards, one Asia first-place award, and three China first-place awards. In 1998, through reform, reorganization, transformation, and management strengthening, we've built a market-oriented corporate management system from traditional planned economy administrative management.

During this period, CSCEC transformed from regional to national, and from domestic operations to domestic and foreign integrated operations. It has stood the test of the transition from a planned economy to a market economy in China. At this time, CSCEC defined the corporate spirit as dedication, practical mindedness, innovation, and competition so as to encourage all employees to strive to make greater progress. CSCEC introduced the Corporate Identity System (CIS) as well as implemented cultural integration and brand unification to promote the brand building of CSCEC, laying the foundation for the rapid development of CSCEC's brand image.

2.3 / Reform Deepening Period (2000-2012)

In the new century, CSCEC has accelerated reform, and clarified the nature and positioning of the enterprise. It formulated the strategic goal to become the most globally competitive China State Construction Group, to enter the top 10 of the *Fortune Global 500* before 2010, and to enter the top 10 world-famous contractors in overseas operations. CSCEC put forward the ideas of commercialization and collectivization, adhered to low-cost competition and high-quality management, and formulated specialization, regionalization, standardization, digitalization, and globalization strategies. In 2006, CSCEC reached its goal and made its debut in the *Fortune Global 500*, ranking 486th. In 2007, CSCEC joined the alliance with China National Petroleum Corporation (CNPC), Sinochem Group and Baosteel Group Corporation to complete the overall reorganization and system transformation. In 2008, the establishment of a series of professional companies indicated that CSCEC's strategy of promoting specialization truly achieved results. In 2009, CSCEC successfully went public, and entered a stage of rapid development. In 2011, CSCEC carried out the "Pioneering and Seeking Excellence Program", stimulating the initiative and creativity of employees, and jumped to 147th in the *Fortune Global 500* ranking.

During this period, CSCEC adhered to the direction of reform, and strengthened market-oriented operations, so that it was always full of vitality and not afraid of any competition. At this time, our "Performance Culture" and "Quality Culture" flourished, becoming the cornerstone for CSCEC reform and development. The spirit of racing to be the best injected new meaning into CSCEC's corporate spirit.

2.4 / New Era (Since 2012)

Since 2012, CSCEC has put development at the center of the international agenda and implemented the United Nations' 2030 Agenda for Sustainable Development. CSCEC focuses on the goal of "carbon peaking and carbon neutrality", promotes sustainable development and facilitates industry transformation. Moreover, the company actively promotes rural revitalization and contributes to poverty alleviation, promotes digital transformation, implements industrial digitalization, and explores digital industrialization.

CSCEC promotes enterprise reform, and successfully achieves its goals. At the same time, it builds important high-quality venues, participates in the global battle against COVID-19, helps maintain world public health security, takes part in the high-quality Belt and Road development is committed to creating high-quality projects to improve the lives of people around the world.

In this process, CSCEC realized the integration of domestic and overseas business, transformed and upgraded from production operation to the combination of production and operation management. From a traditional housing construction and real estate enterprise to an investment and construction group, CSCEC integrated investors, builders and operators. In 2015, it was awarded the highest credit rating in the global construction industry. In 2018, it became one of the ten "World Class Model Enterprises" identified by the State-Owned Assets Supervision and Administration Commission of the State Council of China. In 2020, it put forward the strategic aim of becoming a world-class enterprise group with strong value creation, strong innovative leadership, strong brand influence, strong international competitiveness and strong cultural soft power. The strategy is also named "A Group with Five Strengths". In 2022, the company rose to the 9th in the *Fortune Global 500* ranking.

In order to establish the corporate mission of "expanding a happy living environment", and the core value of "quality assurance and value creation", CSCEC officially released its corporate culture manual the *Credo of CSCEC* along with the *Code of Conduct and Protocol* during this period. Since then, the culture of value creation has been deeply rooted in the hearts of our employees. We carried out a series of building-themed publicity campaigns to demonstrate our culture on a global scale. CSCEC has gradually formed a cultural system with well-defined corporate cultural values, that helped enhance the reputation of CSCEC. Accordingly, cultural power has become the energetic impetus to give a strong boost to sustainable corporate development.

3 / CSCEC Spirit

Accomplishing the Mission through Commitment to our Clients

Looking back, the mission and responsibilities of CSCEC employees were to help build a community with a shared future for mankind and to bring Chinese people and people around the world closer to their dreams of happiness. CSCEC takes the people's yearning to live a better life as our goal, while constantly drawing spiritual strength, and accumulating cultural force.

Originating from the cultural accumulation and spiritual inheritance, the CSCEC Spirit incorporates the spirit of the times, the spirit of the industry, and the spirit of the global modern business ethics. This shows the ultimate value of our existence. Additionally, the CSCEC Spirit explains where we come from and where we are going. It is a rich source for us to nourish our initial goals, temper our souls, absorb the power of faith, find our own gaps, and guide our way forward. The spirit constantly inspires and encourages generations of CSCEC staff to continue to strive forward boldly.

Being committed to our goals for a better life for all and for the greater unity of the world

We abide by the original intention of expanding happiness for the people and performing our duties faithfully. Taking the initiative to undertake urgent, difficult, hazardous and important tasks, we strive to provide high-quality products and services that support economic and social development.

Achieving the mission is our common and persistent pursuit

To achieve common development, we insist on completing every task in a successful and high-quality manner. At the same time, we overcome difficulties and face challenges at critical moments, turning all kinds of "impossibilities" into "possibilities", and expanding

joint interests together with global stakeholders.

The CSCEC Spirit is the generalization and summary of the ideals, beliefs, responsibilities, value pursuits, spiritual outlooks, and corporate character of every CSCEC employee.

It is externalized as the work preferences and attitudes of a CSCEC employee, such as diligence, practical-mindedness, integrity, innovation, seeking excellence, and pursuit of win-win outcomes.

3.1 / Striving hard

Our special endowment is striving hard.
Aiming to become a first-class enterprise, we strive hard, plan with a broader horizon in mind, and take practical actions. We always maintain an entrepreneurial mentality while staying prepared for difficulties and challenges. We are self-reliant and continuously strengthen our responsibility to bring benefits to the world.

3.2 / Seeking truth and being practical

Seeking truth and being practical is our work style.
We persist in seeking truth from facts, strengthening research, understanding the reality of enterprises, exploring the principles of corporate development, finding the root cause of problems, and formulating and implementing correct strategies and measures. We strive for progress while maintaining stability, insist upon a market-oriented and operation-priority approach, and demand performance-oriented and data-based assessment criteria.

3.3 / Integrity

Integrity is an essential part of the development of our business.
We abide by the concept of honesty, obeying all rules and laws, and honoring all contracts. We insist on honest production, honest management and honest service. We abide by the agreement with shareholders and provide satisfactory market value and return on investment. We conscientiously abide by the contracts with clients, do things fairly, fulfill our duties faithfully, and safeguard interests and strictly maintain confidentiality. We are fair, open and honest with clients, and advocate abiding by our promises to seek truth from facts. We communicate sincerely with the community and the public for common development.

3.4 / Innovation

Innovation is our tool to achieve success.
We conduct our work proactively with an open mindset and a global perspective. Learning from previous experience, we are bold enough to break through and transform. After careful consideration in our work, we constantly optimize and improve our working methods and processes, and strive to improve our efficiency and service quality. We have established a mechanism that encourages innovation, creates a relaxed atmosphere for innovating, and fosters a dynamic and innovative corporate image.

3.5 / Reaching beyond

Reaching beyond our abilities is the powerful driving force for our achievements.
In order to lead the industry, we constantly challenge ourselves and break construction records in terms of height, span and mass. We always take the lead in implementing the Belt and Road Initiative, developing original technology, and integrating the construction industry chain. We learn from the mature experience of world-class enterprises, and constantly surpass our competitors, set new records, and exceed our own expectations.

3.6 / Win-Win

Seeking win-win outcomes is a value pursuit at CSCEC.
We regard cross-cultural integration as the premise of a win-win situation with global stakeholders, and constantly promote the effective integration of corporate culture with the cultures of different countries and regions to enhance mutual understanding. We gather the core competencies of global stakeholders in the value chain, share responsibilities in division of labor, cooperation and cross-border integration, jointly build a value ecosystem, to achieve high-quality development together.

4 / Corporate Mission

Expanding a happy living environment

Our mission is the manifestation of our ultimate corporate responsibility. It answers the key question of "For what and for whom do we exist?"

We believe that values stem from the recognition and trust in ourselves as we believe that we are in the best position to offer a final judgment on our corporate value. We focus on client needs, meet client needs, and exceed client needs.

We believe that our employees create and implement our values. Their tireless work and dedication drive our sustainable development objectives. We share these achievements with our employees to create a bright future together.

We believe that shareholders play a vital role in our corporate development. We are committed to delivering returns on investment to our investors and strive to be the most favored investment destination among shareholders.

We take guarding and developing the common interests of all the people as the highest value pursuit and a fundamental responsibility. We maximize professional strengths, take the initiative to undertake difficult and hazardous tasks, and fully provide outstanding products and services.

Satisfying our clients, helping employees achieve success, delivering returns to shareholders, and benefiting society are the main objectives of our mission.

4.1 / Satisfying our clients

Prioritizing the interests and needs of our clients, CSCEC respects and firmly fulfills all commitments to our clients by providing them with optimal integrated architectural solutions and comprehensive services. According to the problems and challenges faced by our clients, we continuously improve our professional skills, keep up to date with new technologies, and follow changes in environmental rules and regulations. We always aim to exceed the needs of our clients. We are committed to maintaining customer relationships that are based on trust so that we can build long-term win-win partnerships.

4.2 / Helping employees achieve success

We adhere to a "people-oriented" concept, provide employees with a sustainable career platform, create a working environment that is based on equality, respect, harmony and enjoyment. We promote the common development of employees and help them to realize personal values and happiness in life. We are committed to building a globally competitive talent system, allocating talents on a global scale, adhering to the mechanism of market evaluation of human capital worth and determining remuneration according to the individual's contribution. We create a beneficial atmosphere of free competition, promotion of the best, and make every effort to build an important "globally created talent platform".

4.3 / Return to shareholders

We continue to promote the modernization of the corporate governance system and governance capacity, establish and improve the investor protection mechanism, form positive interactions with shareholders in business development, management coordination and information disclosure, and further enhance good investor relations management. We pay attention to shareholders' long-term and sustained demands for returns, continuously improve our profitability, strengthen our risk prevention, realize stable asset appreciation and sustainable development through high-quality balanced growth, and ensure the optimization and sustainability of shareholders' value.

4.4 / Benefiting society

We take global responsibility, adhere to global operations, enhance the levels of management and use of technology in local markets around the world, and stimulate local economic and social development. We help eliminate poverty, cope with global climate change, narrow the technological gap, and promote a people-to-people bond.

5 / Corporate Vision

To Become the Most Globally Competitive Investment and Construction Group

The corporate vision expresses the enterprise's clear, explicit and feasible prospect for the future. It is the current stage ideal and the future orientation of the enterprise, the common goal of all employees, and it answers the question "what direction are we heading in?"

CSCEC is an organization with ideals, beliefs, and traditions. As the world's largest investment and construction group, CSCEC is committed to fulfilling global responsibilities, and taking the lead in fulfilling social responsibilities.

Devoted to reaching the highest level above our global peers in terms of scale and efficiency, we are committed to promote the significant improvement and modernization of the corporate management system and governance capacity. Our ability of independent innovation and integrated innovation can increase significantly, and we can become an industry model of low-carbon energy saving and of digitalization. We are building a world-renowned corporate image and becoming the top brand in the field of investment and construction in the world. The new advantages of international economic cooperation and competition can be significantly enhanced, and we can become the main force in implementing the Belt and Road Initiative. By doing this, we will have a pivotal voice and significant influence on the global industry.

5.1 / Enterprise Characteristics

We continue to modernize our corporate management system and management capacity. We adhere to the market-oriented reform direction, improve the market operation mechanism, and stimulate in-house motivation and vitality.

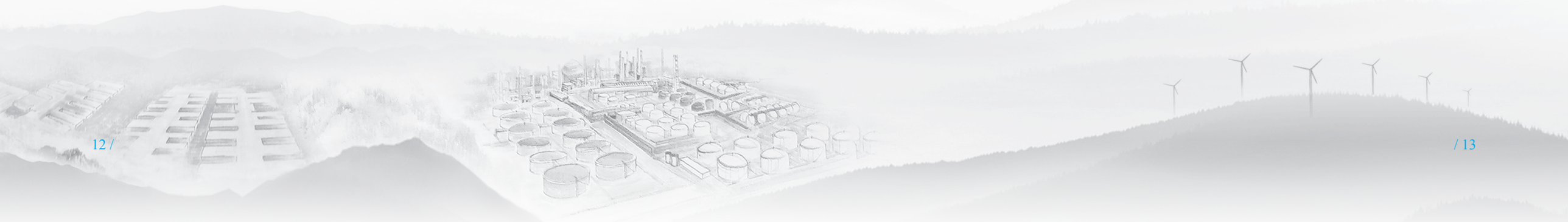
We conform to the pace of the times, improving quality and efficiency, innovation and integration, and building an investment and construction enterprise on a global scale in the direction of low-carbon sustainable growth. We are leading development quality and efficiency in the global industry with world-class service.

5.2 / To Become the Most Globally Competitive

Building a world-class enterprise with excellent products, outstanding brands, leading innovation, and modern governance, we constantly strengthen our ability to create value, innovate, establish influence, compete globally, enhance cultural soft power, and ultimately achieve the goal of becoming a world leader.

We strive to achieve value creation and strong performance in the environment, society, and governance. We promote profitability, operational ability, and solvency to reach the world leading level, and practically change the development mode. We continuously improve the quality and efficiency, technical efficiency, resource allocation efficiency as well as management efficiency, provide high-quality products and services for the people, and make significant tax payments.

We strive to become a leader in innovation and see innovation as the primary driving force for development. We continuously improve the ability of self-reliance and independent innovation, integrated innovation, scientific and technological innovation, management innovation, and model innovation. We strive to achieve substantial results, promote major breakthroughs in key core technologies, give full play to an important role in the formulation of industry standards, and ensure that national scientific and technological research achievements are always at the forefront of the industry. We



adhere to sustainable development, and aim to become the best-integrated service provider integrating planning, design, construction and products in the "dual-carbon" (i.e., carbon peaking and carbon neutrality) field of the construction industry. We innovate and apply modern information technologies, persist in reshaping business operations with digitalization, lead business innovation, and digitalize the whole process, and entire field of our business.

We strive to increase brand influence, market share, client satisfaction, and client loyalty. We continuously deepen the practice of social responsibility management, highlight the global brand value, and become an outstanding leader of global industry brands that helps China and the world to achieve the goal of carbon neutrality.

We strive to achieve strong international competitiveness, build a mature international business model, and become the main force in implementing the Belt and Road Initiative. We continuously optimize the layout of overseas institutions, rationally allocate resources, improve risk management and compliance management system for overseas markets. By doing this, we increase our influence in the global industry, and become an outstanding representative in the global market.

We strive to achieve strong cultural soft power, and improve the modern enterprise system with Chinese characteristics. We keep working hard and promote excellent cultural concepts to be deeply rooted in the hearts of the people around the world. We promote the cultural exchanges and integration among Chinese culture, CSCEC culture, and cultures from different countries and regions.

5.3 / Investment and Construction Group

We strive to achieve long-term sustainable development in the field of investment and construction and maintain a leading position in the fields of investment and operation, engineering construction, survey and design. We increase the expansion of emerging businesses, and build a more competitive business model of planning, design, investment, construction and operation of the whole industrial chain.

We speed up becoming the leader of the modern industrial chain, strengthen the open cooperation of the industrial chain, and focus on building a solid foundation. We strengthen the integration and optimization of the industrial chain. We promote the complementation of industrial chain and innovation chain, build a construction industry ecosystem highly recognized by the market, lead the industrial development direction, and support the improvement of the basic industrial capacity.

We build a professional company occupying the high-end market. We continuously optimize the business layout of domestic and foreign integration, investment and operation, engineering construction, survey and design and new business simultaneously. We optimize the regional layout, insist on selecting key business areas, and promote the unified allocation and rational flow of regional resources. We use information to optimize enterprise management, organization, production and operation mode. We promote digital empowerment, transform the advantages of traditional industries into the core competitiveness of developing digital industries, and advocate sustainable construction, smart construction and industrialization of construction.





6 / Core Values

Quality Assurance and Value Creation

Core values should be followed by all employees in the process of advancing the corporate mission and achieving the corporate vision, as well as forming a common mindset, behavior style and image among employees through long-term work practices. Core values answer the question "How do we do things correctly?"

We focus on providing high-quality services and advocating strong management performance. We are committed to create value for global stakeholders, integrate quality awareness into all aspects of work, honor contracts with integrity, optimize our engineering quality, and provide high-quality service. We value the development of our "performance culture" and believe it is the best way to maximize value and achieve win-win outcomes with stakeholders.

6.1 Quality Assurance

We believe that putting "quality first" is essential for sustainable development. We rely on the most valuable investment, design, and lean management to produce the best projects, the strongest management and the best service. This is done in order to meet the immediate and long-term needs of different stakeholders, and provide high-quality products and services that support social and economic development and benefit the national economy and livelihood.

Key management points of Quality Assurance:

Ideology: to foster the concept that quality is extremely important and must always be our priority.

Operation: to focus on quality development and efficient management; to take the road of industrial digitalization and sustainable development.

Management: to abide by the basic principles and requirements of global quality management, make active use of global quality management methods and tools, and fully implement a standardized and refined management concept.

Action: to be committed, focused, and meticulous. Strive for perfection.

6.2 / Value Creation

We insist on putting performance first and strive to promote the continuous improvement of the common value of CSCEC through the improvement of the team and individual values.

Key management points of Value Creation:

Ideology: to establish the principle of creating value for global stakeholders.

Operation: to accelerate the transformation of development mode, improve management, optimize business layout, prevent and resolve major risks, promote the improvement of operational quality and efficiency, promote the modernization of corporate management system and governance capacity, and realize the high-quality development of CSCEC.

Management: to adhere to the market development strategy of "high-end market, high-end customers and high-end projects", and continuously optimize marketing structure and quality. To adhere to the promotion of strong chain replenishment and chain expansion projects and cultivate new kinetic energy to lead the long-term development of enterprises. To adhere to the effective coordination and linkage between industrial markets and capital markets, as well as different levels, regions and businesses within enterprises, so as to realize the best allocation of resources and maximize the synergy value.

Action: to save resource consumption and costs, creating shared value.

7 / Having Faith in Our Commitments

In the new era, we must make new achievements. The mission and beliefs of CSCEC should be embedded in the hearts of all employees, as well as in the whole process of our reform and development. We aim to achieve our vision and drive hard to build CSCEC a world-class company. In addition to promoting the CSCEC spirit, we should elevate the CSCEC spirit together. We must not only understand the corporate mission, but also practice the corporate mission and think deeply about how to shoulder the heavy responsibility of high-quality development of enterprises. We should not only have a corporate vision, but also turn the vision into a reality by taking concrete actions. We should not only have core values, but also use those values to strengthen our character, gain the strength to move forward, and jointly create a beautiful era.

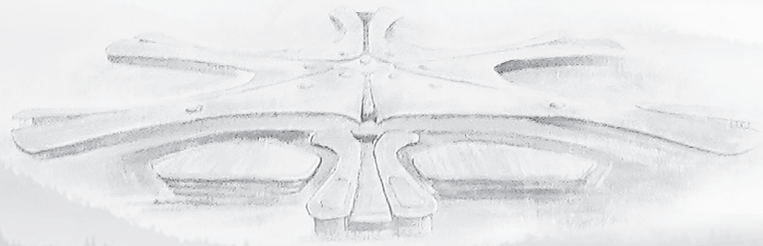
With faith, we can empower ourselves. With faith, we can accomplish more in the long run.

8 / The CSCEC Code of Conduct

The CSCEC Code of Conduct is the guide for implementing the *Credo of CSCEC*, focusing on ten specific aspects of employees' behavior. We urge every employee to follow the behavioral guidelines strictly, as our behavior represents our company and contributes to the reputation of our company.

The CSCEC Code of Conduct originates from the corporate spirit, and is the manifestation of corporate mission and vision as well as core values of corporate culture through employee behavior, as exhibited in the diagram below.





The CSCEC Code of Conduct consists of the following ten aspects:

01 Integrity

Honesty is essential.
Always keep promises.
Treat others honestly.
Be honorable and firm in principles.

02 Professionalism and Dedication

Maintain career aspiration and passions.
Keep developing professional skills.
Be detail-oriented and seek excellence.

03 Innovation

Stay curious.
Maintain an entrepreneurial mindset.
Explore proactively.
Innovate boldly.

04 Compliance with Standards

Strictly follow standards and norms.
Control every procedure properly.

Implement with high efficiency.

05 Quality First

Quality is our number one priority.
Follow every specification carefully.
Produce top quality products for our clients.

06

Cooperation and Coordination

Work together with teamwork spirit.
Cooperate with each other to achieve the common goal.
Assist and support each other to produce the best results.
Take the initiative to communicate.
Create a healthy and friendly working environment.

07

Taking Responsibility

Perform duties to the best of our abilities.
When facing difficulties, bravely rise to the challenge.
When facing crisis, step forward boldly.
When facing mistakes, take accountability.

08

Perseverance

Be persistent in our beliefs and pursuits.
Strive for self-improvement.
Keep making progress.
Never give up.

09

Self-discipline

Obey all laws and regulations.
Do not abuse power for personal gain.
Consciously resist corruption.

10

Living Green

Pursue a prudent and low-carbon lifestyle.
Protect the environment and make the best use of resources.
Be concerned with people's livelihoods.
Engage proactively in corporate social responsibly activities.
Promote global sustainable development.