



中国建材

Sinoma

中材建设有限公司
CBMI Construction Co., Ltd.

2017

中材建设有限公司 社会责任报告

CBMI SOCIAL RESPONSIBILITY REPORT



WE SUPPORT



Sinoma

中材建设有限公司
CBMI Construction Co., Ltd.

目 录

- 报告说明-----01
- 董事长致辞---03
- 企业简介-----05
 - 企业概况
 - 业务领域
 - 治理结构
 - 项目分布图
 - 利益相关方信息
 - 参加国内外主要的社会团体
 - 2017年度所获荣誉
- 理念战略-----17
 - 企业战略及理念
 - 社会责任理念与推进
- 管理运营-----21
 - 加强企业管理 夯实发展基础
 - 强化市场开拓 提升竞争实力
 - 深化创新驱动 提升核心能力
 - 注重安全管理 确保安全生产
 - 提倡节能环保 建设绿色生态
 - 保障员工利益 共创和谐企业
 - 增进社区交流 共建社会关系
- 探索发展-----59
 - 深入推进区域管理 属地经营稳步提升
- 责任绩效-----69
 - 2017年度关键责任绩效
- 未来展望-----75
 - 经营发展
 - 管理提升
 - 企业社会责任建设
- 报告评价-----77
- 意见反馈表---79

Contents

- Report Description-----01
- Chairman's Statement-----03
- Company Profile-----05
 - Company Profile
 - Business field
 - Governance Structure
 - Project Distribution
 - Stakeholders Involved
 - Membership Involved
 - Honors in 2017
- Strategy & Philosophy-----17
 - Corporate Strategy & Philosophy
 - Social responsibility concept and promotion
- Management Operation-----21
 - Strengthen the enterprise management and lay solid foundation for development
 - Strengthening market development and enhancing competitive strength
 - Innovation-driven Deepening and Core Capacity Improvement
 - Focus on safety management, ensure safe production
 - Promote energy conservation and environmental protection, build a green ecology
 - Secure the rights and interests of employees and create a harmonious enterprise
 - Enhanced community exchange and established social relations
- Exploration and development-----59
 - Deeply promote regional management and steadily enhance operations
- Responsibility and performance---69
 - 2017annual key responsibility and performance
- Prospective-----75
 - Management development
 - Management improvement
 - Construction of corporate social responsibilities
- Report Evaluation-----77
- Reader's Feedback Form-----79

报告说明

本报告是中材建设有限公司 (CBMI ConstructionCo., Ltd. 简称“中材建设”或CBMI) 在2017年度履行社会责任方面持续改进的真实记录。通过这份报告，本企业员工、服务客户、合作伙伴、分包商、股东和出资人、国家各主管部门、社团及所有关注中材建设发展的相关人士，都可以了解中材建设的社会责任理念与实践，了解中材建设为实现经济、社会可持续发展所做出的不懈努力。

本报告采用《联合国全球契约年度进展报告实践指南——编写、分享和公布COP》推荐的内容和形式提纲编写。报告有中英文对照版，报告审核以中文为准。

本报告时间范围为2017年1月至12月。报告每年发布一次，组织范围为中材建设有限公司所属分子公司及项目经理部。

为了在更大范围内宣传履行社会责任的知识、理念，确保履行社会责任年度报告编制素材来源的广泛性、专业性以及质量，中材建设成立了履行社会责任年度报告编写领导小组和编写机构，认真学习了《联合国全球契约年度进展报告实践指南》等指导文件。全球契约中国网络的专家对部分参与报告编写人员进行了具体培训和指导。

本报告中所涉及财务数据符合国家颁布的《企业会计准则》和《企业会计制度》的规定。为保证整个报告的真实性、可靠性，中材建设邀请全球契约中国网络执行秘书长韩斌进行了第三方评价并提出完善建议。

欲在线阅读《中材建设2017年度社会责任报告》电子版，请访问中材建设网站[http :
//www.cbmi.com.cn](http://www.cbmi.com.cn)。

《中材建设2017年度社会责任报告》已经提交联合国“全球契约”办公室指定的网站[http :
//www.unglobalcompact.org](http://www.unglobalcompact.org)。

To read online “CBMI Social Responsibility Report 2017” in electronic version, please visit CBMI website at <http://www.cbmi.com.cn>.
This report has been submitted to the website designated by the United States Global Compact Office, please visit <http://www.unglobalcompact.org>.

Report Description

The report is the actual portrayal of the continuous improvements on fulfillment of social responsibility of CBMI Construction Co., Ltd. (CBMI) in 2017. By reading the report, employees, clients, partners, sub-contractors, shareholders and contributors, cavious national competent departments in charge, societies and all the people who cared about development of CBMI could understand the social responsibility ideas and practices as well as the unremitting endeavors the company had made for further promoting economic and social sustainable development.

The annual report is basically compiled in accordance with the content and form outline recommended by the United Nations Global Compact in terms of Communication of Progress (COP). The annual report is written in both Chinese and English, and the Chinese version shall prevail for report auditing.

The report ranges from January to December of 2016, which is released once every year, covering CBMI and its all affiliated constituent company and projects.

To publicize the knowledge and ideas of social responsibility in a larger scale and ensure the extensiveness, professionalism and quality of the material sources relating to the compiling of the social responsibility report as well as the compiling quality, CBMI set up leading compiling panel and compiling body to prepare the annual social responsibility report. We formulated the issued policy papers such as CSR annual report compiling scheme, guidelines, communications, schedule, feedbacks, and seriously learned the United Nations Global Compact in terms of Communication on Progress (COP). We also invited experts of the United Nations Global Compact Network China to guide and conduct training for some of those people who participated in the social responsibility report compiling.

The financial data involved in the report was in consistence with stipulations of the “Accounting Standard for Business Enterprises” and the “Accounting System for Business Enterprises” issued by the State.



董事长致辞>>>

Chairman's Statement



中材建设有限公司董事长 童来苟
Chairman of CBMI Construction Co.,Ltd. Tong Lai Gou

- ◆ 中材建设将全球契约十项原则视为企业战略和业务中不可或缺的一部分，并在整个企业中承诺，将传达到各级管理人员和全体员工中，以确保这些原则得到广泛履行。

Regarding the United Nations Global Compact's Ten Principles as an integral part of the corporate strategy and businesses, CBMI promises to publicize the principles among its senior managers and all the employees, so as to gain extensive support for the principles.

- ◆ 中材建设接受“全球契约”在尊重人权、劳动权、环保和反腐败等方面的社会责任理念，将继续在可影响的范围内，支持和促进其十项原则的实施，关注对利益相关方的影响，履行相应的社会责任。
- ◆ 中材建设公开承诺，遵循“全球契约”持续改进理念，继续改善在人权方面非歧视用工、杜绝童工、不强制劳动和保护本地劳工权利等状况；保护全体作业工人职业健康和人身安全，保障他们的劳动所得，关心他们的职业发展；推广和使用新技术，节约能源，减少排放，保护工作和生活周边环境；努力建设公平公正文化，推进反腐败工作的进程。
- ◆ 现阶段，中国经济步入新常态，市场竞争格局深刻变化，在此挑战与机遇并存的时期，中材建设将继续以公开的形式，报告履行社会责任的进展情况，接受公众的监督，不断加强社会责任管理，积极关注气候变化，切实保护员工权益，大力建设环境友好型企业与劳动关系和谐企业，热心关注社区发展与社会公益，努力实现负责任、可持续的海外运营，与各利益相关方携手合作，共同推动国内与国际、经济与社会的可持续发展。

Adhering to social responsibility ideas put forward by the United Nations Global Compact in such aspects as respect for human rights, labor rights, environmental protection and anti-corruption, CBMI will continue to support and promote the implementation of the United Nations Global Compact's Ten Principles in its influencing extent. The strategies, corporate culture and day-to-day operation will focus on the influence on stakeholders, implementing corresponding social responsibilities.

CBMI has publicly pledged to comply with the idea of “continuous improvements” of the United Nations Global Compact, consistently improving the human rights condition such as non-discrimination employment, elimination of child labor, no forced labor, and local labor rights, safeguarding the occupational health and personnel safety of all workers, guaranteeing their labor income and caring about their career development, promoting and utilizing new technologies to save energy, reduce emission and protect working environment and living surroundings, making efforts to construct fair and just culture, and advancing anti-corruption process.

At present, China's economy has stepped into a new normality and the landscape of international competition is experiencing profound changes. In face of both challenges and opportunities, CBMI will continue to make the progress of the implementation of social responsibility known to the public, accepting the supervision of the public and constantly strengthening the management of social responsibility. Meanwhile, we engage ourselves in paying active attention to the climate change and actually protecting the interests of the employees. What we vigorously want to achieve is the construction of an environment-friendly enterprise and harmonious labor relations. And we greatly concern about the community development and social public welfare and spare no efforts to achieve a responsible and sustainable business overseas. We will cooperate with all stakeholders to mutually promote sustainability of the economic and social development at home and abroad.



NO.1

企业简介

Company Profile

企业概况

Company Profile

中材建设隶属于中国建材集团旗下的中国中材国际工程股份有限公司，已有近60年的历史，是国家高新技术企业，注册于中国河北省唐山市，公司总部设在北京经济技术开发区，主要从事境内外工程承包业务。

中材建设具有对外经营权、进出口权及国家工程总承包一级资质，是中国建材行业率先实施“走出去”战略的知名企业，在国际水泥工程建设领域具有良好的品牌和市场影响力，承建了国内第一个EPC水泥总承包项目、第一个由中国企业建设的国外EPC水泥厂总承包项目，是第一家在欧洲发达国家承建水泥工厂、第一家把中国大型水泥成套设备出口到欧洲的企业。

中材建设已通过ISO9001质量管理体系认证、ISO14001环境管理体系认证和OHSAS18001职业健康安全管理体系认证。企业信用度连续保持AAA级。

CBMI is affiliated to China National Building Material Group Co., Ltd. of China National Building Materials Group Corporation (CNBM), which already has a history of nearly 60 years and is registered in Tangshan City, Hebei Province, China. It is a national high-tech enterprise headquartered in Beijing Economic and Technological Development Zone.

CBMI has the rights of foreign trade, import and export rights as well as the National Grade 1 qualification of engineering general contracting, it is the famous enterprise that firstly implements the strategy of "going out", and it has a good brand and market influence in the international cement engineering construction field; the company contracted the first domestic EPC cement project, the first overseas EPC cement plant project by a Chinese enterprises, it is the first enterprise that has built its cement factory in the developed country in Europe, and the first Chinese enterprise that exports large cement complete equipment to European enterprises.

CBMI has passed the certification of ISO9001 quality management system, ISO14001 environmental management system and OHSAS18001 occupational health and safety management system. Its enterprise credit rating maintains AAA level consecutively.

中材建设北京办公大楼
CBMI office building in Beijing

中材大厦
CBMI Mansion

业务领域

Business field

主营业务

Main Business

中材建设主营业务为水泥工程项目总承包，具有完整的EPC总承包服务链，可针对不同客户需求及环境特点，在各种规模水泥生产线的工程咨询、设计研发、设备制造和成套、土建安装、生产调试、备品备件、售后服务和生产管理等方面，为客户提供EPC、EP等模式的个性化“总承包”集成服务。

近年来，中材建设积极探索和推进多元发展战略，在建筑、冶金、电力、市政、环保和主营业务延伸等方面进行有益的尝试，开发和推广了节能、环保、低排放的水泥生产项目的改造技术，以及利用余热发电、脱硫脱硝技术等。

CBMI engages in turn-key cement plant projects. The company provides customized EPC- or EP-mode general contracting integrated service in such aspects as engineering consultation, design and R&D, equipment manufacturing and complete set, civil engineering and installation, production and commissioning, spare parts and components, after-sales service, and production management of cement production line at various scales for clients in accordance with their requirements and environmental characteristics.

In recent years, CBMI has actively explored and promoted multi-business development strategy. Good explorations have been made in building, metallurgy, electricity, municipal construction, environmental protection and extension of main business. It developed and promoted reconstruction technology of cement production projects with the advantage of energy saving, pro-environment and low emission, and used the technologies of cogeneration and desulfurization and denitrification.

经营规模

Operation scale

目前中材建设业务主要集中在海外，遍布欧亚非美，客户资源主要集中在拉法基豪瑞、海德堡、西迈克斯等高端市场，具有良好的品牌和信誉。

在中国水泥工业建设史上，中材建设承建了全球最大的包括两条万吨线水泥厂项目和国内首条全套引进技术生产线、首条自行开发干法旋窑生产线、首条中外合资生产线、首个国际总承包模式“交钥匙”项目，并首次向欧洲国家出口水泥生产线成套设备等，创造了业内多项第一。

中材建设先后承建了中国国内水泥行业大多数的水泥生产线重点项目，其中包括绝大多数外商投资项目和规模超过日产水泥熟料4000吨以上的水泥生产线项目，累计在全球建设水泥生产线项目约170个。

中材建设千余人的职工队伍可在全球十几个国家同时展开超100亿元人民币投资额、20多个项目的建设工

Currently, CBMI's main businesses are mainly located overseas, spreading over Europe, Asia, Africa and America, while its client resources are largely from high-end markets including Lafarge-Holcim, Heidelberg and Italcementi Group, with good brand and fame.

In the construction history of China, CBMI contracted the largest cement project including two 10kt cement lines around the globe and the first production line of full introduction, the first dry method rotary kiln production line of independent R & D, the first production line based on Sino-foreign joint venture, the first international EPC turnkey project, and the first to export complete set of equipment for cement production line to European countries, it has been the first for many honors in Industry.

CBMI has contracted most key projects of cement production line in the domestic cement industry, including the vast majority of foreign investment projects and the cement production line projects with scale reaching more than 4000 t/d cement clinker, it has built nearly 170 cement production lines around the globe.

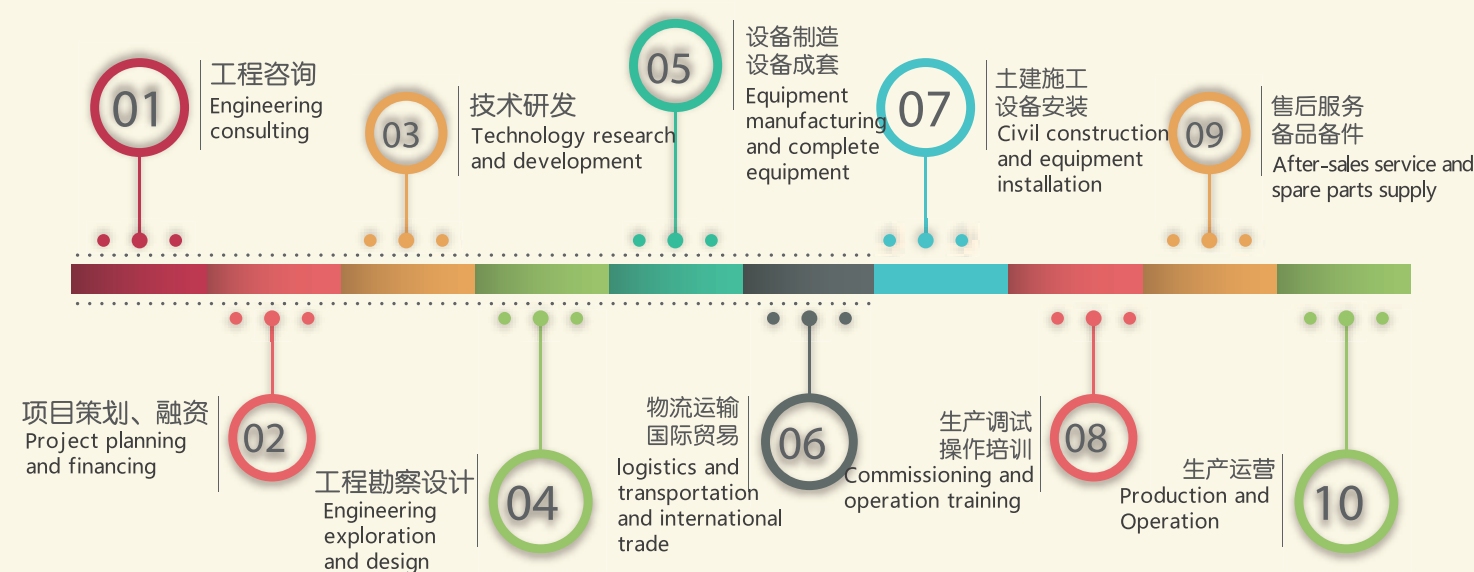
With over 1,000 employees, CBMI could construct more than 10 projects totaling nearly 20 billion yuan in more than 10 counties simultaneously.



中材大厦
CBMI Mansion

业务流程

Business Process





治理结构

Governance Structure

中材建设是按照《中华人民共和国公司法》组建的有限责任公司，依照公司《章程》设立董事会、监事会和经营团队。公司董事会下设企业战略发展委员会、安全生产委员会、招标管理委员会、技术委员会、风险管理与内部控制领导小组、全面预算管理领导小组、保密等专业委员会，管控企业经营风险，监督企业廉政经营。

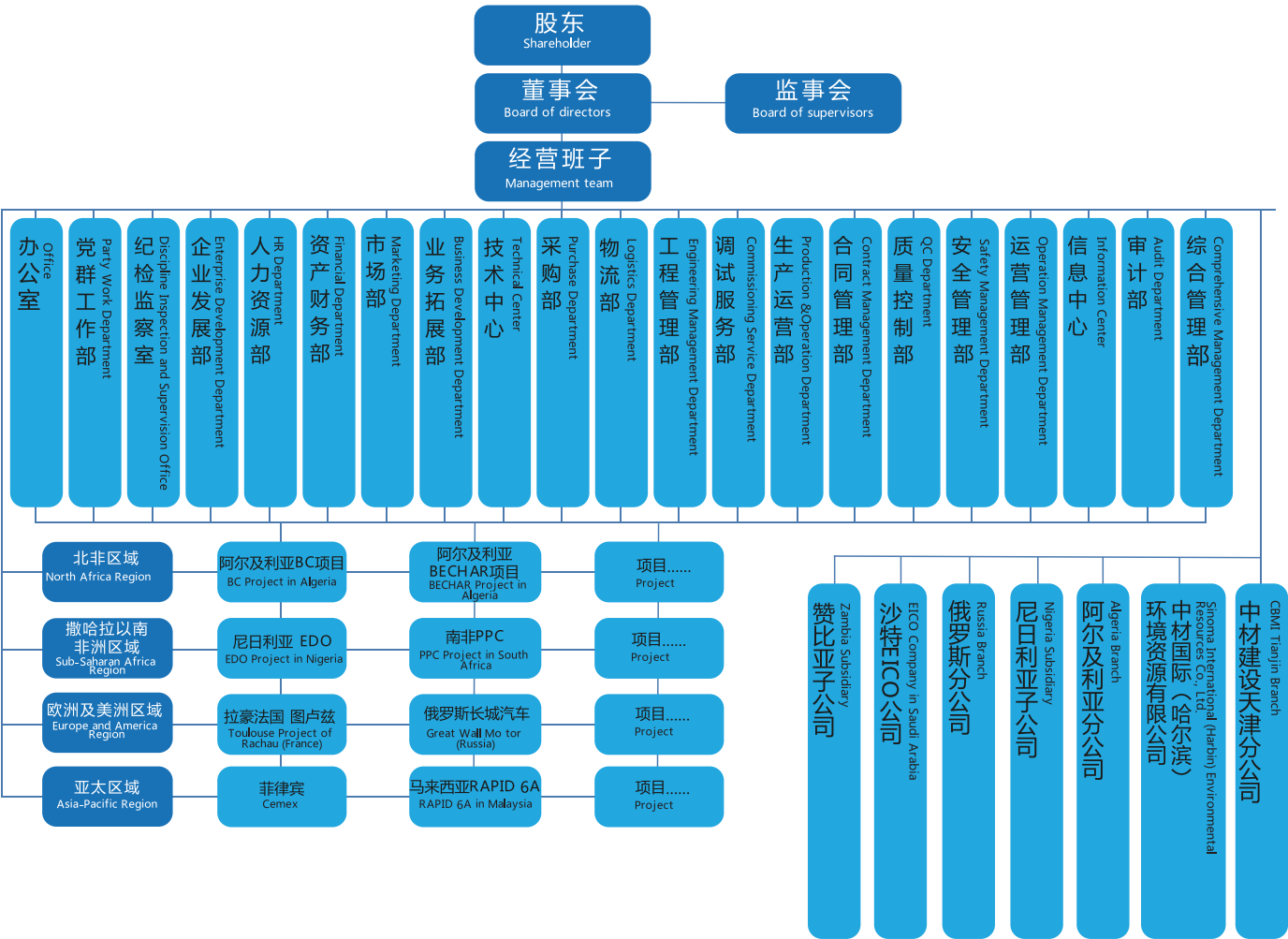
公司每年定期或不定期召开董事会、监事会和总经理办公会，并按照公司《章程》、《董事会议事规则》、《监事会议事规则》和《总经理工作细则》开展工作，对企业的生产、经营、管理工作进行决策。

As a limited liability company duly established in accordance with Company Law of the People's Republic of China, CBMI Construction Co., Ltd. (CBMI) has set up board of directors, board of supervisors and management team according to the Articles of Association. Board of directors establishes such professional commissions as Enterprise Strategic Development Commission, Safety Production Commission, Public Bidding Commission, Technical Commission, Leading Group of Risk Management and Internal Control, Leading Group of Comprehensive Budget Management and Confidentiality Commission, to control the Company's operation risk and supervise operation integrity.

CBMI would hold meetings with shareholders, board of directors, and board of supervisors as well as the general manager's office meeting regularly and irregularly, carrying out work in accordance with "CBMI Articles and Association", "Meeting Procedure Rules of Shareholders", "Meeting Procedure Rules of Board of Directors", "Meeting Procedure Rules of Board of Supervisors", and "Work Rules of General Manager", an conducting decision-making in such areas as production, operation and management.

中材建设组织机构图

Organizational Structure Chart of CBMI



项目分布图

Project Distribution

中材建设承接实施的建设项目主要分布在欧洲、非洲、中东、东南亚、中美洲等地区的西班牙、法国、意大利、俄罗斯、匈牙利、阿尔巴尼亚、乌克兰、摩尔多瓦、塞浦路斯、阿塞拜疆、保加利亚、叙利亚、沙特阿拉伯、突尼斯、摩洛哥、毛里塔尼亚、赞比亚、南非、尼日利亚、乌干达、贝宁、阿尔及利亚、加纳、几内亚、多米尼加、厄瓜多尔、马来西亚、布基纳法索、印度尼西亚、肯尼亚、喀麦隆、东帝汶、菲律宾等国家和地区。

CBMI Construction delivers projects in Africa, Middle East, East Europe, South-east Asia, and Central America and other regions, covering Spain, France, Italy, Russia, Hungary, Albania, Ukraine, Moldova, Cyprus, Azerbaijan, Bulgaria, Syria, Saudi Arabia, Tunisia, Morocco, Mauritania, Zambia, South Africa, Nigeria, Uganda, Benin, Algeria, Ghana, the Republic of Guinea, Dominica, Ecuador, Malaysia, Burkina Faso, Indonesia, Kenya, Cameroon, and East Timor, Philippines.



Sinoma 中材建设有限公司
CBMI Construction Co., Ltd.

2017年新开工项目：9个

阿尔及利亚Zahana项目新线、阿尔及利亚BECHAR项目、法国MK3项目、东帝汶公路项目、菲律宾Solid项目、俄罗斯长城汽车项目 (含4个工程)

New projects in 2017:
New line of Zahana Project in Algeria, BECHAR Project in Algeria, MK3 Project in France, Highway Project in East Timor, Solid Project in the Philippines, GWA Project in Russia (including 4 sub-projects)

利益相关方信息 | Stakeholders Involved

利益相关方概况列表
Overview of Stakeholders

利益相关方 Stakeholders		利益关系 Relationship	沟通方式 Means of Communication
股东 Shareholder	中材国际工程股份有限公司 Sinoma International Engineering Co., Ltd.	全资子公司 Wholly owned subsidiary	董事会 The board of directors
客户 Clients		客户服务 Client service	业务往来 Business contact
职工一 Staff I	在册职工 Registered Staff	劳资关系 Labor relations	合同、工会 Contract and trade union
职工二 Staff II	国内雇佣劳工 Domestic Employees		
职工三 Staff III	国外项目所在地雇佣劳工 Foreign project-based employees		
职工四 Staff IV	国外分子公司所在地雇佣劳工 Labor employment in the place of overseas subsidiaries and branches		
供应商一 Supplier I	技术设计分包 Technical design subcontract	业务分包 Business subcontract	业务往来 Business contact
供应商二 Supplier II	采购业务分包 Procurement subcontract		
供应商三 Supplier III	工程分包 Engineering subcontract		
供应商四 Supplier IV	劳务分包 Labor subcontract		

利益相关方 Stakeholders		利益关系 Relationship	沟通方式 Means of Communication
社区一 Community I	公司、项目所在地政府 Local government	政策法律相关 Relevant policies and laws	会议及约访 Conference and visits
	唐山市丰润区国家税务局 Tangshan Fengrun District Office, State Administration of Taxation	税收征管 Tax collection and management	
	唐山市丰润区地方税务局 Tangshan Fengrun District Local Taxation Bureau	税收征管 Tax collection and management	
	交通银行、中国银行等商业银行 Bank of Communications, Bank of China and other commercial banks Funds	资金存取、信贷、保函业务等 Access, credit, and guarantee, etc.	
	丰润区住房公积金管理中心 Fengrun District Housing Accumulation Fund Management Center	职工住房公积金管理 Management of employees' housing accumulation fund	
	会计师事务所 Accounting firm	年度财务报告审计等 Auditing of annual financial statement	
	国家外汇管理局唐山市中心支局 Tangshan Central Branch of the State Administration of Foreign Exchange	外汇管理 Foreign exchange management	
	唐山市国家税务局进出口税务分局 Import and Export Taxation Branch of Tangshan City Office, State Administration of Taxation	出口退税 Export rebates	
社区二 Community II	公司、项目所在地居民 Local residents	经济、就业、环境相关 Economy, employment and environment	
社区三 Community III	公司、项目所在地社团组织 Local social organizations	工会、信息等专题相关 Tradeunion, information and other special topics	
总部、分公司和项目所在地新闻媒体 News media covering the headquarters, branches and projects of the company		信息、广告 Information and advertisement	采访 Interview

参加国内外主要的社会团体 | Membership Involved

序号 NO.	名称 Name No.NamePosition of CBMI	公司角色 Position of CBMI
1	联合国“全球契约”组织 United Nations Global Compact	成员 Member
2	中国建筑材料联合会 China Building Materials Federation	会员 Member
3	中国企业联合会 China Enterprise Directors Association	会员 Member
4	中国施工企业管理协会 China Association of Construction Enterprise Management	理事单位 Council Members
5	中国对外承包工程商会 China International Contractors Association	理事单位 Council Members
6	中国建材工程建设协会 China National Building Materials Construction Association	副会长单位 Vice Chairman
7	中国水泥协会 China Cement Association	常务理事单位 Executive Director
8	中国会计学会建材分会 Building Materials Branch under Accounting Society of China	成员 Member
9	中国建筑业协会 China Construction Industry Association	会员 Member
10	河北省高新技术企业协会（第二届理事会） Hebei High-Tech Enterprises Association (the 2nd council)	常务理事单位 Executive Director

2017 年度所获荣誉 | Honors in 2017

序号 NO.	授予单位 Granting Organization	荣誉名称 Honors
1	中国施工企业管理协会 China Association of Construction Enterprise Management	2016 年度全国优秀施工企业 The National Excellent Construction Enterprise in 2016
2	中国建筑业协会 China Construction Industry Association	中国建设工程鲁班奖（境外工程）- 保加利亚 Devnya 项目 Luban Prize of China Construction Engineering (Overseas Project) – Bulgarian Devnya Project
3	中国建材工程建设协会 China Building Materials Construction Society	建材行业第十次优秀工程总承包项目奖（阿尔及利亚 BISKRA 项目获一等奖、尼日利亚 UNICEM 项目和沙特 UACC 项目获二等奖） The 10th EPC Project Award of Excellent Engineering in Building Material Industry (the first prize by BISKRA Project in Algeria and the second prize by UNICEM Project in Nigeria and by UACC Project in Saudi Arabia)
4	中国机冶全国工业建材委员会 National Industrial Building Materials Commission of China Mechanical Metallurgy	2016 年度“巨石杯”全国建材行业技术革新三等奖（“回转窑自适应托轮支承装置”项目、“立式辊磨机光纤光栅多传感信息融合安全状态监测系统”项目） The third price of “Boulder Cup” National Building Material Industry Technical Improvement Award in 2016 (“Rotary Kiln Self-adaptive Roller Supporting Device” Project and “Safety State Monitor System for Multisensor Information Fusion of Fiber Grating of Vertical Roller Mill” Project)
5	中国对外承包工程商会 China International Contractors Association	2017 年度中国对外工程承包商会优秀国际工程项目经理（顾进军、严学文） China Building Materials Construction Society2017 Excellent Manager of International Engineering Project of China International Contractors Association (Gu Jinjun, Yan Xuewen)
6	中国建材工程建设协会 China Building Materials Construction Society	2017 年度全国建材工程建设优秀项目经理（王彬、刘登强、田宝、荣亚坤、尚以国） 2017 Excellent Project Manager of National Building Materials Engineering of China Building Materials Construction Society (Wang Bin, Liu Dengqiang, Tian Bao, Rong Yakun, Shang Yiguo)



顾进军荣获优秀国际项目经理（证书）

Gu Jinjun won the excellent international project manager (certificate)



严学文荣获优秀国际项目经理（证书）

Yan Xuewen won the excellent international project manager (certificate)



阿尔及利亚 BISKRA 项目荣获建材行业第十次优秀工程总承包项目一等奖

The Nigeria UNICEM project won the two award of the tenth outstanding project general contracting projects in the building materials industry



尼日利亚 UNICEM 项目荣获建材行业第十次优秀工程总承包项目二等奖

Algeria BISKRA project won the first award of the tenth outstanding project general contracting project in building materials industry

NO.2

理念战略

Strategy & Philosophy

企业战略及理念 Corporate Strategy & Philosophy

作为全球工程建设的服务商，中材建设始终以诚信的理念、务实的作风和科学的管理，持续创新、热忱服务，努力建设精品工程，实现业主投资价值最大化。

中材建设的发展定位：坚持“创新型、国际型、价值型”的企业定位，以工程承包为主导业务，大力推进相关多元发展，以科技创新和管理创新为手段，努力把企业建设成为国际一流的综合性工程公司和中国建材集团标杆企业。

2017年，中材建设坚持战略引领，明晰发展方向，努力把握“两材重组”战略机遇、在中材国际的统一部署下，围绕集团“六个1”海外产业发展战略，公司重新调整了“十三五”发展规划，在做优传统水泥工程主业、做大多元化工程、做强节能环保基础上，积极探索产业发展，加快公司发展步伐，逐步形成三足鼎立、均衡发展的业务格局，力争在“十三五”末实现公司新的跨越式发展和转型升级的战略目标。

As a service provider of global engineering construction, CBMI consistently holds the concept of integrity, way of realistic and scientific management to innovate our service with the aim to build a high-quality project for maximizing the investment from our clients.

Development orientation of CBMI: Boost diversified development focused on project contracting and try to build the company into an international first-class comprehensive engineering company and benchmarking enterprise of CNBM through technological and management innovation.

CBMI stuck to strategy oriented and determined development direction in 2017: To seize the strategic opportunity of reorganization of CNBM and Sinoma, we readjusted the 13th five-year development plan under the unified deployment of Sinoma Int. and focused on overseas industrial development strategy of "Six Ones"; explored industrial development on the basis of improving traditional main business of cement engineering, diversifying project and strengthening energy conservation and environmental protection; accelerated the pace of development, developed a situation of tripartite confrontation and business pattern of balanced development gradually and tried to realized the new strategic goal of great-leap-forward development and transformation and upgrading at the end of the 13th Five-year Plan period.

企业战略及理念

Corporate Strategy & Philosophy

核心价值观：创新、绩效、和谐、责任

Core Values: Innovation, Performance, Harmony, Responsibility

核心理念：善用资源、服务建设

Code idea: Utilize Resources Fully and Serve Construction

行为准则：敬畏、感恩、谦恭、得体

Awe Gratitude Courtesy Appropriateness

企业愿景：致力于打造具有全球竞争力的
世界一流建材企业

Corporate vision: Build A Globally Competitive First-Class
Engineering Company

社会责任理念与推进

Social responsibility concept and promotion

2017年，尼日利亚索科托乌斯曼·丹福迪奥大学需要更换变压器设备，因索科托当地的吊车租赁市场比较匮乏，而且租赁价格昂贵。中材建设尼日利亚SOKOTO项目部得知此消息后，立刻安排项目部吊车去大学帮忙，受到了校长和广大师生的欢迎。

2017年六一儿童节前夕，中材建设赞比亚工业园项目到项目所在地学校看望慰问当地小朋友，并向他们捐赠书包、课本、电脑等学习用品。

2017年，中材建设赞比亚工业园项目部还邀请中国医疗队到项目所在村诊所举行义诊活动。

2017年，中材建设阿尔及利亚BC项目部重视当地社会文化教育事业的发展，针对比斯克拉省Brains市三所学校里相对贫穷的120名学生进行助学帮扶和捐资助学，共捐出120套约1000件学习用品。

2017年，中材建设尼日利亚子公司在开展业务的同时，结合自身情况，参与社会慈善活动。当有中国同胞因疟疾昏迷抢救时，子公司派人去医院慰问并提供帮助。在当地的节假日时向当地员工发放节日慰问品。

In 2017, SOKOTO Project Department in Nigeria was highly praised by principal, teachers and students of Usman dan Fodio University for its supply of crane after knowing the university needed to replace transformer equipment and considering deficiency and expensiveness of local crane leasing.

Staffs of Industrial Park Project in Zambia of the Company visited students in local school in the project's place before Children's Day in 2017 and donated them school supplies, such as schoolbags, textbooks and computers.

In 2017, Department of Industrial Park Project in Zambia invited Chinese medical team to give a volunteer medical consultation in clinic of the village where the project is located.

With a focus on cultural education development of local society, BC Project Department in Algeria donated 120 sets of around 1,000 schools supplies to 120 poor students from three schools of Brains, Biskra in 2017.

Besides exploring business, Nigeria Subsidiary participated in social charity activity according to its own actuality in 2017. The subsidiary dispatched personnel to hospital for condolence and assistance after knowing there were Chinese compatriots under rescue in a coma for malaria. It also gave holiday gifts to local employees in Nigerian holidays and festivals.



作为联合国全球契约组织成员和全球契约中国网络组织成员，中材建设自从2005年加入全球契约组织以来一直按照相关规定履行企业社会责任，同时在全球数十个国家项目的建设过程中积极践行各项承诺，为各项目所在国的经济发展、环境保护等做出了众多贡献。

CBMI is a member of both the United Nations Global Compact and the Global Compact Network China. Since our joining the United Nations Global Compact in 2005, CBMI has been an active performer of its social responsibility as per corresponding regulations and a reliable keeper of its promises in the construction of dozens of projects in tens of countries, contributing a lot to the economic development and environmental protection where the projects were carried out.

NO.3

管理运营

Management Operation

加强企业管理 夯实发展基础

Strengthen the enterprise management and lay solid foundation for development

制度体系建设

Institution and system constructon

制度建设

2017年，中材建设组织完成4个文件的编制、评审及颁布工作，分别为：《中材建设有限公司QC小组管理办法》、《工程项目创优工作指南》、《合同管理规定》、《高温津贴发放管理办法》进一步修订和健全了质量、环境、职业健康安全三体系的内容，保证了公司各环节一体化的可靠运行。截止目前公司已组织修编、评审并颁布了29个程序文件、211个公司级管理制度文件。

体系建设

2017年，中材建设不断完善健全公司质量、环境、职业健康安全管理体系，促进三体系持续有效运行；完成了公司三体系外部审核工作：协调外审单位完成常州危废项目、广东塔牌蕉岭项目及公司总部14个职能部门的三体系外审工作，顺利完成质量、环境、职业健康安全三体系监督审核。

Institution Construction

In 2017, CBMI organized the preparation, review and issuing of four documents: Administrative Measures for QC Team of CBMI, Excellence Creation Guide of Engineering Project, Provisions of Contract Management and Measures for the Administration on the Distribution of the Company's High-temperature Allowances; modified and improved QEOHS systems and ensured integrated and reliable operation of our all links. Until now, we have organized the modification, preparation, review and issuing of 29 procedure documents and 211 company-level management system documents.

System construction

In 2017, CBMI improved our QEOHS management systems constantly and boosted continuous and effective operation of the three systems. We carried out external audit of the three systems: We coordinated external audit organization to audit the three systems of 14 functional departments of Hazardous Waste Project in Changzhou, Jiaoling Project of Guangdong Tapai and Headquarters of the Company and completed supervision and audit of QEOHS systems smoothly.



中材建设2017年工作会议
2017 working conference of CBMI

业务功能建设

Business function construction

技术研发与设计

2017年，中材建设强化技术创新，提升核心能力。一是加强技术研发，完成移动式模块化粉磨站开发工作，积极推进智能化技术开发，获得了7项新型专利授权，专利受理13项，11项技术荣获2017年集团“中联水泥杯”技术革新奖项。二是创新设计手段，积极推进3D和BIM设计，菲律宾CEMEX项目成为业内首个全面采用3D设计完成的项目。三是切实做好项目设计和市场投标技术支撑工作，为公司市场开拓和项目顺利实施提供有力技术保障，2017年技术中心完成投标设计及施工图设计图纸21843A1张，同比去年增加25.3%。

采购供货

2017年，大宗物资和原材料价格一路走高，中材建设采购工作在严格公开公平公正的原则下，积极提高网上采购、打包采购、集团内部采购比例，紧密结合市场变化，细化节点、动态跟踪、定期梳理，努力降低采购成本。全年完成采购额17.91亿元，其中设备采购14.72亿元，签订合同1260个；大宗物资采购量3.19亿元，签订合同899个；两年期备件采购3277万元，产品交付量是上一年度的2倍。

物流运输

2017年，中材建设结合海关AEO高级认证要求，努力提升物流管理水平。一是开发使用出口报关系统，规范报关管理流程；二是完善物流信息平台，实施物流动态管理，提升物流管控能力；三是创新物流操作模式，采用一船或多船一招、COA大包以及海陆联运等相结合的模式，降低物流成本；公司2017年发货量24.71万立方米/11.32万吨，完成外贸出口额折合4.21亿美元，与上一年度相比，货物发运量增加43.2%，出口额增加120.4%。

Technical R&D and Design

We highlighted technical innovation and improved core capacity in 2017. 1. CBMI strengthened technical R&D, completed development of mobile modular grinding station and boosted development of intelligent technology actively; obtained licensing of 7 patents for utility model, passed acceptance of 13 patents accepted and saw 11 technologies winning 2017 CNBM “CUCC Cement Cup” Technical Improvement Award. 2. We innovated technical means and advanced 3D and BIM design actively; saw CEMEX Project in the Philippines becoming the first project completed by applying 3D design fully in the industry. 3. We completed technical support work duly for project design and market bidding, so as to provide technical guarantee for the Company’s market exploitation and smooth implementation of project. Technical Center made 21,843 A1 drawings for bidding design and construction design, with a 25.3%YoY growth.

Procurement &Supply

With price of bulk materials and raw material rising continuously in 2017, CBMI increased proportion of online procurement, packaged procurement and Inside of the group vigorously by following the principle of openness, fairness, impartiality strictly; subdivided node and carried out dynamic tracing and regular management in strict accordance with market change and tried to lower procurement cost. In the whole year, we finished RMB 1.791 billion purchase amount; of which, equipment purchase was RMB 1.472 billion, with 1,260 contracts signed, and purchase amount of bulk materials was RMB 319 million, with 899 contract signed; two-year purchase for spare parts reached RMB 32.77 million, with product delivery two times of that of the last year.

Logistics &transportation

In 2017, CBMI tried to improve logistics management according to requirements of customs AEO advanced certification: 1. CBMI developed and applied export declaration system and specified customs declaration procedure. 2. CBMI improved logistics information platform, implemented dynamic logistics management and raised logistics control ability. 3. CBMI innovated logistics operating mode and adopted the mode integrating one-ship or multi-ship with one move, COA general contracting and sea-land intermodal transport, so as to lower logistics cost. Our shipment in 2017 was 247,100 m3/113,200 t and trade export amount was USD 421 million, with a YoY growth of 43.2% and 120.4% respectively.

生产运营

2017年，中材建设生产运营业务发展态势良好。一是EDO生产运营及矿山运营项目再次超额完成年度目标，产品质量良好位居尼日利亚领先水平，赢得了业主和当地用户的高度好评；二是成功签订了尼日利亚BUA、UNICEM和阿尔及利亚BC项目多个生产运营合同，2017年新签生产运营合同14.11亿元，达到全年新签合同总额的25.74%，生产运营已成为公司业务重要组成和新的增长点。

调试服务

2017年，中材建设生产调试任务繁重，调试工作按照公司年初既定的工作目标，紧密结合项目实施进度需求，重点围绕阿尔及利亚BC项目、南非PPC项目、尼日利亚SOKOTO项目、北控安耐得环保项目和哈尔滨飞灰项目等多个新开项目开展调试服务工作，顺利完成了阿尔及利亚BISKRA水泥磨调试和沙特UCIC项目后续性能测试任务，较好完成了全年调试生产任务。

Production &Operation

In 2017, CBMI production and operation business showed a good development trend: 1. CBMI over-fulfilled annual goal of EDO production and operation and mine operation project again, saw product quality leading in Nigeria and was highly praised by owners and local users. 2. We concluded multiple production and operation contracts successfully such as BUA Project and UNICEM Project in Nigeria and BC Project in Algeria. Amount of production and operation contracts signed in 2017 reached RMB 1.411 billion, accounting for 25.74% of total amount of contracts signed in the whole year, and production and operation became the important component and significant growth point of our business.

Commissioning Service

CBMI had a heavy production commissioning task in 2017: Focused on multiple new projects such as BC Project in Algeria, PPC Project in South Africa, SOKOTO Project in Nigeria, Environmental Protection Project of BEH Annaide and Flying Ash Project in Harbin, we carried out commissioning work in strict accordance with the work goal established at the beginning of year and demand of project construction progress and completed follow-up performance testing task of cement grinding mill commissioning of BISKRA Project in Algeria and follow-up performance testing task of UCIC Project in Saudi Arabia and commissioning and production task of the whole years smoothly and excellently.



阿尔及利亚BISKRA项目投料生产
Commissioning test run of BISKRA Project in Algeria



中材建设设计的水泥生产线技术装备：大型堆取料机
Technical equipment of cement production line designed by CBMI: Large stacker-reclaimer



项目物流运输
Project logistics transport



尼日利亚EDO矿山运营项目
EDO Mine Operation Project in Nigeria

加强企业管理 夯实发展基础

Strengthen the enterprise management and lay solid foundation for development



中国建材集团董事长、党委书记宋志平实地考察中国建材赞比亚工业园项目
Song Zhiping, chairman and Secretary of the Party committee of the CNBM, inspects the Zambia Industrial Park project of China building materials.

加强企业管理

Enhancement of Enterprise Management

人力资源

2017年，中材建设加强队伍建设，优化人员配置。认真贯彻落实中材国际“瘦身健体”要求，以促改革调结构激发企业活力，坚持以人为本、搭建平台、构建和谐环境，让员工与企业共同成长。创新人才激励机制，公司1188名员工加入企业年金计划，不断增强企业凝聚力和吸引力；推行薪酬改革，按照“倾向一线和艰苦岗位”的指导原则，提升基层员工收入水平，职工收入结构上升10%，广大员工共同分享公司发展的成果。持续优化人员配置，重点通过转岗分流等积极举措，引导员工投身新业务事业。完善人力资源制度建设，为项目实施和公司人力资源管理提供了有力的保障。

运营考核

2017年中材建设坚持效益为先，加强运营管控。加大分包结算稽核力度和索赔管理，有效降低分包工程成本；加强成本预算与目标控制，确保项目成本控制有效分解，目标明确，层层落实；完善公司运营考核机制，修订和实施《公司运营指数计算及应用管理办法》、《项目运营指数计算及应用管理办法》；积极开展项目内控检查，确保项目实施进程各环节受控，及时发现问题，采取纠偏措施。

HR

CBMI strengthened team construction and optimized personnel configuration in 2017: CBMI implemented Sinoma Int.'s "streamlining" requirements in good faith, stimulated enterprise vitality through reform and structural adjustment, insisted on people oriented principle, set up platform and built harmonious environment and realized common growth of employees and enterprise. We innovated talent incentive mechanism, witnessed our 1,188 employees included into corporation pension plan and strengthened enterprise cohesion and attraction continuously; carried out salary reform, improved income of grass-roots employees according to the guiding principle of "leaning to front-line and hard post", witnessed staff income structure rising by 10% and made employees share the Company's development outcome. We optimized personnel configuration continuously and led employees to engage in new business mainly by positive measures such as job transfer and shunting. We improved HR system construction and provided a powerful guarantee for project implementation and HR management of the Company.

Assessment on Operation

CBMI insisted on benefit first and strengthened operation control in 2017: CBMI strengthened check and claim management of subcontracting settlement and lower subcontracting cost effectively; highlighted cost budget and goal control and ensured project cost control was broken down effectively, designed with clear goal and implemented level by level; improved our operation assessment mechanism and amended and implemented Administrative Measures for Calculation and Application of Operation Indexes of the Company and Administrative Measures for Calculation and Application of Project Operation Indexes; implemented project internal control check actively and ensured all links of project implementation were under control; took corrective actions against problems.

资产财务

2017年，中材建设强化财务管理，积极构建以财务为中心的管控体系。加强资金管理，加大收款力度，严格资金支付，确保资金安全；积极构建企业融资能力，拓展融资渠道，为公司开拓国际市场提供保障和支持；加强经济运行管理，定期召开公司经济运行分析会议，积极构建以财务为中心的运行管控体系；加强汇率和税务风险管理，密切关注汇率波动和税率变化。积极做好高新企业减免税和出口退税工作。

审计内控

2017年，中材建设完善审计与内控管理体系。建立和完善公司内控审计检查、考评、预警制度，不断提升公司抵御风险的能力；加强公司风险内控体系流程测试，针对存在的问题提出改进建议和措施，保障内控体系有效运行定期对公司及所属单位及部门开展效益审计和经济责任审计工作；加强对项目成本的过程监控，保障项目经济指标处于公司可控范围；积极配合上级单位及审计机构对公司的经济责任审计；加强公司内控审计信息化平台建设，项目审计纳入上级公司垂直管理考核体系。

法律法务

2017年，中材建设继续推进法律法务工作，主要表现在以下四个方面：一是非诉管理顺利开展，法律风险防范能力提高；二是律师管理更加精细化，律师资源日趋丰富；三是推进法制宣传教育，提高员工法律风险意识。四是法律纠纷不断涌现，案件管理有序进行。全年累计处理各类诉讼仲裁案件共15起。

Asset & Finance

CBMI highlighted financial management and established finance-focused control system actively in 2017: CBMI strengthened fund management, collection and payment and ensure fund safety; established enterprise financing ability actively, expanded financing channel and provided guarantee and support for the Company's expanding international market; highlighted economic operation and management, held analysis meeting of the Company's operation regularly and established finance-focused operation and control system actively; intensified exchange rate and tax risk management and kept a close eye on fluctuation and change of exchange rate and tax rate.

Internal Audit Control

CBMI improved audit and internal control management system in 2017: CBMI improved our check, assessment and warning systems of internal audit control constantly and raised our risk resistance capacity; strengthened procedure testing of our risk internal control system, put forward improvement suggestions and measures against existing problems, ensured internal control system was effectively implemented and carried out benefit audit and economic responsibility audit for the Company and its organizations and departments at regular intervals; strengthened process monitoring of project cost and ensured project economic indexes were within our control scope; coordinated economic responsibility audit of superior organization and audit institution for the Company actively; highlighted our information platform construction of internal control audit and included project audit into vertical management and assessment system of superior company.

Legal Affairs

CBMI continued advancing legal work in 2017: 1. CBMI carried out non-litigation management smoothly and improved ability for preventing legal risk. 2. CBMI divided lawyer management further and enriched lawyer resources increasingly. 3. CBMI advanced legal publicity and education and improved employees' legal risk awareness. 4. We managed cases in order, regardless of the cases one after another. A total of 15 litigation and arbitration cases were treated in the whole year.



中材建设2017年第三季度经济运行分析会
2017 economic operation analysis conference
in the third quarter of CBMI



中材建设外审会议
External audit Conference on CBMI

廉政建设

Construction of Incorruptible Employment

2017年，中材建设召开党风廉政建设工作会议，对2017年党风廉政建设工作部署安排；公司抓好制度建设，制定了《党委班子成员党风廉政建设责任清单》，参与中材国际党风廉政建设制度体系建设，起草编制了中材国际《廉洁风险防范手册》；公司领导班子在涉及重大事项中，坚持决策前广泛听取各方面意见；领导班子成员在日常工作中严格遵守廉洁从业规定，执行个人有关事项报告制度；通过民主生活会，围绕廉洁从业主题要求，认真开展批评与自我批评；通过述职述廉、年度工作会、职工民主评议会等形式，公示个人廉洁从业情况，接受职工群众监督；签订《党风廉政建设责任书》，公司党委与全体职能部门和项目经理部第一负责人签订了《党风廉政建设责任书》。

In 2017, CBMI held work meeting for Party style and honest and clean government and deployed 2017 work for Party style and honest and clean government. With a focus on system construction, we formulated Responsibility List of Members of Party Committee for Party style and Honest and Clean Government, participated in Sinoma Int.'s institutional system construction for Party style and honest and clean government and drafted and prepared Sinoma Int.'s Prevention Manual of Corruption Risk; ensured our leading group listened to opinions of all parties before making decision on the events happened and that its members followed honesty provisions strictly in daily work and executed report system of personal affairs; carried out criticism and self-criticism in good faith in democratic life meeting on the basis of stressing the theme of honest work; published individual honest work in the form of honest work report, annual work meeting and employee democratic appraisal meeting and accepted supervision of employees and masses; ensured the first responsible person of the Company's Party committee, all functional departments and project management department signed Responsibilities for Party Style and Honest and Clean Government.



中材建设2017年党风廉政建设工作会议
2017 Work Conference on party conduct and
clean government construction of CBMI



“中材建设杯”中国建材集团第二届在京企业羽毛球联谊赛
The 2nd “CBMI Cup” Beijing-based Enterprises Badminton Tournament of CNBM

企业文化建设

Construction of Corporate Culture

2017年，中材建设继续推进集团企业文化的传承融合，在全体员工中开展崇尚“创新、绩效、和谐、责任”的新集团核心价值观教育，倡导“敬畏、感恩、谦恭、得体”的行为准则，按照“节日活动基层化”的原则，将文化娱乐活动融入职工工作和生活，将活动开展到各项目部和生产现场，寓教于乐。公司组织了“迎新春 趣味体育”活动，开展中材国际在京企业青年学习交流联系活动、职工“五一”观影等；组织全体职工开展了“一日游”活动；组队参加了亦庄“博大杯”篮球赛。各项目根据各自的条件因地制宜的经常开展各项活动：如阿尔及利亚BC项目部组织联合晚会、包饺子、体育比赛等迎新春系列娱乐庆祝活动等一系列游戏活动喜迎新春。公司继续积极组织开展别具特色的职工文化娱乐活动，满足公司职工日益增长的精神文化需要。同时使职工文体活动融入企业发展、凝聚企业精神、增进团队情感、增强职工队伍体魄，营造健康向上的文化氛围，促进企业文化建设。

CBMI continued advancing inheritance and integration of corporate culture in 2017: CBMI carried out new core values education of the group by highlighting “Innovation, Performance, Harmony and Responsibility” and advocated code of conduct of “Reverent, Grateful, Modest, Courteous and Decent”; integrated cultural and recreational activity into employees’ work and life in the principle of “Developing Festival Activity in Grass Roots”, held the activity in all project departments and production sites and taught employees through live activities. In 2017, we organized “Celebrating Chinese New Year Interesting Sports” activity, held youth learning and exchange activity of Sinoma Int.’s enterprises in Beijing and organized employees to watch film on May Day; organized all employees to participate in “One-Day Tour” activity and established team to take part in Yizhuang “Boda Cup” basketball game. Various project departments held all kinds of activities based on their own actualities, e.g. BC Project Department in Algeria organized series recreational activities to celebrate the Chinese New Year such as evening party, making dumplings and sports competition, all of which were lively and interesting. We also organized and held the distinct employees’ cultural and recreational activities actively, to meet the increasing spiritual culture demand of our employees. Meanwhile, we integrated employees’ recreational and sports activity into enterprise development, so as to cohere enterprise spirit and enhance teamwork and employees’ physique, create a healthy cultural atmosphere and boos the Company’s cultural constriction.

强化市场开拓 提升竞争实力

Strengthening market development and enhancing competitive strength

2017年，公司着力巩固主业优势、加快转型升级，紧紧抓住“市场”这个牛鼻子，大力拓展传统水泥和多元工程市场，积极推进产业投资发展，取得了良好的成效。全年新签合同54.82亿元，年末在手有效合同额125.45亿元，再创历史新高，达到公司近三年来年均收入的4.86倍，为公司全面实施“十三五”战略规划和可持续发展提供了坚实的保障。

In 2017, CBMI consolidated main business advantage and accelerated transformation and upgrading vigorously; with a strong focus on market, we expanded traditional cement and multi-project market, advanced industrial investment and development actively and harvested a remarkable effect. Amount of contracts signed in the whole year reached RMB 5.482 billion, and year-end amount of valid contracts in hand hit a new record, which was RMB 12.545 billion, the 4.86 times of annual average income of recent years. All those laid a solid foundation for our implementing the 13th five-year strategic plan and sustainable development.



公司签约拉豪集团法国图卢兹水泥厂项目合同

We signed project contract with Toulouse Cement Plant of Rachau (France).



公司签约CEMEX菲律宾SOLID水泥厂日产3500吨熟料线项目合同

We signed 3,500t/d clinker production line project contract with SOLID Cement Plant of CEMEX (the Philippines).

“做优”传统水泥工程业务

2017年，中材建设立足“做优”传统水泥工程业务。坚持以客户为中心，强化客户关系管理，着力抓好重点客户、重点区域市场，加强潜在客户、潜在市场培育开发，发挥“一带一路”、国际产能合作和中国资金优势。2017年，中材建设传统水泥工程业务新签合同额33.15亿，保证了公司传统业务平稳发展，尤其是成功签订CEMEX菲律宾3500tpd项目和拉豪集团法国图卢兹项目，进一步巩固了公司传统主业高端市场的地位和品牌形象。

Improvement of Traditional Cement Project

CBMI Foothold improving traditional cement project in 2017: CBMI insisted on customer focused, intensified customer relation management (CRM) and focused on key customers and regional markets; strengthen cultivation and development of potential customers and markets and give play to advantages of “the Belt & Road” international capacity cooperation and Chinese capital. In 2017, our amount of contracts signed for traditional cement project was RMB 3.315 billion, which ensured steady development of our traditional business; in particular, status and brand image of traditional main business were consolidated further with our signing 3500tpd Project of CEMEX (the Philippines) and Toulouse Project of Rachau (France).

2017年中材建设水泥工程签约项目
Cement Projects Signed by CBMI in 2017

序号 SN	项目名称 Project name	合同模式 Contract mode	合同签订时间 Signing date
1	拉豪（尼日利亚）Unicem项目运营合同 Operation contract of Unicem Project of Rachau (Nigeria)	O&M	2017.3
2	CEMEX哥伦比亚窑筒体改造项目 Transformation Project of Kiln Shell of CEMEX (Columbia)	EP	2017.2
3	CEMEX多米尼加窑筒体改造项目 Transformation Project of Kiln Shell of CEMEX (Dominica)	EP	2017.2
4	Cemex（菲律宾）Solid项目 Solid Project of Cemex (the Philippines)	EPC	2017.5
5	BUA尼日利亚Sokoto/EDO项目水泥厂运营 Cement plant operation of Sokoto/EDO Project of BUA (Nigeria)	O&M	2017.6
	BUA尼日利亚EDO项目矿山运营 Mine operation of EDO Project of BUA (Nigeria)	O&M	2017.6
6	拉豪（阿尔及利亚）Biskra项目合同增项 Increased items to contract of Biskra Project of Rachau (Algeria)	EPC	2017.7
7	拉豪（法国）MARTRE熟料线改造项目 MARTRE Clinker Line Transformation Project of Rachau (France)	EP	2017.9
8	阿尔及利亚BC项目生产运营和备件合同 Production operation and spare parts contract of BC Project in Algeria	O&M	2017.10
9	BUA（尼日利亚）Sokoto项目两年备件 Two-year purchase for spare part from BUA (Nigeria)	EP	2017.10

“做大”多元工程业务

2017年，中材建设坚持“做大”多元工程业务。多元发展立足基本建设和工程业务，坚持国外国内两个市场并以国外为主的发展策略。在国外，充分发挥国际先行优势，深耕优势区域和重点客户、重点领域，坚持技术引领，着力抓住有一定规模、有较高技术含量、有市场影响力的项目；在国内，结合国家供给侧改革和绿色可持续发展战略，重点瞄准水泥窑协同处置、固废危废处置等节能环保领域。2017年，公司多元领域新签合同额21.67亿，首次突破20亿元，达到全年新签合同额的40%。

Vigorous Development of Diversified Business

CBMI Insisted developed diversified business in 2017: CBMI developed diversified business based on basic construction and engineering business and insisted on the development strategy of developing domestic and overseas markets and focusing on overseas market. In overseas market, we gave full play to first-mover advantage and developed superior regions and key custom-ers and fields; stuck to technology oriented and concerned the project with a certain scale, high technical content and market influence. In domestic market, we focused on energy conservation and environmental protection fields such as collaborative disposal of cement kiln and disposal of solid and hazardous wastes according to national supply-size reform and green and sustainable development strategy. Amount of contracts signed for diversified business filed was RMB 2.167 billion in 23017, exceeding RMB 2 billion for the first time and accounting for 40% of total amount of contracts signed in the whole year.



阿尔及利亚BC项目签订三条水泥生产线三年运营合同

BC Project Department in Algeria signed three-year operation contract of three cement production lines



公司签约俄哈弗汽车工厂室内公用工程（二标段）及装修工程（二标段）项目合同

We signed project contract of Indoor Public Works (2# Section) and Decoration Works (2# Section) of HAVAL Factory Great Wall Motor (Russia)

2017 年中材建设多元业务签约项目

Diversified business project signed by CBMI in 2017

序号 SN	项目名称 Project name	业主 Owner	合同签订时间 Signing date
1	长城俄哈弗汽车土建 2# 标段工程项目 2# Section of Civil Works of HAVAL Factory of Great Wall Motor (Russia)	长城俄哈弗 HAVAL Factory of Great Wall Motor (Russia)	2017.1
2	长城俄哈弗汽车室外管网工程项目 Outdoor Pipe Network Project of Great Wall Motor (Russia)	长城俄哈弗 HAVAL Factory of Great Wall Motor (Russia)	2017.2
3	北控衡兴环保危废生产管理合同 BEH Hengxing Environment Hazardous Waste Production Management Contract	北控衡兴环保 BEH Hengxing Environmental Protection	2017.4
4	北控常州安耐得危废达标达产服务合同 BEH Changzhou Annaide Hazardous Waste Compliance Service Contract	北控常州安耐得 BEH Changzhou Annaide	2017.6
5	哈尔滨水泥窑协同处置飞灰项目 Harbin Cement Kiln Co-processing Flying Ash Project	中材国际哈尔滨环境公司 Sinoma International (Harbin) Environmental Resources Co., Ltd. Wall Motor (Russia)	2017.7
6	北控淮安洪泽蓝天回转窑危废改造项目 BEH Huai'an Hongze Blue Sky Rotary Kiln Hazardous Waste Rectification Project	北控淮安洪泽蓝天 BEH Huai'an Hongze Blue Sky	2017.9
7	北控淮安洪泽污泥烘干危废改造项目 BEH Huai'an Hongze Sludge Drying Hazardous Waste Rectification Project	北控淮安洪泽蓝天 BEH Huai'an Hongze Blue Sky	2017.1
8	长城俄哈弗汽车室内公用工程 2# 标段 2# Section of Indoor Public Works of HAVAL Factory Great Wall Motor (Russia)	长城俄哈弗 HAVAL Factory of Great Wall Motor (Russia)	2017.12.22
9	长城俄哈弗汽车装修工程 2# 标段 2# Section of Decoration Worksof HAVAl Factory Great Wall Motor (Russia)	长城俄哈弗 HAVAL Factory of Great Wall Motor (Russia)	2017.12.22
10	阿尔及利亚 Nutris 榨油项目 Plo+14/Plo+15 Plo+14/Plo+15 of Nutris Oil Manufacturing Project in Algeria	阿尔及利亚 NUTRIS 油脂有限公司 Algeria NUTRIS grease Co., Ltd.	2017.12



中材建设多元工程与产业发展研讨会

CBMI Seminar for Diversified Business and Industrial Development

深化创新驱动 提升核心能力

Innovation-driven Deepening and Core Capacity
Improvement

2017 年，中材建设技术设计继续以服务项目、服务客户、服务市场为中心，做好施工项目支持，满足市场与客户需求，提供个性化、差异化、系统化技术服务。

In 2017, CBMI focused on serving project, customer and market in technical design, supported construction project, met market and customer demands and provided personalized, differential and systematical technical service.



中材建设阿尔及利亚
BECHAR 项目效果图

Effect Drawing of CBMI
BECHAR Project in Algeria



中材建设阿尔及利亚
ZAHANA 新线项目现场施工
建设效果图

Effect Drawing for Site Construction
of CBMI ZAHANA New Line Project
in Algeria



中材建设尼日利亚 EDO 项目效果图

Effect Drawing of CBMI EDO Project in Nigeria

强化技术创新

Strengthening of Technological Innovation

2017 年，中材建设继续强化技术创新工作。一是完成公司高新技术企业省级技术中心维护工作；二是进一步做好新能源、新材料等技术应用研究；三是满足公司发展需求的技术研发成果转化等；四是新业务板块的技术及装备研发，完成 2 项发明专利申请，5 项使用新型专利申请，技术创新成果 12 项。五是建立技术研发课题小组，在保证生产任务同时，有目标、有节奏、有成效实现技术创新引领。

加大技术研发

2017 年 ,中材建设在对上一年度 9 个技术研发项目持续展开同时 ,并新增 11 个研发项目。公司组建科研技术小组。以绿色发展为主题，围绕设计工作中的重点难点，先后成立了多个科研课题小组。此外，公司与武汉理工大学进行了多次校企专项技术交流，借鉴院校在数字制造和智能物流领域的优势，结合工程实际和最终用户需求，利用数字化、信息化和互联网 + 技术，在单机设备智能化、工程全生命周期智能化和智能工厂等方面作了技术与方案储备，其中部分信息系统成果转化将应用于阿尔及利亚 Zahana 项目和 BECHAR 项目。

CBMI continued intensified technical innovation in 2017: 1. CBMI maintained provincial technical center of the Company’ s high-tech enterprise. 2. CBMI carried out technical application research for new energy and new material further. 3. CBMI transformed technical R&D achievement according to our development demand. 4. CBMI applied for 2 invention patents and 5 patents for utility model and technical and equipment R&D of new business part and had 12 technical innovation achievements. 5. CBMI established R&D team and realized targeted, rhythmed and effective technical innovation guidance under the premise of ensuring production task.

Strengthening of Technical R&D

In 2017, CBMI increased 11 R&D projects in 2017, besides executing 9 technical R&D projects of last year continuously. With respect to establishment of scientific research team, we founded multiple scientific research teams successively focused on key and difficult points of design. In addition, we made special school-enterprise technical exchange with Wuhan University of Technology for many times and completed technical and scheme reserves in aspects of intelligence of single set equipment, full lifetime of project and intelligent factory based on project actuality, demand of final user and digital, information and internet + technology. In particular, parts of information system achievements would be applied in Zahana Project and BECHAR Project in Algeria.

2017 年中材建设新增研发项目

New research projects in 2017

2017RD01	危废集中处置全周期智能控制新模式研究应用 Research and application for new mode of full-cycle intelligent control for centralized disposal of hazardous wastes
2017RD02	工业废弃物处置用热解炉研发 R&D of pyrolyzing furnace for disposal of industrial wastes
2017RD03	分解炉旁路极优设置及工艺设计研究 Research on superior setting and process design of decomposing furnace bypass
2017RD04	工业废弃物处置用高温二燃室研发 Research on high-temperature secondary combustion chamber for disposal of industrial wastes
2017RD05	危废高温灰渣风冷处置装置 Air-cooled treatment device for high-temperature ash residue of hazardous wastes
2017RD06	多用途可拆分锁风阀 Multipurpose dismountable air lock valve
2017RD07	管磨机轴向定位系统的研发与应用 R&D and application of axial positioning system of tube mill
2017RD08	混凝土多仓库的施工便利化设计优化及施工技术创新与应用 Design optimization for convenient construction of multiple concrete stores and innovation and application of construction technology
2017RD09	电能自维持干法水泥烧成工艺及其供电系统 Electric self-sustained dry method cement burning process and its power supply and contribution system
2017RD10	数字化技术在水泥工厂全生命周期中的研究与应用 Research and application of digital technology in full lifetime of cement factory
2017RD11	新型三脚架倒模工法的研究与应用 Research and application of reverse mould construction method of new-type tripod

2017 年中材建设获得国家授权的专利
CBMI State-authorized patents in 2017

序号 SN	专利名称 Description	授权专利号 Authorized patent No	专利类型 Type
1	电动闸板阀 Electric gate valve	ZL 201620991555.1	实用新型 Utility model
2	一种电动闸板阀 Electric gate valve	ZL 201620999577.2	实用新型 Utility model
3	风冷式灰渣冷却装置 Air-cooled ash residue cooling device	ZL 201621091722.3	实用新型 Utility model
4	多用途可拆分式双叶轮回转锁风阀装置 Multipurpose dismountable double-impeller rotary air sluice	ZX 201720034574.X	实用新型 Utility model

2017 年中材建设获得国家受理的专利
State-accepted patents in 2017

序号 SN	专利名称 Description	受理专利号 No. of Accepted Patent
1	水泥熟料库混凝土翻模施工方法 Concrete rolling over method of cement clinker silo	201710022080.4
2	多用途可拆分式双叶轮回转锁风阀装置 Multipurpose dismountable double-impeller rotary air sluice	201720034574.X
3	料位检测装置 Detector of material level	201720337607.8
4	风冷式排渣装置 Air-cooled slag discharge device	201710595320.X
5	热解炉 Pyrolyzing furnace	201710595327.1
6	电能自维持干法水泥烧成工艺及其供电系统 Electric self-sustained dry method cement burning process and its power supply and contribution system	201721125604.4
7	高温设备顶部结构的预制耐火衬里及施工方法 Precast fire-resistant liner of top structure of high- temperature equipment and construction method	201710882326.5
8	快速插接式 MCC 电缆室 Quick plug-in MCC cable chamber	201721322083.1
9	一种基于三维技术的工厂设计方法 Factory design method based on 3D technology	201710991826.2
10	集装箱式收尘室分体组合收尘器 Combined dust collector of container-style dust chamber	201721424493.7
11	模块化集装箱式配料站 Modular container-style batching station	201721424494.1
12	可移动的模块化水泥生产线 Mobile modular cement production line	201711041266.0

推进设计优化

2017 年，中材建设创新分配机制，形成鼓励探索的创新氛围，鼓励公司技术人才紧跟公司发展步伐，积极投身到新业务领域，着力培养 3D 设计团队，公司签约的 CEMEX 集团菲律宾 Solid-3500 吨 / 天熟料水泥项目设计采用 3D 设计手段，结合 BIM 技术融合项目管理、安全管理几大功能，是公司逐步推广高端设计管理理念的首推之作，提升特有设计服务个性化。

Promotion of Design Optimization

In 2017, CBMI innovated distribution mechanism and created the innovation atmosphere of encouraging exploration; encouraged our technicians to keep up with development pace and engaged in new business field actively and cultivated 3D design team intensively; adopted 3D design means in design of Solid-3500tpd Clinker Cement Project of CEMEX (the Philippines) we contracted, which is the most representative work for our popularizing high-end design and management idea by combining such functions as BIM technology-integrated project management and safety management.



中材建设移动粉磨站项目设计效果图
Design Effect Drawing of Mobile Grinding Station of CBMI

创新项目管理 Innovative project management

项目管理亮点

2017 年，中材建设各项目进展良好、亮点纷呈。阿尔及利亚 BC 项目开创了预热器塔架 76 天封顶纪录，A 线熟料生产线提前合同工期四个月点火投产；南非 PPC 项目克服工作签证办理困难等不利因素，项目员工不畏艰难，承担多项岗位职能，赢得了业主 770 万元的工期奖励；赞比亚工业园项目建设获得了国务委员王勇和集团领导高度赞誉，赞比亚总统伦古称赞这是真正意义上“森林中”的工厂；尼日利亚副总统参观 EDO 项目时赞扬该项目采用了最先进的排放技术，致力于打造非洲最环保的工厂；俄罗斯长城汽车项目积极进取、开拓思路，克服恶劣天气和地方政策限制等诸多因素，充分利用本土化资源，创新多元项目管理模式。

Project management bench-marking

In 2017, the CBMI did well in all projects and showed many highlights. To be specific, in BC Project in Algeria, the precalcining tower was capped in 76 days, breaking the record, and the A clinker production line was put into operation 4 months ahead of the time limit agreed in the contract; in PPC Project in South Africa, every employee took multiple posts and won the award of RMB 7.7 million from the owner, overcoming the difficulty with work visas and other unfavorable factors; Industrial Park Project in Zambia was spoken highly of by State Councilor Wang Yong and the Group leadership and it was praised by Zambian President Lungu as a real factory “in forests”; as for EDO Project, Nigerian Vice President praised in his visit that it adopted the most advanced emission technology to build the most environmental environmentally friendly factory in Africa; Great Wall Automobile Project in Russia made full use of local resources to create a multiple project management mode, overcoming unfavorable factors such as rough weather and local policy restrictions.



中国建材集团党委副书记、副董事长刘志江到南非 PPC 项目调研
Field investigation carried out by Liu Zhijiang, Deputy Party Secretary and Vice President of CNBM, at the site of PPC Project in South Africa



中国建材集团总经理曹江林实地参观阿尔及利亚 BC 项目
Cao Jianglin, General Manager of CNBM, visiting BC Project in Algeria



中材建设承建的阿尔及利亚 BISKRA 项目
Algeria BISKRA project constructed by CBMI

施工工法创新

中材建设阿尔及利亚 BISKRA 熟料库直径 60 米，原计划采用普通落地操作脚手架倒模方式，但因工期紧，且投入大量脚手架和造成过多模板的损耗，经过多次研讨，最终确定改型的三脚架倒模方式进行熟料库的库壁施工。该工法主要在操作平台系统上、模板支护系统、质量控制系统及在模板拆除过程中如何应用新型设备等 4 个方面进行创新和优化。其制定本着安全性、操作便利性、经济性及保证质量为前提，尤其在方案制定中，安全方面的考虑以为操作者提供安全的作业环境及空间优于安全监督管控为目标，做到根本的安全。

采用新型三脚架倒模施工，仅 45 天完成了库壁施工，比原来普通倒模方式至少提前一个半月；库壁混凝土表观质量达到了清水混凝土的要求，质量良好，而安全得到有效控制，没有发生任何安全问题；通过新型的三脚架倒模方式赢得了业主的好评，为项目赶回工期，为熟料线提前点火奠定了基础，最终业主对我们项目部给予了针对熟料库专项赶工奖励近 30 万欧元。

Innovation of construction method

In BISKRA Project in Algeria of CBMI, the clinker silo has a diameter of 60 m. As planned, it was intended to adopt the normal floor-to-ceiling scaffolding reverse-mold mode. However, due to the tight schedule, a large input of scaffolding, and a big waste of frameworks, it was finalized through several discussions to adopt the modified scaffolding reverse-mold mode instead for the construction of clinker silo walls. This construction method innovated and optimized 4 aspects: operation platform system, framework support system, quality control system, and how to use new types of equipment during framework removal. It was prepared on the premise of safety, operating convenience, cost-effectiveness, and quality assurance. Especially with respect to safety, the scheme was made with a view that providing operators with a safe working environment and space took precedence over safety supervision and control, ensuring safety fundamentally.

The new scaffolding reverse-mold mode adopted, the construction of clinker silo walls was completed in only 45 days, which was at least one month and a half ahead of the estimated time in the case where the normal reverse-mold mode was adopted. The surface quality of silo wall concrete was good, reaching requirements for as-cast finish concrete. And not any safety problem occurred. Besides winning the owner's favorable comments, the use of this new scaffolding reverse-mold mode made the project complete in the required duration, which lays a foundation for the advance ignition of clinker line. At last, the owner awarded EUR 300,000 to our project department for the earlier completion of clinker silo.

保加利亚 Devnya 项目荣获中国建设工程鲁班奖（境外工程）

2017 年 11 月 6 日，中材建设有限公司保加利亚承建的保加利亚代夫尼亚（Devnya）水泥厂 4000t/d 熟料生产线 EPC 总承包项目（简称保加利亚 Devnya 项目），荣获中国建设工程鲁班奖（境外工程），这是该项目继获得保加利亚“2014 年度最佳建筑奖”后，又一次获得的国家级荣誉。

中国建设工程鲁班奖是我国建设工程质量最高奖，代表了我国当前工程建设质量的最高水平。鲁班奖被誉为“中国建筑界的奥斯卡”。

保加利亚代夫尼亚（Devnya）水泥厂 4000t/d 熟料生产线 EPC 总承包项目，是保加利亚 25 年来单笔投资最大的项目，采用干法工艺技术建成。项目位于保加利亚东部 Devnya 市，由意大利水泥集团投资，由其保加利亚子公司 DEVNYA CEMENT AD 担任业主，中材建设有限公司为总承包商，2017 年 6 月 15 日，保加利亚 Devnya 项目按期获得业主签发的 FAC 证书，标志着该项目取得圆满成功。

Bulgarian Devnya project won the Luban Prize of China Construction Engineering (Overseas Project)

On November 6, 2017, the CBMI's EPC project of the 4000t/d clinker production line of the Devnya Cement Plant in Bulgaria (hereinafter referred to as the "Bulgarian Devnya Project") was awarded the Luban Prize of China Construction Engineering (Overseas Project). This is another national honor that the project has won after winning the "2014 Best Architecture Prize" in Bulgaria. The Luban Prize of China Construction Engineering is the supreme award for the quality of construction engineering in China, representing the highest level of current engineering construction quality in China. The Luban Prize is known as the "Oscar of Chinese Architecture."

The EPC project of the 4000t/d clinker production line in the Devnya cement plant in Bulgaria is the largest single investment project in Bulgaria in 25 years and built using dry process technology. The project is located in Devnya, eastern Bulgaria. The project is invested by the Italian Cement Group, with its Bulgarian subsidiary DEVNYA CEMENT AD as the owner, and CBMI as the contractor. On June 15, 2017, the Bulgarian Devnya project got the FAC certificate issued by the owner, marking the successful completion of the project.



中材建设保加利亚 Devnya 项目
获得的鲁班奖证书
Luban Prize certificate of CBMI's
Bulgarian Devnya project



中材建设常务副总经理王晖（右四）登
台领取鲁班奖奖杯“小金人”
Wang Hui (R4), the standing deputy general
manager of CBMI, took the stage to receive the
Luban Prize trophy "statuette"



中材建设保加利亚 Devnya 项目
获得的鲁班奖奖杯“小金人”
Luban Prize trophy "statuette" of CBMI's
Bulgarian Devnya project



中材建设保加利亚 Devnya 项目全景
CBMI's Bulgaria Devnya project panorama

确保服务质量 Ensure service quality

加强项目履约

2017 年，中材建设坚持以项目为中心，实施矩阵式、全过程管理，实行以目标责任与运行指数相结合的绩效考评体系，持续加强项目管理，做到目标清晰、责任明确、执行有力。2017 年，公司执行的项目 24 个，其中在建项目 17 个，收尾项目 7 个；境外项目 21 个，境内项目 3 个。广东塔牌蕉岭项目成功顺利点火；坦桑尼亚 MBE、厄瓜多尔 GU3、保加利亚 DEV 三个项目取得了业主颁发的 FAC 证书；尼日利亚 UNICEM 项目提前一个月获得 PAC，阿尔及利亚 BISKRA 项目提前 34 天获得 PAC 证书。

Strengthen project contract performance

In 2017, CBMI adhered to "project-centered" and adopted matrix process management. It used the performance appraisal system combining targeted responsibility and running index to consolidate project management constantly and achieved articulate goals, clear responsibility, and effective execution. In 2017, the company carried out 24 projects: 17 in progress and 7 finished; 21 abroad and 3 at home. Among them, Jiaoling Project of Tapai in Guangdong was ignited successfully; each of MBE in Tanzania, GU3 in Ecuador, and DEV in Bulgaria got an FAC certificate from the owner; UNICEM Project in Nigeria got the PAC certificate one month ahead of the time limit agreed in the contract; BISKRA Project in Algeria got the PAC certificate 34 days in advance.



中材建设承建的尼日利亚 UNICEM 项目
UNICEM Project in Nigeria undertaken by CBMI



南非 PPC 集团管理团队到访中材建设
The management team of PPC Group in South
Africa visiting CBMI



中材建设项目质量检查活动
Quality inspection in a project implemented by CBMI

注重安全管理 确保安全生产

Focus on safety management, ensure safe

2017年,中材建设始终坚持“安全第一、预防为主、综合治理”的方针,深入贯彻落实上级单位各项安全要求,完善安全管理体系,强化“红线意识”,深化隐患排查治理,不断提高本质化安全水平,公司全年整体安全生产形势平稳,所有在建项目均未发生重伤及以上生产安全责任事故。

In 2017, CBMI always adhered to the principle of “safety and prevention first, comprehensive management”, thoroughly implemented the safety requirements of higher-level institutes, improved the safety management system, strengthened the “red line awareness”, deepened the investigation and control of hidden dangers and constantly improved the level of essential safety. Thus, the company's overall safety production situation was stable throughout the year, and all projects under construction were clear of such production safety responsibility accidents as serious injuries and above.



中国建材集团专务马建国一行到阿尔及利亚 BC 项目检查指导安全工作
A delegation led by Ma Jianguo, a senior member of CNBM, went to Algerian BC project to inspect and guide the safety work.



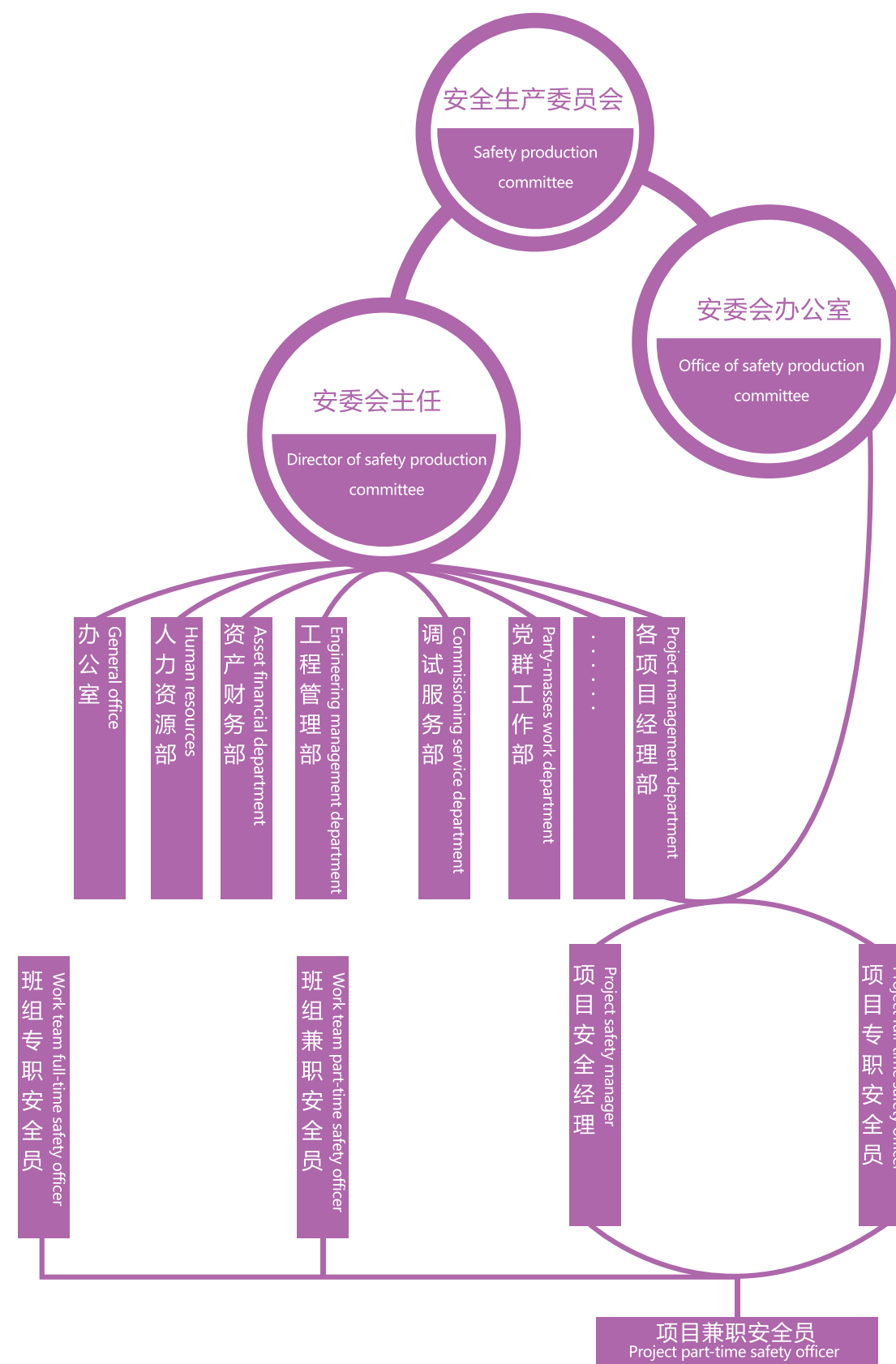
尼日利亚 EDO 项目 200 万安全工时表彰大会
Nigerian EDO project 2 million safety working hours commendation meeting



中国建材赞比亚工业园项目当地员工获奖者合影
Group photo of local employee winners of CNBM's Industrial Park Project in Zambia

中材建设安全生产管理组织机构图

CBMI Organizational Structure Chart of Safety Production Committee





中材建设 2017 年安全生产工作会议
2017 safety production work meeting of CBMI

加强安全生产管理 Strengthen safe production management

完善安全管理制度

2017 年，为贯彻落实国家职业健康安全法律法规，规范公司高温津贴发放工作，保障员工健康权益，中材建设编制印发了《高温津贴发放管理办法》。为促进中材国际（哈尔滨）环境资源有限公司安全管理的积极运行，公司编制了中材国际（哈尔滨）环境资源有限公司安全管理体系文件。中材建设还承担编制了部分安全管理制度文件，包括《临边孔洞作业安全管理规程》、《防火与防爆安全管理规程》、《焊接、切割和打磨作业安全管理规程》、《桩机施工安全管理规程》、《高空作业安全管理规程》等共 11 个制度文件。

落实安全生产责任

2017 年以来，中材建设围绕“党政同责、一岗双责、齐抓共管”的要求，按照国家安监总局《企业安全生产主体责任体系“五落实五到位”规定》等相关规定，进一步落实安全生产主体责任，强化项目现场安全管理和领导责任，细化了各部门、分（子）公司、项目经理部安全管理责任。2017 年签订安全生产责任书覆盖率达到 100%。

Improve the safety management system

In 2017, in order to implement the national occupational health and safety laws and regulations, standardize the distribution of the company's high-temperature allowances, and safeguard the health rights and interests of employees, CBMI prepared and issued the Measures for the Administration on the Distribution of the Company's High-temperature Allowances. In order to promote the safety management of Sinoma International (Harbin) Environmental Resources Co., Ltd., the safety management system documents of Sinoma International (Harbin) Environmental Resources Co., Ltd. was formulated. CBMI also undertook the preparation of some safety management system documents, including 11 system documents, such as the Safety Management Regulations for Side Holes, Safety Management Regulations for Fire and Explosion Protection, Safety Management Regulations for Welding, Cutting and Grinding, Safety Management Regulations for Pile Driver Construction and Safety Management Regulations for Work at Height.

Implement safe production responsibility

Since 2017, in accordance with the requirements of “Co-responsibility of Party and Government and Making Concerted Efforts” and Provision of Putting in Place the Corporate Safety Production Responsibility System, CBMI further has implemented the responsibility of safety production, strengthened workplace safety management and leadership responsibilities, and refined the responsibility for safety management of various departments, branches (subsidiaries), and project manager. In 2017, all staff concerned executed the safety production responsibility form.

实施全员培训工程

2017 年，中材建设先后组织参与了防火防灾安全培训、供应链培训、消防知识讲座、危险化学品安全管理人员培训、安全生产标准化信息平台操作培训等，提升了员工的安全意识和安全技能。此外，中材建设组织完成三类人员培训考核 23 人次，所有人员均取得安全培训考核合格证书 2017 年截止 11 月底，中材建设各项目经理部共组织开展各项安全基础培训和高空作业、起重吊装、脚手架作业、密闭空间作业等专项培训 330 场，累计培训 13742 人次。通过开展形式多样的培训，提高了管理人员的安全责任意识，专业人员的安全管理水平，作业人员的安全文化素质。

构建安全生产监管新常态

2017 年，中国建材集团、中材股份、中材国际领导先后多次对中材建设阿尔及利亚 BC、阿尔及利亚 BISKRA、赞比亚中材水泥、南非 PPC、乌干达、蕉岭塔牌、尼日利亚 EDO 等项目进行了安全检查，充分肯定了各项目安全管理工作。1 月 -11 月，公司领导先后带队进行项目现场安全大检查 42 次，查出隐患 121 项，隐患整改完成率 100%；公司领导与项目员工开展安全谈心 44 人次。通过公司领导人员安全检查及与员工安全谈心活动，公司领导和员工一起消除安全隐患、解决安全生产问题，既增强了各级负责人坚守“红线”的能力，又增强了敢于担当的责任意识。1-11 月，各项目经理部除正常的安全日检、周检、月检及巡检外，共计开展了 712 次专项或综合安全检查，查出各类隐患 7212 项，全部完成整改，整改完成率 100%。

Ensure full staff training

In 2017, CBMI successively conducted fire and disaster prevention safety training, supply chain training, fire knowledge lectures, training of dangerous chemicals safety management personnel, and safety production standardization information platform operation training, etc. Such move improved employees' safety awareness and skills. In addition, CBMI completed trainings on 23 persons in three types, all of whom obtained safety training conformance certificates. By the end of November 2017, CBMI has provided 330 special trainings associated with safety basics and work at height, lifting, scaffolding and confined space operations, covering 13,742 persons. Diverse trainings provided have enhanced the management's safety responsibility awareness, the safety management level of professionals, and the safe and cultural competency of operators.

Construct a new normal of safety production supervision

In 2017, leaders of CNBM, SINOMA and Sinoma Int. have repeatedly carried out safety inspections on such projects as CBMI' s Algerian BC, Algerian BISKRA, CBMI Cement in Zimbab, South African PPC, Uganda, Jiaoling Ta Pai, Nigerian EDO. They fully affirmed the safety management of each project, especially giving high recognition on non-premium projects. From January to November, the company's leaders led the team to conduct 42 safety inspections on the workplace, and identified 121 hazards, all of which were rectified; the company's leaders and project staff conducted 44 safety talks. In addition, the company's leaders and employees worked together to eliminate safety hazards and solve safety production problems. It not only enhances the ability of responsible persons at all levels to adhere to the "red line", but also heightens the sense to take responsibility. From January to November, in addition to the normal daily, weekly, monthly inspections and walkdown, all project managers carried out 712 special or comprehensive safety inspections, and found 7,212 hazards, all of which were rectified.



公司举办消防安全培训
Fire safety training



安全月主题签名活动
Safety month theme signature event



阿尔及利亚 BC 项目高空救援演习
Work at height rescue drill of Algerian BC project

推进安全管理信息化

2017 年，中材建设继续推进安全信息平台建设，加强现场各项安全生产信息的完善性和准确性，提升公司安全基础管理。2017 年以来，公司使用中材国际安全信息平台的项目 13 个，其中新开设账户 6 个。2017 年公司安全管理部共计完成 11 期“安全信息平台运行报告”。各项目反馈对信息平台运行过程中的问题 30 余条，均妥善解决，为平台的不断优化提出了有效建议，截止到目前为止，公司网络状况较好的项目安全信息平台运行情况保持良好。

强化风险管控

2017 年，中材建设组织部门、分（子）公司、项目经理部进行了危险源辨识及评价，有效管理内部风险，组织开展危险源辨识及评价工作，共识别一般危险源 255 项，其中重大危险源 13 项，均采取了措施，制定了方案进行了控制。中材建设先后针对阿尔及利亚、印度尼西亚、菲律宾、俄罗斯等境外国家潜在风险，及时向相应项目提供风险提示，便于项目实现风险超前预控，为项目部提供了有力的信息保障。

安全文化建设

2017 年 6 月，为贯彻落实上级单位文件要求，打造中材建设特色安全文化，中材建设围绕“全面落实企业安全生产主体责任”安全月主题，分公司总部和各项目部，组织开展了各项安全生产月活动，包括安全签名、安全演讲、安全猜字游戏、“最美安全员”和“示范项目”评选等，活动内容丰富，主题突出，使员工的安全知识得到了巩固，安全意识得到了进一步的提高。安全生产月期间，公司共计开展安全教育培训 35 余次，累计培训 4904 余人；累计检查项目 5 个，查处隐患 19 项，隐患整改完成率 100%。

Advance information technology-based safety management

In 2017, CBMI continued to promote the construction of a safety information platform, strengthen the integrity and accuracy of all safety production information on the workplace, and enhance the company's safety basic management. Since 2017, the company has used 13 projects of CBMI International Safety Information Platform, including 6 new accounts. In 2017, the company's Safety Management Department completed a total of 11 "Safety Information Platform Operation Reports". Over 30 problems in the operation process of the information platform through the project feedbacks have been properly solved. It has put forward effective suggestions for the continuous optimization of the platform. As of now, the operation status of the project safety information platform with better network status is well maintained.

Strengthen risk management

In 2017, CBMI coordinated departments, branches (subsidiaries) and project manager department to identify and assess hazard sources. We effectively managed internal risks, and conducted hazard source identification and evaluation. A total of 255 general hazard sources were identified, including 12 major hazard sources. Relevant control measures and solutions were put in place. With respect to the potential risks of such countries in Algeria, Indonesia, the Philippines, Russia, CBMI provided risk warnings to relevant projects in a timely manner, which facilitated the project to achieve risk pre-control and provide strong information guarantee for the project department.

Safety culture construction

In June 2017, in order to implement the document requirements of the superior institute and build a special corporate safety culture, CBMI attached great importance to the safety month theme of "fully putting in place the main responsibility of corporate safety production". The headquarters and the project departments hosted a series of events, including safety signatures, safety speeches, safety puzzle games, selection of "the most beautiful security specialists" and "demonstration project", etc. The activities were rich in content and prominent in theme. They helped consolidate employees' safety knowledge and further enhance their safety awareness. During the safety production month, the company carried out over 35 safety education trainings, covering over 4,904 staff; 5 inspection items were completed and all 19 hazards detected were rectified.

安全生产实例

2017 年，中材建设始终把安全生产工作摆在首位，始终把落实安全责任作为安全生产管理的主要抓手，始终把提升安全生产管理水平作为安全生产基础工作常抓不懈。

2017 年，公司 7 个在建、新建项目引入了“多媒体安全培训工具箱”，培训内容丰富，涵盖了入场培训、分部分项危险作业培训、管理人员培训、工各种培训等，使用多媒体培训工具箱，既提高了培训效率，又减少了人力成本。

阿尔及利亚 BC 项目和中国建材赞比亚工业园项目投入大量人力、物力、财力搭建“体验式安全培训区”，两个项目因地制宜，分别设置了安全帽撞击体验区、灭火器演示体验区、安全用电体验区、平衡木体验区、安全带体验区、搬运重物体验区、钢丝绳使用体验区、高空坠落体验区等，利用创新的培训模式，开展全面、系统的安全教育培训，进一步提高了项目员工的安全素质。

2017 年，为继续促进项目经理履职尽责工作落实，进一步夯实项目安全管理基础，公司要求新成立的项目，即阿尔及利亚 BECHAR、阿尔及利亚 ZAHANA、乌干达、肯尼亚、喀麦隆等五个项目经理在赴任现场前，在安全责任履职约谈会上向公司领导汇报项目安全管理体系建设情况，并就规范项目安全管理、落实安全主体责任做出郑重承诺。通过这一举措将对项目的安全责任落实和制度落实具有重大意义。

Safety production example

In 2017, CBMI always put safety production in the first place, regarded the implementation of safety responsibility as the main focus of safety production management, and took improvement on the safety production management level as the basic work of safety production.

In 2017, the company's 7 ongoing and new projects introduced the "multimedia safety training toolbox". The training content is rich, covering the mobilization, sub-sectional risky operation, management personnel, various disciplines training, etc. The multimedia safety training toolbox helped not only improve training efficiency but also reduce labor costs.

The Algerian BC project and the CNBM Industrial Park project in Zambia invested a large amount of manpower, materials and financial resources to build an "experiential safety training zone". The two projects were adapted to local conditions, and respectively set up a helmet impact experience zone, a fire extinguisher demonstration experience zone, and a safe electricity experience zone, a balance beam experience zone, a seat belt experience zone, a heavy object handling experience zone, the wire rope use experience zone, aerial drop experience zone, etc. The innovative training mode is used to carry out comprehensive and systematic safety education and training. Such move helps further improve the safety competency of the project staff.

In 2017, in order to continue to promote the implementation of the project manager's due diligence work, and further consolidate the project safety management foundation, the company posed a request for managers of the new project. For the five new projects, i.e. Algerian BECHAR, Algerian ZAHANA, and those in Uganda, Kenya, Cameroon, the managers before mobilization were required to report the construction of the safety management system to the corporate leaders during the safety responsibility performance interview meeting. In addition, they needed to make a solemn commitment to standardize project safety management and implement safety responsibility. Such moves would be of great significance to the implementation of the project's safety responsibility and the system.



公司举办消防安全培训南非 PPC 项目 150 万安全工时颁奖仪式

1.5 million safety working hours awarding ceremony for South African PPC project



现场安全实践培训
Workplace safety practice training



PPE 正确穿戴讲解
Explain how to properly wear PPE

提倡节能环保 建设绿色生态

Promote energy conservation and environmental protection, build a green ecology



中材建设承建的中国建材赞比亚工业园项目
CNBM Zambia Industrial Park project

2017 年，中材建设坚持走“绿色化、智能化、高端化、国际化”发展之路，以转型升级为主线，以做大多元化工程、做强节能环保及产业发展为目标，协同推动两大新业务板块齐驱并进。公司紧紧围绕集团战略安排及公司市场定位，充分抓住市场机遇，紧密结合客户需求，克服了竞争加剧困难，广开思路，群策群力，较好地完成了年初制定的各项工作目标。

In 2017, CBMI adhered to the “green, intelligent, premium and international” development path with transformation and upgrading as the main line. The company upheld the goal of expanding diversified projects, strengthening energy conservation and environmental protection and industrial development. In addition, the company attached parallel importance to the development of two new business segments. The company closely focused on the group’s strategic arrangement and its own market positioning, fully grasped the market opportunities, and catered to needs of customers. By overcoming the difficulties of increasing competition, our company broadened the mindset, and worked together to better accomplish the various work goals set at the beginning of the year.

修订完善制度体系

2017 年，为了更好地利用集团水泥生产线的规模优势，结合国家大力发展危险废弃物处置的环保产业方向，根据中材国际安排，中材建设与环保部固管中心 2017 年 10 月 27 日签订了《中国建材集团水泥窑协同处置危险废物产业发展规划》编制合同，并于 2017 年 12 月 4 日收到了规划报告初稿文件。接下来将进行规划报告评审并推动下一步的实地调研工作。

研发节能环保技术

2017 年，中材建设组建科研技术小组。以绿色发展为主题，围绕设计工作中的重点难点，先后成立了多个科研课题小组，获得了 5 项新型专利授权，初步完成了移动式粉磨站的技术研发工作，其中自主研发的干冷式排渣系列环保设备和危废配伍系统已应用到常州危废项目。

Improved institutional system

In 2017, in order to make better use of the scale advantage of the Group's cement production line, combined with the country's vigorous development of the environmental protection industry for hazardous waste disposal, CBMI and Solid Waste and Chemicals Management Center of the Ministry of Environmental Protection concluded a contract on the preparation of the Industry Development Planning of Co-processing Hazardous Wastes with the CBMI's Cement Kiln. The draft of the planning report was received on December 4, 2017. Next, we would move to the planning report review before the field research.

R&D on the energy saving and environment protection technology

In 2017, CBMI established a research and technology team. With the theme of green development and focusing on the key difficulties in the design, the company set up several scientific research groups and won five licensed new patents. Besides, the company initially completed the technology research and development of the mobile grinding station, and the proprietary dry cooling type slagging series environmental protection equipment and hazardous waste compatibility system had been applied to the Changzhou hazardous waste project.



中材建设承建的常州危废项目
Changzhou hazardous waste project

拓展节能环保业务

Expansion of the energy saving and environment protection business



中材建设承建的南非 PPC 项目
 South African PPC Project

2017 年，中材建设重点围绕主要客户如长城汽车、北控环保、三星集团，重点区域如阿尔及利亚、马来西亚、尼日利亚、俄罗斯区域、重点领域如工业、环保等领域进行项目拓展。全年跟踪项目 21 个（指编制了技术和商务价格方案的项目），全年签约 9 个合同，其中签订了 5 个节能环保项目，如下：北控衡兴环保危废生产管理合同、北控常州安耐得危废达标达产服务合同、哈尔滨水泥窑协同处置飞灰项目、北控淮安洪泽蓝天回转窑危废改造项目、北控淮安洪泽污泥烘干危废改造项目。

In 2017, CBMI expanded its businesses by focusing on such important customers as GWM, Beijing Enterprises Holdings Environment Technology Co., Ltd., Samsung Group, key areas such as Algeria, Malaysia, Nigeria, Russia, and key segments such as industry and environmental protection. In the whole year, 21 projects were tracked (referring to the preparation of technical and commercial price plan). 9 contracts were signed throughout the year, among which there were 5 energy conservation and environmental protection projects: BEH Hengxing Environment Hazardous Waste Production Management Contract, BEH Changzhou Annaide Hazardous Waste Compliance Service Contract, Harbin Cement Kiln Co-processing Flying Ash Project, BEH Huai'an Hongze Blue Sky Rotary Kiln Hazardous Waste Rectification Project and BEH Huai'an Hongze Sludge Drying Hazardous Waste Rectification Project.

环保生产实例

Environmental production cases

中材建设作为一家国际水泥工程总承包商，一直注重环境管理。公司南非 PPC 项目部在项目建设过程中，高度重视节能环保工作，成立了以项目经理为组长的节能环保工作小组，为项目节能环保工作提供了有效的组织保障，并采取了如下措施：

As a contractor for international cement projects, CBMI has always emphasized environmental management. During the project construction process, the company's South African PPC project department attached great importance to energy conservation and environmental protection, and established an energy conservation and environmental protection working group led by the project manager, which provided effective organizational guarantee for the project's energy conservation and environmental protection. The following measures have been adopted:

现场及生活区照明

用第四代 LED 灯替代白炽灯
 同样亮度，耗电量仅为白炽灯的 1/10
 寿命是其 50 倍；

Workplace and living quarter lighting
 Replace the incandescent lamp with the fourth-generation LED lamp. With the same brightness, power consumption is only 1/10 of the incandescent lamp, and its service life extends 50 times;

设立生活区污水处理

生活区废水经过循环过滤后可以
 用作现场混凝土养护，
 提高了水资源利用率；

Sewage treatment in the living quarter
 The wastewater in the living quarter can be used for on-site concrete curing after circulating filtration, which improves the utilization rate of water resources;

施工现场设立洗车池

工程车辆出场必须经过清洗，防止车辆上积灰等污染场外道路，同时洗车用水经过沉淀过滤可用于现场施工，能够节省 20% 左右建设用水；

Car wash pool in the workplace
 The construction vehicles must be cleaned to prevent pollution of off-site roads arising out of dust on the vehicles. At the same time, the car wash water can be used for on-site construction after sedimentation and filtration, which can save about 20% of construction water;

施工现场围墙边设立防护扬尘的
 喷雾装置

每遇晴热天气，启动喷雾装置，
 防止施工扬尘在空气中飘散；

A spray device for inhibiting dust
 adjacent to workplace enclosure
 When it's sunny and hot, the spray device is activated to prevent the construction dust from floating in the air;

施工现场设立专门的垃圾堆放区域

并分类堆放建筑垃圾，
 同时根据垃圾数量及时运出现场进行处理；

A special garbage dumping area in the
 workplace
 Construction waste shall be stacked and sorted, and at the same time, according to the quantity, the waste shall be timely removed from onsite;

项目部安装水表电表

随时了解用水用电情况，及时发现水电浪费情况并加以限制，对现场供水阀门进行经常性检修更换，拒绝跑冒滴漏；

Water meter and electricity meter
 installed in the project department

Keep abreast of the water and electricity use situation, timely discover and restrict the water and electricity waste; timely inspect and replace water supply valves in the workplace and avoid leakage and spilling;

项目部制定了节约办公用纸计划

纸张领用需进行登记，非机密性办公用纸必须双面使用，废纸及时回收，尽量推行无纸化办公，信息无纸化管理和网络化传输；

Plan for saving office paper in the project
 department

The paper use is required for registration. Non-confidential office paper must be used on both sides. The waste paper should be recycled in time. Paperless office, management and networked transmission should be encouraged.

保障员工利益 共创和谐企业

Secure the rights and interests of employees and create a harmonious enterprise

尊重保护员工权益

Respect and protect the rights and interests of employees

2017年,中材建设认真贯彻落实中材国际“瘦身健体”要求,以促改革调结构激发企业活力,坚持以人为本、搭建平台、构建和谐环境,让员工与企业共同成长。

截至2017年底,中材建设拥有员工1163人,大专以上学历有771人,占公司总人数的66.29%;拥有科研人员216名,占公司总人数的18.75%;2017年公司新增员工45人,其中录用大中专毕业生22人,社会引进23人。

In 2017, CBMI conscientiously implemented the requirements of Sinoma Int.'s “slimming and fitness” to stimulate the vigor and vitality through reform and restructuring. The company adhered to the people-oriented policy, build a platform, create a harmonious environment, and let employees and enterprises grow together.

By the end of 2017, CBMI had 1,163 employees. 771 of them have college education or above, accounting for 66.29% of the company's total staff. The company had 216 scientific research personnel, accounting for 18.57% of the company's total staff. In 2017, 45 employees were added. Among them, there were 22 college graduates and 23 from the society.

创新人才激励机制

Innovative talent incentive mechanism

中材建设建立企业年金计划,激励员工长期稳定地工作,不断增强企业凝聚力和吸引力;

CBMI establishes an enterprise annuity plan to encourage employees to work in a stable and long-term manner and continuously enhance the company's cohesiveness and attractiveness;

推行薪酬改革

Salary reform

中材建设坚持“倾向一线和艰苦岗位”的指导原则,以改善和提高员工的福利待遇为目的,广泛征询各部门指导意见,使薪酬保持内部公平性、外部竞争性和激励性,进一步提高员工满意度。

CBMI adheres to the guiding principle of “prone to frontier and hard-working positions”. With the aim of the welfare of employees, the company has extensively consulted with various departments to maintain internal fairness, external competitiveness and incentives of the salary. Such move will further improve employees' satisfaction.

优化绩效考核体系

Optimize performance evaluation system

中材建设对不符合岗位要求人员进行培训、转岗、淘汰等方式优化人员配置,公司人员实施总量控制,总部机关按照“只减不增、严进宽出”的原则,精简人才队伍,切实解决人员“冗员”问题,激发员工的工作积极性和主动性。

CBMI optimizes staffing by training, transferring or eliminating underperformed employees. The company stringently streamlines the staffing by the principle of “no more than the specified aggregate of the staff”. Parallel with resolving the “overstaffing problem”, the working activeness and initiative have been fully displayed.

加强人力资源制度建设

Strengthen the construction of human resources system

中材建设起草和修订了《临时用工人员外包方案》、《外聘人员外包方案》,为项目实施和公司人力资源管理提供了有力的保障。

CBMI drafted and revised the Temporary Personnel Outsourcing Program, the External Personnel Outsourcing Program, and the Internal Retirement Provisions for Company Employees, which provided a strong guarantee for project implementation and corporate human resources management.

做好爱心互助活动

Caring and public causes

2017年,公司继续做好爱心互助活动。一是发放生活救济费。为17名职工遗属发放生活救济费;二是开展送温暖活动。工会安排专人探望10名生病职工、去世职工家属、父母去世职工、家庭受灾职工,将组织的关心送到了职工及家属心坎;三是办理职工子女转学手续。为12名户口迁移天津的职工子女妥善解决了转学手续;

In 2017, the company continued to focus on caring and public causes. First, allocation of living relief fund: 17 survivors of our employees got the living relief fund; second, extending favor campaign. The Labor Union arranged special personnel to visit 10 sick workers, family members of deceased workers, employees with deceased parents and disaster-stricken workers, and sent the organization's concerns to the employees and their families; third, handling schooling transfer. The company properly processed the schooling transfer procedures for 12 children with household registration migrated to Tianjin;



公司2017届新员工拓展训练合影
CBMI's 2017 new staff development photo

组织实施培训

Provide training

2017 年，公司组织实施培训 36/40 项，发生费用 41.9 万元。一是新员工入职培训；二是资格培训：

2017 年公司一级建造师考试通过 4 人，已经取证。三是个人资质及注册管理：2017 年，人力资源部完成原有 9 人一级建造师转移注册及新取证 4 人的初始注册、1 人造价工程师转移注册工作。

In 2017, the company organized and conducted 36/40 trainings with a cost of 419,000 yuan. First, new employee onboarding training; second, qualification training: In 2017, we had four employees who obtained the level I construct certificate. Third, personal qualification and registration management: In 2017, the Human Resources Department completed the registration of the transfer of 9 level I constructs and 1 cost engineer and initial registration of 4 employees newly obtaining the level I construct certificate.

解决员工实际困难

Solve the practical difficulties of employees

2017 年，中材建设完成平安保险理赔金额总计为 269508 元。完成住院、门诊特殊病等 8 人次，理赔金额 132916 元；办理工伤职工医疗费报销 17 人次，理赔金额 54047.10 元；办理离休干部药费报销 5 人次，理赔金额 17508 元。按《关于调整机关事业单位工作人员死亡后遗属生活困难补助标准的通知》文件规定，为 17 名职工遗属发放生活救济费；开展送温暖活动。公司安排专人探望 10 名生病职工、去世职工家属、父母去世职工、家庭受灾职工，将组织的关心送到了职工及家属心坎；克服种种困难，积极与天津、唐山的有关教育局和学校沟通联系，为 12 名户口迁移天津的职工子女妥善解决了转学手续；

In 2017, the total amount of Ping An Insurance claims for CBMI was 269,508 yuan. 8 cases of inpatient and outpatient with special diseases were completed, and the amount of claims was 132,916 yuan; the medical expenses of workers with work-related injuries were reimbursed for 17 times, and the amount of claims was 540,47.10 yuan; the reimbursement of retired cadres was 5 times, and the amount of claims was 17,508 yuan. In accordance with the Circular on Adjusting the Subsidy Standards for Living Difficulties of Staff Members after the Death of Staff in Institutions and Authorities, the living relief fund were distributed to 17 survivors of employees; extending favor campaign. The Labor Union arranged special personnel to visit 10 sick workers, family members of deceased workers, employees with deceased parents and disaster-stricken workers, and sent the organization's concerns to the employees and their families; having overcome various difficulties and actively communicated with relevant education bureaus and schools in Tianjin and Tangshan, the company properly processed the schooling transfer procedures for 12 children with household registration migrated to Tianjin;

关爱员工职业健康

Care for employees' occupational health

公司共完成总部职工、内退职工、退休职工、待岗职工、北京分公司部分职工、项目部回国休假职工体检工作，同时为每位职工更新健康档案；并为 30 名家在外地回国休假职工办理体检报销；完成防暑降温费、过节费、采暖补贴等制表发放工作；对 2017 年社保、公积金缴费基数按时进行申报与调整；完成 2017 年度补充医疗保险、雇主责任险、意外伤害保险、住院安心保险等投保及报销工作。为方便广大职工购房及提取公积金，为符合提取条件的职工办理住房公积金的支取手续，2017 年度累计完成 116 人次住房公积金资料审核及提取。

The company has completed the physical examination of the headquarters staff, the internally retired employees, the retired employees, the standby employees, some employees of the Beijing branch, and the overseas workers on holiday of the project department, and updated the health records for each employee; and reimbursed the medical examination for 30 returning employees with household in a different place. Our company completed the tabulation and distribution of heatstroke prevention and cooling fees, holiday fees, heating subsidies, etc.; reported and adjusted the social security and provident fund contribution base on time in 2017; completed insurance and reimbursement of 2017 supplementary medical insurance, employer liability insurance, accidental injury insurance, hospitalization security insurance, etc. In order to facilitate the purchase of housing fund and the withdrawal of the provident fund for the employees, the company completed the procedures for the withdrawal of the housing provident fund for the employees who meet the conditions for the withdrawal. In 2017, a total of 116 housing provident fund data were reviewed and the corresponding money was withdrawn.



“中材建设杯”中国建材集团第二届在京企业羽毛球联谊赛，集团领导与中材建设志愿者人员合影
In the 2nd “CBMI Cup” Beijing-based Enterprises Badminton Tournament, group photo of group leaders and volunteers of CBMI

丰富员工业余生活

Enrich employees' leisure life

2017 年，中材建设承办“中材建设杯”集团第二届在京企业羽毛球联谊赛。此次羽毛球联谊赛的承办，取得了巨大成功，获得了参赛队伍的充分肯定，进一步扩大了公司在集团内部的影响，对外树立了良好的公司形象。3 月 7 日，公司组织北京唐山共计 50 余人参加的、主题为“严重交通违法危害及事故预防”讲座。五一前夕，公司组织北京唐山在职员工观影。公司组织职工一日游活动：通过活动，大家开阔了眼界，放松了心情，增进了友情，得到了广大职工家属的一致好评，极大激发了大家的工作热情。公司组队参加亦庄“博大杯”2017 年篮球联赛，获得“优秀组织奖”；组队参加集团“中材建设杯”羽毛球比赛，进入八强，获得“优秀组织奖”。

In 2017, CBMI hosted the 2nd “CBMI Cup” Beijing-based Enterprises Badminton Tournament. The tournament was a great success and won the full recognition of the participating teams, further expanding the company's influence within the group and establishing a good corporate image. On March 7, the company organized a total of over 50 people from Tangshan, Beijing to attend the lecture entitled “Serious traffic violations and accident prevention”. On the eve of May 1, the company organized the staff in Beijing and Tangshan to watch the movie. The company organized one-day trip for staff. Such events broadened their horizons, relaxed their mood and enhanced their friendship, and won the praise of the families of the employees, which greatly inspired everyone's work enthusiasm. The company organized a team to participate in the “Boda Cup” 2017 Basketball League in Yizhuang, and won the “Excellent Organization Award”; The company organized a team to participate in the “CBMI Cup” badminton competition, entered the quarter-finals, and won the “Excellent Organization Award”.

增进社区交流 共建社会关系

Enhanced community exchange and established social relations

改善当地生活环境

Improved local living environment

2017 年，中材建设阿尔及利亚 ZAHANA 项目开始之初，即制定了文明施工管理办法。对于废物，废料等采取集中回收处理的办法，最大程度减少施工队环境的影响。另项目部设置专用污水处理站一个，对项目部生活污水进行处理。以减少临建对当地环境的影响。

2017 年，中材建设喀麦隆项目在生活区建设初期，就规划了化粪池、固体垃圾存放池和食堂油污过滤池，并按照规划落实，得到了当地环境部门和业主的认可；现场内部采用流动厕所和垃圾箱存放，并定期请人清理出场；用电方面，全部采用了节能灯具；用水方面，水泵采用了定时控制、超压回流等措施。



In 2017, at the beginning of the CBMI Algerian ZAHANA project, a civilized construction administration approach was formulated. Wastes and scraps were subject to the centralized recycling treatment to minimize the environmental impact arising out of the construction. In addition, the project department set up a special sewage treatment station to treat the living sewage of the project department and reduce the impact of temporary construction on the local environment.

In 2017, in the initial stage of the construction of the living quarter of the CBMI Cameroon project, the company already planned septic tanks, solid waste storage tanks and canteen oil stain filter tank. Such move was recognized by the local environmental authority and owners; toilets and garbage cans are stored onsite, and regular clearing provided; energy-saving lamps are fully used; for water use, the pumps are equipped with such measures as timing control and overpressure reflux.



促进社区经济发展

Promote community economic development

2017 年，中材建设南非 PPC 项目部在努力建设水泥工厂项目的同时，积极履行社会责任，参与社区建设，支持本地社会公益事业和社区劳工就业，为推动当地经济和教育事业发展做出了积极贡献。

In 2017, CBMI's South African PPC Project Department actively performed social responsibility, participated in community building, supported local social welfare undertakings and community labor employment, and actively promoted the development of local economy and education while striving to build a cement plant.

增进社区文化交流

Enhance community cultural exchange

2017 年，中材建设阿尔及利亚 BC 项目部主动和当地政府、警察局及社区加强沟通联系，通过邀请当地官员参观项目建设情况，组织开展联谊互动等多种活动加强沟通交流。

2017 年，中材建设俄罗斯长城汽车项目部组织与图拉小学汉语学习小组进行汉语交流，宣传企业形象及企业文化，强化本土人员对我公司的认知，全面展示公司员工在境外的精神风貌。

In 2017, the CBMI's Algerian BC Project Department took the initiative to strengthen communication with the local government, the police station and the community. The company intended to enhance communications through a number of means, including inviting local officials to visit the project construction, and organizing socializing and interaction events.

In 2017, CBMI's Russian GWM Project Department organized a Chinese communication with Chinese Study Group of the Tula Elementary School to promote the company's image and culture, strengthen the local people's perception of our company, and fully demonstrate the spiritual outlook of our employees overseas.



给当地小学捐赠教学及娱乐设施
Donating teaching and entertainment facilities to local primary schools



给 Onkgopotse Tiro 职业技能学校进行道路维修
Road maintenance for Onkgopotse Tiro Vocational School



给厂属幼儿园捐赠文具
Donating stationery to the factory kindergarten



阿尔及利亚 BC 项目和当地沟通联系
Algerian BC project and local communications



俄罗斯长城汽车项目部组织与图拉小学汉语学习小组进行汉语交流
Russian GWM Project Department organized a Chinese communication with Chinese Study Group of the Tula Elementary School

Exploration and development

深入推进区域管理 属地经营稳步提升

Deeply promote regional management and steadily enhance operations



中材建设海外项目
CBMI overseas projects

2017 年，中材建设区域化管理基本形成资源协调、承担部分总部功能、属地化经营三大职能，成为公司战略落地实施的关键支撑。一是区域协调管理能力显著增强，资源效率显著提升，为公司项目顺利执行和取得良好经济效益提供了有力保障；二是分担部分总部职能，更加贴近业主和市场，进一步提高了客户服务效率、服务水平和客户满意度；三是扎根本土化发展、深耕属地市场，属地化经营水平稳步提升。

2017 年，公司成功签订阿尔及利亚榨油厂项目、尼日利亚 BUA 生产运营项目、俄罗斯长城汽车后续工程合同，在阿尔及利亚、尼日利亚快速推进产业投资发展，各区域公司、项目公司功不可没。

In 2017, the regional management of CBMI basically formed the three functions of resource coordination, performance of some functions of headquarters and localized operation, which became the key support for the company's strategic implementation. First, the regional coordination and management capabilities have been significantly enhanced, and resource efficiency has been significantly improved, providing a strong guarantee for the smooth implementation of the company's projects and achieving good economic results. Second, perform some functions of headquarters, we are closer to the owners and the market, further improving customer service efficiency and level and customer satisfaction; third, attach great importance to the local development by relying on the local market. The local operation level is improved steadily.

In 2017, the company successfully signed the Algerian oil mill project, Nigerian BUA production and operation project and Russian GWM follow-up project contract. We rapidly promoted industrial investment development in Algeria and Nigeria. Contributions by all regional companies and project companies couldn't be ignored.

2017 年阿尔及利亚区域主要项目一览表
List of Major Projects in Algeria in 2017

序号 SN	项目名称 Project description	合同类型 Contract type	项目情况 Projectstatus
1	阿尔及利亚 BISKRIA 2×6000TPD 项目 Algeria BISKRIA 2×6000TPD Project	EPC	在建 Under construction
2	阿尔及利亚 BISKRA 项目 Algeria BISKRA Project	EPC	获 PAC 证书 Obtained PAC certificate
3	阿尔及利亚 ZAHANA 项目（二线） Algeria ZAHANA Projece (second line)	EPC	在建 Under construction
4	阿尔及利亚 BECHAR 项目 Algeria Bechar Project	EPC	在建 Under construction

2017 年尼日利亚区域主要项目一览表
List of Major Projects in Nigeria in 2017

序号 SN	项目名称 Project description	合同类型 Contract type	项目情况 Projectstatus
1	尼日利亚 EDO 二线 6000TPD 项目 Nigeria EDO 2nd Line 6000TPD Project	EPC	在建 Under construction
2	尼日利亚 EDO 矿山运营项目 Nigeria EDO Mine Operation Project	OM	运营 Under operation
3	尼日利亚 EDO 安装项目 Nigeria EDO Installation Project	C	获 PAC 证书 Obtained PAC certificate
4	尼日利亚 UNICEM 项目 Nigeria UNICEM Project	EPC	在建 Under construction
5	尼日利亚 SOKOTO 项目 Nigeria SOKOTO Project	EPC	在建 Under construction
6	尼日利亚 EDO 工厂生产运营 Nigeria EDO Factory Operation	O & M	运营 Under operation
7	尼日利亚 EDO 矿山生产运营 Nigeria EDO Mine Operation	O & M	运营 Under operation

阿尔及利亚区域公司运营情况 Operations of Algerian regional company

2017 年，按照公司的工作安排和部署，中材建设阿尔及利亚区域公司敢于担当，勇于创新，同心协力，抓实质内容，抓关键举措，着力打造阿尔及利亚区域成为“投资型、产业型、合作型”的属地化管理模式。

In 2017, according to the company's work arrangement and deployment, CBMI's Algerian regional company dared to take responsibility and was brave in innovation. With concerted efforts, the company attached great importance to the substance and key measures, and strived to present the Algerian region with a localized management mode featuring "investment, industry, and cooperation".

阿尔及利亚 BC 项目进展

2017 年对于阿尔及利亚 BC 项目而言是攻坚作战的一年，BC 项目部全体员工，在 2016 年取得良好开端的基础上，在公司的领导和各部门的支持下，紧紧围绕“市场、调整、创新、提升”年度工作方针，发扬艰苦奋斗、创新向上的优良作风，克服了两条生产线同时建设，工期紧、工程量巨大、气候恶劣、私人业主机具材料供应不及时等困难，团结一致，砥砺前行，在 2017 年里快速的推动项目前进，取得了一系列成绩，为 2018 年项目的全面圆满完成打下了坚实的基础。

Progress of Algerian BC project

The year 2017 represents a crucial stage for the Algerian BC project. On the basis of a good start in 2016, with the support of the company's leaders and various departments, the staff of the BC project department closely focused on the annual work policy of "market, adjustment, innovation and upgrade" and carried forward the excellent style of hard work and innovation. To overcome such difficulties as simultaneous construction of two production lines, tight construction period, huge engineering volume, bad climate, and untimely supply of machinery and materials by private owners, we marched forward in unity to quickly advance the project. A series of achievements were fulfilled, which laid a solid foundation for the comprehensive and successful completion of the project in 2018.



中国建材集团总经理曹江林实地参观阿尔及利亚 BISKRA 项目
Cao Jianglin, General Manager of CNBM, visited the BISKRA project in Algeria



中材股份总裁彭建新到中材建设阿尔及利亚区域调研
Peng Jianxin, President of SINOMA conducted a survey on CBMI's Algerian region



中材建设承建的阿尔及利亚 BC 项目
Algerian BC project

阿尔及利亚 BECHAR 项目进展

阿尔及利亚 BECHAR 项目于 2017 年 7 月 15 日合同生效并开始计算工期，合同生效后，项目部和公司各职能部门保持密切的沟通，已经完成各专业分包队伍的招标，临建工程基本完成，设计、采购、物流、现场实施正按照一级计划紧锣密鼓地开展。

Progress of Algerian BECHAR project

The Algerian BECHAR project had the contract entering into effect on July 15, 2017 and the construction period began to be calculated. After the contract came into effect, the project department and the company's functional departments maintained close communication, and the bidding of each professional subcontracting team was completed. The temporary works was basically completed and the design, procurement, logistics, and on-site implementation are being carried out in full swing according to the level I plan.



尼日利亚 FABCOM 制造公司厂房及车间
Workshop and workshop of Nigeria FABCOM manufacturing company

尼日利亚区域公司运营情况 Operations of Nigerian regional company

目前尼日利亚区域子公司 SINORIA 正在执行 2.256 亿美元业务，其中：传统主业水泥项目当地拆分 2.02 亿美元，生产运营当地拆分 1940 万美元，工厂 FABCOM 400 万美元 / 年销售。区域公司在进行多元化发展同时，协调、管理和服

务区域项目，合理调配区域设备、材料和资金，发挥区域项目群效应，降低项目成本和风险。

At present, Nigerian regional subsidiary SINORIA is carrying out a deal worthy of 225.6 million US dollars, including: local split of cement project of 202 million US dollars, local split of production and operation of 19.4 million US dollars, sales of factory FABCOM 4 million US dollars/year. In step with the diversified development, the regional company coordinates, managements and serves regional projects, rationally deploys regional equipment, materials and funds to leverage regional project clustering effects and reduce project costs and risks.

尼日利亚 UICEM 项目进展

2017 年 1 月 18 日，尼日利亚 Unicem 项目获得业主颁发的 PAC 证书，比合同工期提前七周。通过项目员工的共同努力，Unicem 项目从 2017 年 8 月 23 日点火投料开始，在不到 4 个月的时间内完成了熟料线和水泥线的性能考核，比合同计划工期提前七周获得业主颁发的 PAC 证书，项目在实施过程中未出现重大施工、生产安全事故。

Progress of Algerian UICEM project

On January 18, 2017, the Nigerian Unicem project received a PAC certificate issued by the owner, seven weeks ahead of the contract period. Through the joint efforts of the project staff, the Unicem project commenced the ignition and materials feeding on August 23, 2017, and completed the performance evaluation of the clinker and cement lines in less than 4 months. Besides, we obtained the PAC certificate issued by the owner seven weeks ahead of the contract period. The project has been free from major construction and production safety incidents during the implementation.

尼日利亚 SOKOTO 项目进展

2017 年，尼日利亚 SOKOTO 项目设计工作全部完成，设备订货全部完成，发运除补发设备以及在线分析仪以外全部完成。现场施工自 2014 年 12 月 1 日开始，2017 年土建工作基本完工，现场钢结构、机械安装和电气安装工作已接近尾声，整体进度已经达到 94.59%。从 12 月开始陆续进入设备单机试车阶段。项目部根据实际情况设定 4 个节点目标：2018 年 1 月初石灰石堆棚进料；2 月初生料磨开磨，生料入均化库；点火目标为 3 月 12 日；出水泥时间为 4 月中下旬。2017 年度工程款回收总体状况良好，现场施工成本可控。

Progress of Algerian SOKOTO project

In 2017, the design of the SOKOTO project in Nigeria and the equipment order were fully completed. All the shipments were completed except for the additional equipment and the online analyzer. On-site construction began on December 1, 2014. The civil work in 2017 was basically completed. The on-site steel structure, mechanical and electrical installations are close to completion, and it's up to 94.59% of the overall progress. Since December, it will successively move to the stage of single equipment test. The project department sets 4 milestone targets according to the actual situation: mobilization of limestone pile shed in early January 2018; raw material grinding commencement in early February, raw material access to homogenization pool; target date for ignition March 12; cementing time Mid-to-late April. In 2017, the overall scenario of the collection pf project money was sound and the construction cost in the workplace under control.

尼日利亚制造公司 FABCOM2017 年销售收入 Annual sales revenue of CBMI Nigeria Manufacturing Company in 2017

名称 Description	销售数量 Qty.	销售金额（奈拉） Amount (NGN)
彩石瓦 color stone tileplate	362120.82 m ²	21727249.20
彩钢板 Colored steel plate	59951.5 m ²	3330638.89
机加工 Machining	7.904T	209582
钢结构 Steel structure	13.722T	139946
其它服务 Other servicesplate	32927.78	117390.4
人员接待 Personnel reception	32927.78	117390.4
汇总：In total:		25674558.61

尼日利亚制造公司 FABCOM 彩石瓦产品 Nigerian production company's FABCOM color stone tile products

- 1、3# 彩石瓦生产线已采购、制造完毕，于 12 月中旬从国内发运，2018 年 2 月份彩石瓦产能提高到 100 万平米；
- 2、配套新建的原材料车间主体已完成；
- 3、彩石制备车间已安装完毕，正在调试。

彩石本地化后将降低彩石瓦生产成本 100Naira/m²，加强彩石瓦销售竞争力。

Procurement and manufacturing of 3# color stone tile production line have been completed; shipping from China in mid-December. In February 2018, the production capacity of color stone tile would be increased to 1 million square meters;

The main body of the newly-built raw material workshop has been completed;

The color stone preparation workshop has completed installation and commissioning is ongoing.

After the localization of the colored stone, the production cost of the colored stone tile will be reduced by 100Naira/m², and the sales competitiveness of the colored stone tile will be strengthened.



尼日利亚 EDO 生产运营 Nigerian EDO production and operations

2015 年签署的 EDO 项目厂区运营和矿山运营是公司在海外第一次同时进行工厂和矿山运营的合同，经过项目部员工的辛勤努力，在 2 年的运营工作中体现了良好的专业技术知识和服务能力，达到了较高运转率，得到了业主高度的认可和信任。6 月 30 日公司又和 BUA 签署了 SOKOTO 项目和 EDO 1#、2# 项目 3 年期综合运营合同，合同额 1.8 亿美元。

The EDO project factory and mine operation signed in 2015 is the first contract for the company to operate the factory and mine at the same time overseas. Through the hard work of the staff of the project department, the two-year operations have better demonstrated our good professional technical knowledge and service capability. Our higher operation availability has been highly recognized and trusted by the owners. On June 30, the company signed a three-year comprehensive operation contract with the BUA for the SOKOTO project and the EDO 1# and 2# projects with a contract value of 180 million US dollars.

产业投资发展情况

Industrial investment development

2017 年，中材建设加快产业投资“做强”。按照集团“六个一”境外产业发展战略和中材国际“十三五”发展规划，充分利用公司国际市场和区域发展优势，积极推进公司产业投资发展，开展设备和钢结构制造、水泥粉磨站、岩棉、水泥制品等四个产业投资业务；在尼日利亚扩建彩石瓦生产线，达到年产 100 万平米生产能力，积极推进硅酸钙板项目和 EDO 矿山建材工业园项目；哈尔滨飞灰处置项目建成投产运营；将在阿尔及利亚、俄罗斯等国家积极开展相关产业投资前期工作。

In 2017, CBMI accelerated the pace of making industrial investment “more powerful”. In accordance with the Group's “six first” overseas industrial development strategy and CBMI International's “13th Five-Year” development plan, the company gave full play its international market and regional development advantages and actively promoted the company's industrial investment development. We committed investment on four segments of equipment and steel structure manufacturing, cement grinding station, rock wool and cement products; we expanded the color stone tile production line in Nigeria to reach an annual production capacity of 1 million square meters. Besides, we actively promoted the calcium silicate board project and EDO mine building materials industrial park project; the Harbin flying ash disposal project was completed and put into operation; the relevant preliminary work of industry investment will be actively carried out in such countries as Algeria, Russia, South Africa, East Timor and Cameroon.



公司参加非洲投资与商务论坛
The company participated in the African
Investment and Business Forum



尼日利亚 EDO 熟料线运营项目中控室
Central control room of Nigerian EDO
clinker line operation project

区域内协同发展

Regional collaborative development

2017 年，中材建设紧抓国家“一带一路”、国际产能合作战略机遇，结合集团优势产业“走出去”发展政策，贴近市场、贴近客户，突出产融结合和品牌建设，将公司多年来发展积累的管理经验、资金技术、装备服务带出去，重点围绕区域“投资型、产业型、合作型”的属地化管理模式，积极推进以阿尔及利亚为代表的北非区域和以尼日利亚为代表的西非区域率先崛起，通过实施产业投资规划和建立区域协调合作机制，依托公司在阿尔及利亚、尼日利亚、南非、坦桑尼亚、喀麦隆等多个国家项目执行优势，坚持以线串点，以点带面，形成北非、西非、南非、东非、中非各板块区域发展相互促进、资源共享、优势互补、协同发展的新格局。

在阿尔及利亚区域，加快推进与 BC 业主成立合资公司投资在制造、维修、运营维护、岩棉、移动式粉磨站及相关产业链延伸等多个业务领域全方位合作关系，深耕阿尔及利亚及北非区域市场。

在尼日利亚区域，尽快启动尼日利亚 EDO 项目产业园投资项目，通过产业园项目实施，努力构建与客户合作共赢的局面，打造一批公司忠实的、有影响力、有订单的客户群体。同时，要加快尼日利亚硅酸钙板厂实施建设，扩大制造厂规模，以建材产品为切入点，立足产品本地化发展，抢占市场空间，加快新产品开发，为公司产业化发展奠定基础，区域化经营取得了较好的成果。

In 2017, CBMI firmly grasped strategic opportunities of the national “Belt & Road” initiative and international capacity cooperation, combined with the Group's advantageous industry “reaching out” development policy. The company got close to the market, and customers, highlighting the integration of industry and finance and brand building, and bringing out management experience, capital technology, and equipment services accumulated through the corporate development over years. Focusing on the localized management model featuring “investment, industry, and cooperation”, the company actively promoted the rapid rise of the North African region represented by Algeria and the West African region represented by Nigeria. Through the implementation of industrial investment planning and the establishment of regional coordination and cooperation mechanism, relying on the company's implementation advantages in several countries such as Algeria, Nigeria, South Africa, Tanzania and Cameroon, we are ready to give rise to a new pattern of mutual advancement, resource sharing, complementary advantages and coordinated development covering such areas as the North Africa, West Africa, South Africa, East Africa and Middle Africa.

In the Algerian region, we aim at an all-round partnership. We will thus accelerate the establishment of joint ventures with BC owners to invest in all aspects of manufacturing, maintenance, operation and maintenance, rock wool, mobile grinding stations and related industry chains, and dig deeper into the regional market in Algeria and North Africa.

In the Nigerian region, the Nigeria EDO industrial park investment project will be launched as soon as possible. Through the implementation of the industrial park project, efforts will be made to build a win-win situation with customers and create a group of loyal, influential and order-oriented customers. At the same time, it is necessary to speed up the implementation of the Nigerian calcium silicate board factory and expand the scale of the manufacturing plant. We take the building materials as the entry point and rely on the localized development of products. Besides, we will seize market space and accelerate the development of new products to lay a foundation for the industrialization of the company. The regional operation has achieved good results.

NO.5

责任绩效

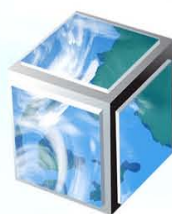
Responsibility
and performance

2017 年度关键责任绩效

2017 annual key responsibility and performance

2017 年，是中材建设实施“十三五”规划的关键年。一年来，中材建设认真贯彻落实集团、中材股份、中材国际和公司年初工作会议部署，坚持国际化、多元化发展战略，立足“做优、做强、做大”业务定位，秉承“市场、调整、创新、提升”工作方针，以提质增效、转型升级为主线，以“十三五”规划为指引，外抓市场，内抓管理，深化改革，强化创新，在全体员工的共同努力下，较好地完成了全年目标任务，公司继续保持了稳健良好的发展态势。

The year 2017 is a crucial year for the implementation of the “13th Five-Year” Plan for CBMI. Thereafter, CB Construction has conscientiously implemented the work meeting deployment of the Group, SINOMA, Sinoma Int. and the company at the beginning of the year, and adhered to the internationalization and diversified development strategy. Based on the business orientation of “being excellent, stronger and bigger” and adhering to work principle of “market, adjustment, innovation and enhancement”, we focus on the main line of improving quality and efficiency, transformation and upgrading, and take the “13th Five-Year” Plan as a guide. To keep aligned with the market trend, we focus on management, deepen reform and enhance innovation. With joint efforts of all staff, we better complete the yearly work tasks. The company has sustained a steady and virtuous development momentum.



经济责任
Economic Responsibility

指标名称 Index	指标值 Index Value
营业收入（亿元） Business income (100 million)	30.2
纳税总额（亿元） Total Taxes (100 million)	1.37
国有资产保值增值率（%） Rate of Value of State-owned Assets(%)	109.95
净资产收益率（%） ROE(%)	18.85
经济增加值（亿元） Economic Value Added (100 million)	2.32
毛利率（%） Gross Profit Rate(%)	20.56
人均创利税（万元） Profits and Taxes Per Capita (10 thousand yuan)	31.53
全年新签合同额（亿元） Amount of Newly Signed Contracts Annually (100 million)	48
完成出口额（亿美元） Value of Exports (100 million US dollar)	4.21

产品责任
Product Responsibility

指标名称 Index	指标值 Index Value
2017 年在建项目数量 Number of Projects in Progress in 2016	24
2017 年完工项目数量 Number of Completed Projects in 2016	3
2017 年开工项目数量 Number of Projects Started in 2016	9
2017 年取得 PAC 证书数量 Number of Projects Obtaining PAC Certificate in 2016	5
业主综合满意度（%） Overall Satisfaction of Clients(%)	99
业主分项满意度（%） Component Satisfaction of Clients(%)	99
合同履约率（%） Rate of Contract Execution(%)	100
取得经由国家授权的专利（项） Number of Patents Authorized by the State (item)	7
截至目前累计拥有专利（项） Number of Patents Granted in 2016 (item)	36
技术研发主要成果（项） Number of Technology R&D Achievements (item)	21

安全责任 Safety Responsibility

指标名称 Index	指标值 Index Value
安全培训覆盖率 (%) Coverage Rate of Safety Training(%)	100
重伤以上事故发生率 (%) Rate of Incidents Causing Serious Injuriesor Even Worse(%)	0
劳动环境与劳动条件治理后的有害作业场所达标率 (%) Control Rate of Harmful Operating Sites After Treatment in Labor Environment and Labor Conditions(%)	100
事故隐患整改完成率 (%) Completion Rate of Potential Dangers Rectification(%)	100
特种作业人员持证上岗率 (%) Rate of Employment with Certificates of Special Operation Workers(%)	100

环境责任 Environment Responsibility

指标名称 Index	指标值 Index Value
有毒有害废弃物平均回收率 (%) Rate of The Average Recovery of Hazardous Waste(%)	100
项目施工噪声超标、投诉次数 The Number of Complaints for Exceeded Noise in Project Construction	0
节能减排法规宣传覆盖率 (%) Publicity Rate of Energy-saving and Emission cut(%)	100

员工责任 Product Responsibility

指标名称 Index	指标值 Index Value
年末员工总数 Total Number of Employees at the End of the Year	1163
中层以上管理者中女性员工比例 (%) Rate of Female Middle-level Managers(%)	4.76
少数民族员工人数 Minorities Employees	30
残疾员工人数 Employees with Disabilities	5
员工参与工会组织率 (%) Rate of Employees’ Participation in Labor Union(%)	100
劳动合同签订率 (%) Rate of Labor Contracts Signing(%)	100
社会保险覆盖率 (%) Coverage Rate of Social Insurance(%)	100
参保雇主责任险 (人次) Insured Employers’ Liability Insurance (person)	463
- 支付金额 (万元) - Payment Amount (10 thousand yuan)	43.61
参保意外伤害险 (人) Insured Accident Insurance (person)	696
- 支付金额 (万元) - Payment Amount (10 thousand yuan)	35.21
年培训总投入 (万元) Total Investment in Training (10 thousand yuan)	45.12
接受体检的员工比例 (%) Percentage of Employees Receiving a Medical Examination(%)	100
发生劳动争议人数 Number of Labor Disputes	0
普通员工人均收入较上年增长 (%) Ordinary Employees Income Increase over the Previous Year(%)	6.55

NO.6

未来展望 Prospective

经营发展 Management development

2018 年，中材建设的经营目标：完成营业收入 35 亿元，新签合同额 40 亿元。中材建设将坚持战略引领，提升发展质量，一是要遵循集团的战略、文化、方针、管理原则、经营措施和中材国际、天津板块决策部署，坚持国际化、多元化、产业化发展定位，聚焦做优传统水泥工程、做大多元化工程、做强产业发展三大主导业务，细化保障举措，扎实苦干，确保“十三五”规划和各项战略目标的落地。二是要以毛利率为主线的考核导向，通过管理创新降低成本，实现项目预期毛利率，实现降本增效，提升发展质量和经济效益。三是进一步深化区域公司化、项目公司化管理，围绕“做优、做强、做大”三个业务定位，创新区域及项目资源协同管理，深入推进属地化经营。四是按照中材国际天津板块的统一部署和安排，加强板块资源整合协同，提升资源的效益和效率。

In 2018, the business objectives of CBMI: To achieve a business revenue of 3.5 billion yuan, and the new contract amount of 4 billion yuan. CBMI will adhere to strategic guidance and improve development quality. First, we shall follow the Group's strategy, culture, policies, management principles, management measures, and decision-making and deployment for CBMI International and Tianjin segment. Based on the development orientation of internationalization, diversification, and industrialization, we attempt to make better traditional cement engineering, bigger diversified projects and stronger industrial development. Besides, we will refine the safeguard measures, and work hard to ensure the implementation of the "13th Five-Year" Plan and various strategic objectives. Second, we shall the gross profit margin-based assessment, reduce costs through management innovation, achieve the expected gross profit margin of the project, increase efficient and enhance the development quality and economic benefits. Third, we shall further deepen the company-based management on the region and project. Focusing on the "better, stronger and bigger" business orientations, we shall make innovations into the regional and project resource coordination management and move forward the localized operation. Fourth, to align with the uniform deployment and arrangement of Tianjin Segment of Sinoma Int., we shall strengthen the integration of segment resources and enhance the benefit and efficiency of resources.

管理提升 Management improvement

2018 年是中材建设深化改革、推进做优做强做大至关重要的一年，是充满机遇与挑战、任务艰巨而又繁重的一年。公司将加强精细化管理，提升管理效益效率：一是加强财务管理和风险管控体系。进一步明确“一升三降”目标，加强内控制度执行力度，尽快建立健全以财务管理为中心的经济运行管理体系。二是提升运营管理能力。要加大分包结算稽核力度，加强成本预算与目标控制，加大过程监控力度，不断完善公司运营考核机制，持续提高公司运营管理水平。三是提高安全管理水平。落实安全生产主体责任，不断增强安全意识和责任意识，推进安全管理信息化和安全生产标准化建设。四是加强企业文化传播融合。倡导员工快乐工作、健康生活，培养企业文化情怀，让广大员工同呼吸、共命运、心连心，更有获得感和幸福感，为实现企业价值的持续增长营造一种相互包容、相互鼓励、积极向上的“家”文化氛围。

The year 2018 is a crucial year for CBMI to deepen reform and become better, bigger and stronger. It is an arduous and pressing year full of opportunities and challenges. The company will strengthen refined management and improve management efficiency. First, strengthen financial management and risk regulation system. We shall further clarify the objective of "one increase and three decrease". We shall strengthen the implementation of internal control, and establish and improve the economic operation management system focusing on financial management as soon as possible. Second: improve operational management capabilities. We shall increase the intensity of subcontracting and settlement audits, strengthen cost budgeting and target control, heighten process monitoring, continuously improve the company's operational assessment mechanism and operational management level. Third, improve the level of safety management. We will implement the responsibility of safety production, continuously enhance safety and responsibility awareness, and promote the information technology-based safety management and production standardization. Fourth, strengthen the succession and integration of corporate culture. We shall advocate employees to work happily, live a healthy life and cultivate corporate culture. We ensure employees share the same destiny and have the emotional bond and a sense of well-being and happiness. We attempt to create a positive "home" culture featuring mutual tolerance and encouragement, providing a favorable environment for the continuous growth of corporate value.

企业社会责任建设 Construction of corporate social responsibilities

2018 年，中材建设将持续加强企业社会责任建设，以优质高效的项目展示公司的实力和负责任的企业形象。重视属地化经营，提高员工本土化占比。依法纳税，在境外各市场依法纳税。积极参加社会公益活动，在项目所在国等市场捐资捐物。坚持合作共赢，持续加强与联合国全球契约组织的沟通与交流，认真履行作为全球契约组织成员的责任和义务。

In 2018, CBMI will continue to strengthen corporate social responsibility and showcase its strength and responsible corporate image with quality and efficient projects. We shall highlight the localized management and increase the proportion of local employees. We shall pay taxes by law in overseas markets. We shall actively participate in social welfare activities and donate money and materials in markets where the project is located. We shall adhere to cooperation and win-win scenarios, continue to strengthen communication and exchanges with the UN Global Compact, and earnestly fulfill our responsibilities and obligations as a member of the Global Compact.

中材建设

2017 年社会责任报告评价

中材建设有限公司作为联合国全球契约组织的一名企业成员，多年来恪守和践行联合国全球契约十项原则。同时作为中国企业“走出去”的先行者和“一带一路”倡议的积极响应者，成为在全球化运营中负责任、可持续发展的中国企业典范。

从中材建设 2017 年社会责任报告中可以看出，中材建设秉持创新、绩效、和谐、责任的价值观，从包括合规在内的制度体系建设、技术与管理创新、安全管理与安全生产、节能环保与生态建设、员工权益保护与和谐企业创建、社区共建与运营当地化以及促进区域化的可持续发展与成果共享方面做出了巨大的努力，取得了十分突出的成绩。同时，公司也十分注重与员工、客户、供应链等商业伙伴、投资人、运营地社区、政府、行业组织、NGO、国际组织、媒体与公众等各个利益相关方的沟通与合作，为企业的可持续发展营造了坚实的平台，同时也为中国和世界的可持续发展做出了令人瞩目的贡献。

特别值得一提的是，基于中材建设在海外特别是“一带一路”沿线多个国家和所开展项目的负责任、可持续运营方面积累的大量社会责任管理和实践经验，报告安排了许多相对独立而又不失体系化的板块来梳理总结了公司在各国和一些重要项目的可持续运营实践。这些专题性内容更便于广大中国企业在海外运营中学习和借鉴，也是中国企业贡献联合国可持续发展目标最鲜活的例证。

报告也在第五部分对中材建设在可持续发展上的关键责任绩效做了全面盘点。各类指标数据基本上做到了客观、具体、详实、系统，如果能结合往年继续进行纵向比较分析，则会使相关绩效的表述更具动态性和立体感。总的来说，《2017 中材建设有限公司社会责任报告》体系完整、内容详实，并能用大量的案例、数据、图表、图片来生动多样地进行分析和描述，是一份具有较高质量的社会责任报告。

总的来说，《2017 中材建设有限公司社会责任报告》体系完整、内容详实，并能用大量的案例、数据、图表、图片来生动多样地进行分析和描述，是一份具有较高质量的社会责任报告。



韩斌
执行秘书长
全球契约中国网络

Evaluation on 2017

CBMI CSR Report

As an enterprise member of the United Nations Global Compact, CBMI has adhered to and practiced the ten principles of the UN Global Compact for many years. At the same time, as the forerunner of the “reaching out” of Chinese enterprises and the active responder of the “Belt & Road” initiative, it has become a model of Chinese enterprises that are responsible and committed to sustainable development in global operations.

It can be seen from the 2017 Social Responsibility Report that CBMI adheres to the values of innovation, performance, harmony and responsibility. The company had made great efforts in institutional system construction including compliance, technology and management innovation, safety management and production, energy conservation and environmental protection and ecological construction, employee rights protection and the establishment of harmonious enterprises, community building and operation localization, and promoting regional sustainable development and achievement sharing. Outstanding results have been fulfilled. At the same time, the company also attaches great importance to communication and cooperation with various stakeholders such as employees, customers, supply chain and other business partners, investors, communities and governments of the operation place, industry organizations, NGOs, international organizations, media and the public. Such move has created a solid platform and made remarkable contributions to the sustainable development of the company, as well as China and even the whole world.

It is particularly worth mentioning that, based on the large amount of social responsibility management and practical experience accumulated by CBMI in responsible and sustainable operation in many countries and projects carried out overseas, especially those along the “Belt & Road”, the report has arranged many relatively independent and systematic sections to streamline and summarize the company's sustainable operations practices in all nations and some important projects. These feature contents are more convenient for Chinese companies to learn and draw lessons from overseas operations. It is also the most vivid example of Chinese companies contributing to the UN's sustainable development goals.

Part V of the report also made a comprehensive coverage of the key responsibility performance of CBMI in sustainable development. The data of various indicators are basically objective, specific, detailed and systematic. In case of further longitudinal comparison and analysis based on past years, the presentations of relevant performance will be more dynamic and impressive.

In general, the 2017 Social Responsibility Report of CBMI is complete and detailed. A large number of cases, data, charts and pictures are used to give a vivid and diverse analysis and description. It's a social responsibility report of better quality.



Han Bin
Executive secretary general
Global Compact China Network

意见反馈表

Reader's Feedback Form

非常感谢您阅读《中材建设有限公司 2017 年度社会责任报告》。为不断提升中材建设社会责任报告的编写质量，更好地披露公司履行社会责任情况，期盼您对本报告提出宝贵意见和建议。请您填写以下问卷并按公司联系方式返回，我们承诺所有信息仅用于分析、改进报告编写工作。感谢您的反馈！

We sincerely appreciate for your reading of the CBMI SOCIAL RESPONSIBILITY REPORT 2017. To constantly boost the quality of the report and to better disclosure our CSR information, we expect comments and advice from you. Please fill out the questionnaire below, and send it back according to the contact information. We promise that all the information will be only used for analysis and improvement of the report.

您的基本信息 Basic Information					
姓名 Name		电话 Tel.		邮箱 E-mail address	
工作单位 Employer				职务 Position	
您对本报告的评价 Comments					
<p>请您在相应的“□”内打“√”：</p> <p>Please tick in the appropriate boxes.</p> <p>1. 您对本报告的总体评价是：</p> <p>1.Your overall evaluation of the report?</p> <p><input type="checkbox"/>很好 Great <input type="checkbox"/>较好 Good <input type="checkbox"/>一般 Moderate <input type="checkbox"/>较差 Poor</p> <p>2. 您认为本报告所披露信息的清晰、准确、完整性如何？</p> <p>2. What do you think of the clearness, accuracy and integrity of the disclosure information?</p> <p><input type="checkbox"/>高 Great <input type="checkbox"/>较高 Good <input type="checkbox"/>一般 Moderate <input type="checkbox"/>较低 Poor</p>					

<p>3. 您对本报告的哪一部分最感兴趣？</p> <p>3. Which part of the report interest you the most?</p> <p><input type="checkbox"/>企业简介 Company Profile</p> <p><input type="checkbox"/>理念战略 Concpt Strategy</p> <p><input type="checkbox"/>管理运营 Management Operation</p> <p><input type="checkbox"/>探索发展 Exploration and development</p> <p><input type="checkbox"/>责任绩效 Responsibility and performance</p> <p><input type="checkbox"/>未来展望 Prospective</p> <p><input type="checkbox"/>报告评价 Report Description</p>
<p>4. 您认为本报告对利益相关方的期望进行的回应和信息披露程度如何？</p> <p>4. What do you think of the extent of the information disclosure and the responses to the expectation of the interest parties?</p> <p><input type="checkbox"/>很高 Great <input type="checkbox"/>较高 Good <input type="checkbox"/>一般 Moderate <input type="checkbox"/>较低 Poor</p>
<p>5. 您认为本报告的可读性如何？</p> <p>5. How is the readability of the report?</p> <p><input type="checkbox"/>很高 Great <input type="checkbox"/>较高 Good <input type="checkbox"/>一般 Moderate <input type="checkbox"/>较低 Poor</p>
<p>6. 您认为本报告的版式设计是否有利于您的阅读：</p> <p>6. How is the format design of the report facilitating your reading process?</p> <p><input type="checkbox"/>很好 Great <input type="checkbox"/>较好 Good <input type="checkbox"/>一般 Moderate <input type="checkbox"/>较低 Poor</p>
<p>您对中材建设社会责任工作及社会责任报告编写工作有何改进意见？</p> <p>Your advice for CBMI's CSR work and compilation of CSR Report</p>

公司注册地

地址：河北省唐山市丰润区幸福道 7 号

电话：0086 0315-3241249

传真：0086 0315-3221044

网址：<http://www.cbmi.com.cn>

邮政编码：064000

公司总部

地址：北京亦庄经济开发区隆庆街 7 号

电话：0086-10-67285000

传真：0086-10-67285001

邮政编码：100176

CBMI Company Place of Incorporation

No.7 Xingfu Road, Fengrun District, Tangshan City, Hebei Province,
P.R.China

Tel: 0086- 0315-3241249

Fax: 0086 -0315-3221044

[Http://www.cbmi.com.cn](http://www.cbmi.com.cn)

ZIP CODE:064000

CBMI CompanyHeadquarters

NO.7, longQing Road, Beijing Economic and Technological
Development Area, China

Tel: 0086-10-67285000

Fax:0086-10-67285001

ZIP CODE:100176