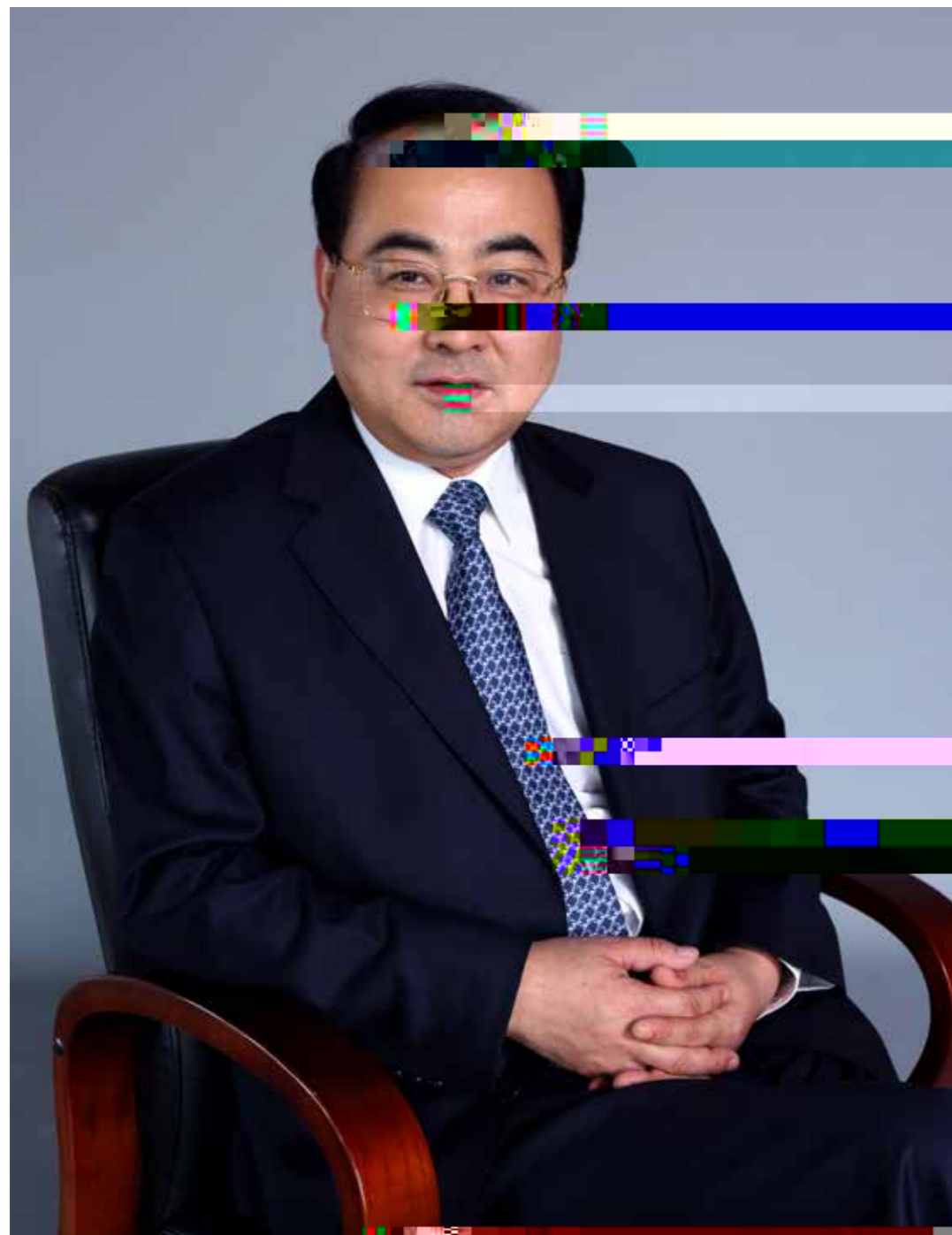


2020 AUSTRALIA
SUSTAINABILITY REPORT



Chairman of CRRC Corporation Limited

As a provider of high-end equipment system solutions in the rail industry with a history of nearly 140 years, CRRC strives to *connect the world through better mobility*. Since entering the Australian rail market in 1999, we have provided high-quality products and services with the principle of "integration and service" to promote the development of the Australian rail industry and actively contribute to the sustainable development of local economy, society and environment.

In 2020, we faced the challenge of the COVID-19 pandemic sweeping production and logistics together with our Australian partners to deliver products on time, which have further deepened our mutual trust. Our actions have contributed to the pandemic responses taken by both China and Australia, and also to the sustainable development in both countries.

We facilitate Australia to create unimpeded rail transit facilities. We have been involved in large-scale rail transit projects in major

experiences for passengers. In line with the needs of mining and freight enterprises, we have developed railway locomotives and heavy-load freight cars to support local industrial development. We have set up plants and R&D centers in Australia to carry out high-end technology transfer and cooperation, and serve the transformation and upgrading of local industries.

We are committed to building a win-win partnership in Australia. As an important member of the Australasian Railway Association, we have engaged in in-depth exchanges and cooperation with local industry partners and universities, actively participated in the AusRAIL Rail Conference & Exhibition and released *the Report on Rail Transit Industry Developments in Australia*. We have assisted Australian local suppliers to improve their technologies and services to achieve common growth. We assume the tax-paying responsibility in accordance with the local law, carrying out compliant operations and conducting regular anti-corruption supervisions.

We abide by the principle of safe production and environmental protection. We attach great importance to safety management and have formulated and promoted *the work safety system* in Australia to optimise occupational health management and take care of the

and consumption reduction and provide green and environmentally-friendly products for the Australian market as well as actively carry out green operations in the Country.

We work with Australian stakeholders to build harmonious and inclusive communities. We have been committed to promoting cultural mutual learning between China and Australia, organising various cultural exchanges. These include training sessions, photography exhibitions, photography competitions, and open days for our employees' family members to create a diverse and inclusive environment of growth for employees and establish friendly relations of sincerity and mutual trust with stakeholders. We engaged with local communities and created job opportunities, conducted charity sales of the rail transit photography competition and provided all the proceeds

conservation.

This report is the second sustainability report in Australia issued by CRRC. It aims to communicate with stakeholders in a sincere and transparent manner and deliver CRRC's philosophy, practice and performance on social responsibility to our partners in Australia. We will continue to contribute our technology and wisdom to local economic and social development after 20 years of operation in Australia and work together with all stakeholders to create a better future.

A handwritten signature in black ink, consisting of stylized Chinese characters, located in the bottom right corner of the page.

Since its founding nearly 140 years ago, CRRC committed to

products and services. As of the end of 2019, CRRC had delivered its products and services to over 100 countries and regions, with 17 international R&D centers built worldwide and local manufacturing hubs in the United States, Australia, South Africa, Malaysia, India, and Turkey, etc. In 2020, CRRC ranks 361st on the Fortune Global 500 list.

Having built world-leading technological platforms and manufacturing bases for rail transit equipment, CRRC provides a series of world-leading products, such as high-speed Electric Multiple Units (EMUs), high-power locomotives, wagons and urban rail transit vehicles, which can adapt to complex geographies, meeting diverse needs of the global market.

To diversify our business, CRRC has added energy conservation, environmental protection, new energy, and new material to its business portfolio and building platforms for rail transport, industrial

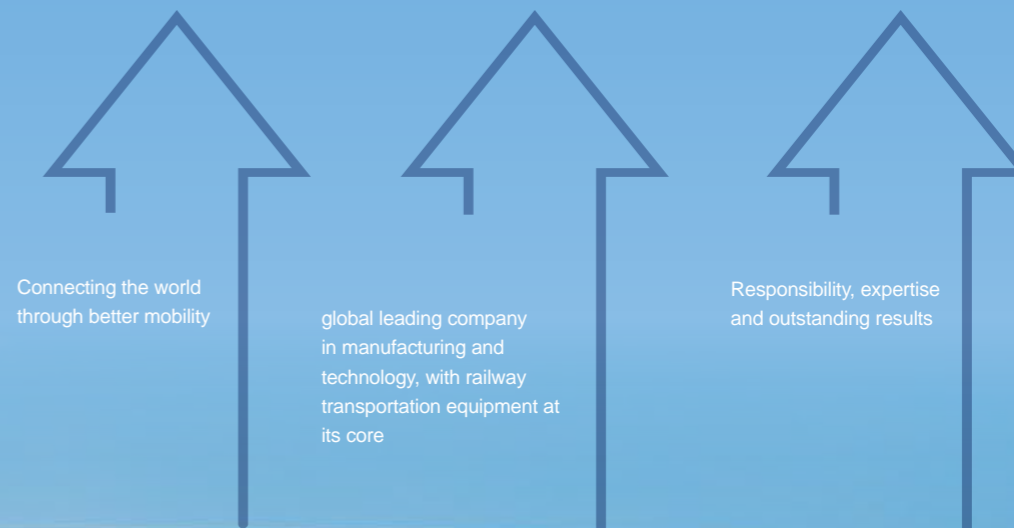
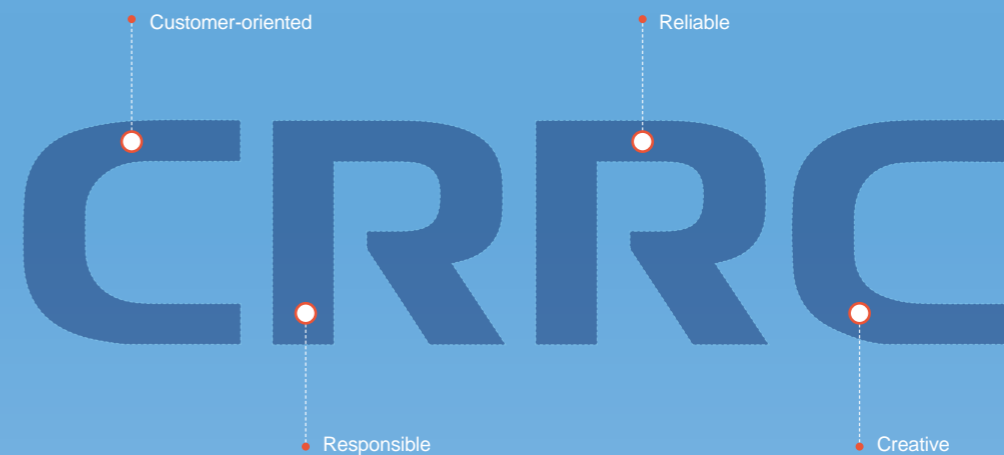
vocational education, and asset management.

Under the mission of "connect the world through better mobility", CRRC remains inclusive and Since 2006, CRRC Changchun has worked as a key partner of Downer for mankind with its advanced transport equipment. We also spare

globe with all the more cutting-edge technologies, higher-quality products, and better services. This is how CRRC develops itself into a respected multinational company that prioritises people's shared desire to have a better life.

CRRC strives to become "a full-value creator with high-end equipment as our core". The core value

English name (CRRC):



CRRC has been serving local customers and passengers in Australia for more than 20 years. We implement on local manufacturing, local procurement, local employment, local maintenance and repair as well as localised governance. We strive to be a cultural exchange promoter, a talent training provider, an industry development accelerator and a community citizen.

Australia is a country with abundant mineral resources development. The mining industry is an important part of Australia's national economy and railways are vital to the transportation of mining and agricultural products. We believe that developing rail sectors of the urban and intercity public transport system is a key

Australian Federal Government's Australian Infrastructure Plan 2015-2030 has a key focus on rail infrastructure development and provides for rapid development of the rail industry in Australia. CRRC provides advanced technical products and services and contributes our expertise to the local development of economy and society.

(CRRC Qiqihaer)

Since 1999, CRRC Qiqihaer has provided spare parts for the Australian freight wagon market. Since 2012, CRRC Qiqihaer has provided world-leading freight wagons such as ore wagons and coal hopper wagons for BHP Billiton, Rio Tinto, FMG and other customers. We have been awarded the best global supplier of Rio Tinto and a strategic partner of BHP Billiton.

(CRRC Ziyang)

CRRC Ziyang provides the SDA1 locomotive for Queensland Rail. With high traction performance, we have created the innovative

has delivered 18 diesel locomotives for Queensland Rail.

(CRRC Changchun)

Since 2006, CRRC Changchun has been a key partner of Downer for, a special purpose vehicle established exclusively to deliver the Private Public Partnership with Sydney Trains

suburban passenger train carriages (known as the Waratah Train) for Sydney's rail network. This project is supported by a team of the rail industry's foremost engineering and services organisations including Downer EDI Limited as contractor and CRRC as manufacturer. In 2012, the Sydney Waratah

Award" in Australia. In 2016 and 2019, Transport for NSW (TfNSW) placed orders

manufacturing partner, and since 2006, CRRC Changchun has manufactured more than 800 passenger train carriages.

(CRRC Yangtze)

CRRC Yangtze Ltd. provides freight trains for

is currently the largest load, longest train formation and largest tractive tonnage in Australia. By the end of 2018, CRRC Yangtze had delivered nearly 9,000 freight wagons of various types to Australia. CRRC Yangtze also provides a variety of metro engineering vehicles for Sydney Metro Project, Australia's biggest public transport project.

(CRRC Qishuyan)

CRRC Qishuyan works with PN to launch the locomotive for Australia.

(CRRC Meishan)

CRRC Meishan provides more than 500 freight wagons including the new multi-purpose covered wagon that adopts a lightweight structure, and improves capacity utilisation and door locking reliability. We have applied and obtained 5 patents.

CRRC is delivering 954 passenger train carriages



The coal hopper exported to GWA Group in Australia by CRRC Qiqihar

(Delkor)

Delkor was founded in 1983, about 22 kilometres west of the Sydney CBD. Since 2002, it has worked closely with CRRC Zhuzhou Times New Material Technology Co., Ltd. (TMT) and became a subsidiary of TMT in 2011, and has subsequently started a global market service. Delkor has provided accumulated 1.8 million track shock absorbers for global customers since its establishment.



Jointly established in 2016 by CRRC Dalian, CRRC

Power Development (NZ) Ltd., the company aims to carve out premium, high-performing locomotives, coupled with improved services and warranties, and deliver all of them to the country for its rail network development. This, in turn, will extend the local industrial chain and expand maintenance service.

CRRC Australia Pty Ltd was founded in 2012 in the central business district of Parramatta, NSW. The company, on behalf of CRRC, formulates the overall development strategy and plan in Australia, coordinates and manages the business of CRRC and its subsidiaries in Australia, and assists with after sales services. The business in Australia is mainly trade and focuses on wagon business, including coal and iron ore transport vehicles.

(CRRC Changchun Australia)





CRRC Changchun Australia was founded in October 2016 in Melbourne, Victoria and supports the design, manufacturing and delivery work of trains.

(CRRC Delkor plant in Melbourne)

In 2018, CRRC Delkor acquired a plant in Melbourne, formerly established in Australia by German company, BOGE Group. CRRC Delkor plant in Melbourne provides suspension shock absorber parts for automobile manufacturers and transformed into a manufacturer of rail transport supporting products starting from 2020.

(CTEA)

CTEA, a subsidiary of Zhuzhou CRRC Times Electric Co., Ltd., is located in Morwell area, the La Trobe Valley, Victoria, Australia. In June 2018, 4M3T metro traction systems.

identification	
 Customers	Provision of high-quality products which meet local needs, quick response services
 Employees	Respect of the fundamental principles and rights at work, health and safety, integration of diverse cultures, provision of training
 Partners	Local purchases, fair cooperation and opportunity
 The Government	and Torres Strait Islander cultures so ascertain materiality we engage with our stakeholders and incorporate their views and feedback into the sustainable development. CRRC's subsidiaries in Australia. We communicate with Annual reports, responsibility reports, cooperative forums, communication activities, open days, meetings, media interviews, etc.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

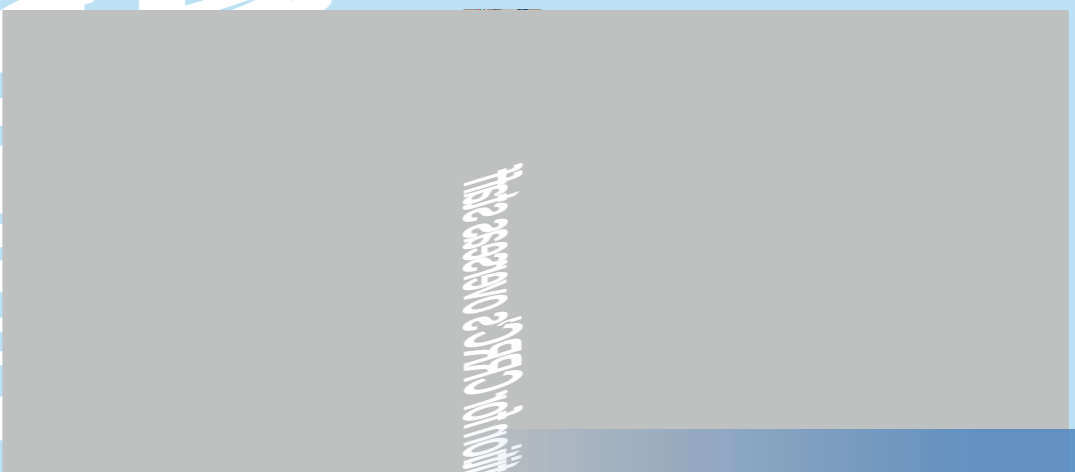
At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.



At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.

At the beginning of 2020, the Chinese government took a series of measures to control the spread of COVID-19, including the employees in Australia.



2020
2020

including the employees in Australia.
via the on-line information platform and regional coordination mechanism to provide the
immediate information to ensure that all projects in Australia have been protected from
near and far, and control and collected and allocated epidemic prevention supplies.
of the Chinese public were also noted. CRBC's business operations in Australia, the life and work
Feature:

Bolstering Confidence in

As a company that adheres to the business integrity and the spirit of contract, CRRC had carried out comprehensive epidemic prevention and control work, organised its export subsidiaries to Australia to resume production quickly for ensuring the products manufacturing of its export orders to Australia on time, helping its customers in Australia not to delay normal production due to the epidemic.

Increasing productivity and efficiency

The subsidiaries under CRRC stepped up measures for the epidemic prevention and control,

production, and assure the timely delivery of products exported to Australia.

In implementing anti-pandemic actions, CRRC Qiqihaer got back on track on February 13, 2020, prioritising the schedule for product delivery to meet customers' requests in this respect.

With production and operation hit hard by COVID-19, CRRC Yangtze delayed the production of complete vehicles for Australia, which had been scheduled for launch on February 6. The company, however, stayed in close touch with customers and made a practical production plan that adjusted the quality control approach and helped resume its production without being

customer 12 days in advance and received high commend from the customer.



CRRC Yangtze delivered narrow-gauge coal hopper wagons for VCD Group

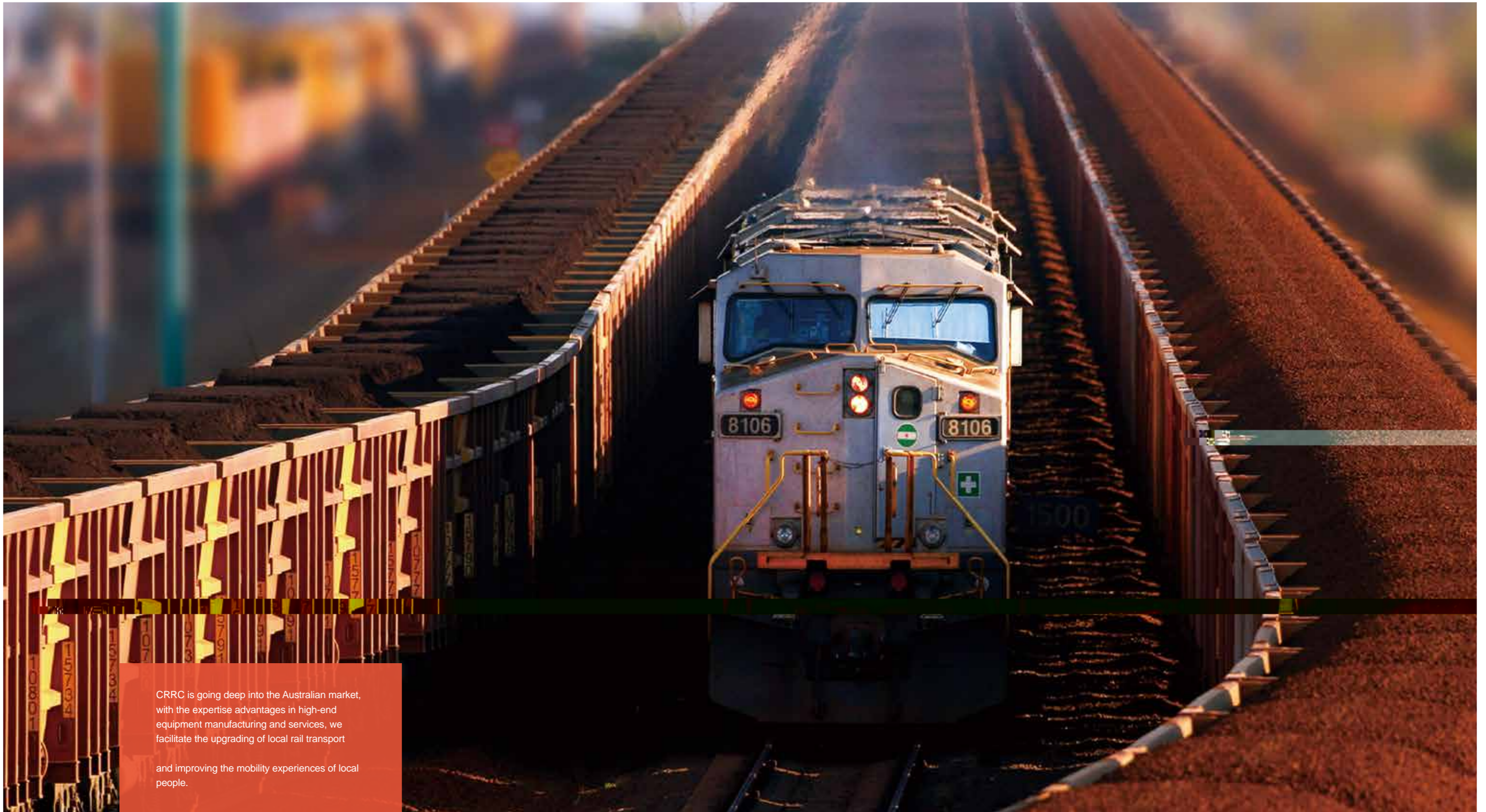
nations have taken measures to curb the spread of COVID-19, such

out of the pandemic, has gained more opportunities to go global, and particularly to contribute to the growth of Australia's economy.

CRRC Meishan Co., Ltd. signed the contracts via an internet link with

2020. It was the largest single order from the country ever received by CRRC Meishan.

CRRC Zhuzhou Electric Locomotive Co., Ltd. resumed work and production on February 17, 2020. To ensure locomotives for Australia's SCT can be delivered as requested, the company worked with the customer on the delivery plan, with technicians on design, with the project department on the production circle. The company also kept in contact with the suppliers on the essential material supply. This way allowed the company to ensure the accuracy of information and data provided to the customer.



CRRC is going deep into the Australian market, with the expertise advantages in high-end equipment manufacturing and services, we facilitate the upgrading of local rail transport

and improving the mobility experiences of local people.

01

Contribution to the Sustainable Development Goals (SDGs)



Railway heavy load technology embodies the advantages of modern railway with large volume and low cost, especially in long-distance bulk cargo transportation. By fully playing the role in heavy load transport, CRRC has developed a range of advanced locomotives and freight wagons as a way of catering to the needs of Australia's mining and freight enterprises. Also, the company has advanced the local industrial sector by assisting the construction of heavy-haul railways and mine railways.

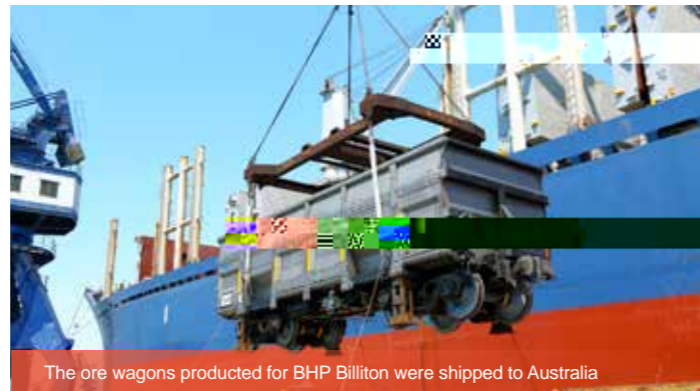
As a long-term key partner of Australian mining companies, CRRC values customer needs for products. It is such a commitment that has motivated CRRC to forge a close partnership with BHP Billiton and Rio Tinto. When China was at a critical time to battle against COVID-19 in early

infection prevention and control guidelines and a production plan just to ensure orderly progress toward the production of 278 ore wagons for BHP. In so doing, work regarding process plan, materials purchasing, equipment deployment, and personnel training was put into practice. By the end of April 2020, the production of the 278 ore wagons had been completed. CRRC Qiqihaer, ultimately, deserved personal

honoring its commitment.

In April 2020, CRRC Qiqihaer, in collaboration with CRRC Shenyang, completed the production of the 400-meter long rail trains tailored for Rio Tinto's continuous welded rails. Capable of rail transporting, rail unloading and rail collection, the customized trains have a carrying capacity of

of construction and operation workers. Upon delivery, the trains will be deployed to serve the construction of rails in Rio Tinto's new mining areas and facilitate the production of high-quality ores.



The ore wagons produced for BHP Billiton were shipped to Australia



The 400-meter long rail trains tailored for Rio Tinto



So far, CRRC Qiqihaer has supplied over 4,500 ore cars running on our rail system in the Pilbara region of Western Australia, and the support and technology provided by CRRC Qiqihaer via the design and supply has ensured that BHP Billiton and our products can continue to support the ongoing upgrade of the manufacturing industry within China. Our partnership continues to enjoy successful outcomes through our mutual trust and our shared interests.

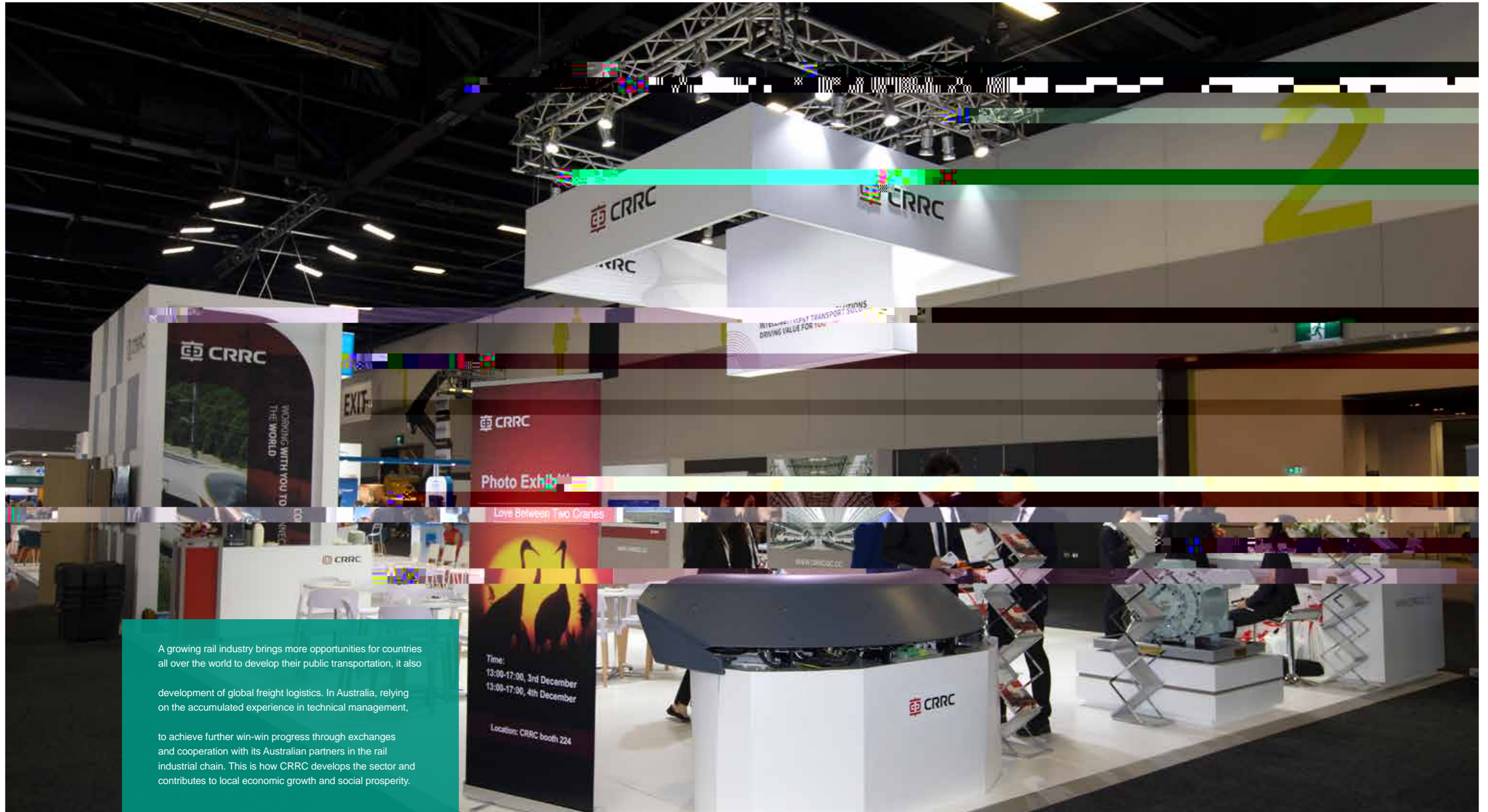
To enhance the bulk cargo transport capacity of local railroads, CRRC has brought into play its expertise in rail freight wagons and equipment, manufactured advanced freight wagons to cater to the needs of moving coal, steel and grain. In 2020, CRRC Qiqihaer delivered 134 coal hopper wagons to GWA Group in Australia. Customized for narrow-gauge railways for coal transportation in Queensland, Australia, the freight wagon

In January 2019, CRRC Shenyang received an order from TasRail for seven meter-gauge cement hopper wagons. In September 2019, CRRC Australian company, were mass-produced.



The coal hopper wagons delivered to GWA Group by CRRC Qiqihaer were shipped





A growing rail industry brings more opportunities for countries all over the world to develop their public transportation, it also development of global freight logistics. In Australia, relying on the accumulated experience in technical management, to achieve further win-win progress through exchanges and cooperation with its Australian partners in the rail industrial chain. This is how CRRC develops the sector and contributes to local economic growth and social prosperity.



CRRC, as a member of the Australasian Railway Association, stays committed to advancing Australia's rail sector and addressing industry

At the 2019 AusRAIL PLUS in Sydney, CRRC, together with its 11 subsidiaries, exhibited their rail transit products, ranging from high-speed trains, locomotives to freight wagons. The rail transit projects in Australia, such as the double-deck EMUs trains of Sydney, together with various diesel locomotives, rail wagons, and the power generators and driver consoles, were also on display. To further meet the needs of Australian customers, CRRC had held a product launch themed "Moving Future".



Address by Gao Kang, Director of Corporate Culture Department of CRRC, press spokesman of CRRC



Mr. Bob Herbert, Chairman of the Australian Railway Association, visited CRRC booth



As a high-end transport equipment system solution supplier, CRRC remains committed to a diversity of products for Australian users and the public in line with the purpose of 'integration and service', serving the upgrading of rail transit in Australia.

Gao Kang, Director of Corporate Culture Department of CRRC, press spokesman of CRRC



The investment in rolling stock and infrastructure from Australian federal and state governments both, are at unprecedented levels, this creating huge opportunities for rail companies, especially leading suppliers such as CRRC.

Bob Herbert, Chairman of the Australian Railway Association

At AusRAIL PLUS 2019, CRRC debuted the GoA4 metro train, a new-generation driverless vehicle that has grabbed widespread attention from the industry for its environmentally-friendly features and



Joer Branigan, professor of the University of Queensland, is sharing his perspective on the trends of rail transit market in Australia in the next decade

The sudden outbreak of COVID-19 in 2020 has posed unprecedented challenges to global supply chains and added more uncertainties to the business operation of Australia's mining companies.

pandemic and ensure the timely delivery of exports to the country, a move that facilitates the orderly

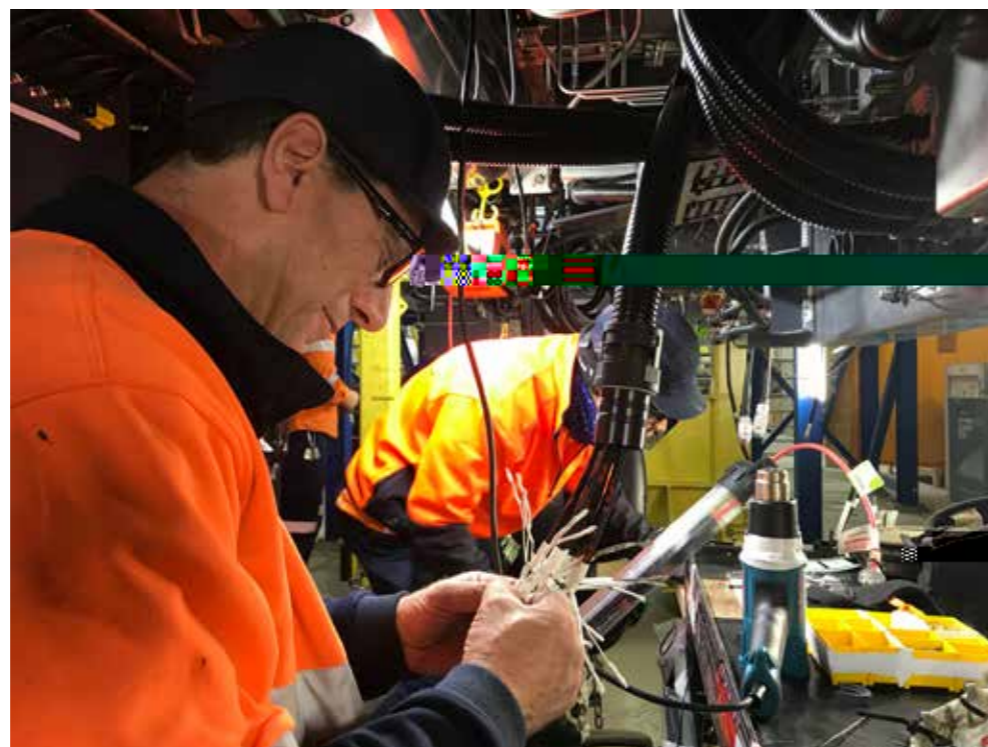
Billiton and CRRC's other strategic partners in Australia, and helped consolidate long-term strategic partnership with CRRC's key customers in the country.

CRRC Yangtze has been highly commended by BHP Billiton and the Australian market since it started cooperation with BHP Billiton in 2003. CRRC

etc.

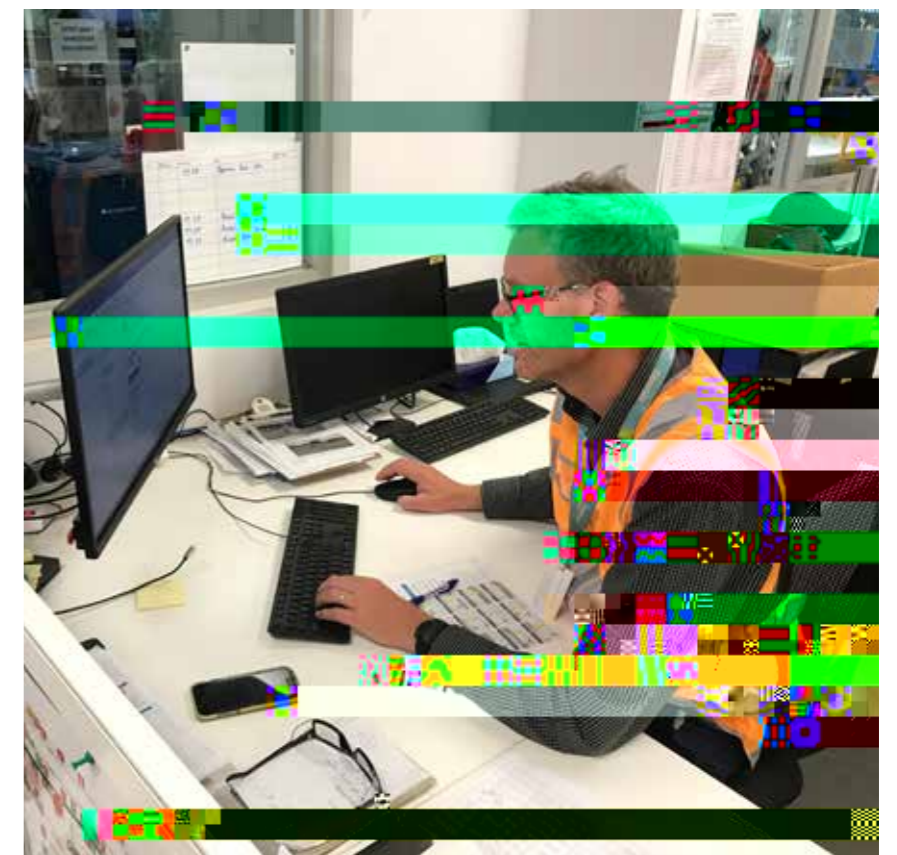
Here, I personally and on behalf of BHP sincerely express our appreciation to CRRC Qiqihaer authorities and supply chain to Ore Car to BHP WAIO in the shadow of virus recently, which demonstrate CRRC Qiqihaer's capability and the commitment to customers, and of people.
Vandita Pant, Chief Commercial

After the resumption of work and production, CRRC Qiqihaer prioritized the production of BHP Billiton's order given its long-term stable partnership with the Australian company. Ms. *Letter of Appreciation to Mr. Liu Hualong, Chairman of CRRC on March 16, 2020, expressing her gratitude for CRRC Qiqihaer's prompt resumption of work and production and delivery of products following the outbreak of COVID-19.*



CRRC will work along with BHP Billiton to further improve the cooperative partnership on a global other, grow together and create a better future. Especially when facing the worldwide challenges of the coronavirus, I hope we can strengthen cooperation and
Liu Hualong, Chairman of CRRC

Since 2006, the partnership between CRRC Changchun and Downer Group, a 150-year-old Australian provider of rail transit solutions, has been deepened. The winning bid for the Waratah Train Project for Sydney has brought the cooperation to a new high.



For equipment manufacturers, supply chain management is key to sustaining the production of quality

CRRC has bolstered support for local suppliers and ensured their sustainability by improving their technologies and services.

both rail transit equipment spare parts and services like logistics and grease treatment. On top of that, CRRC has put in place a relatively sound supply chain management system in Australia, in which the procurement system covers the purchasing process, suppliers, distribution channel procurement, price, contract, payment, inventory control and other key links.

CRRC Changchun Australia refers to the suppliers listed in the parent company CRRC's directory as

in charge of quality evaluates the ability of local suppliers in accordance with the *SOP041 Qualification Evaluation Criteria for Suppliers*, and those meet the requirements are listed in the subsidiary's supplier directory.

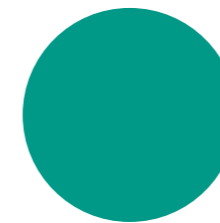
CRRC Changchun carried out in-depth cooperation with local suppliers to meet contractual local content requirements, exported advanced manufacturing technology of components, trained local technical talents for Australian suppliers and helped local suppliers grow.

CRRC Delkor plant in Melbourne has established a mature supply chain in Australia's automobile industry with a high rate of localized procurement.

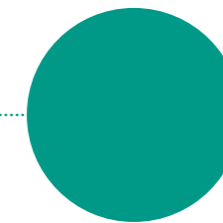
For the maintenance of rolling stock, PRE purchased components and services in Australia, with a localization rate greater than 50% such as wheels, bearings, air brake seals (rubber pad), external tech support, transportation, logistics, and grease treatment.



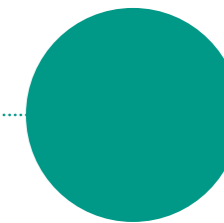
CRRC has attached great importance to compliance and integrity operation during its business development and operation in Australia, complied with international common practices and local laws and regulations in Australia to strictly control the compliance risks.



CRRC's subsidiaries in Australia strengthened internal control and risk management on a regular basis, implemented local compliance audit and CRRC's headquarters audit. In such a way to strengthen the awareness of compliance operation of CRRC subsidiaries in Australia, promote the construction of compliance capacity, and improve the level of compliance operation of these companies.



with tax regulations and regular tax returns and pay taxes to local tax authorities.



CRRC's subsidiaries in Australia took a multi-pronged approach to supervise and crack down on corruption in all forms. Each CRRC manager assigned to station in Australia is required to sign an Anti-corruption Letter of Responsibility with the headquarters and submit





As always, CRRC are committed to providing environmentally friendly solutions to our customers, making best practices, reducing energy consumption and greenhouse gas emissions from operation activities and continuously fostering a robust environmental management system and the resource utilization conservation of the natural environment.



CRRC attach importance to safety management. All front-line production workers are required to properly promoted *the work safety system*, and took measures to ensure the implementation of the rules in the daily operation and management, to ensure the production safety of all employees.

and responsibility. To enhance safety awareness amongst employees, we post the safety management rules and regulations in the workplace, and establish a feedback mechanism. Employees are required to report all safety incidents in a timely fashion.



First aid kit in CTEA

Effective communication on work safety

PRE recognises the importance to safety at work. The company holds daily group meetings to focus on safety issues and new initiatives. This is also evidenced by ensuring safety is discussed at management level meetings. Meanwhile, the company has established a sound safety management system that is overseen by a full-time Safety Manager, who is responsible for safety and compliance management, work safety, communication with review agencies, and the establishment of maintenance rules.



TEC Australia is awarded with ISO 45001:2018 Occupational Health and Safety Management System

We pay particular attention to the occupational health of employees at our production and commissioning sites. CRRC's subsidiaries in Australia strictly abide by local laws and regulations on occupational health, constantly improve occupational health management, and purchase occupational health insurance for the employees to ensure their physical health.

We have strict labor protection requirements and measures to create a safe and comfortable working environment for each employee. All hazardous chemicals in our plants have a Material Safety Data Sheet (MSDS), which records in detail the hazard level of the chemicals, their potential damage to humans, as well as storage measures and conditions, etc. In the production process, we require all employees that deal with hazardous chemicals to take strict protective measures. All production facilities are monitored on-site by safety inspection agencies to ensure that they are in line with the standards.



The tank car exported to Rio Tinto by CRRC Yangtze

As the Australian government increasingly focusing on climate change and curbing greenhouse gas emissions, corporate participation in climate governance has become a trend. CRRC keeps developing energy-saving and consumption reduction products, providing eco-friendly products for the Australian market, in order to contribute to the realization of the Paris Agreement's goal on global temperature control of 2°C.



"CIIF Energy Efficiency Design Award"

At the 22nd China International Industry Fair (CIIF), CRRC Ziyang stood out from over 2,000 enterprises

SDA1 high-power AC drive diesel locomotive exported to Australia. The overall technical performance of SDA1 locomotive has reached the international advanced level among similar products. It featured high

the locomotive and less than 87 dB outside the locomotive.

In 2016, the SDA1 locomotive successfully passed through COWAN test line assessment in Australia, which is known as "devil's corner". CRRC Ziyang thus received high recognition from Australian customers, who called the locomotive as "King of Mountains". By the end of 2020, the 18 locomotives delivered by CRRC Ziyang to Australia have performed well on the whole, among which the 6

kilometers.



CRRC Ziyang's locomotive is the vehicle that can best meet the Australian rail industry standards in the world. It is also the locomotive that meets the highest emission standards in Australia. Besides, it is the locomotive with the highest power under such axle-load class and the vehicle with the maximum structural strength worldwide.

Paul Hewitson, Engineer of SCT Australia



CRRC Ziyang provided the SDA1 locomotive

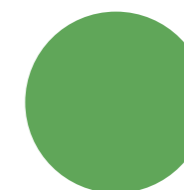
CRRC has formulated a series of environmental standards and norms to ensure the environmental protection of products and in production and operations. CRRC's subsidiaries' plants in Australia have established the environmental management framework and 10 environmental protection principles to deliver on our environmental commitments.

CTEA Morwell plant is located in the town of Morwell in the southeast of Victoria state, about 150 kilometers away from Melbourne. Since the launch of the plant project, the plant has attached highly importance on energy conservation and environmental protection, adhered to green operation and strictly controlled the negative impact of the plant construction, production and operation on the environment.

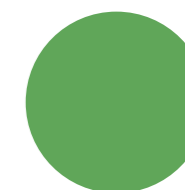


The plant adopts safe and environmentally friendly steel frame structure, with rectangular glass skylights on the roof and both sides, plus high luminous

roof of the plant is insulated keep the room cool in the absence of air conditioning which could reduce the use of air conditioning.



layout, the plant has considered production process and material transportation and the route has been designed to reduce the round-trip transport of materials to reduce carbon emissions. The plant is also equipped with energy saving and environmental protection ventilation and dust removal equipment.



The production water is mainly used for the rain test of vehicles, during which the plant uses pools and pumps to recycle tap water for reducing water waste. Domestic waste is discharged into the municipal sewage system via underground pipelines. Direct discharge of rivers near the plant is prohibited.



Waste oil recovery of PRE



PRE's oil-water separator air brake maintenance workshop



CTEA Morwell plant leverages natural light through glass skylights



CRRC has been working with our Australian partners to create long-lasting employment opportunities students from universities and colleges, such as the University of Melbourne, and adults at community employee rights, and attached importance to the protection of them.

boarding training, luncheon meeting, special training, of Chinese expert guidance, and further studying in China and other ways, CRRC has been dedicated to providing our employees a wide array of opportunities for their career development and cultivating a dynamic team.

- ▶ CRRC's Delkor plant in Melbourne has developed a complete employee skills matrix and associated training program. The skills matrix clearly indicates the training and expertise required by each employee, giving employees a better understanding of the challenges ahead and setting up platforms for their career development.
- ▶ CRRC Changchun Australia provides training programs on leadership, project management, quality management and lean production for employees by means of voluntary registration.



A training session given by a Chinese expert to CRRC's Australian employees

Different Cultures

An advertisement for an exhibition. The top part shows a red and white CSIRO locomotive on tracks, with the CRRC logo in the top left. A camera viewfinder is overlaid on the right, showing two children looking out a window. The text reads: **Exhibition of Australian Railroad Photo Competition**. Below that, it says: **Digital Exhibition Time:** 2019.12.4-5 10:30-11:00 a.m. 12.5 1:30-2:00 p.m. 3:00-3:30 p.m.

Family mem



In December 2019, the CTEA's Morwell plant held the Open Day for the families of employees. The employees' family members visited the facility and felt the daily working environment of their loved ones and CRRC's corporate culture. Meanwhile, the plant held a book-donation ceremony for the "My Beloved Home in Australia" and presented small christmas gifts with traditional Chinese characteristics to employees and their families. We shared traditional Chinese and Australian culture and cuisine with each other, which further enhanced the mutual understanding between Chinese and Australian employees.



to provide Chinese and Australian cultural books and English learning backgrounds in the East and the West can learn from each other and help achieve cultural integration.



CRRC will adhere to the concept of "extensive consultation, joint

community with a shared future for mankind", proactively practice our social responsibilities, create more value for all stakeholders, and strive to become an international company respected by all.

We will further exploit our expertise in rail transit, support local industrial development, and provide safer, more comfortable and faster ride experience for the public relying on our rich product systems and quality

upgrading and give the impetus for the prosperity and development of Australia.

We will remain committed to integrity and compliance management, with an open mind, deepen industrial exchanges and cooperation, work with local suppliers and enterprises to grow together, accelerate technology transfer of rail transit industry chain, and build a broader community of interests.

We will cherish the local ecological environment as always, create green products with high standards, implement green operation, minimize the negative impact of rail transit construction and operation on the environment, and facilitate the harmonious coexistence of man and nature.

We will continue to build harmonious and inclusive communities, create more jobs for the local, and speed up the training of local industrial workers, technicians and managerial personnel; we will strengthen the communication with and engagement in communities, make sustainable contribution to the building and development of them, serving as a "translator" of culture, an "incubator" of professionals, and a "good neighbor" of the community.



Connecting the world
through better mobility

Address: No.16-5 Mid-road, West 4th Ring Road, Haidian District, Beijing, China

Tel: 86-10-51862188

Fax: 86-10-63984785