Putting people first, achieving harmonious joint advancement

——Industry relations of China Nonferrous MiningCorporation Limited improved constantly

Recently, NFC Africa Mining PLC (NFCA), a Zambia-registered enterprise of our company, promoted a Zambian employee to its Management. It is part of the localization policy actively implemented by our company, which aims to "put people first and achieve harmonious joint advancement."

Now, all four Zambia-registered enterprises of our company have included local employees in their Management. Of them, CNMC Luanshya Copper Mines Plc. goes furthest. Over 70% of its department heads and higher-ranking managerial personnel are Zambian employees. "Putting people first, achieving harmonious joint advancement" has always been the principle followed by China Nonferrous Metal Mining Corporation Limited in running enterprises overseas. In Zambia, the company has strictly abided by laws and

regulations and respected local culture. During its daily management, it sticks to the principle of "objective treatment," management, gradual improvement, and development." It tries hard to safeguard Zambian employees' rights and interests in accordance with the law, helps local employees solve problems, constantly promotes localization, and establishes harmonious management-labor relations. The company has also carried out "three-observe" activities among Zambian employees --- "observe the contribution by the company to local community; observe the benefits brought to the society; observe the changes in every employee's family." which stops local employees from regarding themselves as "employed laborers only" and enhances their sense of including local employees affiliation. Besides Management, the company also chooses and sends excellent local employees to China every year for visiting and studying, which is one of its measures to enhance cultural exchange.