

2018 SUSTAINABILITY REPORT

Stand the Test of Time



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An Overview of the *Suntech Power Sustainability Report*

About the Report

- This report is the second publicly published sustainability report from Wuxi Suntech Power Co., Ltd. Henceforth, Suntech Power reports will be published once a year.
- This report was prepared by referencing the standards set forth in the GRI *Sustainability Reporting Guidelines (G3)* and with respect to the current situation at Suntech Power.
- In the report, "Wuxi Suntech Power Co., Ltd." is referred to as either "Suntech Power" or "Suntech".

Scope of the Report

- The report covers the time span from the beginning of 2007 to December, 2018, and it includes an overview of major events and important work done before 2012.
- The subjects of the report are the factories of Wuxi SuntechPower Co., Ltd. and the group's management departments. Part of the information involves additional branches of Suntech Power.

Verification of the Report

- This report has been verified on the spot by Bureau Veritas. Please, see the last page for the Validation Statement.

Text Language, Forms of Publishing and Contact Information

- This report was published in both Chinese and English. In case of any ambiguity, the Chinese version shall prevail.
- This report is available in both printed and electronic forms. Additionally, the electronic version can be read or downloaded from Suntech Power's official website, www.suntech-power.com.
- If there is any inadequacy in this report, or if you have any questions, then, please, call or email us. Our contact information is as follows:

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The 5G Era for Business Civilization —— Good Green Great

Mankind is calling for a brand new era of business model.

As the earth gets more crowded, warmer, and the sea level rises, our business model has already gone through the 1G era. It has even been moving slowly from the 3G era to the 5G era. In the 1G era, our business model focused on good products. Hence, inexpensive, well-made products were the magic weapon to win the trust of our customers. During the 5G era, apart from product quality, our business model extended its concern to our living environment, where it began to advocate for environmentally friendly green production. Now in the 5G era, our business model has not been just characterized by good products and green production. We have also had to shoulder more social responsibilities while striving to be a great company.

Suntech Power has opened its arms to embrace this new era of civilization with courage that goes beyond business.



Inexhaustible Sunshine

Humanity and Virtue for Perfection (Our Corporate Motto)

The "Humanity" we advocate was inspired by the *Analects of Confucius*. The Analects state, "humanity means that one must stand firm before helping others to stand up, and one must develop well before helping others to develop." To "Advocate Humanity" means that we advocate humanity, and we value humanity. These values require Suntech employees to help others to stand in society while, at the same time, stand on their own feet in society. They accomplish this through their assiduous efforts and by helping others to succeed, while they pursue their own successes. They not only love their fellow human beings, but they also respect nature by taking good care of the earth. Suntech employees not only contribute to the present, but they also take responsibility for our future sustainable development.

The "Virtue" we value was inspired by the *Book of Changes*: "Heaven is energetic, so too, a gentleman should likewise continue with his own self-improvement. The earth is thick, so likewise, a gentleman should carry the world with virtue." It is a lofty realm that regards virtue as the basis for living in this world. This requires Suntech employees to regulate their behaviors with lofty virtue; to treat and serve others with lofty conduct.



Suntech Values

The seven values of Suntech determine and guide our work conduct every day. These principles contribute to the sustainable development of our individuals and the company. Every Suntech employee must follow these principles in their everyday work. The first letters of the above seven phrases make up SUNTECH. We must act in accordance with these seven values and principles to ensure the continuous success of Suntech in the highly competitive global market, while at the same time, provide a bright future for Suntech employees.

See a Clear Vision of the Future

Without a clear vision, we would not be able to achieve success today, let alone realize it in the future. We firmly believe that "preparedness ensures success, while unpreparedness guarantees failure." Looking into the future, by planning for the road ahead, we keep one step ahead of others.

Unite All Members

The strength of Suntech lies in its united employees. We believe that only through cooperation are we able to succeed. We work together to achieve our common goal of benefiting mankind.

Never Give Up

We believe in the power of perseverance. We always emphasize the importance of hard work and advocate for a spirit of holding on, through setbacks, until the very end. In the face of difficulties and setbacks, we keep hope alive, and we respond optimistically.

Take on Responsibility

Our responsibility cannot be put on others. *We are taking on heavy responsibility while the way ahead is still long.* We must be responsible for our own conduct and work results. We need to perform our job duties to the fullest, while working dutifully and responsibly to complete the company's mission and objectives.

Excellence in Conduct and Performance

Excellence is our eternal pursuit. We value performance and results. We are committed to the pursuit of high quality and performance. We strive to do everything well.

Continue to Innovate

The life of our business is highly dependent on innovation. We respect innovation, pay attention to improving personal ability and quality, constantly challenge the status quo and test new things, and make continuous improvements that benefit our customers and company.

Highest Degree of Integrity at all Times

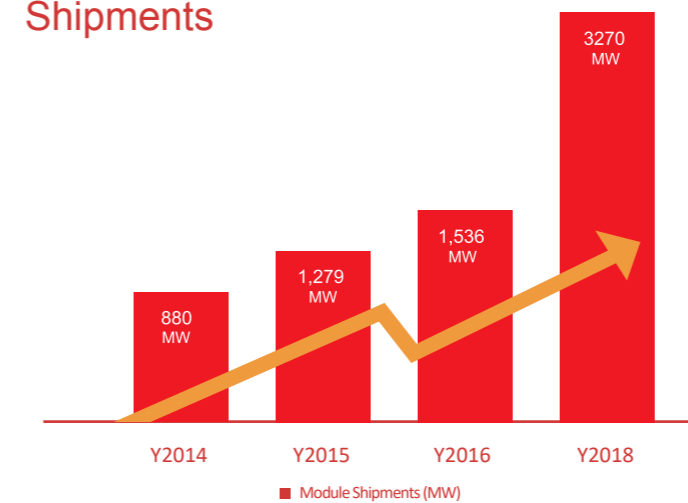
There is nothing quite as important as integrity. We base our entire business on integrity, to build a more trustworthy image and a better brand. We uphold integrity and trustworthiness in everything we do.

An Overview of Suntech Power

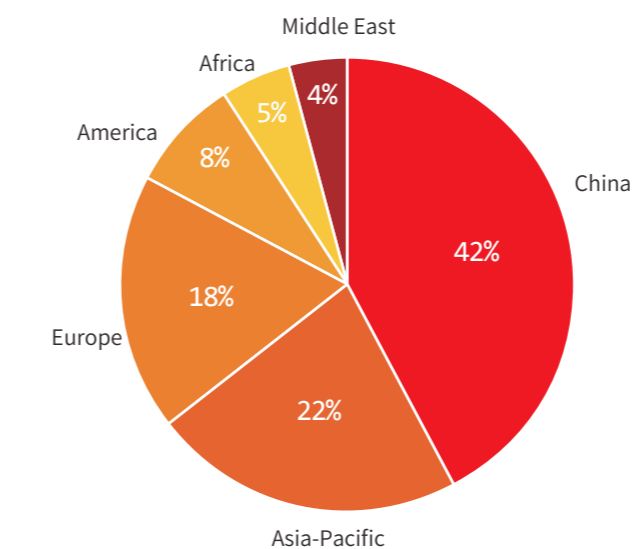
Suntech is a world-famous solar photo-voltaic manufacturer specializing in the R&D and the production of crystalline silicon solar cells and modules. Founded in 2001, the company has sales areas spread over more than 80 nations and regions in the world. We are devoted to promoting the conversion efficiency of products, continuously enhance the R&D of new technologies, improve manufacturing techniques, and wholeheartedly provide photo-voltaic products of the high quality, high reliability, and highest value performance for our customers. Suntech is able to do this by virtue of state-of-the-art technical advantages and an excellent standard of manufacturing. We've implemented this system so as to actively drive the realization of "fair-price grid-connection" as early as possible.

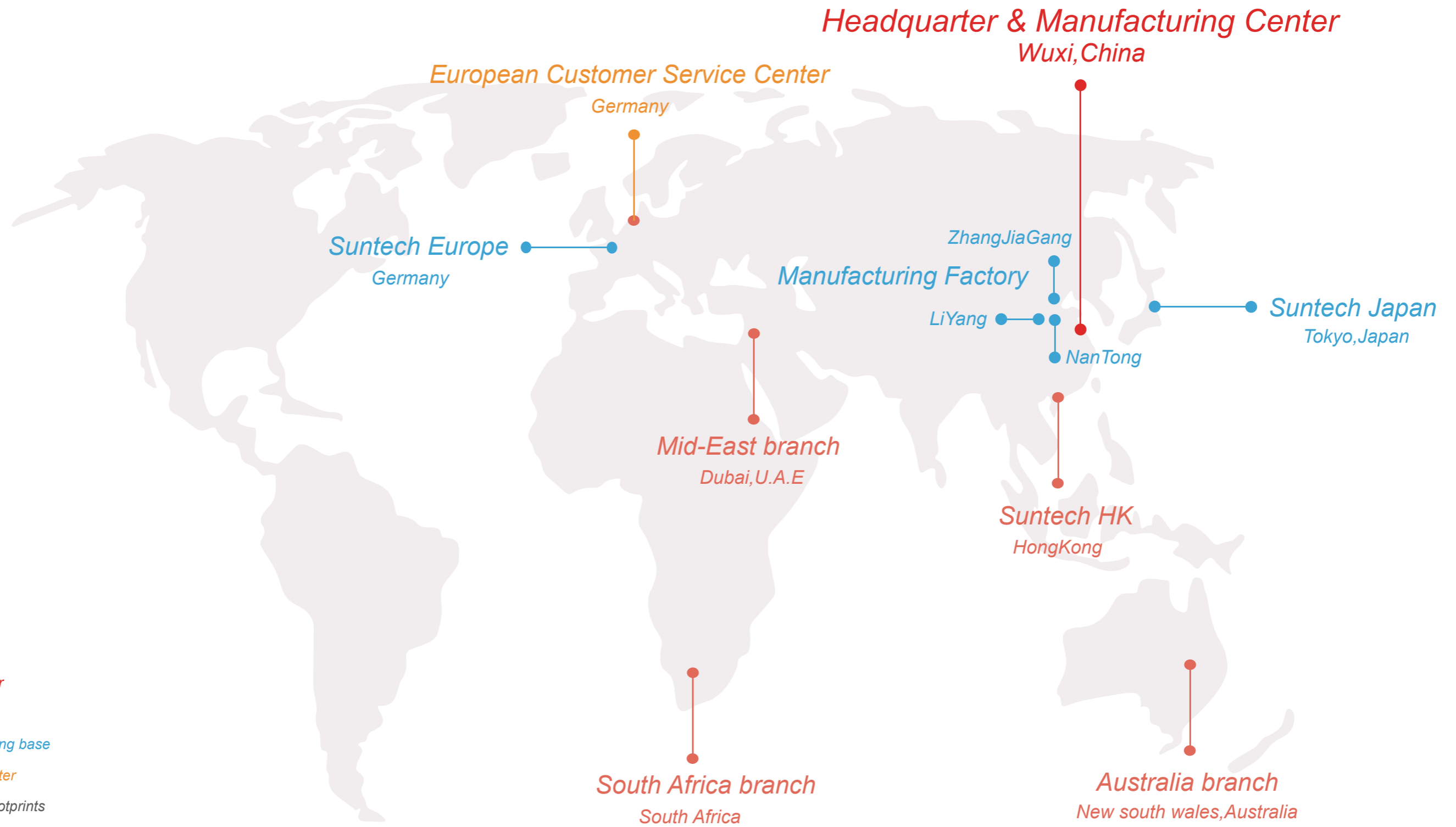
Suntech has over 37 years of experience in distribution power generation projects for overseas markets. The company's distribution power generation brand "Suntech-Yijia" has been committed to bringing green energy into thousands of households. We will remain rooted in our original aspiration; we will spare no effort to light up every corner of the world with the cleanest and richest solar energy that can be found in nature.

Shipments



Sales Distribution Map





Globalized Suntech Power

Suntech Power, based in China, has been expanding its market with a global vision to meet the world's needs. Today, one can find Suntech Power's marketing agencies and service network spread all over Europe, America, Asia, Africa, Australia, and other corners of the world.

Suntech Power has its branches in Germany, Spain, the USA, Japan, Australia and other nations and regions, and independent and complete distribution networks in South Africa, the Republic of Korea, Canada, Thailand, Singapore and other places. The localization of marketing terminals is supplemented with a fronted service platform, which made Suntech Power gain a 10%+ global market share with its professionalism and efficiency.

Regional Headquarters: China

Production Bases: China | Japan | Australia

R&D Centers: China | Japan | Germany | Australia

Sales Centers: China | Republic of Korea | Japan | Australia | UAE | Germany | France | Italy | UK | Greece | Spain | Switzerland | USA

Strategic Cooperation of Suntech

Suntech Power takes the initiative to integrate the photo-voltaic industry chain with strategic thinking. In recent years, Suntech Power has successively concluded long-term supply contracts and achieved strategic cooperation with MEMC, HoKo, RenneSola, Asia Silicon, and other global, raw silicon material suppliers. In this way, Suntech is able to ensure a steady supply of upstream raw materials and provide a stable base for the company's sustainable development.

In addition, Suntech Power has wholly acquired MSK, a Japanese company with 20 years of sales and service experience in the photo-voltaic industry. MSK has opened the long-time inaccessible Japanese market in one stroke and successfully extended the downstream industry chain for the construction of large-scale, photo-voltaic system projects.

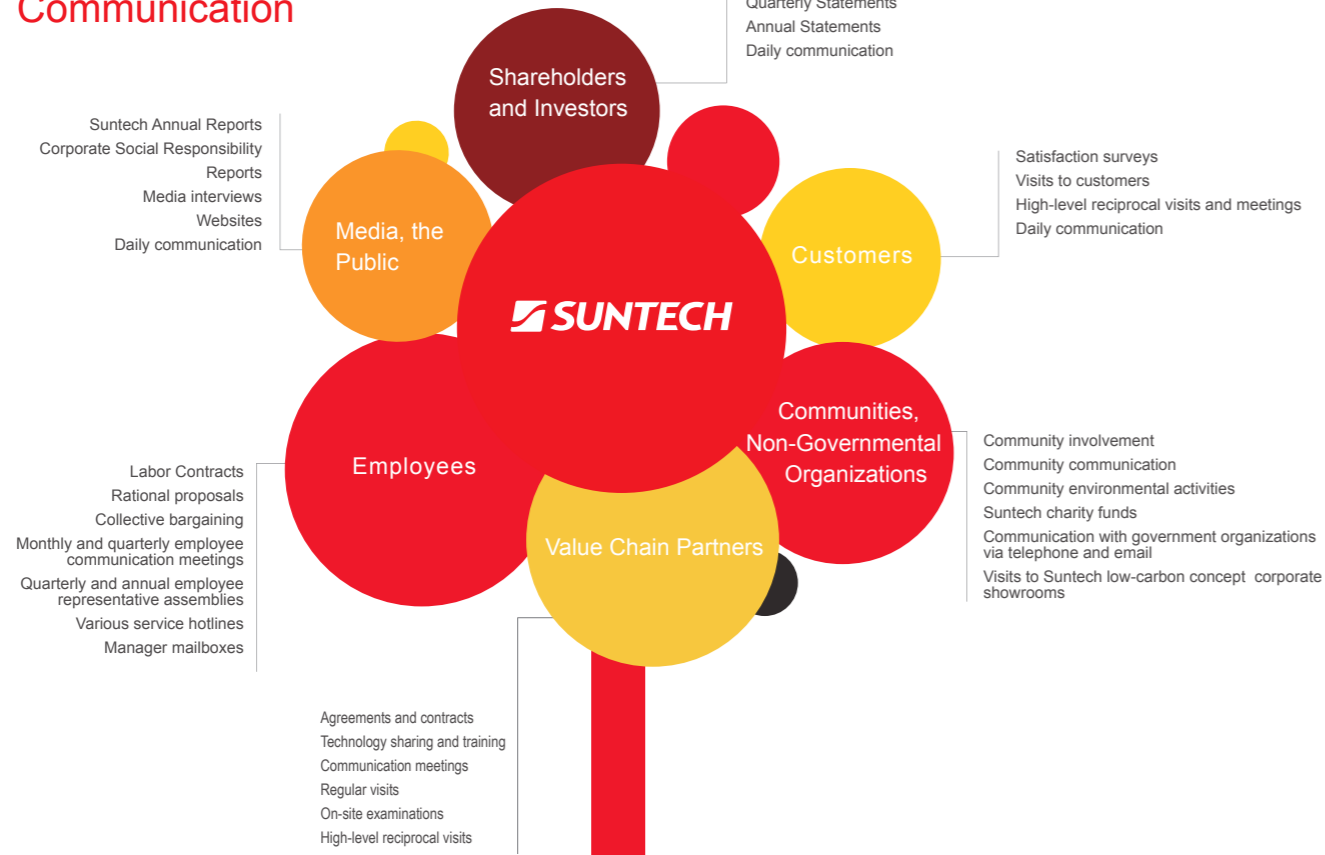
Through a series of strategic moves with the goal of optimizing structures and integrating resources, Suntech has been leading the healthy and rapid development of China's solar photo-voltaic industry.

Core Competitiveness of Suntech

Suntech Power leads the industry with innovative technologies. We have a first-rate global research team made up of top-tier R&D personnel with a spirit of innovation and teamwork within the global photo-voltaic sector.

It's the strategic goal of Suntech Power to enhance photoelectric conversion efficiency while cutting production costs. Realizing a fair-price, grid-connection and bringing solar energy into average people's homes has been Suntech's inexhaustible driving force for continuous innovation.

Interested Parties and Means of Communication



Goodwill and Brand of Suntech

In 2009, SUNTECH was awarded the title of "Famous Trademark of China" by the State Administration for Industry and Commerce of China. Our photo-voltaic module products earned the Certificate for the Exemption from Export Inspection from the General Administration of Quality Supervision, Inspection and Quarantine. SUNTECH has become an excellent "Made in China" brand within the global photo-voltaic sector; it's won respect and trust from customers around the world.

Suntech Power has a rigorous and scientific product quality management system covering the entire production process. This system helps Suntech to ensure that all of its products meet the most stringent international quality control standards. All Suntech Power products have earned certification by well-known international authorities, such as TUV, IEC, CE, UL, and VDE. All of these companies have been widely used in the safety analysis of power, communications, radio and TV, transportation, maritime, military, and other fields.

Suntech Power has earned the ISO 9000 certification of quality management systems and the ISO 14000 certification of the environment management system in succession. Suntech Power has proven technologies, rich insight, and a good reputation in the design, construction, and maintenance of various large-scale photo-voltaic, grid-connected, and independent power generation systems.



Famous Projects of Suntech

Over the past 19 years, Suntech Power has been creating green highlights. We provided green electricity for Bird's Nest Stadium during the Beijing Olympic Games. Suntech Power supported the Olympic flame in reaching the top of Mount Everest. With advanced photo-voltaic technologies, Suntech Power provided green energy for the themed pavilions and Chinese pavilion during the Shanghai World Expo. It was even Suntech Power that bathed the World Expo in sunshine.

Suntech has engineered photo-voltaic projects all over the world. In Canada, Suntech Power's photo-voltaic project built for the Vancouver Olympic Winter Games' Olympic Village was well received by residents. In the USA, Suntech Power's photo-voltaic project constructed for the San Francisco International Airport Terminal became an iconic Green Building. In Australia, Suntech built another photo-voltaic project for the world-famous Sydney Opera House. Suntech had truly performed a green symphony of art and technology.

Public Utilities by Suntech

Suntech Power, as a corporate citizen, actively assumes social responsibilities. Internally, we have constantly improved energy conservation implementation, emission reductions, clean production, and our employees' occupational health. Externally, we have participated in and supported various public benefit activities. We've even made great contributions to environmental education, green innovation, and poverty relief, etc.

Policy Environment of Suntech

The incentive policies of governments around the world on renewable energy have promoted technological progress in the photo-voltaic industry. This progress has led to a disruptive development in the global photo-voltaic industry. In particular, the Chinese government has actively supported and promoted the photo-voltaic industry, providing a good policy environment for Suntech Power's rapid growth.

Suntech's Market Environment

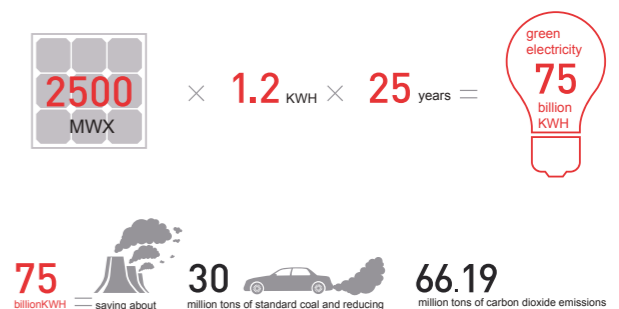
Rationally speaking, imitators and followers keep emerging in the photo-voltaic industry. Competition has been intensifying and market variables have been increasing year by year. At the forefront of the industry, Suntech Power must participate in this market competition, so certain operational risks are inevitable.

However, Suntech Power is convinced that it will continue to lead the photo-voltaic industry with its inexhaustible innovative power and strong technical strength. Past experience and facts are a powerful support to this vision.

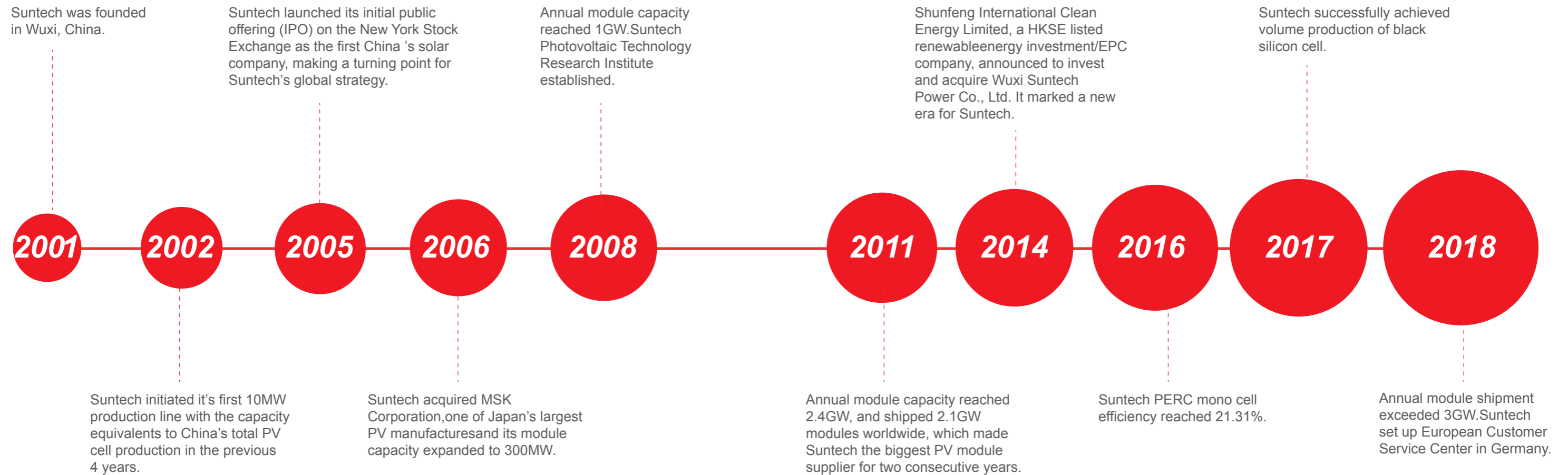
Suntech's Internal Controls

Suntech Power has continued to improve its internal control and management systems. In addition, Suntech Power has established the *Risk Management Strategy*, *Tip-Off Management System*, *Overseas Anti-Bribery Act Management System*, and *Duty Separation System*, etc., to ensure that the company's operations comply with SOX requirements. Internal audits have been carried out regularly and irregularly within the group and subsidiaries by the Internal Control and Auditing Department. For tendering, bidding, and engineering projects, special audits have been carried out and dedicated personnel have been assigned by the Internal Control and Auditing Department to follow up. All audit results are communicated to management and to relevant departments by the Internal Control and Auditing Department. The Internal Control and Auditing Department also oversees the relevant department(s) to make rectification in case of any problem.

Suntech's Low-Carbon Contribution



Suntech Events



Environment for Innovation

Suntech Power actively advocates for the concept of "continuous innovation." We have formulated many rules and regulations, such as the *Incentive System for Science and Technology Projects*, *Reward System for Scientific and Technological Achievements*, *Measures for the Implementation of Good Ideas and Suggestions*, and have established an assessment mechanism and incentive mechanism conducive to innovation, to encourage employees to innovate and actively offer good ideas. We also link performance to income, to stimulate employees' enthusiasm for innovation.

Investment in Innovation

To keep increasing the photoelectric conversion efficiency, develop and improve photo-voltaic cell materials, Suntech Power invests more than 3% of its main business revenue back into technology R&D every year.

Wuxi Suntech attaches great importance to technological innovation and equipment updating. The company has maintained first-class R&D features and capabilities. Moreover, the proportion of R&D investment and lab investment has increased year by year. The proportion of R&D investment is 3.3%, with a growth rate up to 36.92%. The company has a sound R&D base and equipment: a solar cell R&D lab, a solar cell R&D pilot test line, and photo-voltaic product testing center, etc. The advanced R&D site, complete with updated R&D equipment are a solid foundation for technological innovation.



Focuses of Innovation

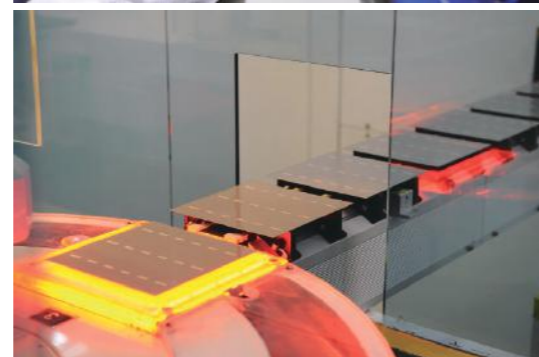
Suntech Power's R&D Typically Focuses on Four Aspects:

The first aspect deals with solar cell efficiency. Improving the photoelectric conversion efficiency of solar energy has always been the main R&D goal of Suntech Power. Suntech Power's epoch-making technology, Pluto, was put into large-scale production in August, 2009. So far, Suntech monocrystalline photo-voltaic cells have achieved a conversion efficiency of over 19.12%, while the conversion efficiency of large-scale polycrystalline photo-voltaic cells also approaches 17.1%. Both of these are much higher than that of conventional crystalline photo-voltaic cells.

The second aspect deals with module sealing technology and material science. The technologies and materials developed by Suntech Power are aimed at prolonging the service life of our products and improving the stability and durability of power generation. In order to improve the quality of solar photo-voltaic products and reduce product costs, Suntech Power has also been studying alternative materials, such as EVA, glass, the backplanes, and junction boxes, etc.

The third aspect deals with manufacturing techniques. Suntech strives for perfection in manufacturing techniques to make products more efficient and less costly.

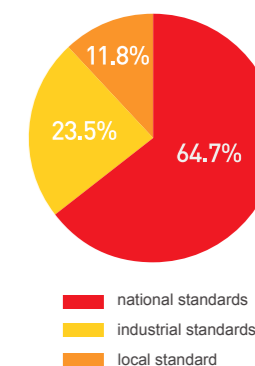
The fourth aspect with system integration. The purpose of system integration research is to improve power generation efficiency and stability for the entire system while reducing the overall system cost.



Achievements of Innovation

In recent years, Suntech Power has made remarkable innovation achievements in high-end photo-voltaic technologies. These innovations include low-cost solar energy silicon material technology, high-efficiency low-cost crystalline silicon solar cell industrialization technology, silicon film solar cell industrialization technology, and solar cell equipment manufacturing technology, high-efficiency crystalline silicon solar cell technology, and Pluto & BIPV (Building Integrated Photo-voltaics) application technology.

Over the past three years, Suntech Power completed six national, provincial, and municipal science and technology projects. Suntech has actively carried out cooperative technical efforts with various domestic and overseas scientific research institutes. These collaborative efforts have led to keeping Suntech's R&D prestige at the forefront of this worldwide industry.



Project List

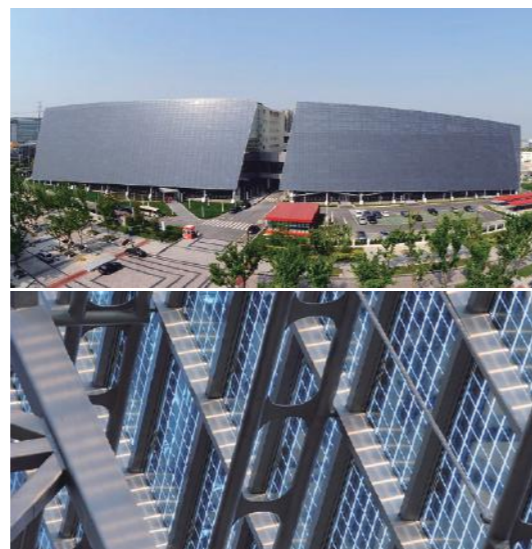
| No. | Project Type | Project Name | Project Duration |
|-----|---|--|-----------------------|
| 1 | Part of the National Basic Research Program of China (973 Program) | Basic research on the efficient and controllable preparation and application of optically oriented silicon nanostructures | Jan, 2012-Aug, 2016 |
| 2 | Part of the National High Technology Research and Development Program (863 Program) | A complete set of key technologies and demonstration production lines for the industrialization of selective emitter cells with an efficiency of over 20% based on laser doping technology | May, 2012-April, 2016 |
| 3 | A important technical standard provincial project (directionally commissioned) | A study on the technical standards for photo-voltaic ribbon and soldering powder | Apr, 2013-Apr, 2016 |
| 4 | A project supported by the provincial special fund for the development of emerging strategic industries | Research &, development and industrialization of new, high-efficiency solar cells | Jan, 2014-Dec, 2016 |
| 5 | A municipal technical standard formulation and revision project | National standard "PHOTOVOLTAIC DEVICES- Part 11: Measurement of initial light-induced degradation of crystalline silicon solar cells" | 2017 |
| 6 | A provincial major technical project (core technology) | New high-power polycrystalline module core technology | Jan, 2018-Dec, 2019 |

Up to now, Suntech Power has presided over and participated in the drafting of more than 30 technical standards, including an international standard, 3 advanced international standards, 5 national standards, 3 industrial standards, and the development of a local standard that Suntech presided over.

List of Standards

| No. | Standard Type | Standard Name | State |
|-----|---------------------------------|--|--|
| 1 | International standard | PHOTOVOLTAIC DEVICES- Part 11: Measurement of initial light-induced degradation of crystalline silicon solar cells | Submitted to a higher authority for approval or revision |
| 2 | Advanced international standard | Technical requirements for anti-reflective coated glass for crystalline silicon photo-voltaic modules | Published |
| 3 | Advanced international standard | Technical requirements for aluminum paste used with crystalline silicon solar cell backfields | Published |
| 4 | Advanced international standard | Technical requirements for silver paste used with N-type layer contact of crystalline silicon solar cells | Published |
| 5 | National standard | General Specification for Ground Crystalline Silicon Solar Cells | Published |
| 6 | National standard | PHOTOVOLTAIC DEVICES- Part 11: Measurement of initial light-induced degradation of crystalline silicon solar cells | Published |
| 7 | National standard | Photo-voltaic Devices - Part 1: Measurement of photo-voltaic current and voltage characteristics | Submitted to a higher authority for final approval |
| 8 | National standard | Photo-voltaic module performance testing and energy rating, Part 1: Measurement of irradiance, temperature performance, and power rating | Submitted to a higher authority for final approval |
| 9 | National standard | General Specification for Ground Crystalline Silicon Solar Cell Modules | Submitted to a higher authority for final approval or revision |
| 10 | Industry standard | Specifications for BIPV System Operation and Maintenance | Published |
| 11 | Industry standard | No-clean soldering powder for crystalline silicon photo-voltaic modules | Published |
| 12 | Industry standard | ImSn solder strip for crystalline silicon photo-voltaic modules | Published |
| 13 | Local standard | Technical specifications for BIPV application | Published |

| Patents filed | | | Patents granted | | |
|------------------------|----------------------------|---------------------|------------------------|----------------------------|---------------------|
| Patents for inventions | Patents for utility models | Patents for designs | Patents for inventions | Patents for utility models | Patents for designs |
| 379 | 415 | 16 | 49 | 385 | 14 |



List of Patents for Inventions Granted

| No. | Patent Type | Patent Name | Date granted | Patent Number/ Application Number |
|-----|-------------|--|--------------|-----------------------------------|
| 1 | Invention | A method for poly-crystalline silicon surface texturing | Oct 17, 2007 | 200410064831.1 |
| 2 | Invention | An acid etching solution for poly-crystalline silicon surface texturing and its application method | Mar 11, 2009 | 200610065676.4 |
| 3 | Invention | A method for preparing solar cell electrodes and electro-chemical deposition devices | Dec 30, 2009 | 200610076375.1 |
| 4 | Invention | A method for generating a solar cell conductive electrode | May 12, 2010 | 200610139717.X |
| 5 | Invention | A chemical treatment method and a device for the surface of semiconductor substrates | Sep 16, 2009 | 200710135836.2 |
| 6 | Invention | A method for electro-chemical deposition of the metal electrodes of a solar cell | Apr 13, 2011 | 200710188267.8 |
| 7 | Invention | A set of rollers conveying thin substrates and a method for chemical treatment use | Dec 12, 2012 | 200710188268.2 |
| 8 | Invention | A hybrid silicon solar cell and its manufacturing method | Mar 28, 2012 | 200780051088.8 |
| 9 | Invention | A gallium-doped mono-crystalline silicon solar cell and its manufacturing method | Sep 22, 2010 | 200810171923.8 |
| 10 | Invention | A treatment method for waste water of crystalline silicon surface texturing and the system used | Dec 1, 2010 | 200810187371.X |
| 11 | Invention | A heating device and method for making mono-crystalline wafer surface texturing | Apr 18, 2012 | 200910127197.4 |
| 12 | Invention | A silicon wafer testing tool and method of use | Aug 25, 2010 | 200910025195.4 |
| 13 | Invention | A solar cell welding equipment and welding process | Dec 29, 2010 | 200910025426.1 |
| 14 | Invention | A solar cell module installation system | Mar 19, 2014 | 201110349354.3 |
| 15 | Invention | A method for preparing a substrate with gallium-doped zinc oxide surface texturing and the substrate prepared with this method | Dec 14, 2011 | 200910146478.4 |
| 16 | Invention | A solar cell module frame, the solar modules and their installation system | Feb 1, 2012 | 200910223669.6 |
| 17 | Invention | A photo-voltaic system and its junction box and voltage conversion device | Jul 4, 2012 | 200910137271.0 |
| 18 | Invention | A sewage treatment method and the system used | Jun 27, 2012 | 200910164076.7 |
| 19 | Invention | A solar cell module and its precise cascading method | Aug 3, 2011 | 200910173704.8 |

| No. | Patent Type | Patent Name | Date granted | Patent Number/ Application Number |
|-----|-------------|--|---------------|-----------------------------------|
| 20 | Invention | A junction box for solar cell modules and the solar cell modules | Feb 27, 2013 | 200910178805.4 |
| 21 | Invention | A junction box for solar cell modules | Jul 2, 2013 | 200910206629.0 |
| 22 | Invention | A solar cell module and its cascading method | May 2, 2012 | 201010176006.6 |
| 23 | Invention | A junction box for solar cell modules | Jul 4, 2012 | 201010118329.X |
| 24 | Invention | A quartz boat automatic wafer loading and unloading device | Nov 23, 2011 | 201010204525.9 |
| 25 | Invention | An automatic wafer loading and unloading system and method for solar cell manufacturing | May 23, 2012 | 201010204547.5 |
| 26 | Invention | A liquid waste recovery device and its method of use | Jun 27, 2012 | 201010244229.1 |
| 27 | Invention | A wiring system, a photo-voltaic power generating sail, and a solar power cruise ship with the sail | Nov 27, 2013 | 201010536452.3 |
| 28 | Invention | An inflating method and controller for the door opening process of vacuum equipment | Feb 3, 2016 | 201110248993.0 |
| 29 | Invention | A method for making an embossing on the surface of a photo-voltaic solder strip | Mar 30, 2016 | 201410357331.0 |
| 30 | Invention | A solar module series welding machine's electrode pressing device | May 4, 2016 | 201410158656.6 |
| 31 | Invention | A junction box to prevent overflow | May 11, 2016 | 201410441692.3 |
| 32 | Invention | A photo-voltaic series welding machine with a lower shade | Sep 7, 2016 | 201410742302.6 |
| 33 | Invention | A solar panel maximum power follower | Sep 14, 2016 | 201510002810.5 |
| 34 | Invention | A silicon wafer cleaning method and cleaning equipment for preparing high-efficiency solar cells | Feb 8, 2017 | 201210197214.3 |
| 35 | Invention | A concentrated strong acid supply system | Jan 11, 2017 | 201410159200.1 |
| 36 | Invention | A composite embossed photo-voltaic solder strip and its processing method | Jan 25, 2017 | 201410817971.5 |
| 37 | Invention | A wafer feeding transmission mechanism for photo-voltaic series welding machines | Feb 15, 2017 | 201410579920.3 |
| 38 | Invention | An inter-connector for solar cells and its manufacturing method, the method of solar cell interconnection and their components | Apr 5, 2017 | 201310090297.0 |
| 39 | Invention | A method for removing the belt print on PERC | Apr 5, 2017 | 201610345127.6 |
| 40 | Invention | A solar cell equipment and self-weight soft contact conduction device | Jun 30, 2017 | 201210342891.X |
| 41 | Invention | A BCSC passivated contact electrode structure and the preparation method | Aug 8, 2017 | 201610180452.1 |
| 42 | Invention | A structure of solar cell rear passivation film and the preparation method | Sep 1, 2017 | 201610865158.4 |
| 43 | Invention | A four-grid testing structure of solar cell testing equipment | Oct 20, 2017 | 201510975593.8 |
| 44 | Invention | A structure for reducing the black line on the rear of PERC | Nov. 10, 2017 | 201510003478.4 |
| 45 | Invention | A method for manufacturing selective-emitter, double-sided, PERC crystalline silicon solar cells | Nov 10, 2017 | 201610902698.5 |
| 46 | Invention | A method for manufacturing localized rear contact silicon solar cells | Jan 9, 2018 | 201210091883.2 |
| 47 | Invention | A double-rail four-station rotary switching feeding machine | Mar 20, 2018 | 201610269281.X |
| 48 | Invention | A floating photo-voltaic system on water | Jun 15, 2018 | 201610057123.8 |
| 49 | Invention | A method for determining the passivation quality of the rear passivation film of PERC | Jun 15, 2018 | 201610642301.3 |

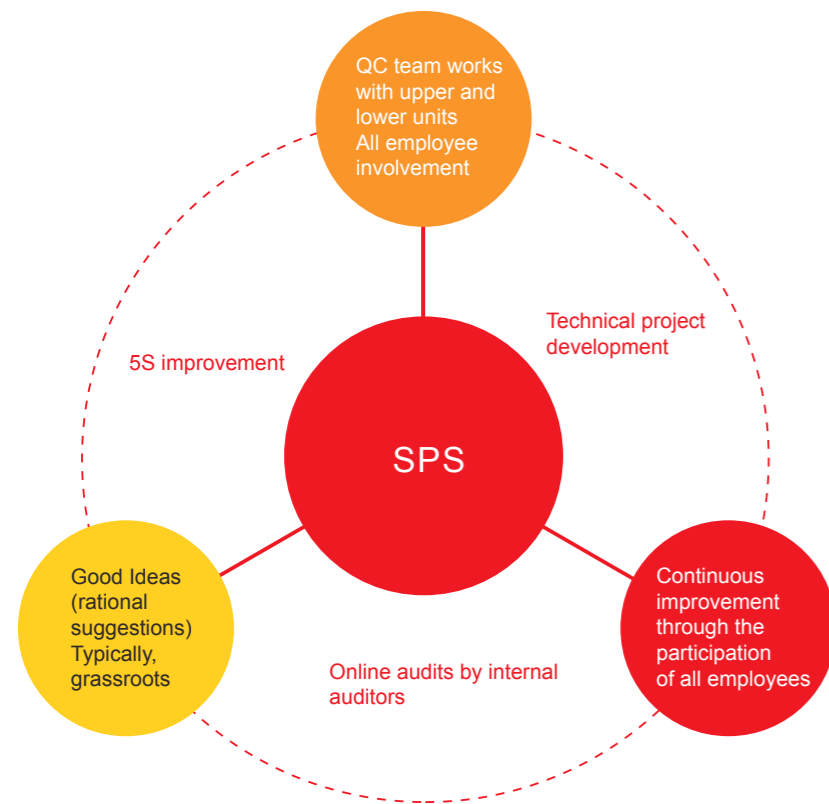
Innovation Activities

"Good Idea" activity: "Grassroots" employees make creative solutions for problems at work. The ideas are submitted to relevant departments for review and put into practice, if practicable. If the ideas are proven effective, the employees will be awarded (after a vote).

"Continuous Improvement" activity: To create solution to various problems at work, employees form groups of 2-3 people to create improvements. They adopt 7 steps (identify the problem, find the truth, find solutions to the problem, choose the best solution, thoroughly solve the problem, standardization, promotion, and extension) for systematic improvement.

"QC Team" activity: To help solve company-wide work issues, a team is organized to make improvements by using QC tools, statistical methods, a systematic activity program, and a scientific activity principle.

SPS: This system covers the company's improvement activities in all aspects. These typically include IE, value process development, management and process improvement, waste elimination, etc.



Suntech SPS-centered improvement model

Suntech Photo-voltaic Technology Institute

Organizational Structure of the Institute

At the beginning of 2008, based on its Enterprise Technology Center and Jiangsu Photo-voltaic Energy Engineering Technology Research Center, Suntech undertook the major science and technology infrastructure project in Jiangsu, the construction of Jiangsu (Suntech) Photo-voltaic Technology Institute (hereinafter referred to as Suntech Photo-voltaic Technology Institute).

The keynote in the construction of Suntech Photo-voltaic Technology Institute was to improve scientific and technological innovation capabilities. Relying on Suntech, hand-in-hand with domestic and foreign scientific research institutions, 3 research centers will be established after 3-5 years of construction. These centers will be the Solar Cell Research Center, Photo-voltaic Module Research Center, Photo-voltaic System Integration and Application Technology Research Center. In addition, there are plans for a Silicon Material Lab and a Photo-voltaic Product Testing Center. In the meantime, a management center will be established to carry out science and technology management and services.

Hardware Facilities Construction of the Institute

The planned total investment in construction of Suntech Photo-voltaic Technology Institute's facilities is 260 million. This includes a total investment in Phase 1 of 60.802 million. Phase 1 will focus on construction of the Solar Cell Research Center and Photo-voltaic Product Testing Center.

Solar Cell Research Center

The Solar Cell Research Center has an 800 m² lab and a 2,300 m² pilot plant (pilot line). Additionally, the center benefits from 42 pieces/sets of world-class scientific research and testing equipment. This state-of-the-art equipment is used to carry out world-class research on photo-voltaic technology projects.

Photo-voltaic Product Testing Center

The Photo-voltaic Product Testing Center has a 1,600 m² photo-voltaic module indoor testing lab and a 3,000 m² outdoor experimentation site. The Testing Center has 3 functional labs: the Performance Testing Lab, Safety Testing Lab, and Environment Testing Lab. There are 52 sets of various test equipment, which is used to study and assess all quality and performance indicators of photo-voltaic modules. At present, the labs have earned the WTDP certificate issued by UL from the USA, the TDAP certificate issued by VDE, the CNAS accreditation, and the CGC Golden Sun accreditation of the factory lab for solar photo-voltaic products. It has taken less than two years to go, from its establishment to the acquisition of various international certifications and multiple instances of accreditation. The Testing Center has become China's largest and most advanced testing lab for photo-voltaic modules and products.

R&D Team Building of the Institute

The institute has a total of 508 employees. These employees include 234 full-time technical R&D personnel, 47 of whom have senior and intermediate technical titles. The center also boasts 11 doctors and 41 masters, with an average younger than 35. The center's technical expertise covers semiconductor and microelectronic technology, electrochemical technology, computer technology, mechatronic technology, and other fields.

Operational Mode of the Institute

Post-Doctoral Research Station

In Oct. 2008, with approval by the National Post-Doctor Regulatory Commission, a substation of the Wuxi National High-Tech Industrial Development Zone's Post-Doctoral Research Workstation at Wuxi Suntech Power Co., Ltd. was established. Operation of the post-doctoral research substation has further promoted the company's industry-university-research cooperation with various universities and colleges. It has further expanded the channels for attracting the top and cutting-edge talent, improved the level of technological management innovations, and enhanced the company's core competitiveness. The workstation has even cooperated with Sun Yat-Sen University in postdoctoral training.

In February, 2010, on the basis of its approved enterprise substation of a national post-doctoral workstation and drawing on the experience of running this substation for more than a year, Suntech applied for the establishment of a national post-doctoral workstation. This is one of the key steps to establish an enterprise scientific research entity with "first-class technology, first-class quality, first-class talent and first-class management." Suntech takes on these endeavors based on its enterprise, facing the whole industry, and with the whole world in mind.

Industry-University-Research Cooperation

The institute promotes effective contacts and a win-win interaction with universities, research institutes, and enterprises. It actively explores the investment mechanism, talent flow, training mechanism, and benefit distribution mechanism for establishing industry-university-research cooperation. It is this type of cooperation that boosts technical cooperation, knowledge flow, and technology transfer between universities, research institutes, and enterprises.

At present, the institute has established industry-university-research cooperation activities with many institutions. For example, it has worked with Australia's UNSW Photo-voltaic Technology Research Center in the research on crystalline silicon solar cells and thin film solar cells. The institute has worked with Sichuan University in the R&D of a set of key technologies for CdTe film solar cells. It has worked with the Technical Institute of Physics and Chemistry CAS, the Institute of Microelectronics CAS, the Institute of Optics and Electronics CAS, Zhejiang University, Sichuan University, Changchun University of Science and Technology, and Taiyuan University of Technology to study the basic scientific problems in developing wide-spectrum and high-efficiency photo-voltaic cells based on nano-material machine structures. The institute has worked with the Wuxi Entry-Exit Inspection and Quarantine Bureau's National Key Lab for Photoelectric Product Testing to make respective advantages complementary to each other. It has agreed with Jiangnan University and Sun Yat-Sen University to build joint postgraduate training bases and other assets.

Research Results of the Institute

Since its establishment, Suntech Photo-voltaic Technology Institute has achieved a series of major research results:

First, Suntech's solar cell technology, called Pluto, enabled the conversion efficiency of Suntech poly-crystalline silicon and mono-crystalline silicon solar cells to both reach 16.53% (calculated by the area of sun exposure on the cells).

Second, the institute has undertaken 7 national, provincial, or ministerial science and technology projects:

Project Name

- The R&D of a set of key technologies for CdTe film solar cells (863 Program)
- The R&D and industrialization of silicon film solar cells (Electronic Information Industry Development Fund)
- Research on high-efficiency low-cost amorphous silicon/microcrystalline silicon laminated film solar cell technology (Jiangsu Provincial High Technology Research Project)
- Research on the preparation and application of glass-base surface texturing GaZnO transparent conductive film (Jiangsu Natural Science Foundation)
- 300KW rooftop solar photo-voltaic grid-connected power generation application technology and demonstration project (Jiangsu Science and Technology Supported Project—Social Development)
- Research on a new type of nano-structured anti-reflective film for solar cells with high transmittance (Jiangsu Science and Technology Supported Project—Industry)
- High-efficiency low-cost P-type solar cell technology, named Pluto, the key equipment R&D and industrialization (a project supported by Jiangsu Special Fund for Technology Transfer)



Suntech Photovoltaic Product Testing Center

An Overview of the Center

Photo-voltaic Product Testing Center has a photo-voltaic module indoor testing lab with an area of about 1,600m² and an outdoor experiment site area of approximately 3,000m². This testing lab consists of 3 functional labs: the Performance Testing Lab, Safety Testing Lab, and Environment Testing Lab.

Advanced Equipment

The lab now features a great deal of sophisticated testing equipment, such as pulse and steady solar simulators, several walk-in environment experiment cabins, mechanical load and hail testers, and EL and high-precision infrared cameras. The lab test equipment can test and assess all quality and performance indicators of photo-voltaic modules.

Achievements

The Photo-voltaic Product Testing Center has become China's largest and most advanced testing lab for photo-voltaic modules. Building a world-class testing platform is one of the goals of Suntech Photo-voltaic Technology Institute.

Authoritative Accreditations

In June, 2009, Suntech received the WTDP (Witness Test Data Program) certificate issued by UL, and we became the first WTDP photo-voltaic testing lab certified by UL in China's photo-voltaic industry. It covers 17 test items in UL1703.

In Dec, 2009, Suntech received the TDAP (Test Data Acceptance Program) certificate issued by VDE, and we became the first TDAP photo-voltaic testing lab certified by VDE in Asia. There were 27 test items authorized. These included 18 test items in IEC 61215 and 9 test items in IEC 61730-2.

In Feb, 2010, Suntech received the national lab accreditation certificate issued by CNAS and became the photo-voltaic enterprise lab with the largest number of and most complete accredited test items nationwide. To date, 44 test items have been accredited including 3 international standards, i.e. IEC 61215, IEC 61730-2, and UL 1703.

In May, 2010, Suntech became one of the first group of factory labs in China to earn the CGC Golden Sun accreditation, having had a total of 27 test items accredited.

Through authoritative accreditations, Suntech Photo-voltaic Product Testing Center has enhanced its market competitiveness and won the trust of government departments and the other sectors of society.

Honors

- 2005 Suntech was named "Unit with Outstanding Achievements in Clean Production."
- 2007 Suntech was named "Demonstration Site for Safety Culture Construction."
- 2007 Suntech was named "Advanced Unit for Work Safety."
- 2009 Suntech was named "Advanced Collective for Work Safety."
- 2010 Suntech won a certificate of honor for the "Summer 100-Day Safety Contest"
- 2010 A Suntech employee was honored as an "Advanced Individual for Work Safety."
- 2010 Suntech was named "Enterprise of Integrity in Jiangsu."
- 2011 Suntech was named "Advanced Collective for Work Safety."
- 2011 "Class-A Enterprise for Work Safety"

Product Carbon Footprint Verification Statement

Statement: CO 50227602 0001

Report No.: 53184556 001



Suntech Power Holding Co., Ltd.

16 Xinhua Road, New District, Wuxi, Jiangsu 214028, P.R. China.

The inventory of product life cycle greenhouse gas emissions for a **Poly-crystalline PV module of Suntech Power Holding Co., Ltd.** has been verified in meeting ISO/DIS14067 requirements.


Following activities were conducted during verification:

- Document review
- Interview
- Site visit
- Recalculation

Based on the information we have received and evaluated, it was verified by TÜV Rheinland Taiwan that:

- The level of assurance carried out in this PCF verification was agreed by both parties is **Reasonable Assurance Level**.
- Required materiality of the verification is 5%.
- System boundary of this product: **Cradle-to-gate**.
- Product carbon footprint inventory report period: **Jul. 1, 2011 to Jan. 31, 2012**.
- The total GHG emissions for a standard 72 cells of Poly-crystalline PV module (Model: **STPXXX-24/Wd**) please refer to TUV Rheinland Evaluation Report No. 14029300.002.
- The total GHG emissions for a standard 60 cells of Poly-crystalline PV module (Model: **STPXXX-20/Wd**) please refer to TUV Rheinland Evaluation Report No. 14029300.002.

Date of Issue 2012/04/30
TÜV Rheinland Taiwan Ltd.
11F, No. 758, Sec. 4, Bade Rd.,
Taipei 105, Taiwan, R.O.C.


Jason J. S. Wu
TÜV Rheinland Systems Greater China
2012/04/30

This statement is valid from 2012/04/30 until 2015/04/29



This Verification Statement is based on the information made available to TÜV Rheinland Taiwan and the engagement conditions detailed above. Therefore, TÜV Rheinland Taiwan can not guarantee the accuracy or correctness of this information. TÜV Rheinland Taiwan can not be held liable by any party relying or acting upon this Verification Statement.



QMA TRLP 6.1-350
Version: 1
01.08.2011

Produkte
Products



| | | | |
|--|---------------|--|-------------------------|
| Prüfbericht - Nr.: 14029300 002 | | Seite 1 von 36 | |
| Test Report No.: | | Page 1 of 36 | |
| Auftraggeber: Suntech Power Holding Co., Ltd. | | | |
| Client: | | 16 Xinhua Road, New District, Wuxi, Jiangsu 214028, P.R. China. | |
| Gegenstand der Prüfung: PV Modules (See product model and specifications in report) | | | |
| Test item: | | | |
| Bezeichnung: See page 2 | | Serien-Nr.: See page 2 | |
| Identification: | | Serial No.: | |
| Wareneingangs-Nr.: N/A | | Eingangdatum: N/A | |
| Receipt No.: | | Date of receipt: | |
| Zustand des Prüfgegenstandes bei Anlieferung: N/A | | | |
| Condition of test item at delivery: | | | |
| Prüfart: 1. Suntech Power Holding Co., Ltd. | | | |
| Testing location: | | 2. TÜV Rheinland (Shanghai) Co., Ltd. | |
| Prüfgrundlage: 1. GABI Software version 4.4 for Carbon Footprint Analysis | | | |
| Test specification: | | 2. ISO 14040:2006 (referred to only): Life Cycle Assessment – Principle and Framework | |
| | | 3. ISO 14044: 2006 (referred to only): Life Cycle Assessment – Requirements and guidelines | |
| | | 4. PAS 2050:2011 (referred to only): Specification for the assessment of the life cycle green house gas emissions of goods and services. | |
| Prüfergebnis: Der Prüfgegenstand entspricht oben genannter Prüfgrundlage(n). | | | |
| Test Result: | | The test item(s) were assessed in accordance with the test specification(s). | |
| Prüflaboratorium: TÜV Rheinland (Shanghai) Co., Ltd. | | | |
| Testing Laboratory: | | | |
| geprüft/ tested by: | | kontrolliert/ reviewed by: | |
|  | |  | |
| 2012-04-11 | Jill Zhou/PE | 2012-04-11 | Eng Ann Ng/TC(Reviewer) |
| Datum | Name/Stellung | Datum | Name/Stellung |
| Date | Name/Position | Date | Name/Position |
| | Unterschrift | | Unterschrift |
| | Signature | | Signature |
| Sonstiges/ Other Aspects: | | | |
| As the client modified some data, this assessment report has been revised accordingly. The manufacturing location remains as original. The modified data are as follows: | | | |
| 1. Quantity of chemicals, which are valid for cell workshop. | | | |
| 2. Power and water consumption for cell workshop | | | |
| 3. Duration of PV module solidification. | | | |
| Abkürzungen: P(ass) = entspricht Prüfgrundlage | | Abbreviations: P(ass) = passed | |
| F(all) = entspricht nicht Prüfgrundlage | | F(all) = failed | |
| N/A = nicht anwendbar | | N/A = not applicable | |
| N/T = nicht getestet | | N/T = not tested | |

TÜV Rheinland LGA Products | Jilistrasse 2 | D-90431 Nürnberg | Tel.: +49 911 655 5225 | Fax +49 911 655 5226
Mail: service@de.tuv.com | Web: www.tuv.com

Certification System



Work Safety Standardization Certificate in 2012



Work Safety Standardization Certificate in 2016



Environmental Enhancement

Make Clean Production Our Goal; Make Energy Conservation and Emission Reduction Our Collective Consciousness

For the sake of the long-term development of mankind, Suntech Power regards improving energy efficiency as its own responsibility, and it continues to explore new technologies and methods for energy conservation and emission reduction. Through the construction and promotion of our environmental management and clean production systems, the environmental performance and clean production level of Suntech Power are continuously being improved. Meanwhile, through extensive publicity and training, energy conservation and emission reduction have become tangible in the heart of every Suntech Power employee. These assets have become the daily code of conduct and responsibility of every Suntech Power employee.

Start with the System

In order to strengthen the control on greenhouse gases and reduce greenhouse gas emissions, Suntech Power has developed the "Guidelines on Greenhouse Gas Response" and the "Guidelines on Clean Production." These documents detail how Suntech Power formulated and implemented a series of strict rules and management systems to continuously improve their electrical, heating, power, water supply, and waste-water treatment systems while optimizing energy use. Remarkable results in energy conservation and consumption reduction have been achieved.

Start with the Details

"I feel deeply guilty every time I see someone in Suntech write only a few words on a piece of white paper and throw it away." Dr. Shi Zhengrong's words and deeds have a subtle influence on Suntech's 10,000 employees.

"Turn off the water dispenser before going off work," "Don't take the elevator when going to the immediate floor above or below," and "Use both sides of the office paper." These have become part of the collective consciousness of Suntech employees. The idea is to start with the trivial things in life and then to start with a scientific system design to save energy and reduce consumption.

Achievements in Energy Conservation (using solar cell manufacturing as the example)

Electricity Saving

By adopting various energy-saving measures, Suntech Power's annual electricity consumption per unit in production has been reduced from 258,928 kWh/MW in 2006 to 171,612 kWh/MW in 2009. This represents an electricity consumption reduction per unit as high as 34%. From 2007 to 2009, Suntech Power saved 39.48 million kWh of electricity and cut 26.4 million yuan from its electricity bill.

Water Conservation

By improving water recycling efficiency and reducing direct water consumption during production, Suntech Power's water consumption per unit of product has decreased year by year, from 4,216 T/MW in 2006 to 2,041 T/MW in 2009. These figures represent a water consumption reduction per unit as high as 51.6%. From 2007 to 2009, Suntech Power's P2 factory alone saved 768,000 t of water; cutting 2.26 million yuan from the water bill.

A Comparison of Suntech Power's concentrations of emissions and the national standards

| Monitored Item (unit: mg/L) | National Standard | Dec. 2008 | Mar. 2009 | May. 2010 | National Standard | Nov. 2018 |
|---|-------------------|-----------|-----------|-----------|-------------------|-----------|
| PH | 6-9 | 7.50 | 7.21 | 7.39 | 6-9 | 7.14 |
| COD emission concentration | 500 | 160 | 330 | 137 | 150 | 52 |
| SS emission concentration | 400 | 18 | 20 | 18 | 140 | 11 |
| NH3-N emission concentration | 35 | 6.86 | 3.68 | 7.16 | 30 | 1.54 |
| TP emission concentration | 8 | 0.76 | 0.09 | 0.304 | 2 | 1.64 |
| Fluoride emission concentration | 20 | 18.67 | 3.30 | 7.01 | 8 | 1.88 |
| Animal and vegetable oil emission concentration | - | - | - | 7.9 | - | ND |

Note: The conversion coefficient between CO₂ emission reduction and electricity consumption reduction is the "emission factor value." The Eastern China regional power grid's conversion coefficient is 0.8825 as listed in the "Announcement on Releasing the Baseline Emission Factors of China's Regional Power Grids in 2009."

Measure One: Save energy with advanced technology

In Nov, 2009, Suntech Power installed an air compressor group control system.

- A.** Microcomputer control is used to reduce the range of loading and unloading and reduce the exhaust pressure under the condition of ensuring the minimum pressure for air using equipment.
- B.** Multi-unit control can automatically select the number of required machines according to the actual use of air, thus avoiding the huge waste caused by multiple machines running at the same time.

Measure Two: Reuse recycled water for multiple purposes

Suntech Power recycles and reuses concentrated water produced from the reverse osmosis process of preparing pure water $\geq 17.25 \Omega \cdot \text{cm}$ (25°C) for toilet flushing and acid mist tower water replenishing. This action greatly reduces the consumption of tap water. It, alone, saves 260 t per day and 78,000 t of tap water each year (300 days a year).

Measure Three: reuse waste water to reduce discharges and improve efficiency

Suntech Power treats some types of waste-water generated by the company in depth. The pure water produced is used in the manufacturing workshops while reducing waste-water discharges. At present, Suntech has put into use a system with a treatment capacity of 600 T/D and a waste-water recycling rate of over 97%.

Carry clean production through to the end

To reflect the green mission of Suntech Power, improve the efficiency of resource utilization, reduce and avoid the generation of pollutants, protect and improve the environment, protect the physical and mental health of employees, and promote the sustainable development of the company, Suntech Power is determined to carry out clean production to the end.

System Design

Suntech Power requires the R&D department or technical department to constantly optimize the design, use clean materials, and adopt advanced technology and equipment to eliminate pollution at the source. Suntech's goal in this is to improve the efficiency of resource utilization when developing new processes or making technological improvements.

During the planning and implementation of new construction, reconstruction, or expansion projects, the facilities department should optimize the production process, human flow, logistics routes, strictly confirm the demand for the production process and equipment, rationally allocate related facilities, and give priority to clean energy technology and energy-saving facilities.

The logistics department should create a reasonable arrangement of routes and the number of shuttle buses. When selecting suppliers, the shuttle buses' oil consumption and exhaust emission control should be taken into consideration. When selecting canteen fuel and energy, energy-saving lighting equipment and cooking utensils should be selected. In addition, the classified collection and management of domestic waste as resources should be strengthened.



At the same time, all subsidiaries and operating units are required to formulate corresponding implementation rules with respect to their own production process characteristics to ensure the implementation of the following items:

- A.** Environmental impact assessment is required for all new construction and expansion projects. The use of raw materials, resource consumption, comprehensive utilization of resources, and the generation and disposal of pollutants must be analyzed and demonstrated, so that 100% of them pass the environmental acceptance checks by the state's environmental protection departments. Priority should be given to clean production processes, technologies, and equipment with high resource utilization and low pollutant production.
- B.** Construction projects should adopt energy-saving and water-conservation building design proposals, building materials, decoration materials, building structural fittings and equipment that is conducive to environmental and resource protection. Construction and decoration materials must conform to national standards. No construction and decoration materials with toxic or harmful substances exceeding the national standards may be used.
- C.** Resource consumption and waste generation during production and services should be monitored. Clean production audits of production and services should be conducted as required. An incentive and constraint mechanism should be adopted to ensure the implementation and effectiveness of the company's system.
- D.** In the design of product packaging, the impact on human health and the environment during its life cycle should be taken into consideration. Non-toxic, harmless, degradable, or recyclable materials should be given priority, to reduce the excessive use of packaging materials and the generation of packaging waste. Products and packages on the compulsory recycling list must be recycled after the products and packages are used and discarded.

Investment in Emissions Reduction

To reduce and avoid the generation of pollutants and implement clean production in its place, Suntech Power follows the principle of simultaneous design, construction, and acceptance check of environmental and main facilities. While investing in project expansion, the company also invests in the construction of environmental treatment facilities. Up to now, Suntech Power has invested more than 100 million yuan in environmental protection facilities. The results of operation and treatment are good and the desired effect is apparent.



Measures and Results

To ensure the implementation of clean production and national laws and regulations, in recent years, Suntech Power has strengthened the treatment procedures of various pollutants, strengthened the management of pollutant emissions, and selected advanced process equipment and production technology. The company regards meeting national laws, regulations, and government requirements as the basic criterion. Suntech constantly studies and explores energy-saving and emission-reduction technologies and methods. Suntech then sets environmental improvement indicators, so that Suntech Power's environmental performance gradually achieves excellence.

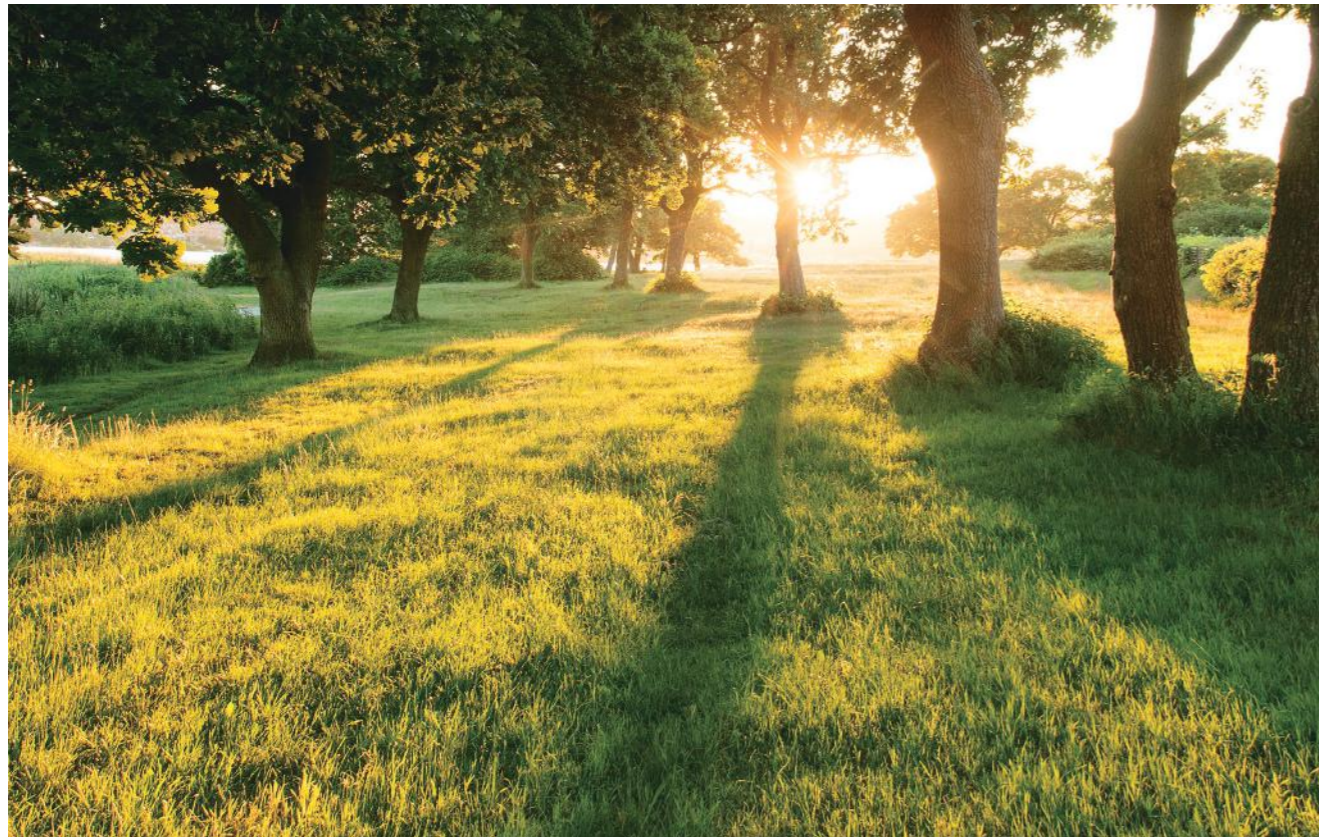
Since its establishment, Suntech Power has not received any penalties for environmental problems. All the discharges of various pollutants meet the relevant requirements. The rate standard attainment is 100%. Our emission concentrations of pollutants are far lower than the national emission standards.

To improve the utilization of resources and reduce waste generation, Suntech Power has concluded agreements with chemical suppliers. After the chemicals are used, empty bottles and cases are transported back for recycling. This not only reduces the consumption of resources, but it also avoids environmental pollution. It makes an obvious contribution to environmental protection and clean production. At the same time, Suntech, since 2007, has made improvements to our production process and equipment. Efforts made have seen a reduction in the waste of chemicals and improvement in the safe use of those chemicals. Additional efforts have been made to reduce the probability of employees' exposure to chemicals and to protect the safety of all employees. Suntech also adopted the central automatic dosing system to more safely supply chemicals. In the meantime, Suntech improved the level of automation of its production line, enhanced the performance of products and production capacity of the equipment, and reduced the number of employees, labor intensity, and safety risks;

To reduce the pollution of heavy metals into the environment, Suntech Power is committed to R&D of new products and new processes. At present, in poly-crystalline cell production, the nitric acid texturing process has replaced the chrome acid texturing process. This procedure reduces the release of harmful heavy metals into the environment and on to human beings.

In addition, Suntech has also made a clear contribution to CO2 emission reduction. There is no direct CO2 emission in Suntech Power's production process. However the company has reduced 34,842 tons of greenhouse gas emissions (carbon dioxide) from 2007 to 2009 by reducing energy consumption, providing clean power generation equipment, and reducing power consumption per unit. The application of Suntech clean power generation equipment can indirectly reduce 46,011,928.41 t of greenhouse gas emissions (carbon dioxide) in 25 years, as calculated from 1,500 operating hours a year.

Note: The conversion coefficient between CO2 emission reduction and electricity consumption reduction is the "emission factor value." Eastern China regional power grid's conversion coefficient is 0.8825 as listed in the "Announcement on Releasing the Baseline Emission Factors of China's Regional Power Grids in 2009."

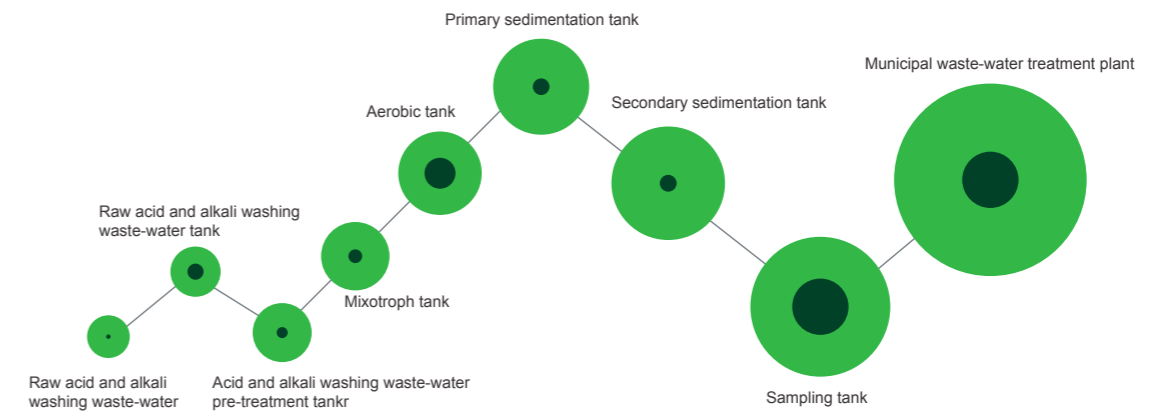


Measure One: Waste-water Treatment

Suntech Power's waste-water mainly includes fluoride-containing waste-water (waste-water from solar cell production and the waste gas scrubber), acid and alkali washing waste-water (including waste-water generated from pure water production, waste-water from filter back-washing, waste-water from RO membrane liquid cleaning), domestic waste-water and concentrated water from the RO process. The concentrated water from the RO process is used for toilet flushing and irrigation in the factories. Other waste-water is channeled and discharged into the municipal sewage treatment plant after reaching the minimum standard.

Suntech Power's acid and alkali washing waste-water treatment process

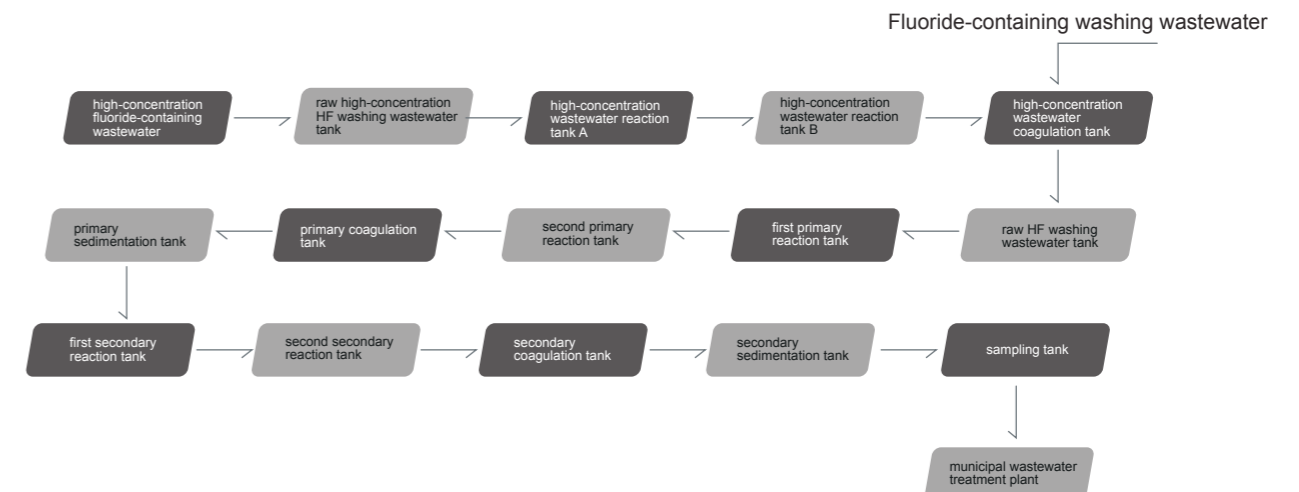
Acid and alkali washing waste-water are mixed in the raw waste-water tank, to adjust the water quantity and quality. The waste-water then enters the acid and alkali washing waste-water pre-treatment tank. After the gas stripping treatment, the waste-water is pumped into the mixotroph and aerobic tanks for biological treatments. After that, the waste-water flows into the primary and secondary sedimentation tanks to filter out most of the suspended solids before being channeled to the municipal waste-water treatment plant. The current waste-water treatment capacity is 3,000 T/D.



Suntech Power's fluoride-containing waste-water treatment process

High-concentration, fluoride-containing waste-water is collected by pipelines and discharged into the high-concentration fluoride-containing waste-water collecting tank. From there it's lifted by a pump to the high-concentration waste-water reaction tank A. Chemical compounds, like CaCl₂, Ca (OH)₂, and NaOH, are then added and mixed [to adjust and set the proper pH value]. Then, the mixture enters high-concentration waste-water reaction tank B. This is where PAC and NaOH are added and mixed [to again adjust the pH value]. This is done to make the waste-water react with them and coagulate through stirring. The waste-water then enters the coagulation tank, where PAM flocculant is added. After coagulation, the waste-water enters the sedimentation tank. The settled sludge is transported to the sludge tank by the sludge pump. The supernatant fluid overflows to the fluoride-containing, washing waste-water tank for subsequent treatment.

Fluoride-containing, washing waste-water discharged from workshops is collected by pipelines and discharged into the raw HF, washing waste-water tank together with pre-treated, high-concentration, fluoride-containing waste-water. Then, the fluoride-containing waste-water is lifted by a pump to the first primary reaction tank, where CaCl₂ and NaOH are added and mixed [to adjust the pH value]. Then, the wastewater enters the second primary reaction tank, where fixed quantities of PAC and NaOH are added and mixed [to adjust the pH value]. Later, the wastewater enters the primary coagulation tank, where PAM flocculant is added. After that, the wastewater enters the primary sedimentation tank. The settled sludge is regularly transported to the sludge tank by the sludge pump. The supernatant overflows to the first secondary reaction tank, the second secondary reaction tank, the secondary coagulation tank and the secondary sedimentation tank. Finally, the settled sludge is regularly transported to the sludge tank by the sludge pump. The supernatant overflows to the sampling tank before being channeled to the municipal wastewater treatment plant.





Measure Two: Waste Gas Treatment

The main waste gas generated by Suntech Power includes the acid waste gas (HF, NOX, HCl, Cl2) generated in processes such as texturing, pickling, removing PSG and phosphorus diffusion, alkaline waste gas (NH3) generated by PECVD, organic waste gas (terpinol, ethanol) from screen printing and sintering. The rate of reaching the standard under monitoring is 100%.

Treatment Process:

- A.** Acid waste gas is collected through sealed pipes and discharged into the acid waste gas washing tower, where it's treated and purified by the packed tower alkali (NaOH solution) spray, making all kinds of weakened acid waste gas reach the standard before being discharged through the exhaust funnel into the air.
- B.** NH3 alkaline waste gas generated in PECVD, etching and other processes is first burned in the built-in burner of the PECVD equipment to remove most waste gas. Then the waste gas is absorbed by the acid solution in the gas scrubber, making the waste gas reach the standard before being discharged through the exhaust funnel into the air.
- C.** During screen printing, drying and sintering processes, a small amount of organic waste gas is produced due to the small amount of organic matter in the slurry. The waste gas is treated in the activated carbon fiber adsorption tower and discharged through the exhaust funnel into the air after adsorption by the activated carbon fiber.

In 2018, the number of jobs available was

3,364

the training time per employee was

49.2 hours

We care about employees and regard talents as capital, we make career development lead to career opportunities.

In 2017, the number of jobs available was

3,383

the training time per employee was

46.8 hours

In 2016, the number of jobs available was

3,499

the training time per employee was

39.6 hours

Care for Employees

A human rights system is established to protect the rights and interests of employees

At the beginning of 2010, the company established a social accountability management system in accordance with SA80002008 for the standardized, scientific and systematic protection of employees' rights, health and safety. Meanwhile, our company set up a Social Accountability Committee and earned the SA80002008 certification in Sept. 2010.

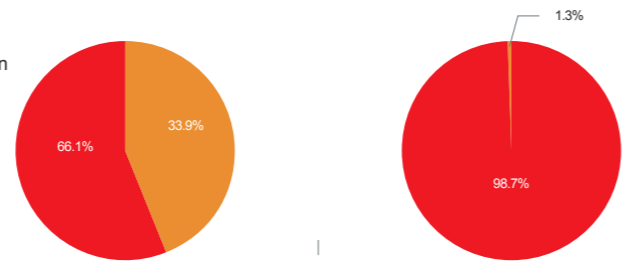
Social accountability policy: we must remain people-oriented, honest, law-abiding, fair and just, improve management quality and risk control through continuous improvement, fulfill our responsibility to employees, customers, suppliers and the society, so that we meet the requirements of SA8000, achieve the company's sustainable development, promote the sustainable development of mankind and provide a thorough energy solution for mankind.

| | |
|----------------------------|---|
| Forced or compulsory labor | Forced Labor Control Procedures shall be prohibited Regulations on Dismissal Management Regulations on Security Work |
| Remuneration | Regulations on Wage Management Regulations on Benefits Management Performance Management System |
| Working Hours | Regulations on Attendance Management Regulations on Leave Management |
| Disciplinary Measures | Employee Opinion and Complaint Management Procedures Regulations on Awards and Penalties Release of Documents Concerning Employee Interests |
| Health and Safety | OHSAS18000 System Establishment |
| Child Laborers | Child and Underage Workers Management Procedures |
| Freedom of Association | Freedom of Association and Collective Bargaining Management Procedures Employees' Congress System |
| Discrimination | Procedures on Prohibition of Discrimination and Disciplinary Measures Regulations on Recruitment and Employment |

Social Accountability Management Manual:



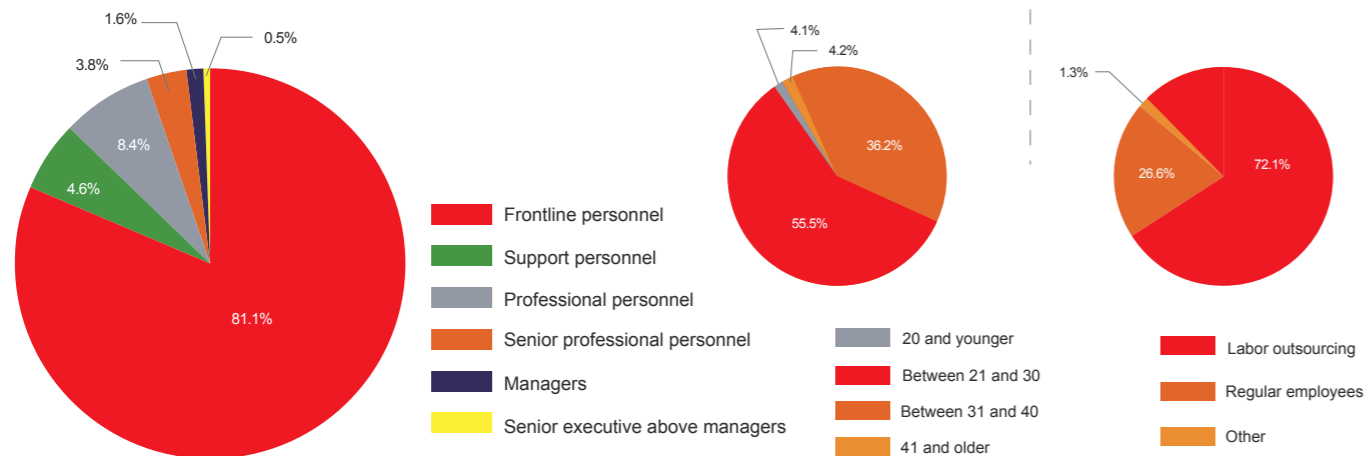
The company's workforce is diversified



Male 66.1% Female 33.9%
Han nationality 98.7% Minorities 1.3%

A Vigorous Team

We have a vigorous team consisting of young staff, with the average age of 29.7. Among which, 19.5% of them have a university degree or above.



81.1% Frontline personnel
4.6% Support personnel
8.4% Professional personnel
1.6% Senior professional personnel
0.5% Managers
3.8% Senior executive above managers
55.5% 20 and younger
36.2% Between 21 and 30
4.1% Between 31 and 40
4.2% 41 and older
72.1% Labor outsourcing
26.6% Regular employees
1.3% Other

Our company respects every employee and treats every employee fairly. The benefits system applies to all employees:

Mandated Benefits

- A** Social insurance and housing provident fund
Statutory holidays
Occupational health surveillance (including occupational health examination, etc.) and labor protection
Relevant allowances, including high temperature allowance and childbirth allowance.

Scope of application

- A** 100% regular employees and 100% outsourced employees
100% employees
100% employees
100% qualified employees
- B** 100% employees
100% employees
100% employees (comprehensive overseas travel insurance for employees working overseas)
Employees who have served for two years: employees aged 35 and older are entitled to the allowance
- C** 100% qualified employees
100% qualified employees
100% qualified regular employees, at present about 600 employees are entitled to the allowance
100% qualified regular employees, at present about 600 employees are entitled to the allowance
100% employees
- D** 100% female employees
Once every 5 years of service
100% of the employees who apply for the allowance, at present about 600 employees are entitled to the allowance
100% qualified employees
100% qualified employees

Supplementary welfare

- B** Working meals and shuttle buses
Company clinic
Supplementary commercial insurance
Annual physical examination
- C** Wedding allowance
Funeral allowance
Only-child allowance
Childcare allowance
Holiday benefits
- D** Benefits for female employees
Mobile bill allowance (use the group's mobile service package)
Seniority bonus
Other, such as travel allowance



Special Care for Female Employees

Our company provides two special cancer examinations for female employees every year, as well as a 128-day maternity leave and a 32-day paid leave during the lactation period for female employees who marry late and have childbirth late. Our company has a maternal and infant health care room special for female employees during the early lactation period. The "Collective Agreement on Special Protection of Female Employees" is adopted to institutionalize the protection of female employees.

Dialogue on an equal footing, open to suggestions and opinions

We actively communicate, care about and help employees to solve problems

| Multiple communication channels | Multiple service hotlines | Other approaches |
|--|-----------------------------|---------------------------|
| Monthly meeting of employees | HR service hotline | |
| Monthly communication meeting with employees | Shuttle bus service hotline | Labor union's aid mailbox |
| Congress of employees | IT service hotline | |
| Irregular employee interviews | Clinic hotline | |

We support employee innovation, to exert the influence of the company's grassroots

| Continuous innovation activities | Selection Rules | |
|----------------------------------|---|---|
| Good Ideas | Carried out monthly by the SPS Office | 20-100 yuan is awarded according to the quality level of the ideas |
| Continuous Improvement | After the completion of each project, a review meeting is held for comprehensive assessment | 500 yuan to 1% of the project's half-year profit is awarded according to the project's profit |

Employee Training Is a Long-Term Investment

At Suntech, employee training is not is not deemed as cost, but a long-term investment. Suntech Power is always aspired to be a learning enterprise, whose aim is to achieve the dual sustainable development of the company and employees, so that both employees and the company achieve win-win situation.

To achieve the company's strategic development goals, over the years, Suntech Power has been providing targeted, planned and step-by-step job training for employees, to improve employees' professional skills and ethics.

Training System Pioneer of Suntech

Suntech Power attaches great importance to employee learning and training. We have formulated policies and regulations such as "New Employee Training", "Outsourced Employee Training", "On-the-job Training for Direct Operators", "Operation Instructions" and "Internal Lecturer Management Regulations", to provide a good institutional guarantee for employee growth.

Training Investment of Suntech

Since 2008, Suntech Power has invested in building a standardized and large-scale Leadership Academy. At present, the academy has standardized training classrooms, which equipped with multimedia teaching facilities and audio equipment. Moreover, the e-learning platform has been established to create a good learning environment for employees.

Training System of Suntech

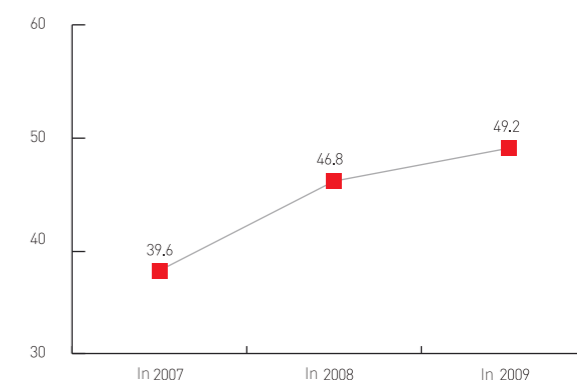
In terms of realizing the company's goals, based on the company's overall development strategy and HR development plan, Suntech conducts a training demand survey, makes an annual training plan and breaks it down into monthly training plans at the beginning of each year. The HR department works with each department to classify the personnel, confirm their job requirements, capabilities and training needs, develop and implement training plans, so as to meet the requirements of the company's production management, technical development and personnel development. The HR department announces the specific training plan, course content and training schedule at the beginning of each month. Employees can enter for training by themselves, or be recommended and assigned by their department or the leaders to attend training.

Training Implementation

Internal Training

To improve the professional qualities of new and old employees, our company actively encourages employees to participate in various skills and management training, and bears all the relevant learning costs. In recent years, in our company, more than 50 employees have obtained a junior college diploma or bachelor degree through part-time study; more than 300 employees have been promoted. Since 2006, 60 backbones have been selected to take the professional qualifying examinations for quality engineers, safety engineers and HR managers, etc. More professional learning opportunities have been provided for employees. Up to now, through our company's forceful training, 30 employees have obtained an intermediate professional title and 15 have obtained a senior title. Many young technical talents have stood out and made full use of their strengths at work.

The tendency chart of training time per employee (hour/year)



External Training

To improve employees' overall quality and management training at all levels, Suntech strengthens external cooperation, regularly invites various experts and well-known trainers to give professional skills and leadership training, and conducts systematic and targeted professional quality training for employees by means of internal training. To broaden employees' horizons, Suntech has worked with Times Bright CreSuccess, MESG, AMA and other well-known training institutions at home and abroad and obtained some training results. Our company selects and sends personnel to participate in all kinds of high-level training classes at home and abroad from time to time for study, research and investigation in Australia, Singapore and other countries. Our company works with the International Business Center of Nanjing University in the EMBA program to train senior management personnel.

Personalized Support for Employees

For new employees, our company provides teamwork-themed training. The courses include company rules and regulations, corporate culture, teamwork, etc. For operators, there is also military training.

For the management and technical personnel, the company's HR department and each department work together to develop annual training plans according to the needs of the employee's work and career development. At the same time, employees are encouraged to share knowledge with team members after completing the training. Knowledge sharing is assessed as part of the value and personal contribution of employees, so as to improve the effectiveness of employee training. With regard to management personnel, our company also regularly organizes various training camps such as team leader training, high potential talent training camp and reserve talent training camp to improve the management's skills and reserve personnel training.

For employees in the forefront of production, our company mainly provides targeted training to improve their educational attainment, job skills and teamwork. We encourage employees to learn in their spare time, support employees to learn at professional skills training institutions according to their job requirements, reimburse employees who gain the corresponding qualification and certification for their training expenses.



Training Effect Assessment

Our company generally assesses the training effect in the following aspects

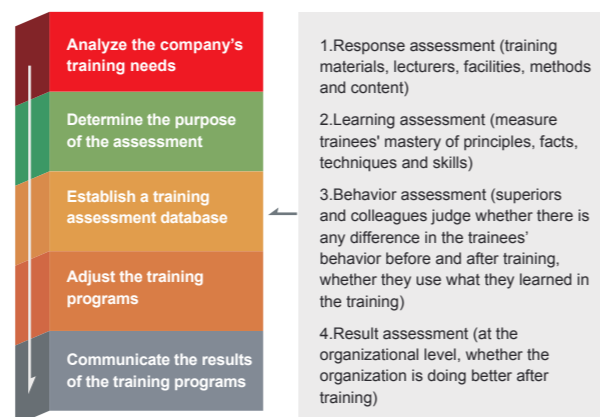
A: Comprehensive Assessment: at the end of each year, the completion of training plans and the realization of training objectives, etc. are systematically assessed.

B: Training Assessment:

1. Assessment of trainees' training effect: post-training tests for skills and knowledge training courses.

2. Program assessment: assessment of the effectiveness of the entire training program (lecturers and logistical support, etc.)

C: Training effect tracking (each department carries out post-training assessment on its trainees): the specific training assessment process is as shown in the following chart.



Employees' career development

Suntech provides multi-level career development channels with management and technical routes

To motivate employees to achieve excellent performance, Suntech provides different promotion opportunities for employees of different levels. In terms of level setting, Suntech provides comprehensive management and technical promotion routes for employees' career development, not only giving employees clear development paths, but also offering relevant guidance and help for employees' development. First, there are 3 levels for operators: new operators are Level I operators, and they may be promoted to Level II and Level III operators, then they can take the technical or management development route. In addition, there are also crossover promotions between technical and management staff. For example, an engineer may be promoted to supervisor or senior engineer along the technical route. There are also crossovers between management and technical staff. Senior engineers correspond to supervisors; chief engineers correspond to managers.

Suntech has an effective career development mechanism to ensure employees' healthy career development along the predetermined paths

We improve the company's internal competition and recruitment system, set the minimum qualifications required for various positions at all levels, and competition methods and length of service subject to levels of personnel.

Our company has an open, fair and equitable mechanism for talent selection. Internal recruitment information is released company-wide and posted on the bulletin board, so that all employees know. The job providing departments, relevant departments and HR form a 3-party team for interview and selection.

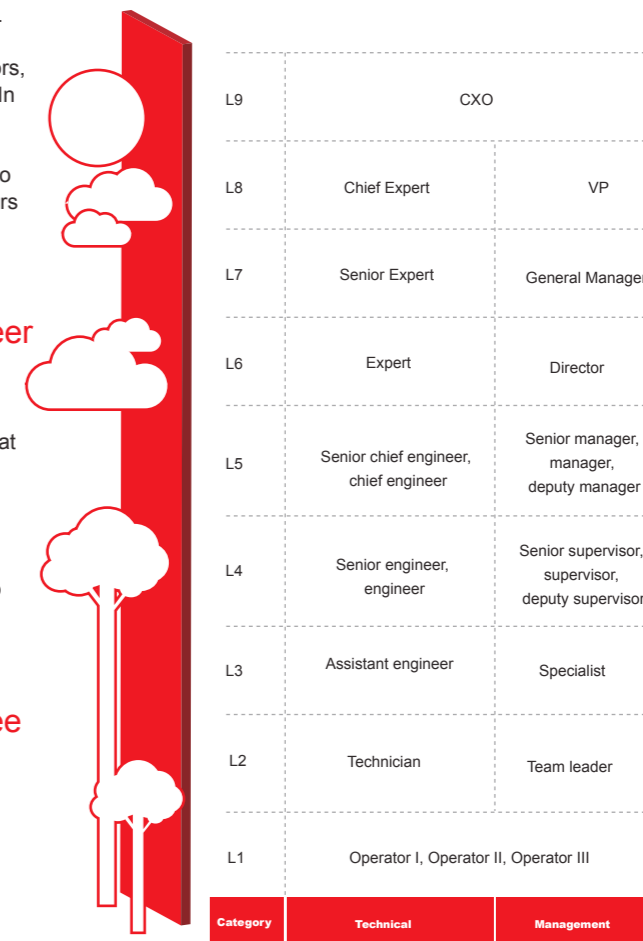
We strengthen the training of Managing Trainee

Our company carries out various kinds of training to strengthen the cultivation of reserve cadres. For example, we regularly organize various training camps such as the team leader training camp, reserve talent training camp, high potential talent training camp, etc., to improve the management skills of employees. In addition, our company also selects and sends reserve management cadres to study and practice abroad. In cooperation with Nanjing University, we select and send reserve cadres to study the EMBA program, all of them have graduated smoothly.

Production team leader training camp

The level of on-site management has a direct impact on the efficiency and competitiveness of factory management, as well as on product quality, cost, delivery time, work safety and staff morale. Therefore, Suntech Power launched the team leader training camp program.

The team leader training camp mainly provides such training courses as experiential management, JR (job relation), JI (job instruction), job duties, job roles identification, color personality analysis, sunshine state of mind, quality, health and safety, corporate culture, basic concept of SPS, performance management, lean production, site management tools - SPC (TPM) fundamentals, site safety incident review [OPL interpretation], QCC fundamentals, daily management, etc.



The training camp adopts a variety of lively forms such as live performances, live observations, speeches, lectures, roundtable discussions and teacher-student interaction, which effectively combine management theories with frontline operations, greatly improving the on-site production management capabilities of frontline team leaders. Someone call it the "small Huangpu Academy of Suntech".

So far, the "small Huangpu Academy of Suntech" has finished several sessions of team leader training. Several hundred frontline team leaders have graduated from the training camp. Practice shows that with these well-trained team leaders leading the employees at the forefront in the factory, combat effectiveness is indeed different.

Double control mechanism

Hierarchical risk management and control, hidden danger investigation and governance

Hazard source identification-- safety risk identification, etc.

Risk assessment --LEC method, etc.

Risk control -- use and maintenance of protective equipment

Safety risk source control

Risk warning--four-color charts, work safety information card, etc.

Hazard source safety training -- risk source identification training, etc.

Standards for self-inspection of hidden dangers--mechanism for troubleshooting and controlling potential accidents

Emergency management-- emergency plan, equipment and materials, emergency training and drill

Work Safety Activities

June is the National Work Safety Month. In response to the National Work Safety Month, EHS department will carry out a series of Work Safety Month activities themed on "life first, work safety". The activities are arranged as below:

| Activities | Location | Time | Target | Content |
|--|--------------------------------|--------------------|---------------------------------------|--|
| Signing for Work Safety | P2 south gate and P3 east gate | June 5 9:00 | P2 factory's employees | The two factories' employees sign for work safety and have safety poster training at the south gate, sign their names on the banner that reads "Life First, Work Safety" and learn the content on the safety posters. |
| ERT training | P2 factory | June 5 10:00 | P2 factory's ERT team | Clarify the division of labor of the ERT team in P2 factory and train the ERT duties and content. |
| Emergency drills | P2 factory and P3 factory | June 6 June 13 | P2 factory and P3 factory's employees | Conduct a factory-wide evacuation drill in P2 factory. |
| Safety inspection | P2 factory and P3 factory | June 14 June 15 | Department heads | Conduct an overall safety inspection of P2 factory and P3 factory to eliminate potential safety hazards. |
| Safety message contest | P3 factory | June 15 | P3 factory's employees | The employees' family members express their wishes and concerns for the employees' safety in their own languages (not limited to words, they also can use pictures, photos, videos and other forms to express) and select excellent works. |
| EHS management committee working meeting | Ecology Building | Middle of July | Department heads | Assess the EHS work in each factory at the current stage, put forward the rectification requirements for key issues, promote the key issues and summarize the work safety month activities. |

Signing for Work Safety

On June 5, the Work Safety Month Signing and safety poster training activities were carried out in P2 factory and P3 factory, to enhance employees' awareness of work safety by signing their names and reading the posters.



Overall Safety Inspection

On June 14-15, department heads led a team to carry out an overall safety inspection in the key areas of P2 factory and P3 factory. 13 problems were found in the two factories. Relevant departments were required to make rectification without delay.

On June 21, department heads led a team to carry out an overall safety inspection in the key areas of Liyang factory. 14 problems were found in total. The inspection brief has been sent to the Liyang factory, and the rectification requirements, deadline and person in charge have been clarified, to supervise and cooperate with Liyang factory to make rectification in a timely manner.



Emergency Drills

P2 Factory Had a Food Poisoning Emergency Drill

When food poisoning was found, the clinic and logistics department were informed thereof for emergency treatment. Relevant personnel arrived within the specified time limit, and first aid and food contamination source control were completed within the specified time limit.

P2 Factory and P3 Factory Respectively Had a Fire Evacuation Drill

At 14:00 on June 6, P2 factory conducted a fire emergency evacuation drill. The drill assumed an electrical fire in B-F3 wire mesh area. All employees were evacuated from their posts after hearing the fire alarm and announcement. The evacuation took four minutes and 24 seconds with 425 people involved in the drill.

At 14:00 on June 13, EHS organized the module factory's warehouse department and quality department to conduct a fire safety emergency evacuation drill. The drill assumed a fire in raw material warehouse No. 4 caused by packaging materials. An employee discovered and reported the fire immediately. The fire-fighting crew put out the fire. All employees were evacuated from their posts after hearing the fire alarm and announcement. The evacuation took three minutes with 53 people involved in the drill.



Focus on Fire Safety

On Nov. 9, our company cooperated with the administration of work safety, environmental protection, fire control and other emergency departments of Xinwu District Government to complete a comprehensive emergency drill in P3 factory.

At 13:30, the drill began. The drill assumed a fire caused by high-temperature welding slag in the construction process of a high rack warehouse in P3 factory with workers trapped on the roof and unable to be evacuated. The company's ERT team activated the emergency plan immediately after receiving the alarm.

The drill covered a variety of items, including discovering the fire, firefighting, rescue, evacuation and post-event environmental emergency monitoring. Xinwu fire brigade took part in the drill with five fire trucks, including a ladder truck, water tower fire truck, water tank fire truck, foam fire truck, rescue vehicle. Xinwu district administration of work safety and environmental protection bureau sent emergency support teams to participate in the response of the emergency drill. The whole process lasted 14 minutes with more than 800 people involved in the drill.



A Series of Fire Awareness Month Activities Carried Out Smoothly

The solar cell factory and module factory respectively set a "four fire-fighting abilities" publicity board to spread fire safety, evacuation, escape and emergency knowledge among the two factories' employees.

The solar cell factory and module factory respectively organized a Fire Awareness Month Knowledge Contest. The knowledge contests were taken part in by individuals. The contestants finished a test in the form of a closed-book exam. The solar cell factory and module factory respectively generated one first prize winner, three second prize winners and five third prize winners. All contestants received a souvenir.



On the afternoon of Nov. 28 and 30, the solar cell factory and module factory respectively organized a fire safety knowledge training session. The trainees were engineers and supervisors of all departments in the factories. Basic knowledge of fire control, common fire-fighting equipment and facilities, the use of fire-fighting equipment and facilities, matters need attention in fire warning, basic knowledge of evacuation, legal responsibility and consequences were explained in detail with fire case videos, to further enhance the employees' fire protection knowledge level and fire safety awareness.



Responsibility delivery: not just for customer satisfaction

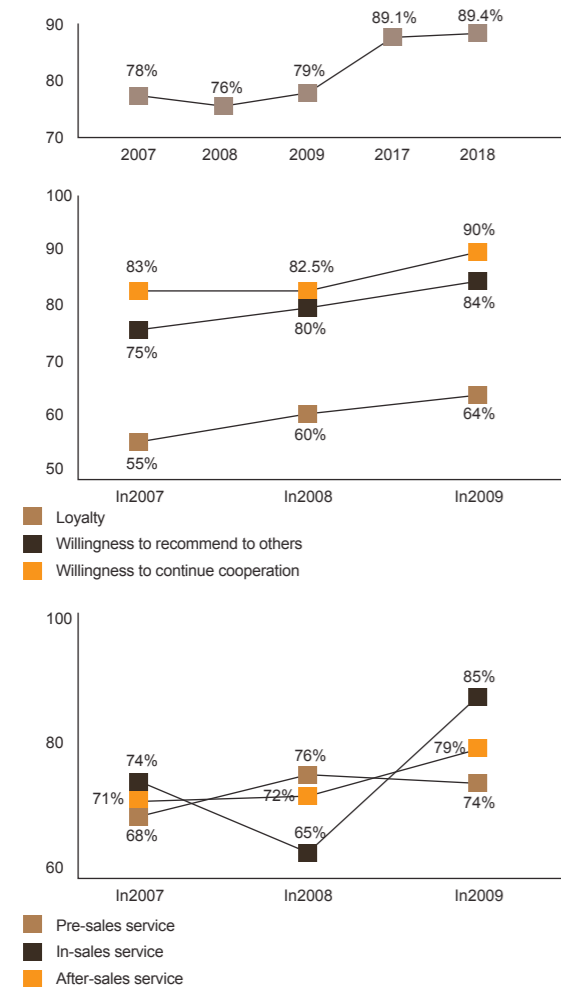
The company insists on regarding customers and market as the orientation, strategic goal as the direction, serving society as the duty. After years of hard work, we have made excellent achievements and received satisfactory results.

Satisfaction data in 2017 and 2018

Satisfaction survey



Overall Satisfaction



Our company's customer group segmentation and market segmentation determine the needs and expectations of customers and markets. We improve the sales network and channels and establish long-term cooperation with customers to win the trust of customers, retain customers and improve customer satisfaction, so as to continuously enhance customer satisfaction and loyalty.

Our company does not support grabbing competitors' customers. We prefer to let our customers and other potential customers know about Suntech, take the initiative to understand Suntech and try to contact with Suntech through the power of brand and word of mouth. Our Marketing Department's customer-relations division provides the information in need for the customers, to let them feel our good service quality different from other competitors.

Our company uses the following methods to learn customers' needs and expectations:

1. Our sales, marketing and customer service personnel realize timely vertical and horizontal communication via phone calls, email, regular meetings and reports.
2. Our company website has a page for customers to input their needs.
3. We collect customer needs at exhibitions and events.
4. Global customer service hotline & customer service email

In the above ways, we learn about the needs and expectations of customers in different sales channels, and take different measures in light of their needs and expectations, to ensure customer satisfaction.

Customer needs and expectations

| Customers (sales channels) | Needs and expectations | Measures |
|--|---|--|
| Retailers/distributors | Stable products, timely delivery, excellent after-sales service, training and instruction, high cost performance. | We set up logistics centers and warehouses in corresponding sales areas and assign customer service staff locally to provide quick service accordingly. |
| Project contractors System integrators Project developers System installers | Reliable and safe products, outstanding design, good brand maintenance, high cost performance. | We have established photovoltaic product labs and earned UL and VDE certification, to test product reliability on a regular basis and ensure reliability; through QC team and SPS, we improve product quality and improve product awareness. |

Our company assesses and analyzes the ways of understanding customers and markets through customer feedback, such as customer complaints, customer satisfaction survey results, and customer comments and suggestions. In addition, according to the data analysis of customer loss and the customer concerns at photovoltaic exhibitions, we adjust the way to identify customer needs in a timely manner.

Our company uses CRM and SFA software for customer relations management. Existing customers are divided into different categories according to their transaction history for different CRM marketing management.

Suntech is a manufacturing company, but we learn from the services and FMCG sectors and define ourselves as a customer-oriented organization. In sales, every existing customer has a one-to-one dedicated account manager. As the main window, every account manager is backed by marketing staff, financial staff, order confirmation and tracking staff, customer service staff and technical support staff, to ensure quick confirmation and response to customer needs.

Our company provides multiple ways for domestic and foreign customers to query information, make transactions and complaints

Communication channels for customers to query information, make transactions and complaints

| Type | Method |
|--------------------|--|
| Search information | Make phone calls (including sales hotline and customer service hotline), visit Suntech website, check promotional materials, send emails, pay visits, visit exhibitions and service websites in various places |
| Make transactions | Order: direct supply of goods in stock, order by agreement Delivery: goods in stock |
| Make complaints | Contact customer service directly, global customer service hotline, customer service email, or make complaints directly to any Suntech employee |

According to the requirements of customers, Suntech selects the communication methods that customers are willing to adopt, and communicates the collected customer demands to relevant departments in the company through meetings and documents, etc. and implements them in the specific operation processes. For details, please see the following table:

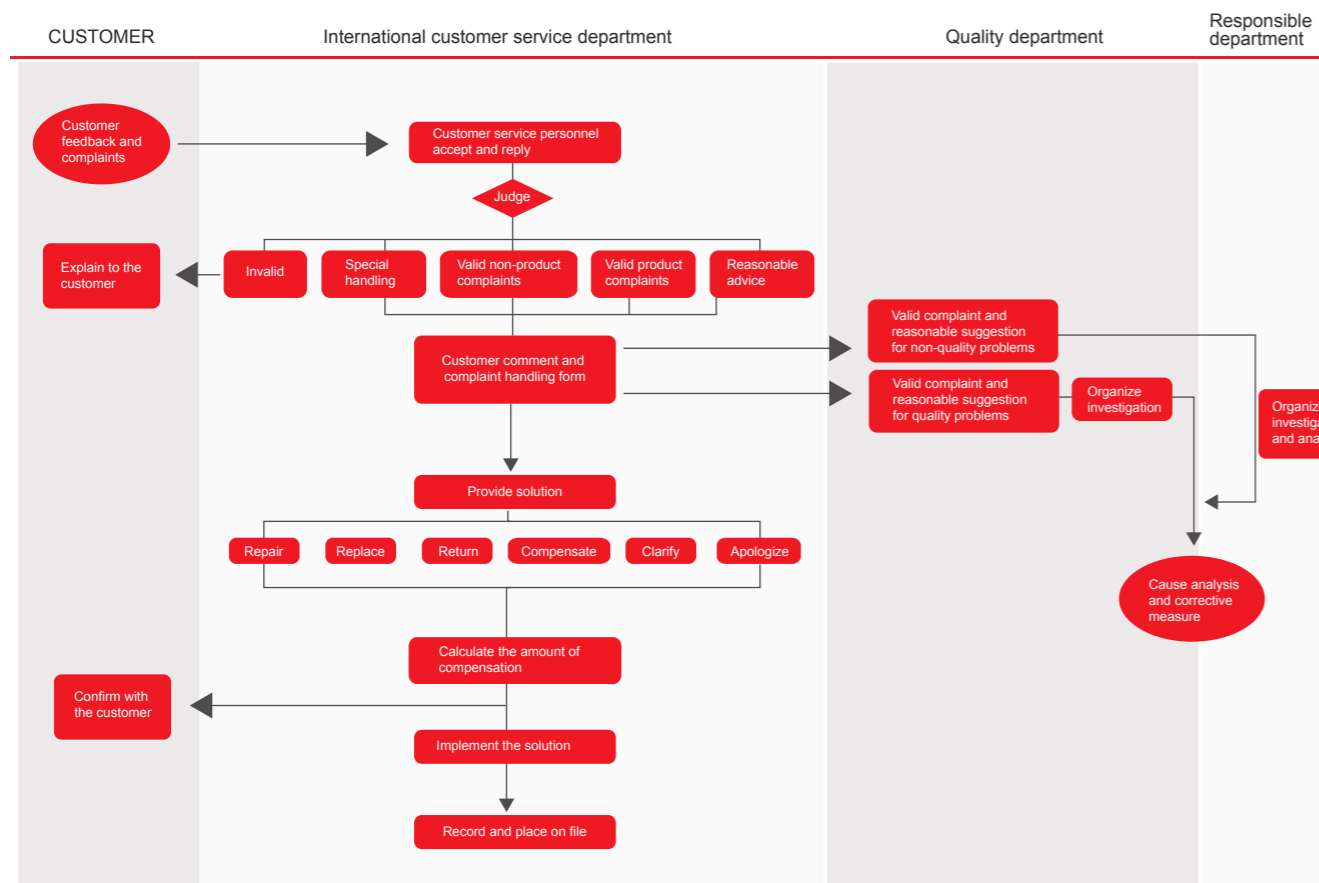
| Type | Methods of Contact | Key customer (mature customer) requirement confirmation | Communication of key customer demands |
|--------------|--|---|---|
| Inquiries | Company website | Quick access to product information | Collect and sort out the requirements, and communicate to relevant departments through meetings |
| | 400 global customer hotline | The call is convenient to make and there's someone to answer the phone 24 hours a day | Communicate to lower levels as management rules |
| | Customer service email | Reply within 24 hours | Communicate to lower levels as management rules |
| | Publicity materials | A clear understanding of Suntech products and Suntech information | Communicate to relevant departments through meetings |
| Complaints | Reciprocal visits | Regular meetings, reciprocal visits at all levels | Communicate to relevant departments through meetings |
| | Contact customer service directly | Quick solution, reply within 24 hours | Customer service executives record customer suggestions and complaints and report to the factory's quality department and other relevant departments in a timely manner. Meanwhile, a FA panel is set up to discuss the follow-up action plan and communicate thereof to other internal departments, track and record the results |
| | 400 global customer hotline | The call is convenient to make and there's someone to answer the phone 24 hours a day | |
| Transactions | Customer service email | Reply within 24 hours | |
| | Order: direct supply of goods in stock, order by agreement Delivery: goods in stock | Sign contracts and agreements | Communicate the contracts and agreements to relevant departments, execute and complete the contracts according to the company's contract management procedures |

Our company has laid down the "Control Procedures for Customer Comment/Complaint Handling". Acceptance, investigation and analysis of customer complaints are handled by the International Customer Service Department in a united manner, which forms complaint handling teams with the responsible departments in each factory to analyze and handle the complaints in detail, then gives the customers feedback on the results. We have laid down the "Solar Module Customer Complaint Handling Procedures". The rule of "1235" is adopted in handling customer complaints, which means that we give the customer preliminary comments on the complaint within 1 working day; we check the products on production lines and in stock for the same problem within 2 working days, and take emergency corrective measures if any and confirm the quantity and status of suspected risky products in transport and in the hands of customers; Within 3 working days, the complaint handling team preliminarily analyzes the cause and propose corrective measures to prevent the occurrence of defective products and their flow to customers within 3 working days; we give the customer our complaint handling results and solutions within 5 working days.



Our company studies, analyzes and improves the above methods of establishing customer relations on a regular basis. For example, due to the brand and quality effect of Suntech, there are many illegal manufacturers who fake Suntech products to deceive customers. For the purpose of protecting the interests of customers, our company added product authenticity information search, which wasn't available before, and joined PIATS. Customers can identify the authenticity of products by checking the barcode information. In addition, Suntech used to send domestic sales staff to have business contacts with customers in most regions of the world. Due to cultural differences, the needs of customers couldn't be well understood and the response to customers was not enough in a timely manner. As a result, our company began to employ local sales and customer service personnel (i.e. local European personnel in the European market and local Australian personnel in the Australian market) to conduct business and provide services. Now, under the unified management of the headquarters, customers' various requirements are satisfied better.

Flow chart of customer comment/complaint handling



Satisfaction survey mechanism

Corporate Self-Examination

We learn about customer needs and satisfaction through any contact with them. When marketing personnel and our direct customers, customer service personnel and our direct customers and end customers have contacts, they shall not only do their sales and service work, but also learn about customer satisfaction with our products and services. The customer service department classifies and summarizes the data to identify the major factors that lead to customer dissatisfaction. The group's quality management department urges relevant departments to make improvements, so as to continuously improve customer satisfaction.

Improve the company's work through the information of customer satisfaction surveys

Our company analyzes the results of customer satisfaction surveys to identify our strengths and weaknesses. We should maintain and enhance our strengths; for weaknesses, we need to find the root cause, and then develop countermeasures for improvement.

Table of measures for improving customer satisfaction survey results of Suntech in 2018

| Item to improve | Measures |
|---|--|
| Improve the after-sales follow-up mechanism | <p>In overseas markets, we set local customer service personnel to provide quick after-sales follow-up.</p> <p>Customer service staff at the headquarters strengthen daily communication with customer service staff in overseas regions, including exchanges via emails and telephone calls, and have regular monthly teleconferences with the local customer service staff.</p> <p>Customer service staff at the headquarters visit customers in regional markets once a year.</p> |
| When conditions are mature, more engineering and technical support personnel should be considered and local branches should be established to speed up the response | <p>In 2009, the customer service department set up a technical support team to provide faster support for customers.</p> <p>We have a clear division of labor; according to the fields of product technology that customers concern, specialized teams are formed to provide more professional technical support.</p> <p>We provide local customer service engineers with on-site tools and testing equipment, so that they can better solve problems on site for customers.</p> |



Economic Responsibility

We regard customer demand as the basis and create the source of profits with intensive production.

1,606.3 million
In 2009, our net sales revenue

In 2008, our net sales revenue
1,785.8 million

In 2007, our net sales revenue
1,331.7 million



Financial Data

| TYPE | YEAR 2017 | YEAR 2018 |
|-----------------------|-----------|-----------|
| Quantity | 2.55 | 2.39 |
| Sales | 940 | 780 |
| Cost | 858 | 719 |
| Gross Profit | 82 | 61 |
| Gross Profit Rate | 9% | 8% |
| Expenditure | 63 | 56 |
| Net Proceeds | 4 | 12 |
| Current Liabilities | 435 | 667 |
| Long-term Liabilities | 60 | 48 |
| Expense Ratio | 7% | 7% |
| Debt-to-asset Ratio | 40% | 48% |
| Current Ratio | 183.0% | 160% |
| Net Margin | 0.44% | 1.47% |

