
THIS CIRCULAR IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION

If you are in doubt about any of the contents of this circular or as to what action to take in relation to this circular, you should consult appropriate independent advisers to obtain independent professional advice.

If you have sold or transferred all your shares in China Communications Construction Company Limited, you should at once hand this circular together with the form of proxy to the purchaser or the transferee or to the bank, licensed securities dealer or other agent through whom the sale or transfer was effected for transmission to the purchaser or the transferee.

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中國交通建設股份有限公司
CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED

(A joint stock limited company incorporated in the People's Republic of China with limited liability)

(Stock Code: 1800)

CIRCULAR FOR THE ANNUAL GENERAL MEETING:

- (1) DISTRIBUTION PLAN OF PROFIT FOR THE YEAR OF 2025 AND THE AUTHORIZATION FOR DISTRIBUTION OF INTERIM DIVIDEND FOR THE YEAR OF 2026;**
 - (2) PROPOSED APPOINTMENT OF AUDITORS AND AUTHORIZATION TO THE BOARD TO DETERMINE THEIR RESPECTIVE REMUNERATION;**
 - (3) REPORT OF THE BOARD FOR THE YEAR OF 2025;**
 - (4) REPORTS OF DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS FOR THE YEAR OF 2025;**
 - (5) LAUNCH OF ASSET-BACKED SECURITIZATION NOT EXCEEDING RMB99 BILLION;**
 - (6) PROPOSED REGISTRATION AND ISSUANCE OF BONDS;**
 - (7) ESTIMATED CAP FOR THE FINANCING GUARANTEES OF THE GROUP IN 2026;**
 - (8) PROPOSED FORMULATION OF THE POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY;**
 - (9) PROPOSED CHANGE OF REGISTERED SHARE CAPITAL OF THE COMPANY AND AMENDMENTS TO THE ARTICLES OF ASSOCIATION;**
- AND**
- (10) NOTICE OF THE ANNUAL GENERAL MEETING**

A notice convening the AGM of the Company to be held at CCC Building, 85 De Sheng Men Wai Street, Xicheng District, Beijing, the PRC at 9:00 a.m. on Thursday, 18 June 2026 is set out on pages AGM-1 to AGM-2 of this circular.

Whether or not you intend to attend the AGM, you are requested to complete and return the form of proxy in accordance with the instructions printed thereon not less than 24 hours before the time appointed for holding the AGM or any adjournment thereof (i.e. before 9:00 a.m. on Wednesday, 17 June 2026). Completion and return of the form of proxy will not preclude you as a Shareholder from attending and voting in person at the AGM or at any adjourned meeting should you so wish.

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DEFINITIONS

In this circular, unless the context otherwise requires, the following expressions have the following meanings:

“2022 Incentive Scheme”	the 2022 Restricted Share Incentive Scheme of the Company adopted on 27 April 2023
“A Share(s)”	domestic share(s) in the ordinary share capital of the Company with a nominal value of RMB1.00 each, which are listed on the Shanghai Stock Exchange under the stock code 601800 and traded in Renminbi
“AGM”	the annual general meeting of the Company to be held at CCCC Building, 85 De Sheng Men Wai Street, Xicheng District, Beijing, the PRC at 9:00 a.m. on Thursday, 18 June 2026
“Articles of Association”	the articles of association of the Company, as amended from time to time
“Board”	the board of directors of the Company
“CCCCG”	China Communications Construction Group (Limited), a state-owned enterprise established under the laws of the PRC and the controlling Shareholder of the Company
“Company” or “CCCC”	China Communications Construction Company Limited, a joint stock limited company duly incorporated in the PRC with limited liability, the H Shares of which are listed on the Main Board of the Hong Kong Stock Exchange under the stock code 1800 and the A Shares of which are listed on the Shanghai Stock Exchange under the stock code 601800
“Director(s)”	the director(s) of the Company
“Group”	the Company and its subsidiaries
“H Share(s)”	overseas-listed foreign invested share(s) in the ordinary share capital of the Company with a nominal value of RMB1.00 each, which are listed on the Hong Kong Stock Exchange under the stock code 1800 and traded in Hong Kong dollars
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Hong Kong dollars” or “HKD”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong Listing Rules”	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
“Hong Kong Stock Exchange”	The Stock Exchange of Hong Kong Limited

DEFINITIONS

“Independent Non-executive Director(s)” or “Independent Directors(s)”	the independent non-executive Director(s) of the Company
“Latest Practicable Date”	29 May 2026, being the latest practicable date for ascertaining certain information included herein before the printing of this circular
“PBOC”	People’s Bank of China
“PRC”	the People’s Republic of China and for the purpose of this circular, excluding Hong Kong, the Macau Special Administrative Region of the PRC and Taiwan
“Renminbi” or “RMB”	Renminbi, the lawful currency of the PRC
“Restricted A Share(s)”	the A Share(s) granted to the Participant(s) according to the conditions and price stipulated in the 2022 Incentive Scheme, which are subject to a lock-up period (being the period during which the Restricted Share(s) shall not be transferred or used as guarantee or for repayment of debts) and can only be unlocked for trading when the unlocking conditions stipulated in the 2022 Incentive Scheme are satisfied
“SASAC”	State-owned Assets Supervision and Administration Commission of the State Council
“Share(s)”	A Share(s) and/or H Share(s)
“Shareholder(s)”	the shareholder(s) of the Company
“SSE Listing Rules”	the Rules Governing the Listing of Securities on the Shanghai Stock Exchange
“%”	per cent

LETTER FROM THE BOARD



中國交通建設股份有限公司
CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED

(A joint stock limited company incorporated in the People's Republic of China with limited liability)

(Stock Code: 1800)

Executive Directors

SONG Hailiang
ZHANG Bingnan
LIU Xiang

Registered Office

85 De Sheng Men Wai Street
Xicheng District
Beijing 100088
the PRC

Non-executive Directors

GAO Chunlei
WU Aihong

Principal Place of Business in Hong Kong

Room 2805, 28th Floor
Convention Plaza Office Tower
1 Harbour Road, Wanchai
Hong Kong

Independent Non-executive Directors

CHAN Wing Tak Kevin
WANG Qingqin
LIU Ruchen

Employee Director

YANG Xiangyang

29 May 2026

To the Shareholders,

Dear Sir or Madam,

CIRCULAR FOR THE ANNUAL GENERAL MEETING:

- (1) DISTRIBUTION PLAN OF PROFIT FOR THE YEAR OF 2025 AND THE AUTHORIZATION FOR DISTRIBUTION OF INTERIM DIVIDEND FOR THE YEAR OF 2026;**
- (2) PROPOSED APPOINTMENT OF AUDITORS AND AUTHORIZATION TO THE BOARD TO DETERMINE THEIR RESPECTIVE REMUNERATION;**
- (3) REPORT OF THE BOARD FOR THE YEAR OF 2025;**
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- (8) PROPOSED FORMULATION OF THE POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY;**
- (9) PROPOSED CHANGE OF REGISTERED SHARE CAPITAL OF THE COMPANY AND AMENDMENTS TO THE ARTICLES OF ASSOCIATION;**
- AND**
- (10) NOTICE OF THE ANNUAL GENERAL MEETING**

LETTER FROM THE BOARD

INTRODUCTION

The purpose of this circular is to give you the notice of the AGM (as set out on pages AGM-1 to AGM-2 of this circular) and to provide you with all the information which is reasonably necessary to enable you to make an informed decision on whether to vote for or against the resolutions to be proposed at the AGM as described below.

At the AGM, ordinary resolutions will be proposed to approve the following proposals:

1. the distribution plan of profit for the year of 2025 and the authorization for the distribution of interim dividend for the year of 2026;
2. the proposed appointment of auditors for the year of 2026 and authorization to the Board to determine their respective remuneration;
3. the report of the Board for the year of 2025;
4. the reports of duty performance of the Independent Directors for the year of 2025;
5. the launch of asset-backed securitization not exceeding RMB99 billion;
6. proposed registration and issuance of bonds;
7. the estimated cap for the financing guarantees of the Group in 2026; and
8. proposed formulation of the Policy of the Remuneration Management of Directors and Senior Management of the Company.

At the AGM, a special resolution will be proposed to approve the following proposal:

9. proposed change of the registered share capital and amendments to the Articles of Association.

LETTER FROM THE BOARD

DISTRIBUTION PLAN OF PROFIT FOR THE YEAR OF 2025 AND THE AUTHORIZATION FOR THE DISTRIBUTION OF INTERIM DIVIDEND FOR THE YEAR OF 2026

An ordinary resolution will be proposed at the AGM to approve the distribution plan of profit for the year of 2025 and the authorization for the distribution of interim dividend for the year of 2026. For the year of 2025, net distributable profit for the Shareholders was approximately RMB14,751 million which is determined based on the financial statements prepared in accordance with China Accounting Standards for Business Enterprises and International Financial Reporting Standards (whichever is lower). To balance the reasonable investment returns for the Shareholders and the long-term development of the Company, on 30 March 2026, the Board proposed to distribute the annual dividend of RMB0.19488 per Share (totaling approximately RMB3,172 million (tax inclusive)) to the Shareholders, representing approximately 21.5% of the aforementioned net distributable profit attributable to the owners of the Company and an increase of 0.5 percentage point year-on-year. After deducting the interim dividend of approximately RMB1,914 million already distributed by the Company, the Board recommended a final dividend of RMB0.07729 (tax inclusive) (equivalent to approximately HKD0.08745 including tax) per Share calculated based on the total issued share capital of the Company of 16,274,644,225 Shares on such date. The number of Shares entitled to the final dividend has not taken into account the Restricted Shares announced by the Company to be repurchased but not yet cancelled, as well as Shares repurchased and held in the Company's dedicated repurchase account but not yet cancelled. The final number of Shares entitled to participate in the distribution will be adjusted by deducting the Restricted Shares repurchased by the Company but not yet cancelled, as well as Shares repurchased and held in the Company's dedicated repurchase account but not yet cancelled. The Company intends to maintain the total distribution amount unchanged. Once the benchmark for total share capital calculation is determined, the Company will make a further announcement in due course.

The final dividends are expected to be paid to Shareholders whose names appear on the register of members of the Company on Monday, 20 July 2026. For purpose of ascertaining Shareholder's entitlement to the proposed final dividend, the register of members of the Company will be closed from Wednesday, 15 July 2026 to Monday, 20 July 2026 (both days inclusive), during which time no share transfers will be registered. Instruments of transfer accompanied by share certificates and other appropriate documents must be lodged with the Company's H Share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong, no later than 4:30 p.m. on Tuesday, 14 July 2026. Shareholders whose names appear on the register of members of the Company on Monday, 20 July 2026 are entitled to the final dividends. The proposed final dividends will be denominated and declared in Renminbi and will be paid to holders of A Shares in Renminbi and to holders of H Shares in Hong Kong dollars. The relevant exchange rate is determined at RMB0.88384 equivalent to HKD1.00 as the middle rate of Renminbi to Hong Kong dollars as announced by the PBOC on the date when such dividends were declared. For more information, please refer to the announcement of the Company dated 30 March 2026 and the 2025 annual report of the Company, which was published and/or despatched to the Shareholders on 29 April 2026.

LETTER FROM THE BOARD

Meanwhile, in order to respond to the requirements of the State-owned Assets Supervision and Administration Commission of the State Council, the China Securities Regulatory Commission, and the Shanghai Stock Exchange in relation to the increase in the frequency of dividend distribution, the Company proposed that the Shareholders to authorize the Board to formulate and implement the distribution of interim dividend for the year of 2026, provided that (i) the undistributed profits and the net profit attributable to the shareholders of the parent company for the current period are positive, (ii) after the distribution of interim dividends, the Company's cash flow remains to meet the needs of its continuous operation and long-term development, and (iii) the distribution of interim dividends complies with the applicable laws, regulations, and normative documents. The total amount for dividends shall not exceed the net profit attributable to the Shareholders for the six months ending 30 June 2026, and the specific amount of the dividends shall be determined based on the 2026 periodic financial reports.

PROPOSED APPOINTMENT OF AUDITORS AND AUTHORIZATION TO THE BOARD TO DETERMINE THEIR RESPECTIVE REMUNERATION

Reference is made to the announcement of the Company dated 30 March 2026 in relation to the proposed change of auditors of the Company.

An ordinary resolution will be proposed at the AGM to approve the appointment of KPMG Huazhen LLP as the auditor of the Company, and the appointment of KPMG as the international auditor of the Company, to meet the daily business needs of the Company, both for a term ending at the 2026 annual general meeting of the Company and the authorization to the Board to determine their respective remuneration. The total audit fees for 2026 are expected to be approximately RMB25.08 million. When fixing the above-mentioned audit fees, the Board has taken into account, among other factors, the complexity of the Group's business and its business plans, the expected scope of audit, the audit timetable, the auditor's qualifications and experience, audit resources and expected workload, as well as market rates for related services, and will further negotiate and adjust the remuneration on a fair and reasonable basis if necessary.

REPORT OF THE BOARD FOR THE YEAR OF 2025

An ordinary resolution will be proposed at the AGM to approve the report of the Board for the year of 2025. The full text of the report of the Board is set out in the 2025 annual report of the Company, which was published and/or despatched to the Shareholders on 29 April 2026.

REPORTS OF DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS FOR THE YEAR OF 2025

An ordinary resolution will be proposed at the AGM to approve the reports of duty performance of the Independent Directors for the year of 2025. The full text of the reports of duty performance of the Independent Directors is set out in Appendix I of this circular.

LETTER FROM THE BOARD

LAUNCH OF ASSET-BACKED SECURITIZATION NOT EXCEEDING RMB99 BILLION

The Company intends to launch asset-backed securitization in accordance with the following particulars:

- | | | |
|----|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | Category of asset-backed securitization: | Including but not limited to securitization of accounts receivable, accounts payable in the supply chain, leased assets, partnership shares, government subsidies, infrastructure assets, commercial real estate, PPP projects and other underlying assets, which will be issued by the Group in one or more instalments in light of the actual situation of the Group subject to the requirements of relevant regulatory authorities in the PRC, and appropriate arrangements will be taken, including but not limited to the credit enhancement measures such as holding of certain subordinated products and deficiency payment. |
| b. | Issuer: | The Group |
| c. | Aggregate principal amount: | Not exceeding RMB99 billion which will be issued in one or more instalments. |
| d. | Validity period of the Shareholders' resolution: | 12 months |

The abovementioned proposed launch of asset-backed securitization requires approval of the Shareholders by way of an ordinary resolution. Accordingly, the Board proposed to seek the approval of the Shareholders by way of an ordinary resolution at the AGM to approve the abovementioned proposed launch of asset-backed securitization, and to authorise the chairman of the Board to deal with all relevant matters in relation to asset-backed securitization.

PROPOSED REGISTRATION AND ISSUANCE OF BONDS

The Company intended to register and issue bonds in accordance with the following particulars:

- | | | |
|----|-----------------------------------------------------------|-----------------------------|
| a. | Category of bonds: | Corporate bonds |
| b. | Issuer: | The Company |
| c. | Aggregate principal amount: | Not exceeding RMB20 billion |
| d. | Place of the proposed registration and issuance of bonds: | Shanghai Stock Exchange |

LETTER FROM THE BOARD

The abovementioned proposed registration and issuance of bonds requires approval of the Shareholders by way of an ordinary resolution. Accordingly, the Board proposed to seek the approval of the Shareholders by way of an ordinary resolution at the AGM to approve the abovementioned proposed registration and issuance of bonds, and to authorise the chairman of the Board to deal with all relevant matters in relation to registration and issuance of bonds.

ESTIMATED CAP FOR THE FINANCING GUARANTEES OF THE GROUP IN 2026

According to the SSE Listing Rules, a listed company, with the amount of guarantees aggregated over a period of twelve consecutive months exceeding 50% of its latest audited net assets and with the absolute amount exceeding RMB50 million, or when providing guarantees to enterprises with asset-to-liability ratio exceeding 70%, shall submit the transaction of granting guarantees to the shareholders' general meeting for consideration and approval, as well as make a timely disclosure.

The Company estimated that the cap for the financing guarantees of the Company in 2026 will amount to RMB50,938 million, among which, approximately RMB7,861 million will be provided by the Company to its subsidiaries, approximately RMB41,040 million will be provided by the Company's subsidiaries to their respective subsidiaries, and approximately RMB2,037 million will be provided to the joint venture(s) by the subsidiary of the Company.

The estimated cap for above guarantees can be adjusted accordingly on the basis that: (i) except for the guarantee provided to joint venture(s), the guarantee amounts for subsidiaries for the same kind of matters shall be adjusted within their respective aggregate guarantee amount according to the actual business needs of the Company; and (ii) the unutilised guarantee amounts approved in the previous years within the validity period shall be counted into the guarantee amount in 2026.

The resolution in relation to the estimated cap for the financing guarantees of the Group in 2026 will be valid from the date of passing the resolution at the AGM until the 2026 annual general meeting. The guarantee amounts to be provided to joint venture is approximately RMB2,037 million, which does not constitute a disclosable transaction under Chapter 14 of the Hong Kong Listing Rules.

The aforesaid resolution, which has been resolved at the fourth meeting of the Board on 29 April 2026, will be subject to the Shareholders' approval by way of an ordinary resolution at the AGM. The Board also proposed to the Shareholders to authorise the chairman of the Board to take charge of all matters in relation to financing guarantees within the approved amount.

LETTER FROM THE BOARD

PROPOSED FORMULATION OF THE POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

An ordinary resolution will be proposed at the AGM to approve the proposed formulation of the Policy of the Remuneration Management of Directors and Senior Management of the Company. In accordance with the requirements of the Corporate Governance Code and other provisions under the SEHK Listing Rules, as well as the Code of Corporate Governance for Listed Companies issued by the CSRC on 16 October 2025, a listed company shall establish a remuneration management system, which includes the determination mechanism for total payroll, the remuneration structure for directors and senior management, performance appraisal, remuneration payment, and payment suspension and clawback mechanisms, etc. In light of the Company's actual circumstances, the Company has proposed formulation of the Policy of the Remuneration Management of Directors and Senior Management of the Company. Further details are set out in Appendix II to this circular.

PROPOSED CHANGE OF REGISTERED SHARE CAPITAL OF THE COMPANY AND AMENDMENTS TO THE ARTICLES OF ASSOCIATION

Reference is made to the announcement of the Company dated 28 May 2026 in relation to the proposed change of registered share capital of the Company and amendments to the Articles of Association.

A special resolution will be proposed at the AGM to approve the proposed change of registered share capital and amendments to the Articles of Association. As at the Latest Practicable Date, the Company has repurchased a total of 137,262,346 A Shares, comprising (i) a total of 60,857,946 A Shares under the authorization from the Shareholders at the annual general meeting dated 16 June 2025 (the “**Repurchase Mandate**”), and (ii) a total of 76,404,400 Restricted A Shares in accordance with the 2022 Incentive Scheme, among which, the cancellation of 3,967,200 Restricted A Shares was completed. Pursuant to the Repurchase Mandate and 2022 Incentive Scheme, those Shares repurchased but not yet cancelled shall be cancelled. In light of the above, the Company proposed to reduce its share capital from RMB16,278,611,425 to RMB16,141,349,079 and amend the Articles of Association accordingly. In addition, to improve the institutional arrangements regarding the reduction of registered capital under the Articles of Association, and to better align them with the relevant provisions of the Company Law of the People's Republic of China as well as the Company's actual operational needs, the Company also proposes to amend the relevant provisions of the Articles of Association. The proposed amendments will provide the Company with the necessary institutional flexibility to lawfully implement share repurchases and cancellations, equity incentive adjustments, or other non-pro-rata capital reduction matters in the future, based on business development, capital management, and compliance requirements, which will enhance the Company's operational and capital flexibility, and it is in the overall interests of the Company and all Shareholders.

LETTER FROM THE BOARD

Details of the proposed amendments to the Articles of Association are set out below:

No.	Existing provisions in the existing Articles of Association	Revised provisions in the Articles of Association
1.	Article 6 The registered capital of the Company was RMB 16,278,611,425 .	Article 6 The registered capital of the Company was RMB <u>16,141,349,079</u> .
2.	Article 21 The number of issued shares of the Company is 16,278,611,425 and the share capital structure of the Company is: 16,278,611,425 ordinary shares and 0 shares of other classes.	Article 21 The number of issued shares of the Company is <u>16,141,349,079</u> and the share capital structure of the Company is: <u>16,141,349,079</u> ordinary shares and 0 shares of other classes.
3.	<p>Article 189 The Company shall prepare a balance sheet and a property list for the reduction of its registered capital.</p> <p>The Company shall notify the creditors within ten (10) days from the date of making a resolution on the reduction of registered capital by general meeting, and make an announcement within thirty (30) days on the newspapers approved by the stock exchange of the place of listing of the Company or the National Enterprise Credit Information Publicity System. The creditors shall have the right to require the Company to pay off debts or provide a guarantee accordingly within thirty (30) days from the date of receiving the notice or within forty-five (45) days from the date of making the announcement in case they have not received such notice.</p> <p>When the Company reduces its registered capital, it shall reduce the amount of capital contributions or shares in proportion to the shareholders' shareholdings, unless otherwise stipulated in the laws or the Articles of Association.</p>	<p>Article 189 The Company shall prepare a balance sheet and a property list for the reduction of its registered capital.</p> <p>The Company shall notify the creditors within ten (10) days from the date of making a resolution on the reduction of registered capital by general meeting, and make an announcement within thirty (30) days on the newspapers approved by the stock exchange of the place of listing of the Company or the National Enterprise Credit Information Publicity System. The creditors shall have the right to require the Company to pay off debts or provide a guarantee accordingly within thirty (30) days from the date of receiving the notice or within forty-five (45) days from the date of making the announcement in case they have not received such notice.</p> <p>When the Company reduces its registered capital, it <u>will, in principle,</u> reduce the amount of capital contributions or shares in proportion to the shareholders' shareholdings; <u>upon consideration and approval by a special resolution of the Company's general meeting, the Company may reduce its registered capital without reducing shares in proportion to the shareholders' shareholdings.</u></p>

Save for the amendments set out above, other provisions in the Articles of Association remain unchanged.

LETTER FROM THE BOARD

AGM

A notice convening the AGM of the Company to be held at CCCC Building, 85 De Sheng Men Wai Street, Xicheng District, Beijing, the PRC at 9:00 a.m. on Thursday, 18 June 2026 is set out on pages AGM-1 to AGM-2 of this circular. Whether or not you intend to attend the AGM, you are requested to complete and return the form of proxy in accordance with the instructions printed thereon not less than 24 hours before the time appointed for holding the AGM or any adjournment thereof (i.e. before 9:00 a.m. on Wednesday, 17 June 2026). Completion and return of the form of proxy will not preclude you as a Shareholder from attending and voting in person at the AGM or at any adjourned meeting should you so wish.

Any vote of the Shareholders at the AGM shall be taken by poll unless otherwise required by the Hong Kong Listing Rules. For purpose of ascertaining Shareholders' entitlement to attend and vote at the AGM, the register of members of the Company will be closed from Monday, 15 June 2026 to Thursday, 18 June 2026 (both days inclusive), during which time no share transfers will be registered. Instruments of transfer accompanied by share certificates and other appropriate documents must be lodged with the Company's H Share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong no later than 4:30 p.m. on Friday, 12 June 2026. Shareholders of the Company whose names appear on the register of members of the Company on Thursday, 18 June 2026 are entitled to attend and vote at the AGM.

RECOMMENDATION

The Board believes that the aforementioned resolutions are in the interests of the Company and the Shareholders as a whole. Accordingly, the Board recommends that all Shareholders vote in favor of the relevant resolutions to be proposed at the AGM as set out in the notice of AGM set out on pages AGM-1 to AGM-2 of this circular.

By order of the Board

China Communications Construction Company Limited

LIU Zhengchang

Board Secretary

YU Jingjing

Company Secretary

LIU HUI

According to the Measures for the Administration of Independent Directors of Listed Companies of the China Securities Regulatory Commission and the requirements under the relevant business rules of the regulatory authorities or stock exchanges where China Communications Construction Company Limited (“CCCC” or the “Company”) is listed, I, as an Independent Director, have performed my duties with due diligence by fully playing the role of participation in decision-making, supervision and balance, and professional consultation in the Board, and have earnestly safeguarded the overall interests of the Company and the legitimate rights and interests of minority Shareholders during the year of 2025. I hereby present the report of my duty performance as an Independent Director for the year of 2025 as follows.

I. BASIC INFORMATION

As elected at the first extraordinary general meeting of the Company in 2022, I have served as an Independent Non-executive Director of the fifth session of the Board since February 2022; and served as the chairman of the Remuneration and Appraisal Committee, and a member of the Audit and Risk Committee, the Strategy and Investment and ESG Committee of the fifth session of the Board during the reporting period. Upon self-inspection, I confirmed that my position as an Independent Director complied with the requirements of relevant regulations, and there were no circumstances during the reporting period that affected the independence of my role as an Independent Director.

II. DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS DURING THE YEAR**(I) Attendance at Board Meetings.**

In 2025, the fifth session of the Board held a total of 15 Board meetings, including 4 regular meetings and 11 extraordinary meetings, and considered a total of 64 proposals (64 passed). The number, method and voting of my attendance at the Board meetings are set out in the table below:

Name of the Independent Director	Number of Board Meetings Attended	Number of	Number of	Number of	Number of Board Meetings Attended by Proxy	Number of Board Meetings Absent from	Voting of the Board Meetings (for/against/abstain/recuse)
		Physical Board Meetings Attended in Person	Board Meetings Attended by Electronic Means	Pre-meeting Communication Meetings Attended			
LIU Hui	15/15	6/6	9/9	7/7	0/15	0/15	64/0/0/0

I voted in favor of all the proposals considered at the Board meetings with no objections or abstentions.

(II) Attendance at General Meetings.

In 2025, the Board convened 2 general meetings, namely the 2024 annual general meeting and the 2025 first extraordinary general meeting. I attended all the above-mentioned general meetings and expressed my opinions on the issues considered at the general meetings from the perspective of my own profession and independence, and I did not raise any objection to resolutions at the general meetings of the Company during the reporting period.

(III) Attendance at the Meetings of Special Committees of the Board.

In 2025, the Audit and Risk Committee of the Board held a total of 6 meetings with 17 proposals considered and approved; the Strategy and Investment and ESG Committee of the Board held a total of 9 meetings with 11 proposals considered and approved; and the Remuneration and Appraisal Committee of the Board held a total of 2 meetings with 3 proposals considered and approved. I actively participated in the work of the special committees of the Board, and reviewed the proposals from a professional perspective, so as to provide practical opinions for the Board to make scientific decisions. My attendance at the meetings of the corresponding special committees is set out in the table below:

Name of the Independent Director	Number of Meetings of the Special Committees Attended in Person	Number of Meetings of the Special Committees Attended by Proxy
LIU Hui	17/17	0/17

(IV) Attendance at the Special Meetings of Independent Directors and Exercise of Specific Authorities.

During the reporting period, I attended all 4 special meetings of Independent Directors to review and discuss the Company's related-party (connected) transaction matters and institutional revisions, and receive reports on the administration of related-party (connected) transactions, and express Independent Directors' opinions on such matters. During the year, there were no other matters requiring Independent Directors to exercise their specific authorities, including the independent engagement of intermediaries, proposing the convening of extraordinary general meetings and Board meetings, and soliciting Shareholders' rights from Shareholders. The exercise of specific authorities of the Independent Directors by me and other Independent Directors complied with relevant requirements, and there were no instances where my proposals were not adopted or my special authorities could not be exercised normally.

(V) Attendance at Other Important Meetings and Activities of the Company.

In 2025, I attended 7 meetings organised by the Company to report on the proposals of the Board, communicate the proposals in advance, put forward suggestions for improvement, and avoid blind decision-making and the omission of risks; I attended the Company's annual working meeting, half-year working meeting, etc., to gain a comprehensive understanding of the operating and strategy implementation of the Company; I attended the strategy seminars of the Company to discuss with other Board members and members of the management relating to the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and "545" Development Goals, and Promoting High-quality Development and Building a World-class Enterprise; I attended the annual results briefing of the Company to communicate with investors about the annual results and market performance of the Company and to listen to suggestions from the investors. In accordance with the annual research programme of the Board, I have conducted 3 special research activities in more than 20 significant subsidiaries and key projects with other Independent Directors, and have put forward targeted management suggestions on the issues identified in the research and feedback from the grassroots and provided timely feedback to the management of the Company.

(VI) Communication with Internal and External Auditors.

In 2025, as a member of the Audit and Risk Committee of the Board, I was actively involved in the review of the Company's financial position, and the implementation and effectiveness of the risk management and internal control system, and in the control of the Company's operations and management in respect of financial compliance, as well as in the independent communication with, and supervision and verification of, the internal audit organisation and the external auditors. During the reporting period, I listened to a total of 3 relevant reports from the Company's auditors, including a report on the financial statements and internal control audit for the year of 2024, a report on the review of the interim financial statements for the year of 2025, and a report on the integrated audit plan for the financial statements and internal control for the year of 2025; I engaged in effective discussions and exchanges with accounting firms on financial reports, gaining an understanding of key audit matters and audit points, and safeguarding the objectivity and fairness of audit results. I carefully reviewed the 2025 arrangements for internal audit and guided the Company's internal audit, so as to fortify the Company's development foundation through robust audit supervision.

(VII) Communication and Exchanges with Minority Shareholders.

During the reporting period, I, as an Independent Director, demanded that the Company disclose corporate information in a timely and compliant manner, thereby enhancing the satisfaction and loyalty of minority Shareholders towards the Company. In addition to attending the Company's regular and extraordinary general meetings to communicate with the Shareholders, in April and August 2025, I attended the Company's 2024 annual results briefing and 2025 interim results briefing to exchange views and communicate with investors on the hot issues of concern to investors of the Company, such as opportunities for development of overseas markets, layout of new business development, market capitalisation management, control of financial indicators and improvement of cash flow, etc., and to positively interact with the capital market, endeavour to protect the rights and interests of small and medium investors, and fully listen to the market's opinions and suggestions.

(VIII) Suggestions to the Management.

In 2025, I put forward a total of approximately 32 proposals to the management, focusing on five key areas: finance, investment, risk control, new industries and governance. In terms of finance, 6 proposals were raised, including strictly controlling the debt ratio, reducing the “two funds”, standardising asset securitisation and strengthening cash flow management. In respect of investment, 11 proposals covering risk prevention and control, income guarantee, specialised layout and consortium management were raised for projects such as the Kuwait Branch, Saudi PPP, Brazil Bridge, Malaysia East Coast Rail Link, cold chain logistics, urban village renovation and Ningwu Expressway. In terms of risk control, 5 proposals were put forward in response to major operational risk incidents, including conducting compliance rectification, assigning responsibilities to specific individuals, addressing both symptoms and root causes, strengthening coordination between internal control and disciplinary inspection, and imposing strict accountability. In terms of new industries, 4 proposals were raised, covering the establishment of a specialised cold chain company, full industrial chain layout, domestic and international dual circulation, and digital upgrading. In terms of governance and operation, 6 proposals were raised, including improving project profitability, optimising overseas layout, enhancing Board supervision and implementing closed-loop management, so as to comprehensively promote the Company’s steady operation and high-quality transformation.

(IX) On-site Work at the Company.

In 2025, in addition to attending the Company’s general meetings, meetings of the Board and its special committees, and special meetings of the Independent Directors in accordance with the relevant regulations, I, as an Independent Director, performed my duties by attending all kinds of important meetings of the Company, listening to the reports of the management of the Company, conducting on-site research and inspection of the subsidiaries and projects of the Company, reviewing all kinds of documents provided by the Company, internal information bulletins and other materials, as well as communicating with the relevant organisations and by other means. I have worked on-site at the Company for a total of over 70 days.

III. KEY ISSUES OF CONCERN FOR INDEPENDENT DIRECTORS IN THEIR ANNUAL PERFORMANCE OF DUTIES

During the reporting period, I, together with other Independent Directors, focused on and reviewed various matters of the Company, and made independent judgments on the legality and compliance of the relevant decisions, disclosure and implementation of various matters in accordance with the laws, administrative regulations, relevant business rules of the regulatory authorities or the stock exchanges where the Company's Shares are listed as well as the Articles of Association and other requirements. The details are as follows:

(I) Related-Party (Connected) Transactions.

During the reporting period, I critically reviewed and issued 2 Independent Directors' review opinions on matters relating to related-party (connected) transactions of the Company, mainly including the proposal on the related-party (connected) transactions involved in the capital increase and share expansion of the Seventh Highway Engineering of CCCC Second Highway Engineering, and the proposal on adjusting the annual cap of 2025 daily connected transactions for connected subsidiaries of CCCC, etc. During the review process, I was of the view that the voting procedures of the above related-party transactions are lawful and fair, and that the related Directors have abstained from voting in compliance with the Company Law and the Securities Law and other relevant laws and regulations as well as the provisions of the Articles of Association. The plans of the related-party transactions are in line with the development strategy of the Company, following the principles of fairness, impartiality, voluntariness and good faith, and the pricing of the transactions is fair and reasonable, without any prejudice to the interests of the Company and Shareholders, especially the interests of non-related minority Shareholders.

(II) Disclosure of Financial Information and Implementation of Internal Control.

During the reporting period, through careful examination of the periodic reports and in-depth communication with the auditing institution, I was of the view that the contents of the periodic reports disclosed by the Company are true, accurate and complete, without any false entries, misleading statements or material omissions; and through the review of the Internal Control Evaluation Reports of the Company for the Year 2025, the internal control evaluation reports issued by the Company objectively and comprehensively reflect the actual situation of the construction and implementation of the internal control system of the Company. The internal control system generally complied with the relevant requirements of the CSRC and the Shanghai Stock Exchange, without any significant deficiencies.

(III) Engagement of Accounting Firm.

During the reporting period, through communication with Ernst & Young and Ernst & Young Hua Ming LLP, the auditors, and review of relevant information, I believed that during the provision of audit services for the Company, Ernst & Young and Ernst & Young Hua Ming LLP have strictly abided by the practice principles of independence, objectivity and impartiality, conducted a factual and realistic audit on the Company's financial status, operating results and cash flows, and issued objective and truthful audit reports, which fulfilled the requirements of the Company's financial audits and were able to effectively safeguard the interests of the shareholders of the listed company. Therefore, I agreed to the re-appointment of Ernst & Young as the Company's international auditor for the year of 2025 and Ernst & Young Hua Ming LLP as the Company's domestic auditor for the year of 2025.

(IV) Nomination and Remuneration of Directors and Senior Management.

During the reporting period, I carefully scrutinized the Company's proposals for the election of Directors and appointment of the president, and considered that the Company's nomination procedures for Directors and senior management were in compliance with the relevant provisions of the Company Law and the Articles of Association, and that the relevant Directors and senior management complied with the conditions of appointment as stipulated in the laws and regulations and the Articles of Association. I reviewed the remuneration redemption plan for the senior management of the Company for the year 2024 and the 2022–2024 term of office, and considered that the determination of the relevant remuneration was in line with the operating conditions of the Company, the assessment and remuneration were closely aligned, and the incentives and constraints were harmonized, which were conducive to the enhancement of the motivation and creativity of the senior management, and there were no circumstances that would be detrimental to the interests of the Company and Shareholders.

(V) Cash Dividends and Other Returns to Investors.

The Company's profit distribution plan in 2024 was to distribute dividends to all Shareholders based on 21% of the net profit attributable to the shareholders of the listed company in 2024, with a dividend of RMB0.16161 per share after deducting the interim cash dividends already paid. The proposed dividend plan in 2025 was to distribute dividends to all Shareholders based on approximately 20% of the net profit attributable to the shareholders of the parent company in the first half of 2025, with a dividend of RMB0.11780 per share. I believed that the Company's profit distribution plan in 2024 and the proposed dividend plan in 2025 were conducive to ensuring the stability, continuity and predictability of the dividend distribution policy and were in line with the relevant laws such as the Company Law and the Securities Law as well as the provisions of the Articles of Association, and the level of cash dividend was reasonable, which took into account both the reasonable return needs of investors and the sustainable development needs of the Company without any prejudice to the interests of the Company and all Shareholders.

IV. OVERALL EVALUATION

In 2025, I was deeply involved in the work of corporate governance and paid great attention to major matters such as the Company's strategy implementation, investment management and the reduction of the "two funds", maintained close communication with the management, fully utilized my professional strengths, and provided advice and recommendations to the management of the Company in respect of various areas including strategic control and risk prevention and control, thus performing my duties as an Independent Director in a better way, promoting the healthy and stable financial operation of the Company, the fairness and openness of connected transactions, and the truthfulness, completeness and timeliness of information disclosure, promoting the high-quality development of the Company, establishing a good image in the capital market, and safeguarding the legitimate rights and interests of all Shareholders, especially the minority Shareholders.

China Communications Construction Company Limited
Independent Director: LIU Hui

29 January 2026

CHAN WING TAK KEVIN

According to the Measures for the Administration of Independent Directors of Listed Companies of the China Securities Regulatory Commission and the requirements under the relevant business rules of the regulatory authorities or stock exchanges where China Communications Construction Company Limited (“CCCC” or the “Company”) is listed, I, as an Independent Director, have performed my duties with due diligence by fully playing the role of participation in decision-making, supervision and balance, and professional consultation in the Board, and have earnestly safeguarded the overall interests of the Company and the legitimate rights and interests of minority Shareholders during the year of 2025. I hereby present the report of my duty performance as an Independent Director for the year of 2025 as follows.

I. BASIC INFORMATION

I have served as an Independent Non-executive Director of the fifth session of the Board, the chairman of the Audit and Risk Committee as well as a member of the Nomination Committee and the Remuneration and Appraisal Committee of the fifth session of the Board since February 2022. I have professional experience in finance, securities and accounting, and my habitual residence is in Hong Kong, which meets the requirements of the Hong Kong Stock Exchange and the Shanghai Stock Exchange regarding the qualifications for directors. During the reporting period, upon self-inspection, I confirmed that my position as an Independent Director complied with the requirements of relevant regulations, and there were no circumstances during the reporting period that affected the independence of my role as an Independent Director.

II. DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS DURING THE YEAR**(I) Attendance at Board Meetings.**

In 2025, the fifth session of the Board held a total of 15 Board meetings, including 4 regular meetings and 11 extraordinary meetings, and considered a total of 64 proposals (64 passed). The number, method and voting of my attendance at the Board meetings are set out in the table below:

Name of the Independent Director	Number of Board Meetings Attended	Number of	Number of	Number of	Number of Board Meetings Attended by Proxy	Number of Board Meetings Absent from	Voting of the Board Meetings (for/against/abstain/recuse)
		Physical Board Meetings Attended in Person	Board Meetings Attended by Electronic Means	Pre-meeting Meetings Attended			
CHAN Wing Tak Kevin	15/15	6/6	9/9	7/7	0/15	0/15	64/0/0/0

I voted in favor of all the proposals considered at the Board meetings with no objections or abstentions.

(II) Attendance at General Meetings.

In 2025, the Board convened 2 general meetings, namely the 2024 annual general meeting and the 2025 first extraordinary general meeting. I attended all the above-mentioned general meetings, and did not raise any objection to resolutions at the general meetings of the Company during the reporting period.

(III) Attendance at the Meetings of Special Committees of the Board.

In 2025, the Audit and Risk Committee of the Board held a total of 6 meetings with 17 proposals considered and approved; the Nomination Committee of the Board held a total of 1 meeting with 2 proposals considered and approved; and the Remuneration and Appraisal Committee of the Board held a total of 2 meetings with 3 proposals considered and approved. I attended all the above-mentioned meetings, actively participated in the work of the special committees of the Board, and reviewed the proposals from a professional perspective, so as to provide practical opinions for the Board to make scientific decisions. My attendance at the meetings of the corresponding special committees is set out in the table below:

Name of the Independent Director	Number of Meetings of the Special Committees	
	Attended	Attended by Proxy
CHAN Wing Tak Kevin	9/9	0/9

(IV) Attendance at the Special Meetings of Independent Directors and Exercise of Specific Authorities.

During the reporting period, I attended all 4 special meetings of Independent Directors to review and discuss the Company's related-party (connected) transaction matters and institutional revisions, and receive reports on the administration of related-party (connected) transactions, and express Independent Directors' opinions on such matters. During the year, there were no other matters requiring Independent Directors to exercise their specific authorities, including the independent engagement of intermediaries, proposing the convening of extraordinary general meetings and Board meetings, and soliciting Shareholders' rights from Shareholders. The exercise of specific authorities of the Independent Directors by me and other Independent Directors complied with relevant requirements, and there were no instances where my proposals were not adopted or my special authorities could not be exercised normally.

(V) Attendance at Other Important Meetings and Activities of the Company.

In 2025, I attended 7 meetings organised by the Company to report on the proposals of the Board, communicate the proposals in advance, put forward suggestions for improvement, and avoid blind decision-making and the omission of risks; I attended the Company's annual working meeting, half-year working meeting, etc., to gain a comprehensive understanding of the operating and strategy implementation of the Company; I attended the strategy seminars of the Company to discuss with other Board members and members of the management relating to the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and "545" Development Goals, and Promoting High-quality Development and Building a World-class Enterprise; I attended the Company's Hong Kong investor briefing to communicate with investors about the annual results and market performance of the Company and to listen to market suggestions. In accordance with the annual research programme of the Board, I have conducted 3 special research activities in more than 20 significant subsidiaries and various key projects with other Independent Directors, and have put forward targeted management suggestions on the issues identified in the research and feedback from the grassroots and provided timely feedback to the management of the Company.

(VI) Communication with Internal and External Auditors.

As the chairman of the Audit and Risk Committee, I paid close attention to the Company's internal and external audits and internal control work, closely monitored the progress of various audit work performed by the Company's accounting firms, organised regular meetings for other committee members to listen to special reports from the firms, and in a timely manner, required relevant departments of the Company to rectify and improve any deficiencies identified during the audits, ensuring they were addressed one by one to guarantee the compliant governance of the Company. During the reporting period, I listened to a total of 3 relevant reports from the Company's auditors, including a report on the financial statements and internal control audit for the year of 2024, a report on the review of the interim financial statements for the year of 2025, and a report on the integrated audit plan for the financial statements and internal control for the year of 2025. I reviewed the auditors' qualifications and professional capabilities, strengthened communication during the audit process, and effectively fulfilled the supervisory responsibilities of the Audit and Risk Committee towards the accounting firms. I carefully reviewed the 2025 guiding opinions and arrangements for internal audit and guided the Company's internal audit, so as to fortify the Company's development foundation through robust audit supervision.

(VII) Communication and Exchanges with Minority Shareholders.

During the reporting period, I, as an Independent Director, participated in reviewing and overseeing the financial statements and result announcements published by the Company, and raised opinions on their authenticity, completeness, and accuracy to ensure that the minority Shareholders have a clear understanding of the Company's financial position and result performance. At the same time, I demanded that the Company disclose corporate information in a timely and compliant manner, thereby enhancing the satisfaction and loyalty of minority Shareholders towards the Company. In addition to attending the Company's regular and extraordinary general meetings to communicate with the Shareholders, in April 2025, I attended the CCCC 2025 Investor Communication Meeting in Hong Kong, where I engaged in face-to-face discussions with investors, listened to the suggestions and demands of domestic and foreign investors and responded to the hot-button issues that investors were concerned about, with a focus on the Company's overseas business development, comprehensive urban development, and the outlook for the infrastructure construction industry.

(VIII) Suggestions to the Management.

In 2025, I put forward a total of approximately 28 proposals to the management, focusing on audit, finance, investment, risk control and corporate governance. In terms of audit and finance, 7 proposals were raised by me as the chairman of the Audit and Risk Committee, including truthfully disclosing financial statements, strengthening communication with investors, verifying real estate impairments, strengthening accounts receivable management, and promoting the rectification of internal control deficiencies. In terms of investment, 8 proposals were raised, including strictly controlling investment yields, preventing competitive risks, implementing Sinosure coverage and exchange rate protection, and improving governance and exit mechanisms for projects such as cold chain logistics, overseas infrastructure, urban village redevelopment and Ningwu Expressway. In terms of risk control, 5 proposals were raised, including conducting comprehensive risk management, rectifying major risk incidents, improving self-inspection capabilities, and implementing closed-loop rectification of problems identified in SASAC inspections. In terms of corporate governance, 5 proposals were raised, including optimizing Board supervision, standardizing related party transactions, consolidating the operation of subsidiary boards, adding agenda items on stock assets, and strengthening investor services. In terms of market value management, 3 proposals were raised, including attracting new Shareholders, conducting targeted roadshows, and stabilizing market expectations, while adhering to compliance bottom lines and investment benefits.

(IX) On-site Work at the Company.

In 2025, in addition to attending the Company's general meetings, meetings of the Board and its special committees, and special meetings of the Independent Directors in accordance with the relevant regulations, I, as an Independent Director, performed my duties by attending all kinds of important meetings of the Company, listening to the reports of the management of the Company, conducting on-site research and inspection of the subsidiaries and projects of the Company, reviewing all kinds of documents provided by the Company, internal information bulletins and other materials, as well as communicating with the relevant organisations and by other means. I have worked on-site at the Company for a total of over 60 days.

III. KEY ISSUES OF CONCERN FOR INDEPENDENT DIRECTORS IN THEIR ANNUAL PERFORMANCE OF DUTIES

During the reporting period, I, together with other Independent Directors, focused on and reviewed various matters of the Company, and made independent judgments on the legality and compliance of the relevant decisions, disclosure and implementation of various matters in accordance with the laws, administrative regulations, relevant business rules of the regulatory authorities or the stock exchanges where the Company's Shares are listed as well as the Articles of Association and other requirements. The details are as follows:

(I) Related-Party (Connected) Transactions.

During the reporting period, I critically reviewed and issued 2 Independent Directors' review opinions on matters relating to related-party (connected) transactions of the Company, mainly including the proposal on the related-party (connected) transactions involved in the capital increase and share expansion of the Seventh Highway Engineering of CCCC Second Highway Engineering, and the proposal on adjusting the annual cap of 2025 daily connected transactions for connected subsidiaries of CCCC, etc. During the review process, I was of the view that the voting procedures of the above related-party transactions are lawful and fair, and that the related Directors have abstained from voting in compliance with the Company Law and the Securities Law and other relevant laws and regulations as well as the provisions of the Articles of Association. The plans of the related-party transactions are in line with the development strategy of the Company, following the principles of fairness, impartiality, voluntariness and good faith, and the pricing of the transactions is fair and reasonable, without any prejudice to the interests of the Company and Shareholders, especially the interests of non-related minority Shareholders.

(II) Disclosure of Financial Information and Implementation of Internal Control.

During the reporting period, through careful examination of the periodic reports and in-depth communication with the auditing institution, I was of the view that the contents of the periodic reports disclosed by the Company are true, accurate and complete, without any false entries, misleading statements or material omissions; and through the review of the Internal Control Evaluation Reports of the Company for the Year 2025, the internal control evaluation reports issued by the Company objectively and comprehensively reflect the actual situation of the construction and implementation of the internal control system of the Company. The internal control system generally complied with the relevant requirements of the CSRC and the Shanghai Stock Exchange, without any significant deficiencies.

(III) Engagement of Accounting Firm.

During the reporting period, through communication with Ernst & Young and Ernst & Young Hua Ming LLP, the auditors, and review of relevant information, I believed that during the provision of audit services for the Company, Ernst & Young and Ernst & Young Hua Ming LLP have strictly abided by the practice principles of independence, objectivity and impartiality, conducted a factual and realistic audit on the Company's financial status, operating results and cash flows, and issued objective and truthful audit reports, which fulfilled the requirements of the Company's financial audits and were able to effectively safeguard the interests of the shareholders of the listed company. Therefore, I agreed to the re-appointment of Ernst & Young as the Company's international auditor for the year of 2025 and Ernst & Young Hua Ming LLP as the Company's domestic auditor for the year of 2025.

(IV) Nomination and Remuneration of Directors and Senior Management.

During the reporting period, I carefully scrutinized the Company's proposals for the election of Directors and appointment of the president, and considered that the Company's nomination procedures for Directors and senior management were in compliance with the relevant provisions of the Company Law and the Articles of Association, and that the relevant Directors and senior management complied with the conditions of appointment as stipulated in the laws and regulations and the Articles of Association. I reviewed the remuneration redemption plan for the senior management of the Company for the year 2024 and the 2022–2024 term of office, and considered that the determination of the relevant remuneration was in line with the operating conditions of the Company, the assessment and remuneration were closely aligned, and the incentives and constraints were harmonized, which were conducive to the enhancement of the motivation and creativity of the senior management, and there were no circumstances that would be detrimental to the interests of the Company and Shareholders.

(V) Cash Dividends and Other Returns to Investors.

The Company's profit distribution plan in 2024 was to distribute dividends to all Shareholders based on 21% of the net profit attributable to the shareholders of the listed company in 2024, with a dividend of RMB 0.16161 per share after deducting the interim cash dividends already paid. The proposed dividend plan in 2025 was to distribute dividends to all Shareholders based on approximately 20% of the net profit attributable to the shareholders of the parent company in the first half of 2025, with a dividend of RMB 0.11780 per share. I believed that the Company's profit distribution plan in 2024 and the proposed dividend plan in 2025 were conducive to ensuring the stability, continuity and predictability of the dividend distribution policy and were in line with the relevant laws such as the Company Law and the Securities Law as well as the provisions of the Articles of Association, and the level of cash dividend was reasonable, which took into account both the reasonable return needs of investors and the sustainable development needs of the Company without any prejudice to the interests of the Company and all Shareholders.

IV. OVERALL EVALUATION

In 2025, I conscientiously fulfilled my obligations as an Independent Director in good faith and diligently in accordance with relevant laws and regulations and the Articles of Association, gave full play to my role as an Independent Director, paid close attention to the quality of the Company's operations, market capitalization management, capital management and other major issues, maintained close communication with the management, fully utilized my professional strengths, and provided advice and recommendations to the management of the Company, thus performing my duties as an Independent Director in a better way, promoting the healthy and stable financial operation of the Company, the fairness and openness of connected transactions, and the truthfulness, completeness and timeliness of information disclosure. In 2026, I will continue to endeavor to promote the high-quality development of the Company, and actively safeguard the legitimate rights and interests of all Shareholders, especially the minority Shareholders.

China Communications Construction Company Limited

Independent Director: CHAN Wing Tak Kevin

29 January 2026

WU GUANGQI

According to the Measures for the Administration of Independent Directors of Listed Companies of the China Securities Regulatory Commission and the requirements under the relevant business rules of the regulatory authorities or stock exchanges where China Communications Construction Company Limited (“CCCC” or the “Company”) is listed, I, as an Independent Director, have performed my duties with due diligence by fully playing the role of participation in decision-making, supervision and balance, and professional consultation in the Board, and have earnestly safeguarded the overall interests of the Company and the legitimate rights and interests of minority Shareholders during the year of 2025. I hereby present the report of my duty performance as an Independent Director for the year of 2025 as follows.

I. BASIC INFORMATION

During the reporting period, I have served as an Independent Non-executive Director of the fifth session of the Board, and a member of the Nomination Committee, the Audit and Risk Committee, the Strategy and Investment and ESG Committee and the Remuneration and Appraisal Committee of the fifth session of the Board. My position as an Independent Director and a member of the special committees complied with the requirements of relevant regulations, and there were no circumstances during the reporting period that affected the independence.

II. DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS DURING THE YEAR**(I) Attendance at Board Meetings.**

In 2025, the fifth session of the Board held a total of 15 Board meetings, including 4 regular meetings and 11 extraordinary meetings, and considered a total of 64 proposals (64 passed). The number, method and voting of my attendance at the Board meetings are set out in the table below:

Name of the Independent Director	Number of Board Meetings Attended	Number of	Number of	Number of	Number of Board Meetings Attended by Proxy	Number of Board Meetings Absent from	Voting of the Board Meetings (for/against/abstain/recuse)
		Physical Board Meetings Attended in Person	Board Meetings Attended by Electronic Means	Pre-meeting Communication Meetings Attended			
WU Guangqi	15/15	6/6	9/9	7/7	0/15	0/15	64/0/0/0

I voted in favor of all the proposals considered at the Board meetings with no objections or abstentions.

(II) Attendance at General Meetings.

In 2025, the Board convened 2 general meetings, namely the 2024 annual general meeting and the 2025 first extraordinary general meeting. I attended all the above-mentioned general meetings and expressed my opinions on the issues considered at the general meetings from the perspective of my own profession and independence, and I did not raise any objection to resolutions at the general meetings of the Company during the reporting period.

(III) Attendance at the Meetings of Special Committees of the Board.

In 2025, I attended all 18 meetings of various special committees convened by the Board with 33 proposals considered. Among them, the Audit and Risk Committee held 6 meetings with 17 proposals considered; the Strategy and Investment and ESG Committee held 9 meetings with 11 proposals considered; the Remuneration and Appraisal Committee held 2 meetings with 3 proposals considered; and the Nomination Committee held 1 meeting with 2 proposals considered. I actively participated in the work of the special committees of the Board in a prudent, responsible and conscientious manner to provide practical opinions for the Board to make scientific decisions. My attendance at the meetings of the corresponding special committees is set out in the table below:

Name of the Independent Director	Number of Meetings of the Special Committees Attended in Person	Number of Meetings of the Special Committees Attended by Proxy
WU Guangqi	18/18	0/18

(IV) Attendance at the Special Meetings of Independent Directors and Exercise of Specific Authorities.

During the reporting period, I attended all 4 special meetings of Independent Directors to review and discuss the Company's related-party (connected) transaction matters and institutional revisions, and receive reports on the administration of related-party (connected) transactions, and express Independent Directors' opinions on such matters. During the year, there were no other matters requiring Independent Directors to exercise their specific authorities, including the independent engagement of intermediaries, proposing the convening of extraordinary general meetings and Board meetings, and soliciting Shareholders' rights from Shareholders. The exercise of specific authorities of the Independent Directors by me and other Independent Directors complied with relevant requirements, and there were no instances where my proposals were not adopted or my special authorities could not be exercised normally.

(V) Attendance at Other Important Meetings and Activities of the Company.

In 2025, I attended 7 meetings organised by the Company to report on the proposals of the Board, communicate the proposals in advance, put forward suggestions for improvement, and avoid blind decision-making and the omission of risks; I attended the Company's annual working meeting, half-year working meeting, etc., to gain a comprehensive understanding of the operating and strategy implementation of the Company; I attended the strategy seminars of the Company to discuss with other Board members and members of the management relating to the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and "545" Development Goals, and Promoting High-quality Development and Building a World-class Enterprise; I attended the annual results briefing of the Company to communicate with investors about the annual results and market performance of the Company and to listen to suggestions from the investors. In accordance with the annual research programme of the Board, I have conducted 3 special research activities in more than 20 significant subsidiaries and key projects with other Independent Directors, and have put forward targeted management suggestions on the issues identified in the research and feedback from the grassroots and provided timely feedback to the management of the Company.

(VI) Communication with Internal and External Auditors.

In 2025, as a member of the Audit and Risk Committee of the Board, I was actively involved in the review of the Company's financial position, and the implementation and effectiveness of the risk management and internal control system, and in the control of the Company's operations and management in respect of financial compliance, as well as in the independent communication with, and supervision and verification of, the internal audit organisation and the external auditors. During the reporting period, I listened to a total of 3 relevant reports from the Company's auditors, including a report on the financial statements and internal control audit for the year of 2024, a report on the review of the interim financial statements for the year of 2025, and a report on the integrated audit plan for the financial statements and internal control for the year of 2025; I engaged in effective discussions and exchanges with accounting firms on financial reports, gaining an understanding of key audit matters and audit points, and safeguarding the objectivity and fairness of audit results. I carefully reviewed the 2025 guiding opinions and arrangements for internal audit and guided the Company's internal audit, so as to fortify the Company's development foundation through robust audit supervision.

(VII) Communication and Exchanges with Minority Shareholders.

During the reporting period, I, as an Independent Director, participated in reviewing and overseeing the financial statements and result announcements proposed to be published by the Company, and raised opinions on their authenticity, completeness, and accuracy to ensure that the minority Shareholders have a clear understanding of the Company's financial position and result performance. At the same time, I demanded that the Company disclose corporate information in a timely and compliant manner, thereby enhancing the satisfaction and loyalty of minority Shareholders towards the Company. I attended the Company's regular and extraordinary general meetings to communicate with the Shareholders and listen to their views and suggestions on the Company's development.

(VIII) Suggestions to the Management.

During the reporting period, I put forward a total of approximately 26 practical proposals to the management, focusing on areas including operations, risk, investment, and governance. In terms of operations and finance, 6 proposals were raised, including truthfully and realistically disclosing the results, enhancing investor communication, accentuating the highlights of overseas business and new business, strictly controlling guarantees and the debt ratio, and optimising the capital management of CCCC Finance. In respect of investment, 7 proposals were raised, covering support for projects of cold chain, overseas ports, and urban village developments, professional integration, leveraging synergies, coordinating project management, preventing resettlement and related financial risks, and conducting prudent feasibility assessments. In terms of risk control, 5 proposals were put forward including adhering to the bottom line of compliance and safety, drawing inferences and rectifying risk issues, rigorously executing policies and systems, and enhancing compliance inspection on overseas business. In terms of governance and operation, 5 proposals were raised, including agreeing on optimization of headquarters structure, improving ESG and carbon emissions management, strengthening post-investment assessment and digital management, and clarifying the responsibilities of subsidiaries. In terms of management of market capitalisation, 3 proposals were raised, covering telling well Company's stories, strengthening the coordination of information disclosure, and properly managing public news, effectively preventing and controlling risks while pursuing development.

(IX) On-site Work at the Company.

In 2025, in addition to attending the Company's general meetings, meetings of the Board and its special committees, and special meetings of the Independent Directors in accordance with the relevant regulations, I, as an Independent Director, performed my duties by attending all kinds of important meetings of the Company, listening to the reports of the management of the Company, conducting on-site research and inspection of the subsidiaries and projects of the Company, reviewing all kinds of documents provided by the Company, internal information bulletins and other materials, as well as communicating with the relevant organisations and by other means. I have worked on-site at the Company for a total of over 70 days.

III. KEY ISSUES OF CONCERN FOR INDEPENDENT DIRECTORS IN THEIR ANNUAL PERFORMANCE OF DUTIES

During the reporting period, I, together with other Independent Directors, focused on and reviewed various matters of the Company, and made independent judgments on the legality and compliance of the relevant decisions, disclosure and implementation of various matters in accordance with the laws, administrative regulations, relevant business rules of the regulatory authorities or the stock exchanges where the Company's Shares are listed as well as the Articles of Association and other requirements. The details are as follows:

(I) Related-Party (Connected) Transactions.

During the reporting period, I critically reviewed and issued 2 Independent Directors' review opinions on matters relating to related-party (connected) transactions of the Company, mainly including the proposal on the related-party (connected) transactions involved in the capital increase and share expansion of the Seventh Highway Engineering of CCCC Second Highway Engineering, and the proposal on adjusting the annual cap of 2025 daily connected transactions for connected subsidiaries of CCCC, etc. During the review process, I was of the view that the voting procedures of the above related-party transactions are lawful and fair, and that the related Directors have abstained from voting in compliance with the Company Law and the Securities Law and other relevant laws and regulations as well as the provisions of the Articles of Association. The plans of the related-party transactions are in line with the development strategy of the Company, following the principles of fairness, impartiality, voluntariness and good faith, and the pricing of the transactions is fair and reasonable, without any prejudice to the interests of the Company and Shareholders, especially the interests of non-related minority Shareholders.

(II) Disclosure of Financial Information and Implementation of Internal Control.

During the reporting period, through careful examination of the periodic reports and in-depth communication with the auditing institution, I was of the view that the contents of the periodic reports disclosed by the Company are true, accurate and complete, without any false entries, misleading statements or material omissions; and through the review of the Internal Control Evaluation Reports of the Company for the Year 2025, the internal control evaluation reports issued by the Company objectively and comprehensively reflect the actual situation of the construction and implementation of the internal control system of the Company. The internal control system generally complied with the relevant requirements of the CSRC and the Shanghai Stock Exchange, without any significant deficiencies.

(III) Engagement of Accounting Firm.

During the reporting period, through communication with Ernst & Young and Ernst & Young Hua Ming LLP, the auditors, and review of relevant information, I believed that during the provision of audit services for the Company, Ernst & Young and Ernst & Young Hua Ming LLP have strictly abided by the practice principles of independence, objectivity and impartiality, conducted a factual and realistic audit on the Company's financial status, operating results and cash flows, and issued objective and truthful audit reports, which fulfilled the requirements of the Company's financial audits and were able to effectively safeguard the interests of the shareholders of the listed company. Therefore, I agreed to the re-appointment of Ernst & Young as the Company's international auditor for the year of 2025 and Ernst & Young Hua Ming LLP as the Company's domestic auditor for the year of 2025.

(IV) Nomination and Remuneration of Directors and Senior Management.

During the reporting period, I carefully scrutinized the Company's proposals for the election of Directors and appointment of the president, and considered that the Company's nomination procedures for Directors and senior management were in compliance with the relevant provisions of the Company Law and the Articles of Association, and that the relevant Directors and senior management complied with the conditions of appointment as stipulated in the laws and regulations and the Articles of Association. I reviewed the remuneration redemption plan for the senior management of the Company for the year 2024 and the 2022–2024 term of office, and considered that the determination of the relevant remuneration was in line with the operating conditions of the Company, the assessment and remuneration were closely aligned, and the incentives and constraints were harmonized, which were conducive to the enhancement of the motivation and creativity of the senior management, and there were no circumstances that would be detrimental to the interests of the Company and Shareholders.

(V) Cash Dividends and Other Returns to Investors.

The Company's profit distribution plan in 2024 was to distribute dividends to all Shareholders based on 21% of the net profit attributable to the shareholders of the listed company in 2024, with a dividend of RMB0.16161 per share after deducting the interim cash dividends already paid. The proposed dividend plan in 2025 was to distribute dividends to all Shareholders based on approximately 20% of the net profit attributable to the shareholders of the parent company in the first half of 2025, with a dividend of RMB0.11780 per share. I believed that the Company's profit distribution plan in 2024 and the proposed dividend plan in 2025 were conducive to ensuring the stability, continuity and predictability of the dividend distribution policy and were in line with the relevant laws such as the Company Law and the Securities Law as well as the provisions of the Articles of Association, and the level of cash dividend was reasonable, which took into account both the reasonable return needs of investors and the sustainable development needs of the Company without any prejudice to the interests of the Company and all Shareholders.

IV. OVERALL EVALUATION

During the reporting period, I have strictly complied with the relevant laws, regulations and rules, based on the requirements of my duties as an Independent Director, and in the spirit of integrity and diligence, I have given full play to my own strengths and professional experience to provide independent and effective advice for the promotion of the Company's high-quality development, to oversee the independent operation of the Board of the Company in an objective and fair manner, and to safeguard the interests of the Company as a whole and the legitimate rights and interests of Shareholders, especially minority Shareholders, contributing to the promotion of the Company's high-quality development.

China Communications Construction Company Limited

Independent Director: WU Guangqi

29 January 2026

ZHOU XIAOWEN

According to the Measures for the Administration of Independent Directors of Listed Companies of the China Securities Regulatory Commission and the requirements under the relevant business rules of the regulatory authorities or stock exchanges where China Communications Construction Company Limited (“CCCC” or the “Company”) is listed, I, as an Independent Director, have performed my duties with due diligence by fully playing the role of participation in decision-making, supervision and balance, and professional consultation in the Board, and have earnestly safeguarded the overall interests of the Company and the legitimate rights and interests of minority Shareholders during the year of 2025. I hereby present the report of my duty performance as an Independent Director for the year of 2025 as follows.

I. BASIC INFORMATION

As elected at the first extraordinary general meeting of the Company in 2022, I have served as an Independent Non-executive Director of the fifth session of the Board since February 2022; and served as a member of the Nomination Committee, the Remuneration and Appraisal Committee, the Audit and Risk Committee, and the Strategy and Investment and ESG Committee of the fifth session of the Board concurrently. Upon self-inspection, I confirmed that my position as an Independent Director complied with the requirements of relevant regulations, and there were no circumstances during the reporting period that affected the independence of my role as an Independent Director.

II. DUTY PERFORMANCE OF THE INDEPENDENT DIRECTORS DURING THE YEAR**(I) Attendance at Board Meetings.**

In 2025, the fifth session of the Board held a total of 15 Board meetings, including 4 regular meetings and 11 extraordinary meetings, and considered a total of 64 proposals (64 passed). The number, method and voting of my attendance at the Board meetings are set out in the table below:

Name of the Independent Director	Number of Board Meetings Attended	Number of	Number of	Number of	Number of Board Meetings Attended by Proxy	Number of Board Meetings Absent from	Voting of the Board Meetings (for/against/abstain/recuse)
		Physical Board Meetings Attended in Person	Board Meetings Attended by Electronic Means	Pre-meeting Communication Meetings Attended			
ZHOU Xiaowen	15/15	6/6	9/9	7/7	0/15	0/15	64/0/0/0

I voted in favor of all the proposals considered at the Board meetings with no objections or abstentions.

(II) Attendance at General Meetings.

In 2025, the Board convened 2 general meetings, namely the 2024 annual general meeting and the 2025 first extraordinary general meeting. I attended all the above-mentioned general meetings, and I did not raise any objection to resolutions at the general meetings of the Company during the reporting period.

(III) Attendance at the Meetings of Special Committees of the Board.

In 2025, I attended all 18 meetings of various special committees convened by the Board with 33 proposals considered. Among them, the Audit and Risk Committee held 6 meetings with 17 proposals considered; the Strategy and Investment and ESG Committee held 9 meetings with 11 proposals considered; the Remuneration and Appraisal Committee held 2 meetings with 3 proposals considered, and the Nomination Committee held 1 meeting with 2 proposals considered. I actively participated in the work of the special committees of the Board, and reviewed the proposals from a professional perspective, so as to provide practical opinions for the Board to make scientific decisions. My attendance at the meetings of the corresponding special committees is set out in the table below:

Name of the Independent Director	Number of Meetings of the Special Committees Attended in Person	Number of Meetings of the Special Committees Attended by Proxy
ZHOU Xiaowen	18/18	0/18

(IV) Attendance at the Special Meetings of Independent Directors and Exercise of Specific Authorities.

During the reporting period, I attended all 4 special meetings of Independent Directors to review and discuss the Company's related-party (connected) transaction matters and institutional revisions, and receive reports on the administration of related-party (connected) transactions, and express Independent Directors' opinions on such matters. During the year, there were no other matters requiring Independent Directors to exercise their specific authorities, including the independent engagement of intermediaries, proposing the convening of extraordinary general meetings and Board meetings, and soliciting Shareholders' rights from Shareholders. The exercise of specific authorities of the Independent Directors by me and other Independent Directors complied with relevant requirements, and there were no instances where my proposals were not adopted or my special authorities could not be exercised normally.

(V) Attendance at Other Important Meetings and Activities of the Company.

In 2025, I attended 7 meetings organised by the Company to report on the proposals of the Board, communicate the proposals in advance, put forward suggestions for improvement, and avoid blind decision-making and the omission of risks; I attended the Company's annual working meeting, half-year working meeting, etc., to gain a comprehensive understanding of the operating and strategy implementation of the Company; I attended the strategy seminars of the Company to discuss with other Board members and members of the management relating to the Overall Guiding Opinions on Fully Implementing the "666" Strategic Framework and "545" Development Goals, and Promoting High-quality Development and Building a World-class Enterprise; I attended the annual results briefing of the Company to communicate with investors about the annual results and market performance of the Company and to listen to suggestions from the investors. In accordance with the annual research programme of the Board, I have conducted 2 special research activities in more than 10 significant subsidiaries and key projects with other Independent Directors, and have put forward targeted management suggestions on the issues identified in the research and feedback from the grassroots and provided timely feedback to the management of the Company.

(VI) Communication with Internal and External Auditors.

In 2025, as a member of the Audit and Risk Committee of the Board, I was actively involved in the review of the Company's financial position, and the implementation and effectiveness of the risk management and internal control system, and in the control of the Company's operations and management in respect of financial compliance, as well as in the independent communication with, and supervision and verification of, the internal audit organisation and the external auditors. During the reporting period, I listened to a total of 3 relevant reports from the Company's auditors, including a report on the financial statements and internal control audit for the year of 2024, a report on the review of the interim financial statements for the year of 2025, and a report on the integrated audit plan for the financial statements and internal control for the year of 2025; I engaged in effective discussions and exchanges with accounting firms on financial reports, gaining an understanding of key audit matters and audit points, and safeguarding the objectivity and fairness of audit results. I carefully reviewed the 2025 guiding opinions and arrangements for internal audit and guided the Company's internal audit, so as to fortify the Company's development foundation through robust audit supervision.

(VII) Communication and Exchanges with Minority Shareholders.

During the reporting period, I, as an Independent Director, participated in reviewing and overseeing the financial statements and result announcements proposed to be published by the Company, and raised opinions on their authenticity, completeness, and accuracy to ensure that the minority Shareholders have a clear understanding of the Company's financial position and result performance. At the same time, I demanded that the Company disclose corporate information in a timely and compliant manner, thereby enhancing the satisfaction and loyalty of minority Shareholders towards the Company. I attended the Company's regular and extraordinary general meetings to communicate with the Shareholders and listen to their views and suggestions on the Company's development.

(VIII) Suggestions to the Management.

In 2025, I put forward a total of approximately 24 targeted suggestions to the management, focusing on budget, investment, risk control and governance. In terms of operation and budget, I put forward 5 suggestions, including setting business targets in a pragmatic manner, consolidating responsibilities, strengthening assessment, improving budget implementation rate, and balancing the growth of operating revenue and profits. In terms of investment management, I put forward 7 suggestions, including optimising investment structure, strictly controlling total investment and non-core investment, improving delivery fulfilment rate, refining project financial calculation, improving cooperation and exit mechanisms, and allocating high-quality resources in a concentrated manner. In terms of risk control and compliance, I put forward 4 suggestions, including conducting comprehensive risk prevention and control, rectifying major risk incidents, assigning responsibilities to specific persons, strengthening rigid internal control constraints, and linking rectification outcomes with performance assessment. In terms of corporate governance, I put forward 5 suggestions, including revising the governance list, optimising institutional functions, clarifying governance boundaries, reinforcing board supervision, substantiating the operation of the board of subsidiaries, and strengthening the management of appointed directors. In terms of investor management, I put forward 3 suggestions, including enhancing information disclosure, conducting targeted communication, and improving the quality and efficiency of market value management, so as to ensure all work is fully implemented and delivers tangible results.

(IX) On-site Work at the Company.

In 2025, in addition to attending the Company's general meetings, meetings of the Board and its special committees, and special meetings of the Independent Directors in accordance with the relevant regulations, I, as an Independent Director, performed my duties by attending all kinds of important meetings of the Company, listening to the reports of the management of the Company, conducting on-site research and inspection of the subsidiaries and projects of the Company, reviewing all kinds of documents provided by the Company, internal information bulletins and other materials, as well as communicating with the relevant organisations and by other means. I have worked on-site at the Company for a total of over 60 days.

III. KEY ISSUES OF CONCERN FOR INDEPENDENT DIRECTORS IN THEIR ANNUAL PERFORMANCE OF DUTIES

During the reporting period, I, together with other Independent Directors, focused on and reviewed various matters of the Company, and made independent judgments on the legality and compliance of the relevant decisions, disclosure and implementation of various matters in accordance with the laws, administrative regulations, relevant business rules of the regulatory authorities or the stock exchanges where the Company's Shares are listed as well as the Articles of Association and other requirements. The details are as follows:

(I) Related-Party (Connected) Transactions.

During the reporting period, I critically reviewed and issued 2 Independent Directors' review opinions on matters relating to related-party (connected) transactions of the Company, mainly including the proposal on the related-party (connected) transactions involved in the capital increase and share expansion of the Seventh Highway Engineering of CCCC Second Highway Engineering, and the proposal on adjusting the annual cap of 2025 daily connected transactions for connected subsidiaries of CCCC, etc. During the review process, I was of the view that the voting procedures of the above related-party transactions are lawful and fair, and that the related Directors have abstained from voting in compliance with the Company Law and the Securities Law and other relevant laws and regulations as well as the provisions of the Articles of Association. The plans of the related-party transactions are in line with the development strategy of the Company, following the principles of fairness, impartiality, voluntariness and good faith, and the pricing of the transactions is fair and reasonable, without any prejudice to the interests of the Company and Shareholders, especially the interests of non-related minority Shareholders.

(II) Disclosure of Financial Information and Implementation of Internal Control.

During the reporting period, through careful examination of the periodic reports and in-depth communication with the auditing institution, I was of the view that the contents of the periodic reports disclosed by the Company are true, accurate and complete, without any false entries, misleading statements or material omissions; and through the review of the Internal Control Evaluation Reports of the Company for the Year 2025, the internal control evaluation reports issued by the Company objectively and comprehensively reflect the actual situation of the construction and implementation of the internal control system of the Company. The internal control system generally complied with the relevant requirements of the CSRC and the Shanghai Stock Exchange, without any significant deficiencies.

(III) Engagement of Accounting Firm.

During the reporting period, through communication with Ernst & Young and Ernst & Young Hua Ming LLP, the auditors, and review of relevant information, I believed that during the provision of audit services for the Company, Ernst & Young and Ernst & Young Hua Ming LLP have strictly abided by the practice principles of independence, objectivity and impartiality, conducted a factual and realistic audit on the Company's financial status, operating results and cash flows, and issued objective and truthful audit reports, which fulfilled the requirements of the Company's financial audits and were able to effectively safeguard the interests of the shareholders of the listed company. Therefore, I agreed to the re-appointment of Ernst & Young as the Company's international auditor for the year of 2025 and Ernst & Young Hua Ming LLP as the Company's domestic auditor for the year of 2025.

(IV) Nomination and Remuneration of Directors and Senior Management.

During the reporting period, I carefully scrutinized the Company's proposals for the election of Directors and appointment of the president, and considered that the Company's nomination procedures for Directors and senior management were in compliance with the relevant provisions of the Company Law and the Articles of Association, and that the relevant Directors and senior management complied with the conditions of appointment as stipulated in the laws and regulations and the Articles of Association. I reviewed the remuneration redemption plan for the senior management of the Company for the year 2024 and the 2022–2024 term of office, and considered that the determination of the relevant remuneration was in line with the operating conditions of the Company, the assessment and remuneration were closely aligned, and the incentives and constraints were harmonized, which were conducive to the enhancement of the motivation and creativity of the senior management, and there were no circumstances that would be detrimental to the interests of the Company and Shareholders.

(V) Cash Dividends and Other Returns to Investors.

The Company's profit distribution plan in 2024 was to distribute dividends to all Shareholders based on 21% of the net profit attributable to the shareholders of the listed company in 2024, with a dividend of RMB 0.16161 per share after deducting the interim cash dividends already paid. The proposed dividend plan in 2025 was to distribute dividends to all Shareholders based on approximately 20% of the net profit attributable to the shareholders of the parent company in the first half of 2025, with a dividend of RMB 0.11780 per share. I believed that the Company's profit distribution plan in 2024 and the proposed dividend plan in 2025 were conducive to ensuring the stability, continuity and predictability of the dividend distribution policy and were in line with the relevant laws such as the Company Law and the Securities Law as well as the provisions of the Articles of Association, and the level of cash dividend was reasonable, which took into account both the reasonable return needs of investors and the sustainable development needs of the Company without any prejudice to the interests of the Company and all Shareholders.

IV. OVERALL EVALUATION

During the reporting period, I have adhered to the principles of objectivity, fairness, and independence, fully performed my role and fulfilled my obligations as an Independent Director with integrity and diligence in accordance with relevant laws, regulations and institutional requirements, paid close attention to the Company's development trends and provided more positive and effective opinions and suggestions for the Company's development by leveraging my professional knowledge and experience, thereby promoting the improvement and optimisation of the Company's governance structure, and actively safeguarding the legitimate rights and interests of all Shareholders, especially the minority Shareholders.

China Communications Construction Company Limited

Independent Director: ZHOU Xiaowen

29 January 2026

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

MEASURES FOR THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED

Chapter I General Provisions

Article 1 In order to establish a sound, scientific and standardized remuneration management along with incentive and restraint mechanisms of China Communications Construction Company Limited (hereinafter referred to as the “**Company**”), and to enhance the value creation capability and to promote the sustainable development of the Company, these Measures are formulated in accordance with the Company Law of the People’s Republic of China, the Securities Law of the People’s Republic of China, the Code of Corporate Governance for Listed Companies, the Administrative Measures for the Total Wages of Central Enterprises, the Rules Governing the Listing of Stocks on Shanghai Stock Exchange, and the Articles of Association of China Communications Construction Company Limited (hereinafter referred to as the “**Articles of Association**”), as well as other relevant provisions, taking into account the actual situation of the Company.

Article 2 These Measures shall apply to the directors and senior management as defined in the Articles of Association.

Article 3 For the purposes of these Measures, directors refer to the chairman of the Board, executive directors, non-executive directors, independent non-executive directors and employee directors of the Company; and senior management refers to the president, vice presidents, the chief financial officer, the secretary of the board of directors of the Company, and such other senior management personnel of the Company as recognized by the board of directors.

Article 4 The Company’s remuneration management shall adhere to the following principles:

- (I) Adhering to regulatory compliance, the Company’s remuneration management shall comply with applicable laws and regulations, as well as the relevant provisions of the superior regulatory authorities and the Articles of Association;
- (II) Adhering to strategy orientation, remuneration policies shall be aligned with market developments, industry benchmarks, the Company’s development strategies, operating performance and corporate culture;
- (III) Adhering to fairness and equity, remuneration distribution shall reflect internal fairness, external competitiveness and individual contribution. The increase in remuneration for senior management shall be coordinated with the Company’s economic benefits and the wage levels of its employees;
- (IV) Upholding the equal emphasis on incentives and constraints as well as the combination of short-term incentives with medium-to-long-term incentives, remuneration levels shall correspond to operational responsibilities and risks undertaken, and shall be linked to the Company’s market capitalization performance, individual performance, long-term shareholder returns and sustainable development objectives.

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

Article 5 These Measures constitute the fundamental standards and overall framework for the administration of remuneration for the Company’s directors and senior management. All working rules and regulations of the Company regarding remuneration management shall form an integral part of and be subordinate to these Measures. In the event of any inconsistency between these Measures and such subordinate rules or regulations, these Measures shall prevail.

Chapter II Mechanism for Determining the Total Wages

Article 6 The Company shall establish and refine a mechanism for determining the total wages that is fundamentally adapted to the labor market, aligned with corporate economic benefits, and commensurate with the input-output efficiency of labor costs, based on its development strategy, annual business objectives and economic benefits.

The determination of the Company’s total wages shall adhere to a benefit-oriented approach, linked to the growth of total profits and operating income, and finalized by comprehensively considering the Company’s annual assessment results. Pursuant to the national policies regarding the special list-based management of the total wages, where the Company encounters difficulties in budgeting the total wages based on the linkage with economic benefits due to the implementation of major reform and innovation initiatives, the Company may apply for special support, which shall be incorporated into the itemized management of the total wages.

Article 7 The Company shall reasonably determine the remuneration distribution ratio among directors, senior management and general employees by taking into account factors such as industry benchmarks, development strategies and post values. The Company shall steer remuneration distribution toward key positions, grassroots frontline personnel, urgently needed scientific and technological backbones, and highly skilled talents, thereby promoting the standardized and reasonable enhancement of the overall remuneration level for all employees of the Company.

Chapter III Remuneration Management

Article 8 The principal duties of the Remuneration and Appraisal Committee of the Board include:

- (I) To formulate the appraisal criteria for directors and senior management, conduct operational performance appraisal on the Company’s directors and senior management. The appraisal results shall serve as an important basis for remuneration distribution;
- (II) To formulate and review the remuneration policies and schemes for directors and senior management;
- (III) To supervise the implementation of the Company’s remuneration system;
- (IV) To formulate or change equity incentive plans, employee stock ownership plans, and conditions for incentive participants to be granted with and exercise interests;
- (V) To arrange stock ownership plans for subsidiaries to be spun off by directors and senior management;
- (VI) To handle other matters authorized by the Board.

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

When the Board or the Remuneration and Appraisal Committee deliberates on proposals relating to the remuneration of directors or senior management, the beneficiaries of the proposed remuneration and their related parties shall abstain from voting.

Where the Company records a shift from profit to loss or an increase in loss compared with the previous financial year, and the average performance-based remuneration of directors and senior management has not decreased correspondingly, the Company shall provide a specific explanation at each stage of deliberation as to whether such changes are consistent with the performance linkage requirements, together with disclosure of the reasons.

Article 9 With the approval of the China Securities Regulatory Commission or other competent authorities, senior management of the Company may hold concurrent positions within the controlling shareholder, China Communications Construction Group (Limited) (hereinafter referred to as “CCCCG”). Their remuneration and performance appraisal shall comply with both the relevant regulations of the Company and those of CCCC.

The Company’s directors holding concurrent posts shall comply with the relevant provisions of both the Company and the entities in which they hold such posts.

Article 10 Performance appraisal of the Company’s directors and senior management shall be organized by the Remuneration and Appraisal Committee. The Company may engage a third party to conduct such appraisals. For performance appraisals of senior management, the Remuneration and Appraisal Committee may delegate the detailed work to its working group, with the Remuneration and Appraisal Committee responsible for reviewing and confirming the final appraisal results.

Performance evaluation of independent directors shall be conducted through self-evaluation, mutual evaluation and other methods.

Article 11 Remuneration schemes for directors of the Company shall be determined by the general meeting and disclosed accordingly. Remuneration schemes for senior management shall be formulated by the Remuneration and Appraisal Committee of the Board, submitted to the Board for approval prior to implementation, reported to the general meeting, and disclosed accordingly.

Article 12 Relevant functional departments of the Company, including the human resources department and the strategic development and operations management department, shall assist the Remuneration and Appraisal Committee in formulating and implementing remuneration schemes for directors and senior management.

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

Chapter IV Structure, Standards, and Disbursement of Remuneration

Article 13 The remuneration for the directors of the Company shall be implemented according to the following standards based on their respective categories:

- (I) The remuneration for the chairman of the Board, executive directors, and employee directors shall be executed according to the remuneration management system and standards corresponding to their positions within the Company. They shall not receive any separate director allowances.
- (II) Non-executive directors who serve as full-time external directors of central enterprises shall not receive any remuneration or allowances from the Company.
- (III) The remuneration of independent non-executive directors shall be on an allowance system. The Board of Directors shall draft a proposal based on their annual performance evaluation results, which shall be submitted to the general meeting for approval.

The Company shall bear the reasonable expenses (such as transportation and accommodation fees) incurred by non-executive directors and independent non-executive directors in exercising their duties.

Article 14 The remuneration for senior management of the Company generally consists of basic salary, performance-based pay, and medium-to-long-term incentive income. The proportion of performance-based pay shall generally be no less than 50% of the total amount of basic salary plus performance-based pay.

Basic salary refers to the annual basic income, determined based on factors such as job responsibilities and market remuneration levels, and is paid monthly on a fixed basis.

Performance-based pay is linked to performance evaluations such as the Company's annual operating performance assessment results and individual annual job performance (assessment) results. A portion of the current year's performance-based pay may be advanced with the basic salary, and a certain proportion of the current year's performance-based pay shall be paid after the disclosure of the Company's annual report and the completion of the performance evaluation. Performance evaluations shall be conducted based on audited financial data.

The Company may legally implement medium-to-long-term incentive schemes such as term incentives, excess profit sharing, equity incentives, and employee shareholding plans. Specific schemes shall be implemented after being reviewed and approved through statutory procedures.

Article 15 The remuneration standards for senior management shall be implemented according to the relevant remuneration and assessment management systems of the Company based on their specific management positions and job levels. Generally, they shall not exceed the remuneration standard of the Company's chairman of the Board.

Article 16 The basic salary of directors and senior management shall be paid monthly.

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

Article 17 In the event that directors and senior management leave office due to general election, re-election, or job adjustments, their remuneration shall be calculated and disbursed based on their actual term of office and actual performance. If their term is not completed due to personal reasons, they shall not be entitled to term incentives.

Article 18 The Remuneration and Appraisal Committee of the Board of the Company may adjust the remuneration policy based on the regulations of the SASAC, advanced industry experience, changes in external market remuneration levels, the Company's profitability levels, and the achievement of business objectives.

Article 19 The basis for adjusting the remuneration of the Company's directors and senior management includes:

- (I) Management requirements and relevant regulations of superior regulatory bodies;
- (II) The remuneration growth levels of comparable companies in the same industry and position in the external market;
- (III) Inflation levels and the actual purchasing power levels of remuneration;
- (IV) The Company's profitability levels and the achievement of business objectives;
- (V) The Company's development strategy or organizational structure adjustments;
- (VI) Individual adjustments due to changes in position or job responsibilities.

Article 20 The Company may establish a deferred payment mechanism for performance-based pay for directors and senior management. The proportion and duration of the deferred payment shall match the business continuity period and risk duration of the relevant personnel.

The deferred payment scheme shall be formulated by the Remuneration and Appraisal Committee of the Board.

Article 21 When the Company retrospectively restates its financial reports due to financial fraud or misstatements, it shall promptly re-assess the performance-based pay and medium-to-long-term incentive income of directors and senior management and recover any excess payments accordingly.

If directors and senior management violate their duties and cause losses to the Company, or are at fault for illegal and non-compliant behaviors such as financial fraud, fund occupation, or non-compliant guarantees, the Company shall reduce or stop the payment of unpaid performance-based pay and medium-to-long-term incentive income based on the severity of the circumstances. Furthermore, the Company shall fully or partially recover the performance-based pay and medium-to-long-term incentive income already paid during the period when the relevant behaviors occurred.

APPENDIX II POLICY OF THE REMUNERATION MANAGEMENT OF DIRECTORS AND SENIOR MANAGEMENT OF THE COMPANY

If it is discovered after a director or member of senior management leaves office that there were circumstances during their term of office that require the recovery and deduction of remuneration as mentioned above, the Company retains the right to recover such remuneration from them.

Chapter V Supplementary Provisions

Article 22 The remuneration for directors and senior management is pre-tax income. Their individual income tax shall be withheld and paid by the Company on their behalf.

Article 23 For matters not covered by these Measures, or where inconsistencies exist with relevant laws, regulations, normative documents, and the Articles of Association, the provisions of the relevant laws, regulations, normative documents, and the Articles of Association shall prevail.

Article 24 These Measures shall be interpreted by the Board of Directors of the Company.

Article 25 These Measures shall be effective upon consideration and approval by the Company's general meeting.

NOTICE OF THE ANNUAL GENERAL MEETING

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中國交通建設股份有限公司 CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED

(A joint stock limited company incorporated in the People's Republic of China with limited liability)

(Stock Code: 1800)

NOTICE OF THE ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the annual general meeting (the “AGM”) of China Communications Construction Company Limited (the “Company”) will be held at CCCC Building, 85 De Sheng Men Wai Street, Xicheng District, Beijing, the PRC at 9:00 a.m. on Thursday, 18 June 2026 to consider and, if thought fit, to pass the following resolutions (unless otherwise indicated, capitalised terms used in this notice shall have the same meanings as those defined in the circular of the Company dated 29 May 2026):

Ordinary Resolutions

1. To consider and approve the distribution plan of profit for the year of 2025 and the authorization for the distribution of interim dividend for the year of 2026.
2. To consider and approve the proposed appointment of auditors for the year of 2026 and authorization to the Board to determine their respective remuneration.
3. To consider and approve the report of the Board for the year of 2025.
4. To consider and approve the reports of duty performance of the Independent Directors for the year of 2025.
5. To consider and approve the launch of asset-backed securitization not exceeding RMB99 billion.
6. To consider and approve proposed registration and issuance of bonds.
7. To consider and approve the estimated cap for the financing guarantees of the Group in 2026.
8. To consider and approve proposed formulation of the Policy of the Remuneration Management of Directors and Senior Management of the Company.

NOTICE OF THE ANNUAL GENERAL MEETING

Special Resolution

9. To consider and approve the proposed change of registered share capital and amendments to the Articles of Association.

By order of the Board

China Communications Construction Company Limited

LIU Zhengchang

Board Secretary

YU Jingjing

Company Secretary

Beijing, the PRC

29 May 2026

As at the date of this notice, the directors of the Company are SONG Hailiang, ZHANG Bingnan, LIU Xiang, GAO Chunlei, WU Aihong, CHAN Wing Tak Kevin[#], WANG Qingqin[#], LIU Ruchen[#] and YANG Xiangyang.

[#] *Independent non-executive Director*

Notes:

1. CLOSURE OF REGISTER OF MEMBERS AND ELIGIBILITY FOR ATTENDING THE AGM

For purpose of ascertaining Shareholders' entitlement to attend and vote at the AGM, the register of members of the Company will be closed from Monday, 15 June 2026 to Thursday, 18 June 2026 (both days inclusive), during which time no share transfers will be registered. Instruments of transfer accompanied by share certificates and other appropriate documents must be lodged with the Company's H Share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong no later than 4:30 p.m. on Friday, 12 June 2026. Shareholders of the Company whose names appear on the register of members of the Company at the opening of business on Thursday, 18 June 2026 are entitled to attend the AGM.

2. PROXY

Every Shareholder who has the right to attend and vote at the AGM is entitled to appoint one or more proxies, whether or not they are members of the Company, to attend and vote on his/her behalf at the AGM.

A proxy shall be appointed by an instrument in writing. Such instrument shall be signed by the appointer or his attorney duly authorised in writing. If the appointer is a legal person, then the instrument shall be signed under a legal person's seal or signed by its director or an attorney duly authorised in writing. The instrument appointing the proxy shall be deposited at the Company's H Share registrar, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong, not less than 24 hours before the time appointed for the holding of the AGM (i.e. before 9:00 a.m. on Wednesday, 17 June 2026). If the instrument appointing the proxy is signed by a person authorised by the appointer, the power of attorney or other document of authority under which the instrument is signed shall be notarised. The notarised power of attorney or other document of authority shall be deposited together and at the same time with the instrument appointing the proxy at the Company's H Share registrar. Return of a form of proxy will not preclude a Shareholder of the Company from attending in person and voting at the AGM if he so wishes.

If more than one proxy is appointed, such proxies shall only be entitled to vote by poll.

Shareholders or their proxies are required to produce their identification documents when attending the AGM.

3. OTHERS

The AGM is expected to last for around one hour. Shareholders and their proxies attending the meeting shall be responsible for their own travelling and accommodation expenses.