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)

VOLUNTARY ANNOUNCEMENT
EVALUATION REPORT ON THE IMPLEMENTATION OF THE ACTION PLAN FOR "IMPROVING QUALITY, INCREASING EFFICIENCY AND ENHANCING RETURNS" IN THE FIRST HALF OF 2026

This is a voluntary announcement made by China Communications Construction Company Limited (the "**Company**" or "**CCCC**").

Pursuant to relevant requirements of the CSRC's Guidelines for the Supervision of Listed Companies No. 10 – Market Value Management (《上市公司監管指引第10號–市值管理》) and Version 2.0 of the special actions of "Improving Quality, Increasing Efficiency and Enhancing Returns" issued by the Shanghai Stock Exchange, and in conjunction with the overall arrangements under the Company's 2026 Action Plan for "Improving Quality, Increasing Efficiency and Enhancing Returns", the Company has completed a comprehensive self-inspection and systematic assessment of the implementation of various initiatives for the first half of 2026. This report objectively discloses the Company's phased operating results, core investment value, existing operational shortcomings and optimisation measures for the second half of the year. It clearly communicates the Company's fundamentals, transformation progress and long-term development outlook. Details are set out below:

I. OVERVIEW OF OVERALL OPERATIONS AND SPECIAL ACTIONS FOR THE FIRST HALF OF THE YEAR

In the first half of the year, confronted with severe tests arising from multiple overlapping challenges, the Company adhered to the principle of prudent operation, coordinated risk prevention and control with transformation and upgrading, and accelerated efforts to improve quality and efficiency of its core businesses as well as optimise compliance governance, thereby achieving a steady start to operations, with fundamentals remaining solid with positive momentum. In terms of core operating performance, the value of new contracts and revenue reached RMB902,949 million and RMB333,160 million, respectively, representing 47% and 43% of the respective annual targets. Overseas business delivered particularly strong performance, with the value of new contracts and revenue exceeding RMB241,678 million and RMB88,944 million, respectively, representing a year-on-year increase exceeding 20.61% and 30.53%, respectively. The overall contribution of this segment increased markedly, effectively offsetting domestic market pressures.

II. IMPLEMENTATION STATUS AND RESULTS OF MAJOR MEASURES IN THE ACTION PLAN

In the first half of the year, centring on the core goal of "Improving Quality, Increasing Efficiency and Enhancing Returns", the Company focused on five key dimensions including operational quality improvement, governance optimisation, enhanced disclosure efficiency, shareholder returns and social responsibility, and steadily implemented all special measures in the annual plan.

(I) Enhancing the Quality and Efficiency of Business Development to Consolidate the Foundation for High-quality Development

1. **The Company conducted in depth development of its main responsibility and principal business, and consolidated its competitive advantages in key fields. The Company has provided in-depth support for major national strategies.** The Pinglu Canal (平陸運河) achieved full-line water flow. We have won bids for key projects including the Qingyuan-Zhuhai Expressway, the Capital Region Ring Expressway (G95) and the G3033 Kuitun-Dunshanzi-Kuqa Expressway. Projects such as the Baishazhou Yangtze River Rail-road Bridge and the Foshan-Guangzhou-Dongguan Intercity Railway were successfully launched. The Shanghai "Offshore Wind-powered" Undersea Data Centre was completed and put into operation. **The Company has further integrated into the "Belt and Road" Initiative construction.** Steady progress was made on the East Coast Rail Link in Malaysia and the Colombo Port City in Sri Lanka. The Conservancy Project of Techo Funan Canal in Cambodia and Phase II of the Nairobi-Malaba Railway commenced construction as scheduled. The first train of Bogota Metro Line 1 completed main-line testing. These landmark overseas projects continue to deliver notable demonstration value. **The Company kept**

expanding its “five wholes” business footprint. Its market share in publicly-tendered domestic water transportation projects maintained an industry-leading position. Multiple projects have commenced, including the Jing-tang Port Area of Tangshan Port, the “Port-Access-Park-Linkage (通港達園)” project along the Shaying River, and the Fodu Operation Area of the Ningbo Zhoushan Port, and our marine ecological restoration projects have covered major coastal provinces across China. The integrated urban development business is transforming towards industrial operations, with niche business segments taking shape in mine restoration, comprehensive land consolidation and smart fisheries. In digital infrastructure, benchmark projects such as the Guangdong-Hong Kong-Macao Smart Waterway and the integrated vehicle-road-cloud transformation have been implemented. For housing construction business, the Company has established an industrialised standard system, independently developed a lightweight building machine, and multiple construction robots have undergone cumulative trial operations of over 2,000 hours, driving continuous improvement in intelligent construction capabilities.

2. **The Company has accelerated the fostering of new quality productive forces and continuously strengthened its science-technology-driven momentum. Positive progress has been achieved in strategic emerging industries and integrated development.** The Operational Guidelines for “Eight-Network Integration” have been compiled, and the “five wholes and four bigs” industrial map has been established. A number of benchmark projects have been implemented. The “Tuqiang (圖強號)” 20MW deep-sea floating wind power project has achieved technological breakthroughs, and the layout of new energy businesses has been further deepened. **Multiple breakthroughs have been made in key scientific and technological research.** The Company has won four 2025 National Science and Technology Progress Awards. It is the only central state-owned enterprise in the construction sector recognised by the State-owned Assets Supervision and Administration Commission (SASAC) as an “Enterprise with Notable Achievements in Scientific and Technological Innovation for 2025”, with its solid scientific and technological innovation capabilities continuing to lead the industry. **Digital and intelligent empowerment has accelerated efficiency and productivity gains.** Version 1.0 of the Company’s Jiaorong large model has been developed and cumulative token invocations have exceeded 260 billion. Multiple AI achievements have been selected as typical cases by the Ministry of Industry and Information Technology (MIIT) and SASAC. **Notable progress has been made in green and low-carbon transition.** The Company issued the “Special Plan for a Zero-carbon Economy”, established 22 cross-sector demonstration projects, and had 47 projects selected for the “2026 Practical Cases for Beautiful Transport Development”. It also issued the first green bond in the port machinery industry. Systems for green financing, green construction and green operation have been continuously improved.

3. **The Company has achieved improved quality and efficiency in operation management and control and realised continuous optimisation of its asset structure. The cost-control system has been steadily enhanced.** An integrated intelligent bidding and procurement system has been established, embedded with an AI-powered risk-control module to enable automatic interception of procurement risks, full-process traceability and linked supervision, driving continuous improvement in refined project management and control. A "1+5+N" institutional framework for high-quality project management has been formulated, together with the issuance of supporting management manuals and an online control platform covering five professional quotas. **Asset revitalisation and structural optimisation are progressing in an orderly manner.** The "Measures for the Operation and Administration of Asset Management" have been issued to institutionalise and standardise the disposal and revitalisation process of existing assets. Asset securitisation business of up to RMB99,000 million has been initiated to accelerate the exit of inefficient and non-performing assets and the efficient circulation of high-quality assets. The asset structure is steadily transforming towards being better-structured, more flexible and more sustainable. **Breakthrough results have been achieved in the tough campaign for cash flow and receivables management.** The "Six-pronged Comprehensive Review Plan for Financial Funds" has been rolled out, resulting in a year-on-year reduction of RMB16,435 million in operating net cash outflows. Full efforts have been made to resolve local overdue receivables, resulting in notable improvement in collection quality and continuous reduction of stock risks. The debt structure has been further optimised through "swapping high-interest liabilities for low-interest ones and short-term liabilities for long-term ones". Statistics show that the average financing cost of interest-bearing liabilities decreased by another 0.24 percentage points.

(II) Enhancing the Quality and Effectiveness of Corporate Governance and Strengthening the Capacity for Standardised Operations

1. **The governance framework was continuously optimised, with governance effectiveness cascaded in depth. The standardised operation of the Board was further deepened.** The general meeting reviewed and approved the "Regulations on the Remuneration of Directors and Senior Management", and planned to revise four sets of terms of reference of special committees such as the "Terms of Reference of the Audit and Risk Committee of the Board of Directors", and the "Work System for the Board Secretary", dynamically optimised the "List of Matters for Deliberation by Corporate Governance Bodies", continuously refined the powers and responsibilities of each governance body, strengthened the professional performance of specialised committees, and improved the closed-loop governance system. **The re-election of the Board and appointment of additional directors were smoothly completed.** Following the re-election, the Board maintained a balanced professional composition with compliant membership, with one employee director and one female director newly appointed. Focusing on core tasks such as the formulation of the 15th Five-Year Plan, the cultivation of new-quality productive forces and comprehensive risk governance, the external directors, in collaboration with senior management, organised five thematic research visits covering key projects, core subsidiaries and grassroots operating entities to gain an accurate understanding of the operational challenges at the grassroots level, weaknesses in internal controls and calls for reform, providing robust support for the Board's informed decision-making and targeted policy implementation. **Independent directors fully exercised their role in performing their duties independently and prudently.** In the first half of the year, the external directors conducted comprehensive pre-reviews for core matters such as strategic planning and major investment and financing initiatives. With focus on key aspects such as strategic alignment, compliance procedures and risk control, they carried out in-depth deliberation and risk screening and put forward more than 100 professional comments, effectively addressing shortcomings in operational management and internal control governance.

2. **Compliance management was comprehensively deepened, and risk defense was continuously reinforced.** Targeted governance in key areas was advanced in depth. The Company established the "1+2+8+47" special system for overseas governance, conducted in-depth on-site supervision and full-tier data reviews across all levels for key overseas business units, with the aim of addressing compliance risks in overseas operations and ensuring the sound operation of overseas business. The Company systematically carried out special governance initiatives in the areas of engineering construction and bidding activities, achieving full coverage of accountability frameworks, segmented responsibility assignments with overall guarantees, and inspection and rectification work, resulting in significant progress in tackling long-standing issues within the industry. **Compliance look-through supervision was put in place with measurable outcomes.** Drawing on the compliance look-through supervision system, the Company embedded compliance controls across major special initiatives, entire project lifecycles and the whole contract management process to prevent or recover substantial economic losses. **The connected transaction management system was upgraded.** The Company completed the iterative upgrade of connected transaction system version 2.0, breaking down data silos between finance, operations and contracts to achieve end-to-end online closed-loop management of the integration of business and finance, reducing costs and improving efficiency with no connected transaction violations recorded during the first half of the year, and the level of compliance governance continuing to meet stringent regulatory requirements applicable to listed companies. **Financial and safety risk management was continuously strengthened.** The Company dynamically optimised its debt structure, strictly controlled the scale of interest-bearing liabilities, and intensified the rectification of problematic projects, steadily improving its financial health. The Company strictly implemented work safety management principles, established a dynamic reporting and management system for workplace, promoted standardised safety management models, and refined a full-dimensional risk prevention and control system covering quality, safety and environmental protection, effectively mitigating major operational risks.

3. **Empowered by institutional and systemic reforms, the dynamism of development was effectively stimulated.** The operational mechanism was continuously optimised. The Company has further refined its "1+5+N" overseas operational system, fully launched the "one platform, one institute, one bureau" community-of-interest mechanism across multiple countries and industrial chains, and piloted the "country-specific joint-stock company" initiative in Indonesia, steadily boosting the flexibility and competitiveness of overseas businesses. The Company optimised and upgraded its operating performance appraisal system to enhance the accuracy, rationality and effectiveness of the appraisal framework, giving full play to the guiding role of performance appraisal. The Company fully implemented the "Iron Triangle" market development synergy and the mechanism for mutual empowerment between domestic and international operations, enabling the synergy efficiency of market operations to be continuously unlocked. **Efforts to build an adaptive organisation were continuing.** Accelerated the establishment of a "Six-Type" headquarters, built a collaborative operational system encompassing "front, middle and back offices", and continuously clarified the functional boundaries and governance coordination mechanisms between business divisions and regional headquarters. The Company steadily advanced the strategic restructuring of its subsidiaries, completed the integration of multiple entities, including the CCCC Mechanical & Electrical Engineering Co., Ltd. with the China Highway Vehicle & Machinery Co., Ltd., and CCCC Urban Investment Holding Co., Ltd. with CCCC Ocean Investment Holding Company Limited, successfully carried out the restructuring of CCCC Asset Management Company Limited and China Infrastructure Maintenance Group Co., Ltd., resulting in continuous improvements in the efficiency of resource allocation and the level of industrial synergy.

(III) Improving the Quality and Efficiency of Information Disclosure, Enhancing the Effectiveness of Value Delivery

1. **Strictly adhering to compliance disclosure standards and enhancing the quality control system. Effectively operating a multi-tiered and precise verification mechanism.** The Company rigorously implemented a three-tier verification mechanism encompassing "dual-person checks, hierarchical reviews, and final approval", under which core operating data, financial indicators, and key matters in announcements were subject to cross-verification, simultaneously relying on our "Document Intelligent Verification System" for supplemental verification, to continuously safeguard the accuracy and reliability of our disclosures. The Company received a Class A (Excellent) rating of information disclosure work by the Shanghai Stock Exchange for 12 consecutive years. **Innovatively advancing its integrated domestic and overseas disclosures.** Starting from the 2026 interim report, the Company's A-share and H-share periodic reports will be uniformly prepared applying the PRC Accounting Standards, ensuring that financial data across both markets is derived from the same source and on the same basis, and that material matters are disclosed simultaneously, aiming to break down the barriers between domestic and overseas disclosures. This represents the first institutional optimisation and upgrade since the Company's listing, enabling it to effectively simplify the reporting, preparation and review process, reduce compliance risks, and save disclosure costs. **Continuously optimising its information disclosure process.** The Company optimised and improved its "Procedures for the Publication of Information Disclosures on the Exchange Website" and the "Explanation of the Information Submission Process for Securities Regulatory Work", which cover the entire chain of regulatory liaison, classified treatment, internal coordination, review and submission, archiving of records, and emergency response. Besides, it also deployed dedicated personnel and positions responsible for information disclosure and regulatory liaison, and regularly maintained core records such as the Company's corporate information, shareholdings of directors and senior management, insiders of inside information, and appointments for periodic reports, ensuring the disclosures are made in a standardised and orderly manner.

2. **Focusing on investor needs and enhancing the effectiveness of disclosures. Continuously enhancing the disclosure on risks and uncertainties.** In periodic reports, quantitative analysis was conducted on ten categories of risks, including macroeconomic fluctuations, international operations, and exchange rate and interest rate fluctuations, while risk control measures across the full lifecycle of infrastructure projects were also disclosed, thereby comprehensively addressing market concerns regarding risks. **Streamlining the disclosure to achieve high efficiency.** The Company continuously optimised the "Key Investor Concerns and Index" module, establishing keyword indexes for eight topics frequently concerned by investors, including market value management, dividend policy, international deployment, technological innovation, and ESG and sustainability, thereby improving the readability of our reports. The Management Discussion and Analysis section was streamlined and optimised, presenting in-depth analysis focusing on industry trends and the logic behind data changes, while eliminating generalised and formulaic descriptions. **Continuously enriching the forms of visualised disclosure.** The Company continuously optimised the "infographic-style report" presentation model, visually presenting the trends in core operating indicators and changes in business structure. Relying on dedicated columns launched on the "Investor Relations" WeChat official account, the core content of our reports is delivered by graphic interpretations, lowering the barrier for investors to understand our disclosures. **Further advancing the disclosure on value-oriented information.** The Company proactively added core content on our "five wholes" business layout, the effectiveness of transformation in traditional businesses, and market development in new businesses, precisely aligning with investors' research needs and promoting the transformation of our disclosure practice from "compliance-based" to "value transmission". **Steadily upgrading disclosure management capabilities.** The Company continuously tracked the development of regulatory rules and conducted regular compliance training for directors, senior management, and the securities affairs team, consistently enhancing its proactive compliance capabilities. It continuously refined the processes in areas such as cross-departmental coordination and emergency response, promoting the evolution of the information disclosure from "passive response" to "proactive management".

(IV) Improving the Quality and Efficiency of Investor Returns, and Deepening Value-centred Operation and Market Value Management

1. **Steadily implementing the shareholder return mechanism. Implementing the annual cash dividend plan.** As of the end of reporting period, the Company had completed the distribution of 2025 final cash dividend, with aggregate annual cash dividends of approximately RMB3,172 million, representing an annual dividend yield of 2.5%, continuously demonstrating the Company's robust operating strength and long-term investment value. **Conveying market confidence through share repurchases and shareholding increases.** The Company has completed the annual share repurchase and shareholding increase initiative. Since 2025, the Company and its controlling shareholder, CCCG, have implemented share repurchases and shareholding increases with an aggregate amount of approximately RMB751 million, and all repurchased shares had been cancelled, and no reduction in shareholding occurred during the shareholding increase period, thereby effectively conveying management and controlling shareholder's firm confidence in the Company's development prospect.

2. **Precise and efficient management on investor relations. Efficiently responding to investors' interaction and inquiries.** Leveraging channels including the SSE E-interactive platform, investor hotline, and IR email, the Company operated a dedicated staffing and time-limited response mechanism, responding efficiently to over one hundred investor inquiries in the first half of the year. Regular market sentiment monitoring was conducted to track capital market dynamics in real time, promptly clarifying false information and stabilising market expectations. **Carrying out a high-quality performance results communication.** The Company held high-quality results briefings on a quarterly basis, precisely aligning with the differentiated focus of investors in Shanghai and Hong Kong. The Chairman of the board of directors participated throughout the annual results briefing to provide a comprehensive explanation of the Company's operating conditions, strategic planning and development prospects. **Continuously deepening investor relations communication.** The Company regularly conducted in-depth one-on-one communications with core institutions and key shareholders, precisely capturing market demands and responding to market concerns. Leveraging tools such as the "one-click-through" online voting function for general meetings, the Company kept channels open for investor complaints, suggestions and feedback, effectively safeguarding the legitimate rights and interests of minority investors.

3. **Deepening of market value management system. Continuously improving the market value management system.** The Company improved its "1+7+N" market value management system, and deeply advanced the implementation of the Special Action of "Improving Quality, Increasing Efficiency and Enhancing Returns" (Version 2.0). It conducted research visits to three industry-leading central state-owned enterprises to learn from their advanced experience and continuously optimise its own market value management measures. Specialised trainings on market value management were carried out on a regular basis, covering over 2,500 participants, aligning the market value management philosophy across the entire workforce, and fostering a market value management framework featuring full participation and comprehensive advancement. **Orderly promoting the integration of industry and finance.** Under the premise of compliance, the Company prudently deployed venture capital funds and project funds to support the cultivation of strategic emerging industries and the commercialisation of technological achievements. The Company systematically advanced the reserve, incubation and cultivation of subsidiaries with listing potential, so as to enhance the overall quality of the listed companies. **Continuously enhancing the prevention of major risks.** The Company carried out special actions on the prevention and control of major debt risks, strengthened the dynamic control of interest-bearing liabilities to ensure that they are maintained at a reasonable level. It also enhanced the dynamic monitoring of overseas funds to safeguard the security of overseas funds.

(V) Improving the Quality and Efficiency of Social Responsibility Initiatives, Demonstrating the Responsibility of a Central SOE

1. **Continuous upgrading of ESG governance and disclosure.** We released our 2025 ESG Report and were awarded the highest "Five Star Excellence" rating. Our MSCI ESG rating was upgraded from "B" to "BBB", and we were included in the *New Fortune* "Best in Class ESG Practitioner" list. Benchmarking against mainstream international rating standards, we keep improving the quality of ESG disclosure and further embed ESG concepts into the full cycle of investment decisions, project construction and operational management. We ranked 8th among central SOEs in brand building benchmarking assessment, and have obtained the top grade "Excellent" rating in the performance assessment for paired assistance work by central authorities for eight consecutive years.

2. **Further advancing the green and low-carbon transition.** Focusing on green transportation, green cities, green energy, green materials and green construction, we advance comprehensive green transformation across the board. We continue to deepen the R&D and application of green low-carbon technologies. The number of green factories and green projects has grown steadily, and breakthrough progress has been achieved in green financing, building a full chain green development system in an all round manner.

3. **Full demonstration of central-SOE social responsibility.** We provide in depth support for major national strategies, fully advance the "Belt and Road" Initiative, and drive coordinated development across the industrial chain. We properly settle overdue payments owed to small and medium sized enterprises to safeguard their legitimate rights and interests. We proactively took initiatives to shoulder responsibilities in responding to major disasters, participating in flood rescue operations in Hunan, Guangdong, Guangxi and Liaoning, as well as mountain collapse rescue missions in Chongqing, earnestly fulfilling the social obligations of a central SOE.

III. MAJOR CHALLENGES CURRENTLY FACED AND PLANS FOR THE NEXT PHASE OF WORK

(I) Major Challenges Faced

Revenue from core traditional businesses such as road and bridge and municipal works has declined with weak value adding capacity, bringing substantial pressure for transformation and upgrading. Strategic emerging industries have yet to deliver scale benefits, lacking stable bulk orders, and new growth drivers are being cultivated at a relatively slow pace. Progress in revitalising legacy assets lags behind expectations. The scale of overdue receivables from local government linked entities is substantial with lengthy collection cycles, weighing down operating performance and cash flows. Notwithstanding sound intrinsic fundamentals, the Company's A+H share valuations have long stayed subdued. The capital markets have not fully recognised the outcomes of corporate transformation and long term value, posing heavy tasks for valuation recovery.

(II) Plans for the Next Phase of Work

We will strengthen and optimise traditional core businesses, source high quality projects, boost earnings from overseas operations, scale up the roll out of "Eight-Network Integration", rectify problematic projects, and lift core business profitability via refined management. We will step up R&D of core technologies and commercialisation of scientific and technological achievements, scale up emerging industries including new energy and digital economy, and accelerate deployment in cutting edge sectors. We will push forward restructuring and streamlining of subsidiaries, deepen the reform of the three systems to galvanise organisational vitality, revitalise legacy assets by category, and intensify collection of outstanding receivables. Centring on high quality development, we will strictly observe compliance operation boundaries, enhance compliance governance and risk prevention and control, enforce risk controls over safety, quality, capital and capital market related compliance, and build a comprehensive safety shield for business operations. We will strengthen ESG development and brand value communication, optimise investor engagement mechanisms, communicate the genuine corporate value, correct market perception bias, drive market capitalisation back to a reasonable range, and stabilise returns to shareholders.

The Company will continuously evaluate and periodically disclose implementation progress of action plans in compliance with regulatory requirements. Forward looking statements concerning future plans and development strategies contained in the assessment report on implementation of the "Improving Quality, Increasing Efficiency and Enhancing Returns" action plan for the first half of 2026 do not constitute substantive commitments by the Company to investors. Investors are reminded to exercise caution with investment risks.

By Order of the Board
China Communications Construction Company Limited
LIU Zhengchang **YU Jingjing**
Board Secretary *Company Secretary*

Beijing, the PRC
27 August 2026

As at the date of this announcement, 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*