2024 Annual Results Presentation of China Communications Construction (601800SH,1800HK)

Time: 15:00-16:30, March 31, 2025

Location: 2F, CCCC Building

Attendees of the Company:

Executive Director and President,Wang Haihuai

Independent Non-executive Director,Liu Hui

CFO and Board Secretary,Liu Zhengchang

Vice President,Yang Zhichao,

Overseas Business Director,Tang Qiaoliang

Executive Director and Chairman of CCCC Design,Cui Yuping

Moderator:

Deputy Director of the Board Office (Capital Department),Yu Jingjing

Attending agencies:

More than 20 institutions, including GF Securities, Huatai Securities, Galaxy Securities, and CITIC Securities.

Part II Q & A Session

I. Questions from Netizens

1. New contracts secured by the Company amounted to RMB 1,881.2 billion, reflecting an annual growth rate that surpasses the

industry average. The orders for 2025 are planned to increase by 7.1%. Does the Company have confidence in achieving the annual target? Which business or project areas serve as the primary sources of business growth?

Wang Haihuai: The year 2024 represents a period of steady growth and stable progress for the construction industry, despite the challenges posed by the downturn in the real estate market and local debt liquidation, among other factors. Nevertheless, the Company has managed to achieve commendable performance. In particular, a YoY growth of 7.3% was realized in the indicator of new contracts, primarily attributable to the increased proportion of new contracts signed for overseas projects, as well as the emergence of new drivers in the domestic market, such as urban construction, water conservancy, and energy projects. This growth was accomplished by reducing the size of the investment segment and adjusting the investment structure, which remains a challenging endeavor.

The target for the new contract amount in 2025 is to attain a YoY growth rate of no less than 7.1%. We are highly confident in our ability to meet this target. **From a domestic perspective**, particularly following the meeting of the Political Bureau of the Central Committee of the CPC in September of the previous year, a series of policies for debt liquidation, macroeconomic policies aimed at stable growth and policies for cyclical adjustments were introduced. The government has intensified policy support for the "major strategy implementation and capacity building for safety in major sectors" and "large-scale equipment upgrade and consumer goods trade-in", with infrastructure remaining the primary focus for ensuring steady national growth. Following the "NPC & CPPCC meetings" of this year, the projected growth target for GDP in 2025 remains approximately 5%. Consequently, domestic fixed asset investment is anticipated to experience an improvement compared to the previous year. Data from January and February of this year indicate that all local governments are making concerted efforts. **From an international perspective**, the Company experienced commendable growth last year. This year, persistent efforts will be made to advance the "Internationalization 2.0" in-depth reform plan and actively facilitate the fulfillment of the "14th Five-Year Plan" and the tasks related to the "15th Five-Year Plan". The overseas market remains a significant growth driver for the Company's new contracts.

Considering the macroeconomic environment both domestically and internationally, we are confident that a robust foundation is available for business growth. To be specific:

1. Align with national strategies. The Company will focus on the highlights of national strategies, such as the "major strategy implementation and capacity building for safety in major sectors" and "large-scale equipment upgrade and consumer goods trade-in" and the support of national and special debts related to people's livelihood. **2. Depend on domestic and international markets**. The Company will coordinate domestic and international markets with particular emphasis on the consolidation of traditional core businesses, including roads, ports, channels and dredging. **3. Upgrade modern infrastructure**. This initiative covers areas such as port-rail multimodal transport, underground pipe networks and corridors, national water network construction, and establishment of high-standard farmland. The government has recently declared that by 2035, existing farmland that meets certain conditions will be transformed into high-standard farmland, thereby unlocking substantial market potential. **4. Formulate urbanization and urban renewal initiatives.** The Company will further promote the "three major projects", including low-income housing, transformation of villages within villages, and development of facilities for peacetime and emergencies. The resilient urban construction market is substantially huge. **5. Undertake new infrastructure projects.** The Company will accelerate green development and digital empowerment in areas such as smart transportation and smart cities. **6. Generate new drivers with new quality productive forces.** The Company will enhance the empowerment of scientific and technological innovation, facilitate the application of intelligent and green technologies, and modernize the industry chain.

In relation to these six areas, the Company remains committed to the principal strategy of pursuing progress while ensuring stability. "Stability" refers to the consolidation of our core businesses and traditional markets, whereas "progress" entails enhancing scientific and technological innovation as well as green empowerment within the new quality productive forces and emerging business areas. This approach aims to achieve the annual growth target for new contracts.

2. The downward pressure on the domestic construction industry continues to intensify, forcing the industry to expedite transformation and strategic planning. How can the Company realize the reciprocal empowerment and mutual support between traditional advantageous industries and emerging industries? What factors must be taken into account in the development of new quality productive forces? What are the future targets and plans, and when is the Company's second growth curve expected to be established?

Wang Haihuai: The Company has defined this year as the "Year of Breakthroughs in High-Quality Development", and is committed to the fundamental principle of advancing while ensuring stability through expediting the development of new quality productive forces. In response to the significant adjustments within the traditional construction industry market and the accompanying challenges, the Company has proactively formulated the following solutions.

1. Enhancement of strategy implementation. Focus on the primary responsibilities and core businesses, further enhance and refine the practices in traditional advantageous areas of comprehensive transportation and big city, prioritize international expansion, and businesses related to rivers, lakes and seas.

2. Enhancement of quality and efficiency to expedite the transition from a scale-driven to a value-driven approach. Adjust and optimize the market structure, investment business structure, and profit structure, and improve the efficiency of traditional core businesses via digital management. The investment business softly landed last year, with the overall investment scale being effectively managed. The new contract amount for investment projects was approximately RMB 130 billion, representing a YoY decrease of about 40%. Notably, over 90% of the Company's growth in new contracts originated from projects funded by international institutions. This year, the Company must persist in robustly strengthening and expanding the projects funded by international institutions, ensuring meticulous investment practices, and transitioning away from an investment-driven and debt-driven development model. Through scientific and technological innovation, research on "bottleneck" technologies will be accelerated to empower traditional industries.

3. Development of new quality productive forces. Accelerate the development of several specialized platform companies focusing on "strategic emerging industries" and "new industries, new formats and new modes". The Company's strategic emerging industries primarily cover the 8 key areas such as new generation of information technology, energy conservation and environmental protection, new energy, new materials, high-end equipment manufacturing, etc. Currently, sustained efforts are made in specialized areas such as offshore wind power, the industrial application of Beidou technology, offshore cable laying, and ocean engineering. The businesses concerning "new industries, new formats and new modes" primarily focus on strategic emerging industries and their corresponding new forms and models. The key areas include the digital management of supply chains and the three chains (industry chain, innovation chain and value chain), covering the management of municipal facilities and financial leasing services, with the aim of further extending the industry.

Based on the results, in 2024, the Company secured new contracts in the aforementioned new business areas amounting to RMB 705.3 billion, demonstrating a significant YoY growth rate with an increase of 46%. By project types, the top three are as follows: energy conservation and environmental protection (40%), new energy (24%) and new materials (15%). The businesses concerning new industries, new formats and new modes have initially formed new drivers for the Company's second growth curve.

The Company will subsequently focus on the "new industries, new formats and new modes" alongside "strategic emerging industries" as the primary arenas and trajectories for business transformation and upgrade. Efforts will be made to further augment the value and profitability of "strategic emerging industries", fortify the integrated framework both domestically and internationally, and proactively plan for "Internationalization 3.0". We have already delineated the industry chain layout in key countries, which contains the businesses related to "strategic emerging industries" and "new industries, new formats and new modes". In summary, the Company will enhance the comprehensive planning of both domestic and international development with focus on independent innovation in science and technology and novel technological sources, and proactively establish a framework for new novel technological sources for deep sea and deep earth projects, thereby significantly improving the scientific and technological capabilities and providing robust impetus for high-quality development.

II. Questions over the Phone or on the Spot

1. Since the implementation of the debt liquidation policy last year, the Company's cash flow in 2024 has stabilized to a certain extent compared to that in 2023. Could you please provide an overview of the current payment collections of projects in progress?

Liu Zhengchang: The operating cash flow in 2024 was a net inflow of RMB 12.5 billion, reflecting continuous improvement from the previous year. Last year, a package of debt liquidation policies were introduced in China, and promptly learned, interpreted, and effectively leveraged by the Company to actively settle outstanding debts and promptly make statistics of arrears at the Company level. All local subsidiaries enhanced their proactive engagement and communication with local governments and owners, significantly improving the payment collection outcomes. The debt liquidation policy has been instrumental in enhancing the Company's operating cash flow. This year, the Company will continue to enhance the project arrears settlement efforts and optimize the operating cash flow.

2. With respect to the investment plan, the Company indicated in the report that the scale of BOT projects will be further reduced.

What are the Company's strategic guidelines for investment activities in 2025?

Liu Zhengchang: Since 2021, the Company has progressively enhanced the management of its investment projects through the following steps: 1. Elevate the project quality and rigorously enforce stringent admission criteria; 2. Improve management efficiency and optimize resource allocation; 3. Highlight investment return and increase income level. In 2025, the Company will further strengthen investment in accordance with the fundamental principle of "revenue determines expenditure". Greater emphasis will be placed on assessing whether the basic economic indicators of investment projects meet the Company's internal review standards and whether the external market environment is favorable. Additionally, efforts will be intensified to reinforce the stringent constraints of the fundamental conditions of investment projects so that the effectiveness of investments is guaranteed and the value is maximized.

3. As a central government-owned enterprise specializing in infrastructure construction, what strengths does the Company possess in the industrial and energy areas? Are there any plans for mergers and acquisitions?

Wang Haihuai: Currently, the Company has built strengths along the industry chain within the areas of modern integrated transportation and urban development. In the area of industrial manufacturing, representatives include CCCC Tianhe Mechanical Equipment Manufacturing Co., Ltd., an expert dedicated to the research, development, and manufacturing of shield machines, and CCCC Xi'an Road Construction Machinery Co., Ltd., a professional manufacturer engaged in expressway pavement construction. Meanwhile, Shanghai Zhenhua Heavy Industries Co., Ltd., controlled by China Communications Construction Group, the principal shareholder of the Company, has secured over 70% of the global market share in the areas of automated terminal and shore bridge equipment manufacturing. Beijing OriginWater Technology Co., Ltd., a high-tech enterprise specializing in membrane technology, is actively pursuing advancements in the import substitution of seawater desalination membranes and high-end medical membranes. Last year, the Equipment Division was set up to oversee the high-quality development of the equipment manufacturing sector. The Company aims to foster a group of leading enterprises within the industrial area, focusing on new industry-related trajectories, and to build our core competitive edge. In the subsequent phase, construction plans will be initiated to facilitate the high-end, green and intelligent development of the equipment manufacturing segment, thereby promoting the comprehensive upgrade of the traditional manufacturing industry.

In the energy area, the Company primarily focuses on offshore wind power. Enterprises represented by CCCC Third Harbor Engineering Co., Ltd. have secured over 50% of the domestic market share in the installation, operation and maintenance segments of offshore wind power infrastructure. Meanwhile, at the level of China Communications Construction Group, China International Water & Electric Corp. has been transferred to the Group through professional restructuring and integration. Its primary business activities include the investment, construction, and operation of international hydroelectric stations. Next, active efforts will be made to facilitate the transformation of China International Water & Electric Corp. into an integrated clean energy service provider at home and abroad.

Regarding mergers and acquisitions, the Company is currently not focusing on its scale but may engage in some appropriate mergers and acquisitions as the case may be to emphasize the enhancement and supplementation of the industry chain, as well as the consolidation of core technological competitiveness.

4. At present, "Internationalization 2.0" has been fully implemented. What are the key highlights of the Company's overseas business?

Tang Qiaoliang: This year marks the second year of the "Internationalization 2.0" in-depth reform. The progress can be summarized and reflected in two primary aspects: 1. The effects of the reform will become more pronounced, with the conversion rate of revenue from overseas projects continuing to rise. Additionally, the structure of overseas revenue will undergo further optimization. 2. The

"Internationalization 2.0" in-depth reform will be intricately aligned with the eight initiatives of the collaborative "Belt and Road" project and the China-Africa cooperation framework. The Company will intensify its efforts in market expansion within the areas of the African transportation backbone network, Southeast Asian connectivity, and new energy development in the Middle East while ensuring sustained revenue growth.

5. What is the Company's outlook for urban and municipal business demands this year? What are the trends observed from the project implementation?

Yang Zhichao: Following the adjustment of the business structure, the urban business has been further segmented. In 2024, apart from the segments related to comprehensive urban development, other business segments also experienced a high growth rate. This year, a cautious but optimistic attitude will be maintained since the business demand in cities has transitioned from merely meeting basic needs to an improvement stage and the future development potential is considerable. The Company is actively expanding its presence in urban business areas, including municipal construction. Notably, during our early involvement in city health examination and lifeline engineering, numerous business needs have been identified and based on to offer more precise value-added services. Consequently, the performance related to new contracts executed this year will be better.

6. According to the Company's business plan objectives for the year 2025, the projected growth rate for new contracts is set to 7% or higher, while the anticipated growth rate for operating income is expected to surpass 5%. What are your considerations?

Wang Haihuai: The financial statements indicate that the conversion rate of the Company's new contracts in the domestic market has declined in recent years. The primary reason for this decline is that the collection of payments for certain projects did not meet expectations, resulting in a low contract conversion rate. However, a series of comprehensive measures are implemented to enhance operating cash flow, resulting in a net inflow exceeding RMB 12 billion. In the future, the production schedule and contract revenue conversion will be closely integrated with risk control and payment collection. The production schedules for projects that can ensure payment collection will be more rigorously organized. Projects with payment collections falling below expectations will be subject to enhanced progress and risk control. With the implementation of the national debt liquidation policy, the contract conversion rate is anticipated to surpass that of the previous year, with a projected income growth rate of approximately 5%.

7. What is the Company's outlook for gross profit margin for overseas business? What is the current state of development in the European market?

Tang Qiaoliang: In 2024, the gross profit margin of the Company's overseas business was approximately 10%. Subsequently, the Company will endeavor to enhance the overseas gross profit margin in alignment with the in-depth reform requirements of "Internationalization 2.0" and the strategic planning process of "Internationalization 3.0".

For overseas market expansion, the European market has consistently been a primary focus of our company. In the Q1 of this year, a significant breakthrough in the Nordic region was achieved. Moving forward, the Company will continue to intensify our efforts of expansion in the European market.

8. It is evident that debt liquidation was effective last year. Will you please explain whether there has been an improvement in the Company's project payment collection and progress in Q1 of this year?

Liu Zhengchang: Based on data from last year, we have sufficiently understood and comprehended debt liquidation this year. On one hand, this year, the NPC&CPPCC meetings have proposed the issuance of ultra-long-term special government bonds valuing RMB 1.3 trillion, in which RMB 300 billion is allocated directly to the consumer sector, while the remaining RMB 1 trillion is directly associated with debt liquidation, representing one of the favorable policies. On the other hand, the Ministry of Finance allocated RMB 500 billion to the four major banks, thereby enhancing support to address enterprise needs at both levels of the state and financial institutions. On this basis, we are even more confident about debt liquidation this year.

Regarding project collection, I am confident that, with the accelerated implementation of the policy in the later stages and the close coordination between the Company and the government's debt liquidation programs, the effectiveness of payment collection will continue to improve. Thank you.

9. For the domestic urban renewal business, notable progress in project growth was achieved last year. Are there any specific guidelines for the regional and project evaluation of the urban renewal business this year?

Yang Zhichao: The growth rate of the Company's urban renewal business in 2025 is anticipated to improve. In relation to the selection of the three major projects within the area of urban renewal, the Company initially enacts the policy of "one city, one policy" and "policy based on the city" tailored to various regions. This involves meticulously profiling 330 prefecture-level and higher cities nationwide and employing distinct strategies for each city. Secondly, considering the various types of projects, commercial projects are primarily concentrated in economically developed regions, such as the Yangtze River Delta, the Pearl River Delta, and the Chengdu-Chongqing Circle. Recently, you may have noticed the initiation of several large-scale urban renewal projects in Shanghai, Guangzhou, and Chengdu. Regarding policy-oriented projects, the Company primarily leverages the comprehensive industry chain strengths of CCCC to assist local governments in resource integration and business model innovation. Notably, several "agent construction + EPC" model projects in collaboration with local government platforms are launched, and significant growth is experienced in this sector this year.

10. Has the Company investigated any new areas and directions for international business?

Tang Qiaoliang: As we advance the "Internationalization 2.0" in-depth reform and plan for the "Internationalization 3.0", a critical focus is the Company's concentrated efforts on the industry chain layout (including new energy, municipal engineering, and construction technology) across 139 countries and regions where business operations are already established. It is instrumental in leveraging the advantages of CCCC's existing industry chain and its leading technological capabilities, and contributes to the enhancement of the industry's profitability. This year, significant advancements are anticipated in the area of new energy, including gas-fired power stations, power generation with liquefied natural gas, and solar energy. At the same time, the Company will further concentrate on the application of science and technology, which is integral to its mission of establishing a world-class scientific and technological enterprise. Thank you.

11. The Company's profit level in 2024 has met the criteria for unlocking the second phase of the equity incentives. Do you

anticipate any pressure in achieving the target for 2025? Is there any plan?

Liu Zhengchang: This year represents a pivotal period for equity incentives. Despite the overarching operational challenges faced last year, CCCC indicators successfully met the objectives necessary to unlock equity incentives. The year 2025 signifies the culmination of the "14th Five-Year Plan". In alignment with the overarching requirements of the State-owned Assets Supervision and Administration Commission of the State Council and the Company's annual business objectives, more robust and effective measures will be taken this year to ensure the attainment of the annual equity incentive target. The pressure is undoubtedly present, particularly in several aspects. One significant factor is the market growth; the construction market is anticipated to become increasingly challenging. The market structure has experienced substantial changes, including the re-optimization of existing projects, such as the renovation of old urban areas and the intellectualization of current infrastructure. These projects are not as large as new projects initiated in the past. The Company will also accelerate transformation and upgrading, leverage scientific and technological innovation, among other means, to expand market share and attain high-quality development.

12. The Company's dredging business has consistently maintained a leading position in China. Could you please elaborate on the primary factors contributing to the decline in the gross profit

margin of this sector in recent years?

Wang Haihuai: The current structure of the Company's dredging business has evolved from traditional reclamation by pumping filling and channel dredging to a broader concept of "general dredging", which integrates river and lake management, ecological environmental protection, and traditional dredging. The gross profit margins associated with these diverse business structures are definitely different, which will be further financially analyzed. Thank you.

13. The overseas business expansion of CCCC Design & Consulting Group Co., Ltd. is highly noteworthy, particularly with the acquisition of China Zhibao Investment Co., Ltd. to establish an international brand. Could you please specify the projected level of overseas revenue that CCCC Design & Consulting Group Co., Ltd. aims to attain in the future?

Cui Yuping: new overseas contracts executed by CCCC Design & Consulting Group Co., Ltd. valued at approximately USD 220 million in 2024, representing a YoY growth of 81.6%. However, the proportion of overseas revenue remained relatively modest at around 5%. In 2024, CCCC Design & Consulting Group Co., Ltd. acquired China Zhibao Investment Co., Ltd. to invest heavily in accelerating the expansion of the design & consulting business abroad. In the forthcoming phase, the "Internationalization" strategy will be proactively practiced by combination of cultivating endogenous high-end consulting capabilities and extending mergers and acquisitions, in order to vigorously expand our overseas business. It is anticipated that overseas revenue will constitute 15%-20% by the end of the "15th Five-Year Plan" and 30% or more during the "16th Five-Year Plan" and beyond. Thank you.

14. To what extent is the Company's non-recurring profit and loss increase in 2024 a result of debt liquidation?

Liu Zhengchang: With the implementation of the national debt liquidation policy, the Company successfully recovered a substantial amount of arrears in Q4 of last year, which does not constitute a significant portion of its non-recurring profit and loss, as over 95% of the Company's total accounts receivable are from the government or central state-owned enterprises, and the recoverability of these receivables is relatively high. In previous years, the impact of certain property-related disruptions on the Company's revenues and accounts receivable was relatively minor, which consequently determined that the effect of debt write-backs on non-recurring profit and loss was also minimal.

15. What are the primary factors contributing to the relative pressure experienced by CCCC Design & Consulting Group Co., Ltd. in comparison to CCCC with respect to operating cash flow and accounts receivable? What is the Company's outlook for payment collection and cash flow of CCCC Design & Consulting Group Co., Ltd.?

Cui Yuping: In 2024, the operating cash inflow of CCCC Design & Consulting Group Co., Ltd. experienced a YoY decrease of 23.12%. The negative operating cash flow can be attributed to three primary reasons:

1. The industry's cyclical downturn and structural adjustments have resulted in delays in progress on certain projects of CCCC Design & Consulting Group Co., Ltd.. **2.** Under the influence of the debt liquidation in 12 key provinces, the reduction in investment projects and the sluggish advancement of existing projects have resulted in extended payback periods. This is due to the fact that the actual payment for design costs occurs only after the investment projects have been initiated. In the initial phase, costs are incurred, and the prolonged payment cycle consequently reduces the proportion of payments allocated to design-related activities. **3.** Some design projects apply the policy of mandatory payment. In accordance with the directives of the central government and SASAC, the mandatory payments to small and medium-sized enterprises have risen, thereby exerting pressure on the Company's operating cash flow.

We intend to take a series of measures to enhance cash flow:

1. Strengthen control at the forefront of business, develop high-quality projects, focus on the capital flow in national construction and special debt support areas, and accurately align with important regions, major markets, and key projects. **2.** Enhance the management of accounts receivable by establishing dedicated teams, prioritizing key projects, and intensifying efforts to collect payments**. 3.** Pay close attention to policy trends, actively leverage debt liquidation policies to enhance communication with local governments, intensify collection efforts, and implement multiple strategies to collect payments from government. Recently, following the implementation of these measures, the Company's indicators of "accounts receivable and inventory" have been decreasing, and the cash flow is progressively improving.

16. Concerning China International Water & Electric Corp., could you provide an overview of the current business status and scale?

Wang Haihuai: At present, China International Water & Electric Corp. is not affiliated with CCCC; rather, it constitutes a significant part of the comprehensive industry chain of China Communications Construction Group. While maintaining the independent operation of the publicly listed company, the industry synergy effects are also well released. Following the transfer of China International Water & Electric Corp. to China Communications Construction Group, the Group redefined its strategic positioning, enhanced the leadership team and resolved historical issues substantially. Beginning this year, China International Water & Electric Corp. will enhance the integrated development of the clean energy area, including photovoltaics and energy storage, both at home and abroad.

17. Regarding the design business of China Communications Construction Group, as well as CCCC Capital Holdings Co., Ltd.,

CCCC Infrastructure Maintenance Group Co., Ltd., and design institutes like CCCC Water Transportation Consultants Co., Ltd., and CCCC-Airport Investigation and Design Institute Co., Ltd., please provide an overview on their development.

Cui Yuping: Regarding the design business, CCCC Capital Holdings Co., Ltd., CCCC-Airport Investigation and Design Institute Co., Ltd., and CCCC Water Transportation Consultants Co., Ltd. have maintained stable development and successfully achieved their anticipated objectives.

18. In 2024, CCCC Design & Consulting Group Co., Ltd. experienced an improvement in gross profit margin and net profit margin. However, the credit impairment provision reached RMB 470 million, reflecting a YoY growth of RMB 220 million. What are the primary factors contributing to this increase, and what is the anticipated future trend of impairment?

Cui Yuping: In 2024, the profit of CCCC Design & Consulting Group Co., Ltd. remains stable, accompanied by a continuous increase in gross profit margin (29.3% for primary businesses and 32.4% for survey and design), thereby enhancing overall profitability. For the provision for impairment, the Company adheres strictly to the requirements set forth by the accounting standards for business enterprises. The increase in the provision is primarily attributable to the extension of the aging and the lower-than-expected returns. In the next, measures will be taken to ameliorate the situation.

19. The investment scale decreased in 2024. What is the Company's outlook for future investment business development?

Wang Haihuai: In recent years, the Company has consistently adhered to the fundamental principle of "strengthening investment" in coordination with projects funded by international institutions, which serve as the foundation. All investment activities must generate operating revenue with profits, profits with cash flow, cash flow, returns and values. In accordance with this fundamental principle, we have consistently managed the total investment amount, reducing it from a peak of RMB 270-280 billion to approximately RMB 130 billion last year. This year, our plan is to endeavor to maintain the investment business scale at approximately RMB 100 billion, thereby achieving a basic balance of cash flow, which constitutes our future objective.

In terms of regional distribution, the investment business continues to be predominantly concentrated in developed regions and national strategic gateways. To address problems related to cycle, the Company will further expedite structural adjustments, so that the majority of investments should be allocated to short, adaptable and fast projects. To build professional capabilities, the investment business is concentrated on the investment platform and the overseas platform, while all engineering companies under CCCC focus on large-scale projects to further enhance the optimization and adjustment of investment authorization. Through this series of integrated efforts, we aim to expedite the soft landing of investment business and transition from a previously scale-driven approach to high-quality development.