



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)

H Share Stock Code: 1800



2025

INTERIM REPORT
(H SHARE)

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PERFORMANCE HIGHLIGHTS

RMB million (except per share data)	For the six months ended 30 June		Change (%)
	2025	2024	
Revenue	335,450	356,010	-5.8
Gross Profit	35,765	41,596	-14.0
Profit before Income Tax of the Group	16,764	18,969	-11.6
Profit attributable to owners of the parent	9,990	12,022	-16.9
Basic earnings per share (RMB) <i>(Note 1)</i>	0.58	0.70	-17.1

RMB million	As at		Change (%)
	30 June 2025	31 December 2024	
Total assets	2,018,485	1,858,272	8.6
Total liabilities	1,531,861	1,390,457	10.2
Total equity	486,624	467,815	4.0
Equity attributable to owners of the parent	322,190	313,425	2.8

Value of New Contracts RMB million	As at 30 June		2024 Value of Contracts	Change (%)
	2025 Number of projects	Value of Contracts		
Infrastructure Construction Business	3,741	897,698	863,378	4.0
– Port Construction	227	53,191	45,895	15.9
– Road and Bridge Construction	413	135,355	140,914	-3.9
– Railway Construction	8	4,322	12,749	-66.1
– Urban Construction, etc.	2,798	506,763	472,429	7.3
– Overseas Projects	295	198,067	191,391	3.5
Infrastructure Design Business	4,322	24,364	32,656	-25.4
Dredging Business	932	63,077	59,683	5.7
Other Businesses	N/A	5,915	5,150	14.9
Total	N/A	991,054	960,867	3.1

Backlog RMB million	30 June 2025		31 December 2024	
	Number of projects	Value of Contracts	Number of projects	Value of Contracts
Infrastructure Construction Business	8,787	2,849,902	8,630	2,947,341
Infrastructure Design Business	22,547	182,411	21,839	179,220
Dredging Business	2,110	371,685	2,097	328,626
Other Businesses	N/A	24,990	N/A	31,586
Total	N/A	3,428,988	N/A	3,486,773

Notes:

1. In calculating the amount of earnings per share for the six months ended 30 June 2025, the interests of perpetual securities with an aggregate amount of approximately RMB543 million and the dividend to restricted shares with an aggregate amount of approximately RMB17 million shall be excluded from profits.
2. Any discrepancies between the amounts herein and the amounts set out in the tables herein are due to rounding.

CHAIRMAN'S STATEMENT

Dear Shareholders,

As the seasons transition and autumn light grows brighter, on the occasion of releasing our 2025 interim report, I wish to extend, on behalf of the Board of CCCC, our sincere gratitude to all shareholders for your enduring trust and support in the Company's reform and development endeavors.

Since the beginning of this year, in a construction industry fraught with both challenges and opportunities, all our employees have shouldered their responsibilities with fortitude, and pressed forward in the face of adversity. The Company has maintained a stable overall trajectory of development and achieved tangible results in its key endeavors. Our achievements have been marked by unwavering commitment in serving national strategies, concrete results in stabilizing production and operations, notable breakthroughs in driving transformation and upgrading, solid progress in deepening systemic reforms, and practical measures in strengthening our corporate foundations and ethos. In the first half of the year, revenue of the Group amounted to RMB335,450 million. Net profit attributable to the Shareholders amounted to RMB9,990 million, and earnings per share were RMB0.58. The value of new contracts of the Group amounted to RMB991,054 million, representing a year-on-year growth of 3.1%, among which, the value of new contracts from emerging business sectors reached RMB320,255 million, accounting for approximately 32% of the Company's total value of new contracts.

Looking ahead, the Company will draw strength from our historical experience, fine traditions, and the defining features of our era to master the underlying principles of development. Guided by the "Three Sixes" strategic thought, we will resolutely implement the "Six Core Principles" and fully leverage our "Ten Core Strengths", which constitute our most fundamental bulwark and greatest source of confidence. By capitalizing on the opportunities arising from policy dividends, strategic expansion, innovation-driven growth, integrated transformation, deepening reforms, and global expansion. We will seize the strategic initiative, turning adversity into opportunities and leveraging prevailing trends to forge breakthroughs. We will accelerate a comprehensive renewal of our development philosophies, business models, structural layouts, growth drivers, management mechanisms, and corporate culture, thereby driving a holistic transformation, systemic reinvention, and fundamental restructuring of the enterprise. Adopting a balanced approach, we will adeptly manage the dialectical relationships between our foundational survival and our primary development objectives, between enhancing quality and expanding scale, between short-term targets and long-term planning, between optimizing existing assets and cultivating new frontiers of growth, between centralized oversight and delegated empowerment, and between our domestic foundations and our global vision. By mastering these principles of development and strengthening systematic thinking, we will achieve synergistic progress.

CHAIRMAN'S STATEMENT

In the second half of the year, the Company will resolutely pursue its annual targets without relenting, clarify responsibilities, and ensure rigorous implementation to achieve both the yearly objectives and the “14th Five-Year Plan” goals. This will lay a solid foundation for comprehensively embarking on high-quality development during the “15th Five-Year Plan” period and beyond. Focus will be placed on six key areas:

Firstly, enhancing capacity building by making concerted efforts to “comprehensively strengthen Party leadership and development”. We will enhance political discernment, using political discipline as our compass to calibrate our direction and maintain an unwavering stance on matters of cardinal principle. We will deepen our political understanding by treating the important directives of General Secretary Xi Jinping as our “primary agenda”, “fundamental guideline”, and “top priority”, and by translating the Party Central Committee’s decisions and deployments into concrete actions. Furthermore, we will strengthen our political execution to ensure that the implementation of all decisions is complete and seamless, covering all functions and penetrating to entry level, thereby effectively elevating the quality and efficiency of Party building work.

Secondly, focusing on value creation by making concerted efforts to “accelerate high-quality development comprehensively”.

Strengthening Guidance: Guided by our core principles of “innovation, green development, digital intelligence, integration, and sustainability”, we will focus on the strategic framework of “Orient, Plan, Govern, Deliver (想、思、管、行)”, and build robust “seven major systems” for strategy, objectives, and other key areas, propelling the Company toward a new stage of higher-quality and more sustainable development. **Ensuring steady growth:** We will unlock new growth by tapping into our “five wholes (五全)” domains by consolidating our leadership in integrated transportation, holistic urban development, and comprehensive water-related businesses while expanding into green transition and digital transformation to seize opportunities from national strategic projects. We will expand our horizons by leveraging our “four bigs (四大)” advantages by stabilizing our global market share through large-scale overseas operations, forging distinctive capabilities through advanced equipment manufacturing, cultivating new quality productive forces through major industrial development, and promoting “eight-network integration” through extensive convergence to enhance synergy and empowerment. **Optimizing overseas operations:** We will establish robust mechanisms for priority development and refine our global operational framework to ensure strategic initiatives take root. We will accelerate high-quality development by optimizing our market layout and, guided by national strategies, deepening our cultivation of markets along the “Belt and Road” Initiatives. We will enhance collaborative transport development, build regional communities with shared interests, promote two-way circulation, and steadfastly safeguard security bottom line. **Improving quality and efficiency:** We will implement five specialized campaigns, prioritize cash flow management, we will seize policy windows to aggressively reduce “accounts receivable, inventory, and accounts payable (三金)”, and strive to achieve a positive net operating cash flow for the year. We will strictly control debt to assets ratios, strengthen the management of “borrowing, utilization, and repayment”, reduce costs across all processes and for all personnel, build a lean headquarters, and control financing costs.

CHAIRMAN'S STATEMENT

Thirdly, prioritizing reform-driven empowerment by making concerted efforts to “deepen systemic reforms comprehensively”. Aligning closely with state-owned enterprise (SOE) reform requirements, we will ensure accountability and drive effective implementation of measures. We will improve modern corporate systems by optimizing decision-making processes, strengthening strategic, systematic and collaborative capabilities, balancing delegation of authority with oversight, and enhancing process controls to boost efficiency. Through consolidating business entities and streamlining management layers, we will advance headquarters functional development, integrate homogeneous operations to cultivate competitive enterprises, and reorganize “strategic emerging” industries to accelerate technology implementation. We will standardize compensation systems to enhance incentives, strengthen mixed-ownership reform management, dispose of underperforming equity holdings, and amplify pilot program effects to establish best practice models.

Fourthly, focusing on the “Three Highs, Two Lows, and Three Strengths (三高兩低三強)” objectives by making concerted efforts to “enhance systematic and scientific management comprehensively”. We will strengthen strategic management comprehensively by scientifically formulating our schemes for the “15th Five-Year Plan” period, establishing a strategic control system, and linking plan implementation with performance evaluation. We will implement the “Three Foundations, Three All-round Systems, and Four Modernizations (三基三全四化)” approach, with the “334” projects at its core, to reinforce corporate-level fundamentals, project-level grassroots capabilities, and all employees’ core competencies, while deeply refining each operational module. Additionally, we will elevate risk prevention and control by building an integrated risk management framework, ensuring full coverage of all critical risk control processes, and rigorously guarding against various risks.

Fifthly, vigorously developing new quality productive forces by making concerted efforts to “accelerate innovation and transformation comprehensively”. We will build national strategic scientific and technological capabilities, undertake major scientific and technological missions, accelerate breakthroughs in key national projects, and advance the construction of the “One Base, One Entity (一地一體)” initiative. We will promote the integration of industry, academia and research, establish national-level laboratories, and accelerate the commercialization of research outcomes and the formulation of standards. We will cultivate new quality productive forces, driving the transformation of traditional industries towards integrated, smart, green, and safe transportation systems. We will develop “strategic emerging” industries and future-oriented industries, with a clear objective for revenue from strategic emerging industries to exceed 30% of our total revenue within two years. We will advance the development of intelligent, electrified, shared, and connected infrastructure, expand the application of the “Blue Wing” large-scale model, and build a “Digital CCCC”.

CHAIRMAN'S STATEMENT

Sixthly, persisting in tenacious struggle by making concerted efforts to “reshape excellent culture and ecosystem comprehensively”. We will conduct in-depth education on implementing the spirit of the Party's eight-point frugality code, fully meet the “Five Further Enhancements (五個進一步到位)” requirements, and promote the “Five Work Styles (五個作風)”: seeking truth and being pragmatic, conducting research and investigations, remaining modest and prudent, working hard and persevering, and maintaining close ties with the masses. We will foster a culture of integrity, diligence, and entrepreneurship. We will strengthen our leadership team by building “Good Leadership (五好)” teams and “Six-safeguards (六有)” workforce, establish “Dual Profiles (雙畫像)” and “Dual Archives (雙檔案)”, and construct the “Five Major Talent High Grounds (五大人才高地)”. We will champion the “Six Cultures (六種文化)” and unite efforts around the “Four Maximum Pursuits (四個求最大)”. By leveraging the “leading wild goose effect” of our leading group, we will cultivate a cohort of entrepreneurs who possess with the “Three Masteries” traits to drive high-quality development.

The journey ahead is vast, the wind is at our backs, and with a thousand responsibilities weighing upon us, we charge forward with renewed vigor. In this new phase, we will stand firm with unshakable strategic resolve and press ahead with determined action. We will seize opportunities amid challenges, break new ground through perseverance, and strive to elevate the Company's high-quality development to new heights. I would like to extend my deepest gratitude to all shareholders and friends for your unwavering support and help.

Song Hailiang
Chairman

Beijing, the PRC
29 August 2025

I. MAIN BUSINESS

The Company is a leading global mega-infrastructure integrated service provider, focusing on “five wholes, four bigs and five types (五全四大五型)”, providing integrated system solutions and its core businesses covering infrastructure construction, infrastructure design and dredging. Its business covers the investment, design, construction, operation and management of port, waterway, road and bridge, railway, urban rail transit, municipal infrastructure, land reclamation, river basin management, water conservancy, construction and environmental protection and related projects at home and abroad. The Company is engaged in providing customers with integrated solutions services throughout the full cycle of the infrastructure projects leveraging on its extensive operating experience, expertise and known-how accumulated from projects undertaken in a wide range of areas over the decades as well as its comprehensive and integrated advantages across the entire industry chain.

II. BUSINESS MODEL

The business operation process of the Company mainly includes collecting project information, pre-qualification, bidding, executing projects, and delivering projects to customers after completion. The Company has formulated a comprehensive project management system that covers the entire contract process, including the preparation of tenders, bidding price, project organization planning, budget management, contract management, contract performance, project supervision, contract changes, and project completion and delivery. In particular, the Company's infrastructure construction, infrastructure design and dredging business all fall within the scope of the construction industry, and the main project operation process is basically consistent with the above description.

When the Company prepares the project quotation, it carries out a detailed study on the proposed bidding project, including technical and commercial conditions and requirements of the tender followed by a site visit. The Company also invites quotations from suppliers and sub-contractors for various items or activities in respect of the tender. The Company analyses and collects the above information to calculate the costs of each item in the project lists and then marks up gross profit to be obtained according to a certain percentage to calculate the bidding price to the client.

After the project is awarded and the contract is signed, the Company usually collects prepayment at 10% to 30% of the total contract amount before the project commences, and then settles the payment on a monthly or regular basis according to the progress. Payments from customers are usually settled within 1 to 3 months. In recent years, the unstable and unbalanced recovery of the domestic economy has resulted in varying degrees of lag in customer payment schedules, consequently stretching out the project timelines and the payment cycles.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD

The Company is the world's largest port, road and bridge design and construction company, and the world's largest dredging company; it is also the largest international contractor in Asia, the largest highway investor and operator in China, a world-famous urban complex developer and operator; and the Company also owns the largest engineering fleet in the world. The Company has 34 principal wholly-owned or holding subsidiaries, and operates businesses in China's all provinces, cities, autonomous regions, Hong Kong and Macau and 139 countries and regions across the world.

In a fully market-oriented competitive environment, the Company has experienced multiple cycles of fluctuation, created countless brilliant achievements, established numerous milestones, accumulated and precipitated a valuable "ten core advantages": **First**, a strong comprehensive transportation and infrastructure national think tank, integrating top-level design, high-end planning, and integrated consulting capabilities, resulting in a high-end leadership and comprehensive intellectual advantage. **Second**, the ability to provide integrated system solutions and comprehensive, integrated services across the entire industry chain for transportation and infrastructure, encompassing the "five wholes, four bigs and five types". **Third**, the advantages in system technology, standardization, technological innovation and industrial innovation in the field of "five wholes, four bigs and five types". **Fourth**, it has formed a core advantage in group and large-scale operations in serving the national and industrial strategies, the "Belt and Road" Initiative and other major strategic deployments. **Fifth**, the advantage of integrated development rooted in the concepts of transportation+, digital intelligence+, green+, and integration+. **Sixth**, as the No. 1 international contractor in Asia, it possesses strong advantages in international competitiveness and deployment. **Seventh**, the advantages of AI and digital intelligence in the synergistic integration of the "four modernizations (四化)" of industrial digitization, digital industrialization, management digitization, and data valorization. **Eighth**, the advantage of large equipment R&D and manufacturing support and integrated services serving the "five wholes, four bigs and five types". **Ninth**, a diverse, multi-level, top-tier high-end, composite talent, professionals, a huge talent team advantage. **Tenth**, it possesses an excellent reform genes rooted in the blood of the enterprise of cut paths through mountains, build bridges across rivers, and continuing to reform and strive for strength, and it also possesses a rich spiritual legacy of "exceptionally resilient, exceptionally combative, exceptionally responsible, and exceptionally dedicated (特別能吃苦、特別能戰鬥、特別能擔當、特別能奉獻)" and the globally renowned "one core, multiple dimensions (一主多元)" brand culture system.

"Whole transportation, whole cities, whole water, whole green, and whole digital" are the Company's main industrial fields, providing application scenarios for "big overseas, big equipment, big industry, and big integration". The "whole" emphasizes the comprehensive advantages of a complete industrial chain, complete resource elements, and a complete life cycle. "Whole transportation, whole cities, and whole water" have been the Company's main responsibilities and businesses for many years. "Whole green, whole digital" is both the existing main business field and the direction of future transformation and expansion. "Whole green" is the underlying color of the times and the main direction of transformation. "Whole digital" will fully empower the industry.

In the second half of the year, the Company will continue to focus on "stabilising growth", fighting the "battle of expanding incremental capacity", and committed to achieving its full-year targets. The Company will seize the policy dividends in areas such as the development of the national integrated transportation system, water network construction, and urban renewal, closely monitor key areas, key regions, and major projects, planning and creating new projects and models from a source, high-end, and integrated perspective, continuously enhancing its industry leadership and influence.

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(I) Build a Solid Foundation for “Whole Transportation” and Maintain the Leading Position in the Industry

The Company focuses on expanding its advantages through unification, integration, digitalization, greening, and convergence, further contributing to the development of a strong transportation nation. **The road and bridge business** is deepening its research on border crossings, interconnectivity, and the expansion and reconstruction of national expressways. **The railway and rail transit business** is leveraging opportunities presented by a unified national market to optimize its rail transit market operations. **The airport business** is expanding its supply chain, exploring low-altitude “airport+” scenarios, and steadily transforming into a comprehensive airport infrastructure service provider and technology integrator.

During the reporting period, **the road and bridge business focused on key national projects**, the ultra-deep vertical shaft of the Tianshan Shengli Tunnel, the world’s longest highway tunnel, was completed, laying the foundation for the opening of the Wuyu Highway at the end of the year. The Company also secured projects such as the G6002 Guiyang Beltway expansion project. **The railway business further developed its presence in railway freight corridors**, winning bids for projects such as the Pre-station Project of Newly-built Yichang-Fuling High-speed Railway (Hubei Section). **The airport business continued to consolidate the “CCCC Airport” brand**, securing projects such as the Dalian New Airport Midline Main Passage Cross-sea Section and the Dalian Jinzhou Bay International Airport Deep Foundation Treatment Project.

(II) Strengthen the “Whole Cities” Growth Pole and Stabilize the Operation

The Company focuses on full coverage of large, medium, and small cities and towns, entering, integrating into, and serving cities in all aspects. Deeply understanding the spirit of the Central Urban Work Conference, the Company has enhanced the quality and expanded the quantity of its **housing construction business**, strengthening full-cycle cost control. Focusing on the high-end market, the Company prioritizing key clients such as leading developers, and expanding into public buildings and industrial plants in areas such as healthcare, education, and culture, continuously striving to optimize efficiency, refine management, and increase growth. The Company has deepened its presence in the **municipal business**, focusing on urban road network optimization, renovation of old pipelines, underground space, new infrastructure, and solid waste utilization. It has effectively utilized central government special funds, focused on “two major” projects, and delivered safe, resilient, and intelligent products. The Company has integrated and innovated its **comprehensive urban development business**, increased the development of urban renewal projects, and deepened the integrated “planning, development, and operation” model. Focusing on 22 super-large and megacities, the Company has focused on key projects in areas such as urban village renovation, industrial renewal, cultural heritage preservation, and quality improvement.

During the reporting period, **the housing construction business maintained steady growth**, landed projects such as the Zhengzhou Jinshui District Urban Renewal Comprehensive Development Project and the Zhengzhou Zhongmou County Lubo Component Headquarters Base Urban Renewal Project. **The municipal business progressed steadily** and landed projects such as the Hangzhou Wen’er West Road Connecting Tunnel Project. **The comprehensive urban development business diversified**, landed projects such as the general contracting of the Modern Beautiful Village Eco-Agriculture Industry-Finance Integration Demonstration Project in Jing’an County, Yichun City, Jiangxi Province, and the project of Chinese Enterprises International Port, Qiantang District of Hangzhou City.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(III) Enhance the Competitiveness of “Whole Water” and Achieve Stable Business Growth

The Company focuses on the comprehensive development of “big water”, systematic management of “medium water”, and precise treatment of “micro water”, strengthening its systematic development. **Its port, shipping and dredging business** focused on upgrading hub seaports and developing key strategic material storage and transportation facilities, continuously consolidating and increasing its market share. With inland waterways construction as its main direction, the Company is increasing investment in waterway transport and multimodal transport, strengthening front-end planning and design research, and developing integrated operations that synergize design and construction, expanding its presence in the inland waterways market. **The water conservancy business** is seizing the significant strategic opportunity presented by the development of the national water network, deeply participating in major national and local water conservancy projects. Focusing on the areas of reservoir hubs, hydropower stations, water diversion, irrigation area construction, flood prevention and drainage, reservoir and lake desilting, and pumped storage, the Company is striving to realize high-quality development in the water conservancy business. **The offshore business** is seizing new opportunities for high-quality development of the offshore economy. The Company continues to enhance synergistic improvement in technological innovation and construction experience in offshore wind power, thereby strengthening its overall competitiveness. It is steadily expanding the offshore new energy industry chain by venturing into submarine cable laying, floating wind power, and offshore solar markets. Additionally, the Company actively explore integrated “ocean +” applications, such as wind-fishery hybrid systems, wind-data synergy solutions, and co-located wind-solar facilities.

During the reporting period, **port, shipping and dredging business experienced significant growth**, with a two-pronged approach along the coast and inland waterways, landed the Phase V of the Huanghua Port Coal Port Area, Phase III of Tonghai Operation Zone, Tonghai Port Area, Nantong Port, and a 100,000-ton general berth at the Integrated Area of Huanghua Port. **The Company demonstrated its leadership in design and consulting**, winning bids for high-quality projects such as the Hunan-Guangxi Canal Pre-Feasibility Study and Phase I Survey and Design of the Fodu Operation Area of Zhoushan Port in Ningbo. **The Company vigorously developed water conservancy business** and actively participated in the construction of the national water network. It won bids for the Water Resources Allocation Project for the Sichuan-Chongqing Northeast Integrated Development Zone (Chongqing Sector) and other projects in survey and design area, a water supply project in Xinjiang, the Qaidam Water Resources Allocation Project in project construction area, and other projects, totaling 150 and 172 national major water conservancy projects in these two areas, respectively. The concentrated implementation of these projects marks a new breakthrough for the Company in major water conservancy projects. The development of water conservancy business has initially shifted from opportunistic operation to systematic operation. **The Company vigorously developed offshore energy business**, and offshore wind power is gradually adapting to the market environment in the era of fair price. We won the bid for the 400,000kW project of DE area of Pinghai Bay Offshore Wind Farm in Putian. **The offshore photovoltaic business has been making steady progress**, with the implementation of projects such as the PC general contracting project for the power plant area of the Qinhuangdao Changli Offshore Photovoltaic Pilot Project.

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(IV) Create “Whole Green” Support and Accelerate the Green Transformation and Upgrading

The Company focuses on green transportation, green cities, green energy, green materials, and green construction, addressing shortcomings in the industrial chain and further developing the central enterprises' initiative to develop green, low-carbon, and innovative technologies for transportation infrastructure. **For ecological and environmental protection business**, the Company is leveraging its unique strengths in comprehensive development of big water, systematic management of medium water, and precise treatment of micro water, deepening the development concept of “environmental protection complex” to seize the commanding heights of industry development. The Company is vigorously promoting the integrated protection and systematic management of mountains, rivers, forests, farmlands, lakes, grasslands, and deserts, along with mine construction and ecological restoration, as well as marine ecological protection and restoration, to strengthen its presence in the land-space ecological restoration market and drive deeper expansion of its environmental protection business. **For agriculture, forestry, animal husbandry, and fishery business**, the Company utilizes new policy-based financial instruments to seize opportunities in comprehensive land remediation and farmland upgrade projects, and expediting the implementation of a number of exemplary projects. **For onshore new energy business**, the Company leverages local investment contributions and operational network advantages, collaborating with power companies to secure new energy quotas, fostering strong alliances with leading companies in the new energy sector, and driving leapfrog development in the new energy business.

During the reporting period, **the Company's distinctive strengths in ecological governance continue to be demonstrated**, leveraging its capabilities across the entire water environment governance industry chain, it secured the Ezhou Airport Economic Zone Water Ecological Environment Governance and High-tech Industry Integrated Development (EOD) project. **The Company continues to expand the national land space ecological restoration market**, winning bids for green mining projects such as Wuyue Mountain in Qichun County, Hubei Province, and the Taoyuangou section of the Donggou tributary in Fangcheng County. **Its brand in “lake ecological dredging (湖泊生態清淤)” has gained further recognition**, launching a new round of Taihu Lake ecological dredging projects along the western shore of Yixing City. **In onshore new energy, the Company maintains strong momentum**, winning bids for Section 3 of the Dongfang Electric 1,000MW Science and Technology Innovation Experimental Wind Farm Project in Mulei and the 150MW/15MWh Independent Energy Storage and Frequency Regulation Project in Yungang District, Datong City. **The agriculture, forestry, animal husbandry and fishery business continues to expand**, landed EPC projects for the National Reserve Forest Construction Project in the Northwest Area of Daye City and the Donggang Modern Marine Pasture (Phase I) Project in Dandong.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(V) Activate the “Whole Digital” Engine and Fully Empower the Industry with Science and Technology

The Company is focused on **digital industrialization**, creating high-quality datasets in areas such as smart transportation and smart construction, and pioneering the sharing, circulation, and accessibility of datasets within and beyond the industry. Focusing on **industrial digitalization**, the Company publishes a catalog of high-value achievements for promotion, creates benchmark scenarios with distinctive CCCC characteristics and industry leadership, and enhances its application capabilities. Focusing on **management digitization**, the Company accelerates the development and promotion of digital platforms such as “Blue Vessel (藍舟)”, “Blue Wing (藍翼)”, “Blue Journey (藍途)”, and “Blue Shield (藍盾)”, which have CCCC’s independent intellectual property rights, and strengthens management penetration through data penetration. Focusing on **data valorization**, the Company promotes the in-depth application of intelligent computing big models, digital twins, and automation technologies, strengthens the integration and innovation of artificial intelligence technology with digital products such as Beidou and BIM, and builds a “Digital CCCC”.

During the reporting period, the Company concentrated its “whole digital” on four key areas: smart highways (including smart bridges and smart tunnels), smart water transport, smart ports, and smart aviation. These initiatives effectively helped clients improve operational efficiency and safety, and promoted the development of industry standards and technological innovation. **Smart highways** cover multiple sub-sectors, including bridges, tunnels, and beam yards, focusing on bridge health monitoring, intelligent tunnel management, and digital highway upgrades. The Company won bids for projects such as the Hong Kong-Zhuhai-Macao Bridge’s first systematic intelligent renovation project, the Honghualing Tunnel, the Airport Bridge, and digital protection for riverside waterways. **Smart water transport** covers multiple areas, including waterways and ports, focusing on waterway maintenance, digital twins, cloud data analytics, clean loading and unloading processes, and intelligent shipping services. The Company won bids for projects such as the Pinglu Canal Smart Maintenance System and Application Project and the Eastern Container Terminal Project at the Langya Taiwan Operation Area of the Dongjiakou Port Area of Qingdao Port. For **smart cities**, the Company developed its first city-wide smart parking project, the “One Parking Lot for the Entire Dali Prefecture (大理州全州一個停車場)”, to optimize parking facilities and empower urban static traffic management with digital intelligence. **Smart water management** took the lead in building a “one map (一張圖)” with the concept of “big water network (大水網)” at the county level, forming a county-level three-dimensional smart water management command screen. At the same time, it carried out the three-dimensional construction of local water plants in conjunction with the project to realize the digital twin of the water plants and created a digital safety system and smart management and control platform for urban water supply in the Three Gorges Reservoir area.

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(VI) Strengthen the Differentiated Competitive Advantages around Business Increment Demand for “Optimisation of Overseas Layout”

The Company adhered to the “four-step” strategy of going out, going in, melting in, and integrating into, and achieved the dual-wheel force of domestic and international business through international business increment.

Firstly, strengthening the priority development mechanism. The Company effectively implemented the “six priorities” of organisational support, capital empowerment, performance evaluation and incentives, salary distribution, employee development, and talent introduction, established and optimised the working system of “big overseas”, ensuring the materialisation and effectiveness of priority development strategy. **Secondly, accelerating the high-quality development.** The Company focused on the “three layouts optimisation”, and deepened the “three towing forces” of national strategy and government high-level visits, overseas investment, design consulting and technology, increasing the proportion of high-quality assets and emerging businesses around seven critical elements. It also vigorously researched on the segmented fields and key countries for the “five wholes, four bigs and five types” approach, determined the development strategies and implementation path based on the principle of “differentiated strategies for different countries and industries”, persistently took the markets along the “Belt and Road” Initiative as the priority, and focused on key regions and neighboring countries to strengthen market expansion. **Thirdly, enhancing synergistic development effectiveness.** Sticking to the maximisation the Company’s overall interests, it researched and established mechanisms such as the “regional interest community of one Platform, one Institute and one Bureau (一平台一院一局的區域利益共同體)”, with an aim to drive the upstream and downstream of the industrial chain to “go out” and “bring in”, promote a “dual circulation” of domestic and international resources and elements, ensure its absolute advantage as the leading contractors of international projects in Asia and build itself as a benchmark enterprise for the “Belt and Road” Initiative. **Fourth, optimizing the country-level organisation construction.** The Company accelerated the construction progress of Country-level Safety Management Centre, Supply Chain Management Centre and Information Database, continuously expanded the overseas centralised-procurement achievements and their application, secured the launch and operation of the Information Platform of Country-level Organisations, and accelerated the establishment and operation of the Compliance and Risk Control Management Centre of Country-level Organisations.

During the reporting period, the value of new overseas contracts of the Company amounted to RMB200,379 million, representing a year-on-year increase of 2.2%. Categorized by project type, the value of new contracts for roads and bridges, building construction, railway construction, port construction, municipal engineering, urban rail transit and others accounted for 30%, 26%, 15%, 7%, 4% and 18% of that of the overseas projects, respectively. Categorized by project location, the value of new contracts for Africa, Asia (excluding Hong Kong, Macau and Taiwan), Oceania, Latin America, Europe, as well as Hong Kong, Macau and Taiwan and other regions accounted for 41%, 28%, 17%, 7%, 5% and 2% of that of the overseas projects, respectively.

During the reporting period, the value of new contracts of the Company with countries participating in the joint construction of the “Belt and Road” Initiative was USD8,670 million, accounting for 31% of the value of new contracts from overseas markets. Wherein, the value of new contracts for the Middle East region amounted to USD3,690 million. Since the proposal of jointly building the “Belt and Road” Initiative, the value of new contracts of the Company accumulated to USD281,888 million. All tunneling works for the East Coast Rail Link in Malaysia was completed, and the Conservancy Project of Techo Funan Canal in Cambodia was commenced upon the signing of contracts.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(VII) Vigorously Develop New Quality Productive Forces and Comprehensively Accelerate Innovation and Transformative Upgrading

The Company developed new quality productive forces represented by new business formats, new infrastructure, new materials and new models around the “five wholes, four bigs and five types” approach, making every effort to promote the upgrading and dimensional elevation from products to industry and then to the industrial chain. **Firstly, building national strategic scientific and technological strength.** The Company actively integrated itself into the national scientific and technological innovation layout, proactively undertook national key research and development initiatives including the “1025 Special Projects”, and accelerated the upgrading of the supply of key core technologies. It also deepened the establishment of the green and low-carbon original technology hubs for infrastructure of central enterprises and the construction of the marine engineering technology innovation consortiums of central enterprises, strengthening the research on market-oriented application basis, and facilitating “scope expansion, capacity increase and efficiency creation”.

Secondly, efficiently promoting the deep integration of functions of industry, academia and research.

The Company researched and established big platforms and big application scenarios such as national comprehensive transport laboratory and the digital transport laboratory, expanded and deepened the international innovation cooperation, and also launched a batch of demonstration projects and brand programmes. It strengthened the innovation in the management model of scientific research platforms, and actively communicated with national ministries and commissions, in order to enhance the research of common technologies in transportation infrastructure industry. It comprehensively accelerated the transformation of scientific and technological achievements, focused on the transformation of achievements and industrialization, systematically promoting the iterative application of self-developed technologies and products. It also gave full play to market advantages to lead the formulation of more international standards for new design and construction technologies and products, and effectively utilised the science and technology innovation fund of CCCC to accelerate the transformation of scientific and technological achievements.

Thirdly, accelerating the cultivation of new quality productive forces and promoting the “innovating for strength” of traditional industries. The Company deeply implemented special actions regarding new quality productive forces, focused on the construction of “four-type transportation” of comprehensive transportation, smart transportation, green transportation and safe transportation, and leveraged the front-end traction role of design and consulting, building key demonstrating projects in the fields of intelligent construction, industrialised construction, smart transportation and smart cities, and thereby promoting the innovation and upgrades in green and low-carbon technologies. **Accelerating the “innovating for advancement” of emerging industries.** Relying on the industrial renewal action of state-owned enterprises and the future industry development action plan, the Company expedited its research and development of new technologies, and built a full-chain innovation ecosystem of “basic research – technology breakthrough – industrial cultivation”. It focused on achieving breakthrough in strategic emerging industries such as comprehensive seawater utilisation industry and BDS application industry, and accelerated the construction of its capabilities for future fields such as deep earth space, deep-sea mining as well as the systematic development of inland-waterway network. The Company planned to have the proportion of revenue from “strategic emerging” industries exceeded 30% within two years. **Accelerating the “empowering with digital intelligence” for digital transformation.** The Company focused on promoting the construction of “four modernisation” including industrial digitalisation, digital industrialisation, management digitalisation and data valorisation, aiming to build a “Digital CCCC”.

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(VII) Vigorously Develop New Quality Productive Forces and Comprehensively Accelerate Innovation and Transformative Upgrading (continued)

During the reporting period, the value of new contract of the Company in the emerging business fields amounted to RMB320,300 million, representing a year-on-year decrease of 1.6%. The Company seized the policy opportunities in the development of strategic emerging industries, and according to the directory of guidelines for the development of strategic emerging industries, clearly defined 8 key fields and 20 sub-divisions in strategic emerging industry development, selected sub-divisions such as offshore wind power, application of Beidou technology and pipe laying, which are currently the focus of our efforts, formed a package of support policies and specific measures for major investments, mergers and acquisitions of industries, technological research and development and standard formulation.

(VIII) Serve National Strategy with Technological Innovation and Accelerate the Achievement of High-level Self-reliance and Self-strengthening in Science and Technology

Focusing on its main responsibility and principal business, the Company attached great importance to the key and core technologies as well as bottleneck problems. It followed the guidance of pilot projects of building national strength in transportation to continuously improve the technological innovation system, strengthen efforts to achieve breakthroughs in core technologies and build a cradle for original technology. It was committed to improving the independent innovation capability, continuously deepening the technology system reform, enhancing technological innovation incentive and talent pool construction, taking multiple measures to fully leverage the guiding, driving, and safeguarding role of technological innovation, accelerating the realization of high-level self-reliance and self-strengthening in science and technology.

The Company has four national-level R&D innovation platforms, with 15 subsidiaries enjoying the preferential tax policies for high-tech enterprises, and employs a technical workforce of over 30,000 professionals. Over the years, the Company has been accumulatively awarded with 54 National Science and Technology Advancement Awards, 5 National Technological Invention Awards, 130 Luban Awards, 400 National Quality Project Awards (including 46 golden awards), more than 100 Zhan Tianyou Awards, 2 Chinese Golden Patent Awards and 39 Chinese Outstanding Patent Awards. The Company has accumulatively led or participated in the compilation of 196 national standards and 572 industry standards that have been promulgated. It has a total of 37,175 granted patents.¹

During the reporting period, the Company's R&D cost was RMB8,891 million, accounting for 2.7% of the revenue. Among which, R&D personnel and material costs, outsourced R&D expenses, asset depreciation and amortisation, and other expenses accounted for 86%, 3%, 2% and 9% respectively. The Company increased R&D investment in strategic emerging industries and future industries such as smart highways, intelligent port, advanced engineering vessels, industrial software, water conservancy and hydropower, and underground space development.

¹ Statistics from the awards received by CCCC and its subsidiaries.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(VIII) Serve National Strategy with Technological Innovation and Accelerate the Achievement of High-level Self-reliance and Self-strengthening in Science and Technology (continued)

Firstly, continuously enhancing the construction of national innovation platforms. Four national innovation platforms under the lead of the Company including the National Key Laboratory of Green and Long-life Road Engineering in Extreme Environment (極端環境綠色長壽道路工程全國重點實驗室), the Dredging Technology and Equipment National Engineering Research Centre (疏浚技術裝備國家工程研究中心), the Highway Bridges National Engineering Research Centre (公路長大橋建設國家工程研究中心) and the National Field Scientific Observation and Research Station for Engineering Safety of the Huashixia Permafrost Highway in Qinghai (青海花石峽凍土公路工程安全國家野外科學觀測研究站) operated at high quality, the State Key Laboratory of Estuarine and Coastal Research of which the Company participated in construction had been approved for establishment, making the Company rank among the top central enterprises engaging in construction in terms of the number of national innovation platforms under operation. The Company also facilitated the establishment in China of the world's first ISO Standardisation Technical Committee of Port and Terminal.

Continuous breakthrough in terms of number of positions in international organisation. In particular, Zhang Xigang (張喜剛), an academician of the Chinese Academy of Engineering, and Li Yiming (李義明) were appointed as the vice chairperson of the International Road Federation (IRF) and the Chairperson of ISO Ports and Terminals Committee, respectively. Zhang Xigang (張喜剛), an academician of the Chinese Academy of Engineering, won the Bridge Award of the Mao Yisheng Science and Technology Award and the title of "100 Excellent Engineers by China Highway & Transportation Society", and Lin Ming (林鳴), an academician of the Chinese Academy of Engineering, won the Science and Technology Achievement Award of Ho Leung Ho Lee Foundation. **Secondly, achieving breakthrough in key core technologies.** The Phase II "1025" special tasks were completed with high quality and were graded with the rating of "A+" by the State-owned Assets Supervision and Administration Commission (SASAC). In particular, the first new intelligent assembly technology for pipe segments in China completed in-plant testing; "Beijing Capital (首創號)", the world's first ultra-large-diameter full-face hard rock vertical tunnel boring machine for high-altitude permafrost environments independently developed by the Company, had completed the tunneling task of 707-meter shaft of the Tianshan Shengli Tunnel project, setting three world records for vertical shaft boring machines in construction depth, diameter, and altitude; "Junlan (浚瀾)", the world's largest fully electric-driven, dismountable and environment-friendly cutter suction dredger for ecological dredging in rivers, lakes, and reservoirs independently developed by the Company, had been put into operation for the first time; and the "Taihu Light (太湖之光)" series of equipment was ready for production. The Company was awarded the A-level ranking among the central enterprises in terms of patents in 2024. **Thirdly, outstanding results had been achieved in green digital transformation.** The Company launched the first enterprise-level digital dual-carbon platform in the industry, and its carbon emission accounting method obtained an international patent; the "Addis Ababa Ring Road" project in Ethiopia undertaken by the Company was selected as a "Best Practice Case of Global Sustainable Transport" by the United Nations. "Blue Wing (藍翼)", the first large model for the civil engineering and transportation industry among central enterprises was released, and the market promotion of CCCC Blue Journey BIM platform (交通藍途BIM平台) has shown initial effectiveness. Besides, the Company was awarded as the "Demonstration Unit for Digital-Intelligent Financial Transformation of Chinese Enterprises (中國企業財務數智化轉型示範單位)" and the "Demonstration Unit for Data Asset Management of Chinese Enterprises (中國企業數據資產管理示範單位)".

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(IX) Continuously Make New Achievements in Business Qualifications and Accelerate the Accumulation of Water Conservancy Business Qualifications

The Company obtains several extra-grade, grade A and comprehensive grade A qualifications for the main businesses.

The Company has obtained a total of 65 extra-grade qualifications, including 19 extra-grade qualifications for general contracting of port and waterway engineering construction, 39 extra-grade qualifications for general contracting of highway project construction, 4 extra-grade qualifications for general contracting of architectural engineering construction and 3 extra-grade qualifications for general contracting of municipal utilities project construction. The Company now has obtained more than 1,800 qualifications for major engineering construction, and nearly 300 qualifications for engineering consulting, survey and design.

During the reporting period, the Company obtained a total of 9 grade A and extra-grade qualifications, including 1 extra-grade qualification for general contracting of port and waterway engineering construction and 1 extra-grade qualifications for general contracting of municipal utilities project construction. Sub-subsidiaries obtained 5 qualifications, significantly enhancing their market competitiveness. The Company successfully obtained 1 first-grade general contracting qualification for water conservancy and hydropower construction, including which, a new pattern of 15 first-grade general contracting qualifications for water conservancy and hydropower construction, 1 grade A qualification for water conservancy and hydropower engineering design and a total of 8 grade A integrated qualifications was formed, achieving the full-chain and full-lifecycle serving capabilities for water conservancy industry from front-end planning and design to subsequent construction and operation.

BUSINESS OVERVIEW

III. CORE COMPETITIVENESS DURING THE REPORTING PERIOD (CONTINUED)

(X) Keep Strengthening Valuation Enhancement and Optimise the Layout of State-owned Capital

During the reporting period, the Company deployed its layout by optimising state-owned capital, improved the operational efficiency and allocation effectiveness of state-owned capital, and cultivated new drivers for corporate development. **Firstly, enhancing the quality of listed company to build a new pattern of synergistic enhancement of industrial value and capital value.** The Company thoroughly implemented the requirements of SASAC on improving the quality of listed companies and strengthening the market value management, improved the market value management system of “1+7+N”, formulated the Valuation Enhancement Plan and Market Value Management Scheme, continuously increased the dividend payment ratio, incorporated pre-distribution of dividends into routine measures, solidified the foundation of value creation, unclogged the channels for value transmission, promoting the Company to become a benchmark that serves national strategy, leads the industry development and creates value for shareholders. **Secondly, revitalising existing assets to release potential value through financial innovation.** The Company vigorously revitalised its existing assets, continued to open up market-oriented disposal channels of assets, built a closed-loop capital operation model covering “investment and construction – operation and incubation – suitable exit”, realised asset revaluation and cash recovery, and improved asset turnover efficiency. **Thirdly, building a new business format that integrates industry and finance to serve the development of main business by leveraging industrial finance as a bridge.** The Company firmly adhered to the fundamental positioning of industrial finance, optimised the allocation of its financial resources, fully leveraged the value of venture capital funds, industrial leasing, supply chain finance and unified insurance, empowered the technological innovation, main-business upgrading and the cultivation of strategic emerging industries of the Company, and strove to build a virtuous ecosystem of “industry leading finance while in turn finance empowering industry”.

IV. BUSINESS OVERVIEW

During the reporting period, the international situation underwent significant changes, external pressures intensified, and domestic structural contradictions remained unresolved. However, China's GDP grew by 5.3% in the first half of the year, with the overall economy maintaining stable, showing steady progress and improvement. The major national strategies such as a strong transportation network, a strong maritime nation, a beautiful China and coordinated regional development were thoroughly implemented. The issuance of ultra-long-term special government bonds and special bonds provided favorable conditions for stabilizing infrastructure demand. The cultivation of new productive forces has accelerated, creating significant opportunities for the expansion of strategic emerging industries and future industries.

The Company plans to achieve a year-on-year growth rate of not less than 7.1% in the value of new contracts for the year of 2025, and the planned year-on-year growth rate of revenue is not less than 5%.

During the reporting period, the value of new contracts of the Company amounted to RMB991,054 million, representing a year-on-year increase of 3.1%, which was mainly due to the increased construction demand from port construction, urban construction, overseas projects and energy projects and other fields. The Company continuously improved the business structure, steadily expanded the scale of cash remittance and continuously improved its investment structure. As at 30 June 2025, the backlog of the Company amounted to RMB3,428,988 million.

The value of new contracts of all businesses from overseas markets amounted to RMB200,379 million (equivalent to approximately USD28,167 million), representing a year-on-year increase of 2.2%, and accounting for approximately 20% of the Company's new contracts value. Wherein, the total new contract value of projects with each contract value of over USD300 million amounted to USD15,575 million, accounting for 55% of total value of all overseas new contracts of the Company. Statistics showed that as at 30 June 2025, the Company operated businesses in 139 countries and regions.

The value of new contracts of all businesses from emerging business fields represented by energy conservation and environmental protection, new energy, new materials and new-generation information technology amounted to RMB320,255 million, representing a year-on-year decrease of 1.6%.

The value of new contracts of all businesses from energy engineering projects amounted to RMB58,379 million, representing a year-on-year increase of 92.0%; the value of new contracts from water conservancy projects amounted to RMB35,228 million, representing a year-on-year decrease of 4.9%; and the value of new contracts from agriculture, forestry, animal husbandry and fishery engineering projects amounted to RMB3,566 million, representing a year-on-year decrease of 32.9%.

The value of contracts of all businesses from infrastructure investment projects amounted to RMB45,409 million for domestic market and RMB1,210 million for overseas market as recognized in proportion to the Company's shareholding, and the contract value of construction and installation contracts to be undertaken by the Company in the design and construction sector was estimated to be RMB35,630 million. Among them, the Company secured contracts for projects such as urban village renovation projects in various areas of Huangpu District of Guangzhou City, the urban village renovation and upgrading project in Chinese Enterprises International Port, Qiantang District of Hangzhou City, as well as representative marine economy projects such as the Dalian Modern Marine Pasture Demonstration Project and the Donggang Modern Marine Pasture Project in Dandong.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies

1. Domestic Market

During the reporting period, leveraging on the synergetic effect of macro policies, the economic operation of China showed an overall stable trend and steady progress with the GDP recorded a year-on-year growth of 5.3%. According to the data released by the National Bureau of Statistics (NBS), in the first half of the year, the investment in infrastructure increased by 4.6% year-on-year. Among them, investment in the shipping business increased by 21.8%, investment in the water management business increased by 15.4%, and investment in the railway transport business increased by 4.2%.

2. Overseas Market

During the reporting period, the international situation was characterized by multiple risks and challenges, including a mixture of chaos, prolonged and escalating geopolitical conflicts, and increasingly stringent policy fluctuations. Based on scientific and technological reform and industrial reform, high-quality economic and social development giving rise to many new industries and new models, the development of the infrastructure construction industry is facing another round of integration, the willingness of governments to stimulate the economy through infrastructure has been further enhanced, the demand for inter-regional transportation interconnection has increased, and major projects and high-quality projects are further clustered to the leading enterprises. The eight actions of the “Belt and Road” Initiative, the “Ten Partnership Actions” of China-Africa and the series of deployment arrangements under a number of multi-bilateral cooperation mechanisms have brought new opportunities for overseas business development. According to ENR Statistics in 2024, the new contract value of the world’s top 250 international contractors increased by 15.1% year-on-year, indicating vast potential in the international market in the future.

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

3. Business Summary

(1) Infrastructure Construction Business

The scope of infrastructure construction business mainly consists of investment, design, construction, operation and management of ports, roads and bridges, railways, water conservancy, urban rail transit, municipal infrastructures, building construction, environmental protection and related projects at home and abroad. Categorized by project type, it specifically covers port construction, road and bridge construction, railway construction, urban construction, and overseas projects.

During the reporting period, the value of new infrastructure construction contracts entered into by the Company amounted to RMB897,698 million, representing a year-on-year increase of 4.0%. The value of new contracts from overseas markets amounted to RMB198,067 million (equivalent to approximately USD27,842 million). As at 30 June 2025, the backlog of the Company amounted to RMB2,849,902 million.

Categorized by project type and location, the value of new contracts in terms of port construction, road and bridge construction, railway construction, urban construction, etc. and overseas projects amounted to RMB53,191 million, RMB135,355 million, RMB4,322 million, RMB506,763 million and RMB198,067 million, representing 6%, 15%, 1%, 56% and 22% of the total value of new infrastructure construction contracts, respectively.

① Port Construction

As the largest port construction enterprise in China, the Company has undertaken a majority of medium and large port terminals since the founding of the PRC. With compelling competitive edges, the Company encountered relatively limited substantive competitors.

Data published by the Ministry of Transport of the PRC showed that fixed asset investment in coastal and inland water transport construction amounted to approximately RMB109,256 million from January to June 2025, representing a year-on-year increase of 6.6%.

During the reporting period, the value of new contracts of the Company for port construction projects in Chinese Mainland amounted to RMB53,191 million, representing a year-on-year increase of 15.9%, and accounting for 6% of that of the infrastructure construction business. Wherein, the confirmed value of contracts from infrastructure and other investment projects was RMB301 million, and the value of construction and installation contracts to be undertaken by the Company was estimated to be RMB1,641 million.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

3. Business Summary (continued)

(1) Infrastructure Construction Business (continued)

② Road and Bridge Construction

As one of the largest road and bridge construction enterprises in China, the Company enjoys remarkable technical and scale advantages in construction of expressways, high-grade highways as well as river-crossing and sea-crossing bridges, and is the market leader in the same industry in China. The road business of the Company realizes a consulting service industry pattern of infrastructure sector with full lifecycle and whole-process integration, covering from single industry chain to whole industry chain (planning, feasibility study, investment and financing, survey and design, project construction, operation and maintenance, and asset disposal). With the advantages of leading technical strength, sufficient capital resources, outstanding project performance, abundant resource reserves and good reputation in the highway business, the Company is able to provide integrated consulting services across the whole industry chain. The Company has made important breakthroughs in key technologies such as the construction of mega-span suspension bridges, and has developed a comparative advantage over its competitors in the research of alpine frozen soil technologies, along with the whole industry chain and integrated services covering bridge, island and tunnel projects. Major competitors of the Company are some large-scale central state-owned enterprises and local state-owned infrastructure enterprises.

Data published by the Ministry of Transport of the PRC showed that fixed asset investment in road transport construction amounted to approximately RMB1,129,131 million from January to June 2025, representing a year-on-year decrease of 8.9%.

During the reporting period, the value of new contracts of the Company for road and bridge construction projects in Chinese Mainland reached RMB135,355 million, representing a year-on-year decrease of 3.9%, and accounting for 15% of that of the infrastructure construction business. Wherein, the confirmed value of contracts from infrastructure and other investment projects amount to RMB19,750 million, and the value of construction and installation contracts to be undertaken by the Company was estimated to be RMB21,458 million.

③ Railway Construction

As one of the largest railway construction enterprises in China, the Company sticks to the strategic target of completely becoming a first-class rail transportation comprehensive service provider with leading technology, advanced management and outstanding quality.

During the reporting period, China promoted the railway construction in a scientific and orderly manner with an investment on fixed assets of national railway field of RMB355,900 million, representing a year-on-year increase of 5.5%. According to statistics, in terms of the value of contracts awarded, the Company's market share amounted to 3.9%, ranking the third in the industry and the first among non-railway sectors. The value of new contracts of the Company for railway construction projects in Chinese Mainland amounted to RMB4,322 million, accounting for 1% of that of the infrastructure construction business.

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

3. Business Summary (continued)

(1) Infrastructure Construction Business (continued)

④ *Urban Construction, etc.*

The Company actively participated in urban construction for building construction, urban rail transit and comprehensive urban development extensively, with considerable influence in the market. Meanwhile, the Company accelerated the layout of emerging industries, such as water conservancy, energy businesses, ecological and environmental protection, urban water environment treatment, etc., and endeavored to cultivate new growth points.

During the reporting period, the value of new contracts of the Company for urban construction projects in Chinese Mainland reached RMB506,763 million, representing a year-on-year increase of 7.3%, and accounting for 56% of that of the infrastructure construction business. Wherein, the confirmed value of contracts from infrastructure and other investment projects was RMB24,118 million, and the value of construction and installation contracts to be undertaken by the Company was estimated to be RMB7,751 million.

Categorized by project type, the value of new contracts for building construction, municipal engineering, comprehensive urban development, water conservancy, ecological and environmental protection, offshore wind power, urban rail transit and other projects accounted for 44%, 16%, 3%, 2%, 2%, 2%, 1% and 30%, respectively, of the value of new contracts for urban construction projects.

⑤ *Overseas Projects*

The Company's scope of overseas projects in the infrastructure construction business includes all kinds of large-scale infrastructure projects such as roads and bridges, ports, railways, airports, environmental protection, subways, buildings, water conservancy and hydropower, clean energy etc., with remarkable competitive edges in the market.

During the reporting period, the value of new contracts of the Company for overseas projects in the infrastructure construction business amounted to RMB198,067 million (equivalent to approximately USD27,842 million), representing a year-on-year increase of 3.5%, and accounting for 22% of that of the infrastructure construction business.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

3. Business Summary (continued)

(2) Infrastructure Design Business

The scope of infrastructure design business mainly includes consulting and planning service, feasibility study, survey and design, engineering consultancy, engineering measurement and technical research, project management, project supervision, general project contracting, compilation of industry standards and codes, etc.

As the largest port design enterprise in China, as well as the world's leading highway, bridge and tunnel design enterprise, the Company enjoys remarkable competitive edges in related business fields. As compared with the Company, other participants in the market have relatively weak competitiveness. In terms of the railway infrastructure design business, the Company has entered into the market during the "11th Five-Year Plan" period, and its operations mainly involve overseas railway projects and domestic rail transit projects.

During the reporting period, the value of new contracts of the Company in infrastructure design business reached RMB24,364 million, representing a year-on-year decrease of 25.4%. Wherein, the value of new contracts from overseas markets amounted to RMB910 million (equivalent to approximately USD128 million). As at 30 June 2025, the backlog of the Company amounted to RMB182,411 million.

(3) Dredging Business

The scope of dredging business mainly includes infrastructure dredging, maintenance dredging, environmental dredging, reclamation and watershed management, as well as supporting projects related to dredging and land reclamation.

During the reporting period, the value of new contracts of the Company in dredging business reached RMB63,077 million, representing a year-on year increase of 5.7%. Wherein, the value of new contracts from overseas markets amounted to RMB569 million (equivalent to approximately USD80 million). As at 30 June 2025, the backlog of the Company amounted to RMB371,685 million.

The Company is the world's largest dredging company and enjoys absolute influence in China's coastal dredging market, with business scope covering the fields of port dredging, channel dredging, land reclamation, watershed management, pre-dredging and post-dredging services and environmental protection. During the reporting period, the Company currently has the largest and most advanced fleet of dredging vessels in China and ranks the first in the global market in terms of 87 trailing suction hopper dredgers and cutter suction dredgers. During the reporting period, the Company continued to optimize its asset structure by steadily promoting the investment, construction and acquisition of major dredging vessels and equipment, eliminating some old and inefficient outdated vessels, optimizing the dispatching mechanism of equipment such as cutter suction dredgers to improve the construction utilization rate.

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

3. Business Summary (continued)

(4) Other Businesses

Other businesses mainly include the equipment manufacturing of shield machines along the Company's entire industrial chain, centralized procurement of materials and financial industry support, etc.

The Company has established a shield machine center to build a professional platform for shield machine engineering management and technical services. **Shield machine equipment** focuses on equipment upgrades, leveraging AI technology to maintain a leading position in the shield machine manufacturing industry. The "Beijing Capital (首創號)", the world's largest and deepest vertical tunnel boring machine developed independently, has completed the excavation task of the Tianshan Shengli Tunnel and set three world records. The Company continued to optimize the **procurement mode of materials**, established the control scheme for domestic trade enterprises, and strengthened the source procurement in practice; dynamically adjusted the procurement catalog, explored the regional procurement of different categories, and implemented the procurement of flooring materials, so as to expand the benefits of procurement; and carried out regional procurement with overseas markets to improve the system construction of the Company's overseas supply chain, and enhanced the internationalization of the procurement management standard.

During the reporting period, the value of new contracts of the Company in other businesses amounted to RMB5,915 million. As at 30 June 2025, the backlog of the Company amounted to RMB24,990 million.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

4. Some Major Contracts Entered into during the Reporting Period (Unit: RMB million)

(1) Infrastructure Construction Business

Port Construction

No.	Contract Name	Contract Value
1	Phase V of General Contracting Project in the Coal Port Area of Huanghua Port in Cangzhou City, Hebei Province	2,891
2	Construction Project for General Wharves, Land-based Storage Yards, and Production and Living Support Facilities in the Marine Industry and Supporting Wharf Area of the Zhoushan Port in Ningbo City, Zhejiang Province	1,905
3	Project for the Improvement of the Navigation Channel of the Huai Bin Section in Huai River, Xinyang City, Henan Province	1,889
4	Phase 1 of Crude Oil Terminal Project in the Bulk Cargo Area of Huanghua Port in Cangzhou City, Hebei Province	1,747
5	EPC Project of Phase I Hydraulic Engineering of the Intelligent New Energy Ship Industry Park in Huanggang City, Hubei Province	1,420

Road and Bridge Construction

No.	Contract Name	Contract Value
1	G6002 Guiyang Ring Expressway Expansion Project	5,000
2	G7021 Ningwu Expressway Xingan-Ruichang (Jiangxi-Hubei border) Section New Construction and Xingan-Xingguo Expressway New Construction Projects	3,500
3	Construction Project for the Expansion and Reconstruction of the Wuhan-Yichang Section of the Shanghai-Chongqing Expressway in Wuhan City, Hubei Province	2,653
4	SG-2 Project for the Fengqiu-Xiuwu Section of the Changyuan-Xiuwu Expressway in Henan Province	2,491
5	General Contracting Project for the Construction of the West Section of the Guang'an Ring Expressway in Sichuan Province	2,433

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

4. Some Major Contracts Entered into during the Reporting Period (Unit: RMB million) (continued)

(1) Infrastructure Construction Business (continued)

Railway Construction

No.	Contract Name	Contract Value
1	New Construction of Yichang-Fuling High-Speed Railway (Hubei Section) Station Front Engineering Project in Yichang City, Hubei Province	3,089
2	EPC Project for the Intelligent Transportation Hub at Yangjiang North Station, Yangjiang City, Guangdong Province	643
3	EPC Project for the 10 Million DWT/Year Coal Container Transshipment Station at Zhaoshipan, Yulin City, Shaanxi Province	295
4	Procurement Project for Communications, Signalling, Disaster Monitoring, Power Supply and Electric Traction Power Supply for the Second Line of the Xinjiang Jiangnao Railway Project	138
5	Procurement Project for Heavy-duty Finished Beams of Project Management Office for Section 3 of the Second Line of the Xinjiang Jiangnao Railway Project	101

Urban Construction, etc.

No.	Contract Name	Contract Value
1	Ecological Agriculture Industry Integration Demonstration Project in Jing'an County, Yichun City, Jiangxi Province	6,390
2	EPC Project for High-Quality Development Demonstration of Ecological Science and Technology Agriculture and Tourism in Hengdong County, Hengyang City, Hunan Province	6,070
3	Comprehensive Urban Renewal Development Project in Jinshui District, Zhengzhou City, Henan Province	5,293
4	"Project of Hundred Counties, Thousand Towns and Ten Thousand Villages (百千萬工程)" and Urban-Rural Integration Development Project in Zhaoqing City, Guangdong Province	5,000
5	EPC Project for the Pioneer Zone of Smart Ecological Development Integrating the Three Industries in Haikou City, Hainan Province	4,852

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

4. Some Major Contracts Entered into during the Reporting Period (Unit: RMB million) (continued)

(1) Infrastructure Construction Business (continued)

Overseas Projects

No.	Contract Name	Contract Value
1	T2D Section of Adelaide Ring Road, South Australia, Australia	22,470
2	Construction Project for Phase 2 of Multi-functional Venue and Office Building of Diriyah Gate in Riyadh, Saudi Arabia	10,911
3	121 km Railway Project of Bouchegouf-Souk Ahras-Télergma Section	7,132
4	Phase I Project of Europe New Materials Industrial Base of Easpring in Finland	4,468
5	Affordable Housing Project in Kuwait	3,854

(2) Infrastructure Design Business

No.	Contract Name	Contract Value
1	EPC Project for the Berth Engineering of Eastern Section of the Tonghai Operation Area, Nantong Port, Jiangsu Province	1,544
2	EPC Project for the 100,000 DWT Public Grain and Oil Terminal at the Yangpu Port Bay Bottom Work Area in Danzhou City, Hainan Province	824
3	EPC Project for the Hydraulic Engineering Structure of the Unloading Pier Engineering Project for the LNG Receiving Station Project in Nantong City, Jiangsu Province	723
4	EPC Project for the Supporting Terminal Engineering of Fujian Liquefied Natural Gas Receiving Station Project of the China National Petroleum Corporation in Fuzhou City, Fujian Province	709
5	EPC Project for the Manufacturing Industrial Park and Port Logistics Base Facilities in Dongfang City, Hainan Province	477

IV. BUSINESS OVERVIEW (CONTINUED)

(I) Business Review and Market Strategies (continued)

4. Some Major Contracts Entered into during the Reporting Period (Unit: RMB million) (continued)

(3) Dredging Business

No.	Contract Name	Contract Value
1	General Terminal Project at Yandun Hill, Wenzhou Port, Zhejiang Province, and Phase I Project of Huadong Offshore Wind Power Maintenance Home Port Mining in Cangnan County	4,050
2	EPC Project for the South Area of Xiuyu High-Speed Railway Station in Putian City, Fujian Province	3,299
3	Construction Project for the Extraction and Processing of Limestone and Dolomite for Flux Use in the Hongweikeng Mining Area, Longgui Town, Wujiang District, Shaoguan City, Guangdong Province	1,726
4	EPC Project for Phase I of Shun Feng Yin Ran Park in Changjing, Jiangyin City, Jiangsu Province	1,468
5	New Round of Taihu Lake Ecological Dredging Project in Xiyan'an District, Yixing City, Jiangsu Province	1,432

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data

1. Values of Contracts Newly Entered into during the Reporting Period (RMB million)

Business Segment	April – June 2025		Accumulated in 2025		Aggregate for the same period of 2024	Year-on-year change
	Number	Amount	Number	Amount	Amount	(%)
Infrastructure Construction Business	1,951	404,199	3,741	897,698	863,378	3.98
Port Construction	105	21,079	227	53,191	45,895	15.90
Road and Bridge Construction	222	66,780	413	135,355	140,914	-3.94
Railway Construction	1	101	8	4,322	12,749	-66.10
Urban Construction, etc.	1,492	223,915	2,798	506,763	472,429	7.27
Overseas Projects	131	92,323	295	198,067	191,391	3.49
Infrastructure Design Business	2,138	8,848	4,322	24,364	32,656	-25.39
Dredging Business	404	22,059	932	63,077	59,683	5.69
Other Businesses	N/A	2,915	N/A	5,915	5,150	14.86
Total	N/A	438,020	N/A	991,054	960,867	3.14

Values of contracts newly entered into outside the PRC during the reporting period (RMB million)

Region of projects	Number of projects	Total value
Africa	156	81,876
Asia (excluding Hong Kong, Macau and Taiwan)	233	57,131
Oceania	16	33,560
Latin America	41	14,060
Europe	11	9,151
Hong Kong, Macau, Taiwan and other regions	53	4,601
Total	510	200,379

Note: The above data was calculated by region.

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

2. Completed and Accepted Projects during the Reporting Period (RMB million)

Total number of projects		N/A	
Total project value		127,151	
		Number	Value
Categorized by region	Domestic	N/A	117,996
	Overseas	N/A	9,155
Categorized by business type	Infrastructure Construction		
	Business	471	120,328
	Infrastructure Design Business	809	3,322
	Dredging Business	34	3,501
	Other Businesses	N/A	–

Note: Calculated based on projects whose main construction has been completed or projects that have generated more than 95% of their output.

3. Projects under Construction during the Reporting Period (RMB million)

Total number of projects		N/A	
Total project value		4,631,063	
		Number	Value
Categorized by region	Domestic	N/A	3,911,031
	Overseas	N/A	720,032
Categorized by business type	Infrastructure Construction		
	Business	7,408	4,033,530
	Infrastructure Design Business	24,553	241,146
	Dredging Business	1,977	323,786
	Other Businesses	N/A	32,601

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

4. Outstanding Projects during the Reporting Period (RMB million)

		Contracted but not yet commenced		Under construction and not yet completed	
Total number of projects		N/A		N/A	
Total project value		886,280		2,542,708	
		Number	Value	Number	Value
Categorized by region	Domestic	N/A	706,603	N/A	2,137,126
	Overseas	N/A	179,677	N/A	405,582
Categorized by business type	Infrastructure construction business	1,814	734,222	6,973	2,115,680
	Infrastructure design business	241	30,948	22,306	151,463
	Dredging business	491	119,661	1,619	252,024
	Other businesses	N/A	1,449	N/A	23,541

5. Infrastructure and Other Investment Projects

In 2025, the infrastructure investment market will see further polarization in competition, with increasing industry concentration and investment specialization. Moving forward, the Company will adhere to the principles of “value-oriented investments, full-lifecycle investments, rational investments, and high-quality investments”, treating cash flow as our lifeline to optimize the investment portfolio, enhance returns, and mitigate risks. **Firstly, the Company will adhere to total volume control.** The Company will continue to control the total investment volume and optimize the investment structure. **Secondly, the Company will uphold value-driven investment** and meticulously select investment targets. The Company will further increase the proportion of investments in strategic emerging industries. **Thirdly, the Company will insist on strengthening supervision** and ensure high-quality project execution. The Company will fully implement full-lifecycle supervision requirements. **Fourthly, the Company will adhere to the bottom line of investment** and coordinate development and safety with high quality. Continuous improvement of systemic response plans and comprehensive prevention mechanisms will be ensured to keep all types of risks under control.

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

5. Infrastructure and Other Investment Projects (continued)

(1) New Contracts of Infrastructure and Other Investment Projects

During the reporting period, the confirmed value of contracts from infrastructure investment projects was RMB45,409 million for domestic market (CCCC's interest) and RMB1,210 million (USD170 million) for overseas market (CCCC's interest). The value of construction and installation contracts to be undertaken was estimated to be RMB35,630 million, among which, the confirmed values of contracts from BOT projects, non-operational projects and urban comprehensive development projects were RMB21,145 million, RMB6,556 million and RMB18,918 million respectively, accounting for 45%, 14% and 41% of that of infrastructure investment projects respectively.

(2) Government Paid Projects and Urban Comprehensive Development Projects

The accumulative completed investment in government paid projects by the Company amounted to RMB464,600 million with cumulatively RMB115,300 million recovered.

The accumulative completed investment in urban comprehensive development projects by the Company was RMB191,400 million and RMB174,300 million had been received cumulatively by the Company.

(3) Concession Projects

As at 30 June 2025, according to statistics of the consolidated items contracted and financed by the Company (the latest statistics shall prevail if there was any change), the accumulative completed investment in concession projects amounted to RMB214,810 million. 33 concession projects together with 33 share-participation projects had been put into operation, and the operating revenue and net loss for the reporting period were RMB4,196 million and RMB687 million, respectively. As audited, as at 30 June 2025, the uncompleted investment amounted to RMB114,765 million.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

5. Infrastructure and Other Investment Projects (continued)

(3) Concession Projects (continued)

① Infrastructure and Other Investment Projects Newly Entered into (RMB million)

No.	Project Name	Project Type	Total Investment Budget Estimate	Contract Value according to Shareholding Ratio of the Company	Expected Construction and Installation Contract Value	Operating Project or Not	Consolidated or Not	Construction Period (Year)	Toll Collection/ Operation Period (Year)
1	Urban Village Redevelopment Project of Nangang North, Xiayuan, Yinling Area of Jinkeng Village, and Dengwu Area of Jinkeng Village in Huangpu District, Guangzhou	Comprehensive urban	21,590	10,579	1,116	Yes	No	5	-
2	Wuhu Taishan Road Yangtze River Bridge and Connecting Roads Project of S24 Hangzhou-Hefei Expressway	BOT	14,610	7,443	5,316	Yes	No	4	29.67
3	Upgrade and Expansion PPP Project from Jinzhong-Changzhi Boundary to Xiaohabei Section in Tunliu of National Highway G208	BOT	5,459	4,941	2,136	Yes	Yes	3	27
4	Relocation Housing Project for Plot 73-04, Huacao Community, Minhang District, Shanghai	Non-operational	4,036	4,039	1,539	No	Yes	3	2
5	Urban Village Redevelopment and Upgrade Project for China Enterprise International Port (Covering Xiaosibu Village, Minzhu Village, and Southern Section of Xianggong Village) in Qiantang District, Hangzhou	Comprehensive urban	4,413	3,972	1,951	Yes	Yes	5	1
6	Others	-	92,061	15,645	23,572	-	-	-	-
Total		-	142,169	46,619	35,630	-	-	-	-

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

5. Infrastructure and Other Investment Projects (continued)

(3) Concession Projects (continued)

② Concession Projects under Development² (RMB million)

No.	Project Name	Contract Value according to Shareholding Ratio	Investment Amount in the Period	Accumulated Investment Value
1	Expansion Project of Duyun-Guiyang Section of G76 Xiamen-Chengdu National Expressway and the Rongjiang-Rong'an (Guizhou and Guangxi Conjunction) Expressway Concession Project	28,862	301	355
2	Qinhuangdao-Shenyang Expressway (Songlingmen-Shenyang Section) Project	14,392	1,887	2,188
3	Project of Qi County-Lishi Expressway in Shanxi Province	13,587	1,134	2,063
4	PPP Project of Quanzhou-Rongxian Highway (Pingnan-Rongxian Section) in Guangxi Province	12,755	1,467	4,288
5	Chengde (Lijaying)-Pinggu (Hebei and Beijing Conjunction) Section Project of the Capital Region Ring Expressway (G95)	11,453	518	8,052
6	Project of He County-Wuwei Section of Nanjing-Jiujiang Expressway of G4231	11,100	810	810
7	Project of Quanzhou-Rongxian Highway (Pingle-Zhaoping Section) in Guangxi Province	9,192	580	4,064
8	PPP Project of Hezuo-Saierlong (Gansu and Qinghai Conjunction) Section of Gansu G1816 Wuhai-Maqin Expressway	8,581	670	1,952
9	PPP Project of Health Production Area in Jinxian Medical Park in Nanchang, Jiangxi Province	6,558	8	188
10	Project of Wushan-Guandu Section of Xuanhan-Kaizhou-Yunyang-Wuxi-Wushan Expressway	6,225	78	116
11	Reconstruction and Expansion Project of National Highway 208 between Jinzhong Changzhi Border to Tunliu Xiaohabei Section in Shanxi Province	4,940	746	1,598
12	Transit Re-routing Project of Xiangfen-Quwo-Houma of National Highway 108 in Shanxi Province	3,511	96	275
13	Chongqing CCCC Luoqi Port Project	3,189	250	645
14	Highways including Taihangshan Highway in Hebei Province	14,570	Share participation	Share participation
15	Highways including Urumqi-Yuli Highway in Xinjiang	10,616	Share participation	Share participation

² The breakdown of concession projects under development does not include the concession projects acquired overseas.

BUSINESS OVERVIEW

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

5. Infrastructure and Other Investment Projects (continued)

(3) Concession Projects (continued)

② Concession Projects under Development² (RMB million) (continued)

No.	Project Name	Contract Value according to Shareholding Ratio	Investment Amount in the Period	Accumulated Investment Value
16	Project of Guiyang-Jinsha-Gulin (between Guizhou and Sichuan) Highway in Guizhou Province	9,999	Share participation	Share participation
17	Project of Chongqing-Hunan Parallel Line (City Center to Youyang Section) and Wulong-Daozhen (Chongqing Section) Highway in Chongqing	9,687	Share participation	Share participation
18	Project of Dejiang-Yuqing Highway in Guizhou Province	9,388	Share participation	Share participation
19	Jianglu North Line Expressway in Chongqing	8,498	Share participation	Share participation
20	Phase I of Project of Urumqi Rail Transit Line 4 in Xinjiang	8,287	Share participation	Share participation
21	Tong'an Expressway in Chongqing	6,047	Share participation	Share participation
22	Project of Phase I of Expressway from Lingtai to Huating of Line S28 in Gansu Province	4,050	Share participation	Share participation
23	Project of Mengxi Industrial Park-Sanbei Yangchang Railway in Ordos, Inner Mongolia	3,383	Share participation	Share participation
24	Project of Naomao Lake-Jiangjun Temple Railway in Xinjiang	3,313	Share participation	Share participation
25	Others	19,149	255	1,773
Total		241,332	8,799	28,367

² The breakdown of concession projects under development does not include the concession projects acquired overseas.

IV. BUSINESS OVERVIEW (CONTINUED)

(II) Major Production and Operational Data (continued)

5. Infrastructure and Other Investment Projects (continued)

(3) Concession Projects (continued)

③ Concession Projects in Operation Period (RMB million)

No.	Project Name	Accumulated Investment Value	Operating Revenue in the Period	Toll Collection Rights Period (Year)	Completed Toll Collection Rights Period (Year)
1	New Songming-Kunming Expressway, Xuanwei-Qujing Expressway and Mengzi-Wenshan-Yanshan Expressway in Yunnan Province	27,595	700	30	7.5
2	Daozhen-Weng'an Expressway in Guizhou Province	26,615	329	30	9.5
3	Guigang-Long'an Expressway	17,559	230	30	6.0
4	Phnom Penh-Port of Sihanoukville Expressway in Cambodia	13,281	188	50	2.0
5	Guiyang-Qianxi Expressway in Guizhou Province	9,265	189	30	8.5
6	Guiyang-Weng'an Expressway in Guizhou Province	8,571	247	30	9.5
7	Yanhe-Dejiang Expressway in Guizhou Province	7,536	80	30	9.5
8	Guiyang-Duyun Expressway in Guizhou Province	7,444	279	30	14.3
9	Yulin-Jiaxian Expressway in Shaanxi Province	6,138	133	30	11.5
10	Yongchuan-Jiangjin Expressway in Chongqing	6,023	56	30	10.5
11	Fengdu-Fuling Expressway in Chongqing	5,982	150	30	11.5
12	Fengdu-Shizhu Expressway in Chongqing	5,577	85	30	11.5
13	Quanzhou Section of Quanzhou-Xiamen-Zhangzhou City Alliance Expressway in Fujian Province	5,193	66	24	4.5
14	South-North Highway in Jamaica	5,192	225	50	9.5
15	Foshan-Guangming Expressway in Guangdong Province	5,141	299	25	16.0
16	Zhuankou Yangtze River Bridge Project in Wuhan, Hubei Province	4,860	104	30	7.5
17	BOT Project of Expressway in Nairobi, Kenya	4,767	190	27	2.0
18	Xianning-Tongshan Expressway in Hubei Province	3,119	63	30	11.5
19	Others	16,585	583	—	—
Total		186,443	4,196	—	—

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following section should be read in conjunction with the unaudited condensed consolidated interim financial information of the Group and accompanying notes herein.

OVERVIEW

For the six months ended 30 June 2025, revenue of the Group amounted to RMB335,450 million, representing a decrease of 5.8% from RMB356,010 million in the corresponding period of 2024. Among which, revenue derived from overseas markets amounted to RMB67,909 million, accounted for 20% of the total revenue. Infrastructure construction business, infrastructure design business, dredging business and other businesses accounted for 85.8%, 4.0%, 6.7% and 3.5% (all before elimination of inter-segment transactions) of the total revenue for the six months ended 30 June 2025, respectively.

Gross profit for the six months ended 30 June 2025 amounted to RMB35,765 million, representing a decrease of 14.0% from RMB41,596 million in the corresponding period of 2024. Gross profit margin decreased to 10.7% for the six months ended 30 June 2025 as compared to 11.7% for the six months ended 30 June 2024.

Profit before tax for the six months ended 30 June 2025 amounted to RMB16,764 million, representing a decrease of 11.6% from RMB18,969 million in the corresponding period of 2024.

For the six months ended 30 June 2025, profit attributable to owners of the parent amounted to RMB9,990 million, representing a decrease of 16.9% from RMB12,022 million in the corresponding period of 2024. For the six months ended 30 June 2025, earnings per share of the Group was RMB0.58, compared with RMB0.70 in the corresponding period of 2024.

The following is a comparison of financial results between the six months ended 30 June 2025 and 2024.

CONSOLIDATED RESULTS OF OPERATIONS

Revenue

Revenue for the six months ended 30 June 2025 decreased by 5.8% to RMB335,450 million from RMB356,010 million in the corresponding period of 2024. Revenue from infrastructure construction business, infrastructure design business, and dredging business amounted to RMB298,837 million, RMB13,809 million, and RMB23,370 million (all before elimination of inter-segment transactions), representing a decrease of 7.0%, 5.1%, and 13.1% respectively, due to the slowing down of the growth rate of domestic infrastructure industry. Revenue from other businesses amounted to RMB12,202 million (before elimination of inter-segment transactions), representing an increase of 9.2%.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Cost of Sales and Gross Profit

Cost of sales for the six months ended 30 June 2025 amounted to RMB299,685 million, representing a decrease of 4.7% from RMB314,414 million in the corresponding period of 2024. Cost of sales from infrastructure construction business, infrastructure design business, dredging business and other businesses amounted to RMB269,498 million, RMB11,442 million, RMB20,828 million and RMB10,797 million (all before elimination of inter-segment transactions) respectively. Compared with the costs in corresponding period of 2024, costs from infrastructure construction business, infrastructure design business, and dredging business decreased by 6.1%, 1.8%, and 12.2%, while costs from other businesses increased by 7.2%.

Cost of sales consisted mainly of subcontracting costs and cost of raw materials and consumables used. For the six months ended 30 June 2025, subcontracting costs decreased by 9.5%, due to more efforts on subcontracting management; cost of raw materials and consumables used decreased by 3.8%, due to the effective cost control of centralized procurement.

As a result of the decrease in both revenue and cost of sales, gross profit for the six months ended 30 June 2025 amounted to RMB35,765 million, representing a decrease of 14.0% from RMB41,596 million in the corresponding period of 2024. Gross profit from infrastructure construction business, infrastructure design business, and dredging business decreased by 14.8%, 18.5%, and 20.0%, while gross profit from other businesses increased by 27.0% from the corresponding period of 2024. Gross profit margin decreased to 10.7% for the six months ended 30 June 2025 as compared to 11.7% for the six months ended 30 June 2024. Gross profit margin for the infrastructure construction business, infrastructure design business, dredging business and other businesses were 9.8%, 17.1%, 10.9% and 11.5%, respectively, as compared with 10.7%, 20.0%, 11.8% and 9.9% in the corresponding period of 2024.

Administrative Expenses

Administrative expenses for the six months ended 30 June 2025 amounted to RMB16,984 million, representing a decrease of 10.2% from RMB18,910 million in the corresponding period of 2024.

Other Income

Other income for the six months ended 30 June 2025 amounted to RMB3,174 million, representing an increase of RMB128 million from RMB3,046 million in the corresponding period of 2024.

Other Gains/(Losses), Net

Other gains for the six months ended 30 June 2025 amounted to RMB642 million, compared with RMB210 million of other losses in the corresponding period of 2024, due to one-time gains from the disposal of subsidiaries.

Impairment Losses on Financial and Contract Assets, Net

Impairment losses on financial and contract assets for the six months ended 30 June 2025 amounted to RMB2,398 million, representing an increase of 10.4% from RMB2,173 million in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Operating Profit

Operating profit for the six months ended 30 June 2025 amounted to RMB17,208 million, representing a decrease of 16.2% from RMB20,527 million in the corresponding period of 2024. This decrease was mainly due to the decline of gross profit.

For the six months ended 30 June 2025, operating profit from infrastructure construction business, infrastructure design business, dredging business and other businesses were RMB14,688 million, RMB1,048 million, RMB1,104 million and RMB879 million respectively, as compared with RMB17,210 million, RMB1,228 million, RMB1,773 million and RMB491 million (all before elimination of inter-segment transactions and unallocated cost) in the corresponding period of 2024.

Operating profit margin decreased to 5.1% for the six months ended 30 June 2025 from 5.8% in the corresponding period of 2024.

Finance Income

Finance income for the six months ended 30 June 2025 amounted to RMB11,224 million, representing an increase of 4.9% from RMB10,696 million in the corresponding period of 2024.

Finance Costs, Net

Net finance costs for the six months ended 30 June 2025 amounted to RMB10,940 million, representing a decrease of 6.1% from RMB11,649 million in the corresponding period of 2024. The decrease was mainly due to debt refinancing based on favorable market rates.

Share of Losses of Joint Ventures

Share of losses of joint ventures for the six months ended 30 June 2025 amounted to RMB730 million, representing a decrease of 18.5% from RMB896 million in the corresponding period of 2024.

Share of Profits of Associates

Share of profits of associates for the six months ended 30 June 2025 amounted to RMB2 million, as compared with RMB291 million in the corresponding period of 2024.

Profit before Income Tax

As a result of the foregoing factors, profit before income tax for the six months ended 30 June 2025 amounted to RMB16,764 million, representing a decrease of 11.6% from RMB18,969 million in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Income Tax Expense

Income tax expense for the six months ended 30 June 2025 amounted to RMB3,461 million, representing a decrease of 9.3% from RMB3,814 million in the corresponding period of 2024.

Profit Attributable to Non-Controlling Interests

Profit attributable to non-controlling interests for the six months ended 30 June 2025 amounted to RMB3,313 million, representing an increase of 5.7% from RMB3,133 million in the corresponding period of 2024.

Discussion of Segment Operations

The following table sets forth the segment breakdown of revenue, gross profit and operating profit of the Group for the six months ended 30 June 2025 and 2024.

Business	Revenue		Gross Profit		Gross Profit Margin		Operating Profit ⁽¹⁾		Operating Profit Margin	
	Six months ended 30 June		Six months ended 30 June		Six months ended 30 June		Six months ended 30 June		Six months ended 30 June	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	(RMB million)	(RMB million)	(RMB million)	(RMB million)	(%)	(%)	(RMB million)	(RMB million)	(%)	(%)
Infrastructure Construction	298,837	321,469	29,339	34,444	9.8	10.7	14,688	17,210	4.9	5.4
% of total	85.8	85.9	82.4	82.7	–	–	82.9	83.1	–	–
Infrastructure Design	13,809	14,554	2,367	2,905	17.1	20.0	1,048	1,228	7.6	8.4
% of total	4.0	3.9	6.6	7.0	–	–	5.9	5.9	–	–
Dredging	23,370	26,894	2,542	3,177	10.9	11.8	1,104	1,773	4.7	6.6
% of total	6.7	7.2	7.1	7.6	–	–	6.2	8.6	–	–
Other businesses	12,202	11,177	1,405	1,106	11.5	9.9	879	491	7.2	4.4
% of total	3.5	3.0	3.9	2.7	–	–	5.0	2.4	–	–
Subtotal	348,218	374,094	35,653	41,632	10.2	11.1	17,719	20,702	5.1	5.5
Intersegment elimination and unallocated profit/(costs)	(12,768)	(18,084)	112	(36)	–	–	59	(14)	–	–
	–	–	–	–	–	–	(570)	(161)	–	–
Total	335,450	356,010	35,765	41,596	10.7	11.7	17,208	20,527	5.1	5.8

(1) Total operating profit represents the total of segment profit less unallocated costs or add unallocated profit.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Infrastructure Construction Business

The financial information for the infrastructure construction business presented in this section is before elimination of inter-segment transactions and unallocated costs.

The following table sets out the principal profit and loss information for the infrastructure construction business for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Revenue	298,837	321,469
Cost of sales	(269,498)	(287,025)
Gross profit	29,339	34,444
Selling and marketing expenses	(751)	(755)
Administrative expenses	(13,608)	(15,149)
Provision for impairment of contract assets and trade and other receivables	(1,779)	(1,742)
Other income, net and Other gains, net	1,487	412
Segment result	14,688	17,210
Depreciation and amortisation	5,707	5,305

Revenue. Revenue from the infrastructure construction business for the six months ended 30 June 2025 was RMB298,837 million, representing a decrease of 7.0% from RMB321,469 million in the corresponding period of 2024. The decrease was mainly due to the slowing down of the growth rate of domestic infrastructure construction industry.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Infrastructure Construction Business (continued)

Cost of sales and gross profit. Cost of sales for the infrastructure construction business for the six months ended 30 June 2025 was RMB269,498 million, representing a decrease of 6.1% from RMB287,025 million in the corresponding period of 2024. Cost of sales as a percentage of revenue increased to 90.2% for the six months ended 30 June 2025 from 89.3% in the corresponding period of 2024.

Gross profit from the infrastructure construction business for the six months ended 30 June 2025 decreased by 14.8% to RMB29,339 million from RMB34,444 million in the corresponding period of 2024. Gross profit margin decreased to 9.8% for the six months ended 30 June 2025 from 10.7% in the corresponding period of 2024, primarily due to the losses on certain projects.

Selling and marketing expenses. Selling and marketing expenses for the infrastructure construction business for the six months ended 30 June 2025 were RMB751 million, as compared with RMB755 million in the corresponding period of 2024.

Administrative expenses. Administrative expenses for the infrastructure construction business were RMB13,608 million for the six months ended 30 June 2025, representing a decrease of 10.2% from RMB15,149 million in the corresponding period of 2024. Administrative expenses as a percentage of revenue is 4.6% for the six months ended 30 June 2025, compared with 4.7% in the corresponding period of 2024.

Provision for impairment of contract assets and trade and other receivables. Provision for impairment of contract assets and trade and other receivables for the infrastructure construction business for the six months ended 30 June 2025 were RMB1,779 million, representing an increase of 2.1% from RMB1,742 million in the corresponding period of 2024. Provision for impairment of contract assets and trade and other receivables as a percentage of revenue is 0.6% for the six months ended 30 June 2025, compared with 0.5% in the corresponding period of 2024.

Other income, net and Other gains, net. Other income, net and Other gains, net for the infrastructure construction business increased to RMB1,487 million for the six months ended 30 June 2025 from RMB412 million in the corresponding period of 2024. The increase was mainly attributable to one-time gains from the disposal of subsidiaries and the increase in foreign exchange gains in 2025, as compared to the last corresponding period.

Segment result. As a result of the above, segment result for the infrastructure construction business for the six months ended 30 June 2025 was RMB14,688 million, representing a decrease of 14.7% from RMB17,210 million in the corresponding period of 2024. Segment result margin decreased to 4.9% for the six months ended 30 June 2025 from 5.4% in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Infrastructure Design Business

The financial information for the infrastructure design business presented in this section is before elimination of inter-segment transactions and unallocated costs.

The following table sets out the principal profit and loss information for infrastructure design business for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Revenue	13,809	14,554
Cost of sales	(11,442)	(11,649)
Gross profit	2,367	2,905
Selling and marketing expenses	(174)	(210)
Administrative expenses	(1,135)	(1,225)
Provision for impairment of contract assets and trade and other receivables	(243)	(289)
Other income, net and Other gains, net	233	47
Segment result	1,048	1,228
Depreciation and amortization	247	319

Revenue. Revenue from the infrastructure design business for the six months ended 30 June 2025 was RMB13,809 million, representing a decrease of 5.1% from RMB14,554 million in the corresponding period of 2024. The decrease was attributable to the adjustment of business structure, which led to the reduction in EPC projects, and to the decrease of design projects.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Infrastructure Design Business (continued)

Cost of sales and gross profit. Cost of sales for the infrastructure design business for the six months ended 30 June 2025 was RMB11,442 million, representing a decrease of 1.8% from RMB11,649 million in the corresponding period of 2024. Cost of sales as a percentage of revenue increased to 82.9% for the six months ended 30 June 2025 from 80.0% in the corresponding period of 2024.

Gross profit from the infrastructure design business for the six months ended 30 June 2025 decreased to RMB2,367 million from RMB2,905 million in the corresponding period of 2024. Gross profit margin decreased to 17.1% for the six months ended 30 June 2025 from 20.0% in the corresponding period of 2024, due to the decrease of high profit margin projects in the infrastructure design business.

Selling and marketing expenses. Selling and marketing expenses for the infrastructure design business for the six months ended 30 June 2025 decreased to RMB174 million from RMB210 million in the corresponding period of 2024.

Administrative expenses. Administrative expenses for the infrastructure design business for the six months ended 30 June 2025 were RMB1,135 million, representing a decrease of 7.3% from RMB1,225 million in the corresponding period of 2024. Administrative expenses as a percentage of revenue decreased to 8.2% for the six months ended 30 June 2025 from 8.4% in the corresponding period of 2024.

Provision for impairment of contract assets and trade and other receivables. Provision for impairment of contract assets and trade and other receivables for the infrastructure design business for the six months ended 30 June 2025 were RMB243 million, compared with RMB289 million in the corresponding period of 2024. Provision for impairment of contract assets and trade and other receivables as a percentage of revenue decreased to 1.8% for the six months ended 30 June 2025, from 2.0% in the corresponding period of 2024.

Other income, net and Other gains, net. Other income, net and Other gains, net for the infrastructure design business for the six months ended 30 June 2025 was RMB233 million, as compared with RMB47 million in the corresponding period of 2024, due to one-time gains on disposal of subsidiaries and foreign exchange gains in 2025.

Segment result. As a result of the above, segment result for the infrastructure design business for the six months ended 30 June 2025 was RMB1,048 million, representing a decrease of 14.7% from RMB1,228 million in the corresponding period of 2024. Segment result margin decreased to 7.6% for the six months ended 30 June 2025 from 8.4% in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Dredging Business

The financial information for the dredging business presented in this section is before elimination of inter-segment transactions and unallocated costs.

The following table sets out the principal profit and loss information for the dredging business for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Revenue	23,370	26,894
Cost of sales	(20,828)	(23,717)
Gross profit	2,542	3,177
Selling and marketing expenses	(226)	(215)
Administrative expenses	(1,114)	(1,325)
Provision for impairment of contract assets and trade and other receivables	(167)	(44)
Other income, net and Other gains, net	69	180
Segment result	1,104	1,773
Depreciation and amortisation	560	560

Revenue. Revenue from the dredging business for the six months ended 30 June 2025 was RMB23,370 million, representing a decrease of 13.1% from RMB26,894 million in the corresponding period of 2024. The decrease was mainly due to the slowing down of the growth rate of domestic dredging industry.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Dredging Business (continued)

Cost of sales and gross profit. Cost of sales for the dredging business for the six months ended 30 June 2025 was RMB20,828 million, representing a decrease of 12.2% as compared with RMB23,717 million in the corresponding period of 2024. Cost of sales as a percentage of revenue for the dredging business for the six months ended 30 June 2025 increased to 89.1% from 88.2% in the corresponding period of 2024.

Gross profit from the dredging business for the six months ended 30 June 2025 was RMB2,542 million, representing a decrease from RMB3,177 million in the corresponding period of 2024. This decrease was mainly attributable to the losses on certain projects. Gross profit margin for the dredging business decreased to 10.9% for the six months ended 30 June 2025 from 11.8% in the corresponding period of 2024.

Selling and marketing expenses. Selling and marketing expenses for the dredging business for the six months ended 30 June 2025 were RMB226 million, as compared with RMB215 million in the corresponding period of 2024.

Administrative expenses. Administrative expenses for the dredging business for the six months ended 30 June 2025 were RMB1,114 million, representing a decrease of 15.9% from RMB1,325 million in the corresponding period of 2024. Administrative expenses as a percentage of revenue decreased to 4.8% for the six months ended 30 June 2025 from 4.9% in the corresponding period of 2024.

Provision for impairment of contract assets and trade and other receivables. Provision for impairment of contract assets and trade and other receivables for the dredging business for the six months ended 30 June 2025 increased to RMB167 million from RMB44 million in the corresponding period of 2024. The increase was primarily due to no large-scale recoveries on age-long receivables in this period as compared to the last corresponding period. Provision for impairment of contract assets and trade and other receivables as a percentage of revenue increased to 0.7% for the six months ended 30 June 2025 from 0.2% in the corresponding period of 2024.

Other income, net and Other gains, net. Other income, net and Other gains, net for the dredging business for the six months ended 30 June 2025 decreased to RMB69 million from RMB180 million in the corresponding period of 2024. This decrease was primarily due to no one-time gains from disposal of subsidiaries in this period as compared to the last corresponding period.

Segment result. As a result of the above, segment result for the dredging business for the six months ended 30 June 2025 was RMB1,104 million, representing a decrease of 37.7% from RMB1,773 million in the corresponding period of 2024. Segment result margin for the six months ended 30 June 2025 decreased to 4.7% from 6.6% in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

CONSOLIDATED RESULTS OF OPERATIONS (CONTINUED)

Other Businesses

The financial information for the other businesses presented in this section is before elimination of inter-segment transactions and unallocated costs.

The following table sets out the revenue, cost of sales and gross profit information for the other businesses for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Revenue	12,202	11,177
Cost of sales	(10,797)	(10,071)
Gross profit	1,405	1,106

Revenue. Revenue from the other businesses for the six months ended 30 June 2025 was RMB12,202 million, representing an increase of 9.2% from RMB11,177 million in the corresponding period of 2024.

Cost of sales and gross profit. Cost of sales for the other businesses for the six months ended 30 June 2025 was RMB10,797 million, compared with RMB10,071 million in the corresponding period of 2024. Cost of sales as a percentage of revenue decreased to 88.5% for the six months ended 30 June 2025 from 90.1% in the corresponding period of 2024.

Gross profit from the other businesses for the six months ended 30 June 2025 was RMB1,405 million, compared with RMB1,106 million in the corresponding period of 2024. Gross profit margin increased to 11.5% for the six months ended 30 June 2025 from 9.9% in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

LIQUIDITY AND CAPITAL RESOURCES

The Group's business requires a significant amount of working capital to finance the purchase of raw materials and to finance the engineering, construction and other work on projects before payment is received from clients. The Group historically met its working capital and other capital requirements principally from cash provided by operations, while financing the remainder of the Group's requirements primarily through borrowings. As at 30 June 2025, the Group had unutilised credit facilities in the amount of RMB1,698,829 million. The Group's access to financial markets since its public offering in Hong Kong Stock Exchange and Shanghai Stock Exchange has provided additional financing flexibility.

Cash Flow Data

The following table presents selected cash flow data from the Group's consolidated cash flow statements for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Net cash flows used in operating activities	(77,301)	(74,161)
Net cash flows used in investing activities	(18,928)	(15,608)
Net cash flows generated from financing activities	97,147	99,205
Net increase in cash and cash equivalents	918	9,436
Cash and cash equivalents at beginning of period	134,974	110,406
Effect of foreign exchange rate changes, net	132	10
Cash and cash equivalents at end of period	136,024	119,852

Cash flow from operating activities

For the six months ended 30 June 2025, net cash outflow used in operating activities was RMB77,301 million, compared with RMB74,161 million in the corresponding period of 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

LIQUIDITY AND CAPITAL RESOURCES (CONTINUED)

Cash flow from investing activities

For the six months ended 30 June 2025, net cash outflow used in investing activities was RMB18,928 million, compared with RMB15,608 million in the corresponding period of 2024, which was primarily due to the increase of capital expenditure of BOT projects, as well as the purchase and renewal of critical equipments.

Cash flow from financing activities

For the six months ended 30 June 2025, net cash inflow generated from financing activities was RMB97,147 million compared with RMB99,205 million in the corresponding period of 2024.

Capital Expenditure

The Group's capital expenditure principally comprises expenditure from investment in BOT projects, purchases of machinery, equipments and vessels, and the building of plants. The following table set forth the Group's capital expenditure by business for the six months ended 30 June 2025 and 2024.

	Six months ended 30 June	
	2025 (RMB million)	2024 (RMB million)
Infrastructure Construction Business	14,657	11,912
– BOT projects	8,638	5,772
Infrastructure Design Business	245	496
Dredging Business	967	744
Other Businesses	403	790
Total	16,272	13,942

Capital expenditure for the six months ended 30 June 2025 was RMB16,272 million, as compared with RMB13,942 million in the corresponding period of 2024, which was mainly due to the increase of capital expenditure of BOT projects.

MANAGEMENT'S DISCUSSION AND ANALYSIS

LIQUIDITY AND CAPITAL RESOURCES (CONTINUED)

Working Capital

Trade and bills receivables and trade and bills payables

The following table sets forth the turnover of the Group's average trade and bills receivables and average trade and bills payables for the six months ended 30 June 2025 and the year ended 31 December 2024.

	For the Six months ended 30 June 2025 (Number of days)	Twelve months ended 31 December 2024 (Number of days)
Turnover of average trade and bills receivables ⁽¹⁾	80	62
Turnover of average trade and bills payables ⁽²⁾	258	221

(1) For the six months ended 30 June 2025, average trade and bills receivables equals trade and bills receivables net of provisions at the beginning of the six-month period plus trade and bills receivables net of provisions at the end of the six-month period divided by 2. Turnover of average trade and bills receivables (in days) equals average trade and bills receivables divided by revenue and multiplied by 180. For the twelve months ended 31 December 2024, average trade and bills receivables equals trade and bills receivables net of provisions at the beginning of the year plus trade and bills receivables net of provisions at the end of the year divided by 2. Turnover of average trade and bills receivables (in days) equals average trade and bills receivables divided by revenue and multiplied by 365.

(2) For the six months ended 30 June 2025, average trade and bills payables equals trade and bills payables at the beginning of the six-month period plus trade and bills payables at the end of the six-month period divided by 2. Turnover of average trade and bills payables (in days) equals average trade and bills payables divided by cost of sales and multiplied by 180. For the twelve months ended 31 December 2024, average trade and bills payables equals trade and bills payables at the beginning of the year plus trade and bills payables at the end of the year divided by 2. Turnover of average trade and bills payables (in days) equals average trade and bills payables divided by cost of sales and multiplied by 365.

MANAGEMENT'S DISCUSSION AND ANALYSIS

LIQUIDITY AND CAPITAL RESOURCES (CONTINUED)

Working Capital (continued)

Trade and bills receivables and trade and bills payables (continued)

The following table sets forth an ageing analysis of trade and bills receivables, net of provision, as at 30 June 2025 and 31 December 2024.

	As at 30 June 2025 (RMB million)	31 December 2024 (RMB million)
Within 6 months	87,009	86,079
7 months to 12 months	29,700	15,025
13 months to 24 months	22,387	21,649
25 months to 36 months	9,369	7,772
Over 36 months	9,837	10,380
Total	158,302	140,905

Management closely monitors the recovery of the Group's overdue trade and bills receivables on a regular basis, and, when appropriate, provides for impairment of these trade and bills receivables. As at 30 June 2025, the Group had a provision for impairment of RMB29,697 million, as compared with RMB28,538 million as at 31 December 2024.

Retentions

The following table sets forth the fair value of the retentions as at 30 June 2025 and 31 December 2024.

	As at 30 June 2025 (RMB million)	31 December 2024 (RMB million)
Current	19,344	18,554
Non-current	57,835	53,998
Total	77,179	72,552

MANAGEMENT'S DISCUSSION AND ANALYSIS

INDEBTEDNESS

Borrowings

The following table sets out the maturities of the Group's total borrowings as at 30 June 2025 and 31 December 2024.

	As at	
	30 June	31 December
	2025	2024
	(RMB million)	(RMB million)
Within 1 year	223,325	140,826
Between 1 year and 2 years	89,228	78,723
Between 2 years and 5 years	150,242	142,444
Over 5 years	241,095	224,330
Total borrowings	703,890	586,323

The Group's borrowings are primarily denominated in Renminbi, U.S. dollars, and to a lesser extent, Euro, Japanese Yen, Hong Kong dollars and others. The following table sets out the carrying amounts of the Group's borrowings by currencies as at 30 June 2025 and 31 December 2024.

	As at	
	30 June	31 December
	2025	2024
	(RMB million)	(RMB million)
Renminbi	684,519	562,315
U.S. dollar	7,871	14,942
Euro	2,345	2,310
Japanese Yen	307	33
Hong Kong dollar	89	90
Others	8,759	6,633
Total borrowings	703,890	586,323

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings as shown in the consolidated balance sheet, less cash and cash equivalents. Total capital is calculated as total equity as shown in the consolidated balance sheet plus net debt. The Group's gearing ratio, calculated as net debt divided by total capital, as at 30 June 2025 was 53.9%, as compared with 49.1% as at 31 December 2024 and 51.9% as at 30 June 2024.

MANAGEMENT'S DISCUSSION AND ANALYSIS

INDEBTEDNESS (CONTINUED)

Contingent Liabilities and Financial Guarantee Commitment

(i) Claims

The Group has been named defendants in a number of lawsuits arising in the ordinary course of business. Provision has been made for the probable losses to the Group on those claims when management can reasonably estimate the outcome of the lawsuits taking into account the legal advice. No provision has been made for those pending lawsuits with a maximum compensation amount of RMB3,926 million (31 December 2024: RMB4,347 million) related mainly to disputes with customers and subcontractors, as the outcome of the lawsuits cannot be reasonably estimated or management believes the outflow of resources is not probable. Pending lawsuits of which the probability of loss is remote or the claim amount is insignificant to the Group were not included in the above.

(ii) Loan guarantees

As at 30 June 2025, the Group has acted as the guarantor for several borrowings of RMB3,518 million (31 December 2024: RMB3,522 million) made by certain joint ventures and associates of the Group. The above amount represents the maximum exposure to default risk under the loan guarantee.

The Group provides guarantees to banks for the mortgage loans of the property buyers in certain real estate projects. As at 30 June 2025, the outstanding balance of guarantees provided by the Group was approximately RMB5,451 million (31 December 2024: RMB4,592 million).

(iii) Liquidity support

The Group has entered into certain agreements with financial institutions to set up asset-backed securities (ABS) and asset-backed notes (ABN) arrangements. As at 30 June 2025, out of the ABS and ABN in issue with an aggregate amount of RMB66,252 million (31 December 2024: RMB71,254 million), RMB53,046 million (31 December 2024: RMB59,784 million) had been issued to preferential investors. Under the clauses of the agreements, the Group is subject to the obligations of liquidity supplementary payments to preferential investors when the cash available for distribution of the principal and return to preferential investors at the due date is not sufficient.

As of 30 June 2025, no provision has been made for the above liquidity supports as management estimates the outflow of resources is not probable.

MANAGEMENT'S DISCUSSION AND ANALYSIS

MARKET RISKS

The Group is exposed to various types of market risks, including changes in interest rate risks and foreign currency risks in the normal course of business.

Macroeconomic Volatility Risk

The Group's main businesses are closely related to the development of macro-economy, especially for infrastructure design and infrastructure construction business, of which the industry development is subject to the effects of macroeconomic factors including investment scale of social fixed assets and the process of urbanisation. The current external environment is complex and severe, and China's economic development is under triple pressure of economic contraction, supply shock and weakening expectations. If the pace and efforts of growth stabilisation is not as strong as expected, it may have a great impact on the Group's development.

To cope with the risks of macroeconomic fluctuations, the Group will further strengthen its research on macro policies and development trends of related industries, follow closely the national strategic deployment, focus on "big transportation" and "big city", firmly hold on to the market advantages of traditional businesses, promote the scale of emerging industries to grow year by year and strive to cultivate new growth levels.

Internationalisation Risk

The Group conducts its business in over 130 overseas countries and regions. Subject to the complex and diverse political, economic, social and religious environments and legal systems of different countries and regions, as well as fluctuations in exchange rates, increasingly stringent environmental protection requirements and intensifying trade frictions among some countries, there may be fluctuations and volatility in the international trade order and economic situation in the future, resulting in performance risks for the Group's overseas compliance, investment and project contracting.

The Group carried out various risk management, prevention and control work continuously in accordance with the principles of "practical planning, internationalization of resources, normalization of management, diversification of approaches, and visualization of command, advance forecasting, advance warning, advance deployment and advance action". The Company fully leveraged on its overall overseas advantages, enhanced international resources and cross-regional coordination capabilities, continuously raised the protection of security interests and the ability to address overseas emergencies, properly dealt with overseas public security threats, and optimized the organization system, institutional system, team building system, planning system, training and drill system, protection system and information-based risk control measures.

MANAGEMENT'S DISCUSSION AND ANALYSIS

MARKET RISKS (CONTINUED)

Investment Risk

The Group began to develop infrastructure and other investment projects in 2007 to obtain investment profits apart from those from reasonable design and construction. However, such projects are generally characterised by large scale investments, long construction cycles, extensive areas of involvement, high complexity, stringent schedule and quality requirements, and are significantly affected by policies. The implementation and operation of the above-mentioned investment projects may expose the Group to certain risks and affect the expected benefits and the achievement of strategic objectives if the feasibility studies of the projects are incomplete, understanding of policies is inaccurate, financing is inadequate and process management is not standardised, under the influence of internal and external circumstances such as increased control in policies by the national and local governments, increasingly standardised regulation, tightened financial supervision, increasing debt pressure and intensified market competition.

In order to effectively prevent and control investment risks, the Group insists on “value-oriented investments” and strictly controls non-main business investments. It strictly implements the investment project justification and decision-making process, properly controls investment costs, strengthens risk control throughout the life cycle of investment projects and steadily promotes the construction of an investment execution information system to achieve real-time and dynamic project monitoring and pre-warning.

Raw Material Risk

The operation of the Group's business depends on the timely procurement of raw materials that meet the Group's quality requirements at reasonable prices, such as steel, cement, fuel, sand and gravel and asphalt, etc. The market prices of such raw materials may fluctuate to a certain extent, or appropriate procurement planning arrangements may be made to ensure the normal conduct of business. When there is a shortage of supply of raw material or a significant price increase resulting in cost increases that cannot be fully compensated by customers, the Group may face the risk of reduced profit or even loss in respect of a single project.

In this regard, the Group has enhanced cost awareness, strengthened refined management, vigorously promoted the centralised procurement of major raw materials including steel, cement, asphalt, fuel oil, etc., and has continuously improved the bargaining power of the Company to minimise the risk of rising raw material prices.

MANAGEMENT'S DISCUSSION AND ANALYSIS

MARKET RISKS (CONTINUED)

Interest Rate Risk

The Group's interest rate risk mainly arises from borrowings. Borrowings obtained at variable rates expose the Group to cash flow interest rate risk which is partially offset by cash held at variable rates. During the six months ended 30 June 2025, the Group's borrowings at variable rates were mainly denominated in RMB, USD, Euro and Hong Kong dollar. Borrowings obtained at fixed rates expose the Group to fair value interest rate risk. Increases in interest rates will increase the cost of new borrowings and the interest expense with respect to the Group's outstanding floating rate borrowings, and therefore could have an adverse effect on the Group's financial position.

As at 30 June 2025, the Group's borrowings of approximately RMB400,673 million were at variable rates. As at 30 June 2025, if interest rates on borrowings had been 1% higher/lower with all other variables held constant, profit before tax for the year would have been decreased/increased by RMB4,007 million, mainly as a result of higher/lower interest expense on floating rate borrowings.

The Group continuously monitors the interest rate position, and makes decisions with reference to the latest market conditions, including entering into interest rate swap agreements from time to time to mitigate its exposure to interest rate risks in connection with the floating rate borrowings.

Exchange Rate Risk

The Group has focused on international markets in its past operations and future strategies. The relatively large scale of its overseas operations has resulted in a relatively large foreign exchange receipts and payments by the Company. The Company's operations mainly involve foreign currencies such as U.S. dollar, Euro, Japanese Yen, and Australian dollar. Fluctuations in the exchange rates between these currencies and Renminbi may result in higher costs or lower revenues, which in turn may have an impact on the Company's profitability.

As at 30 June 2025, the Group's aggregate net assets of RMB14,251 million, including trade and other receivables, cash and bank balances, trade and other payables and borrowings, were denominated in foreign currencies, mainly USD.

To manage the impact of currency exchange rate fluctuations, the Group continually assesses its exposure to currency risks, and uses derivative financial instruments to hedge when necessary. As at 30 June 2025, if RMB had strengthened/weakened by 5% against USD with all other variables held constant, pre-tax profit for the year would have been decreased/increased by approximately RMB684 million, mainly as a result of foreign exchange losses/gains on translation of USD-denominated cash and cash equivalents, trade and other receivables, borrowings, and trade and other payables.

MANAGEMENT'S DISCUSSION AND ANALYSIS

MARKET RISKS (CONTINUED)

Production Safety Risk

The Group insists on safety first and regards production safety as the prerequisite and foundation of all its work. However, as a construction and production enterprise with many subsidiaries and projects, production safety risks exist in all aspects of the production and operation process. Safety incidents may occur as a result of unsafe human behaviour, unsafe physical conditions and unsafe environmental factors, resulting in injury to the health and safety of employees and exposing the Company to the risk of damage to its brand image, economic loss and external regulatory penalties.

Risk of Price Fluctuation in the Securities Markets

The Group's investments in equity instruments are classified as financial assets held for trading, investments in other equity instruments and other non-current financial assets. As these financial assets are required to be stated at fair value, the Group is exposed to the risk of price fluctuation in the securities markets.

To cope with such risk, the Group sets limits to diversify its investment portfolio.

Force Majeure Risks

The infrastructure construction and dredging business principally engaged by the Group are mostly outdoor work. Natural disasters and public health emergency including rainstorm, flooding, earthquake, typhoon, tsunami, fire and epidemic occurred on the construction sites may cause damages to the site workers as well as property, and adversely affect the quality and progress of relevant businesses of the Group.

Network Risk and Security

With the in-depth application of "Internet +" in informatisation, the topology of enterprise network has been becoming more and more complex, the number of information systems has surged, and the possibility of network interruption and system failure has also increased rapidly. At the same time, the Group has been actively exploring overseas markets, and its international influence has been increasing day by day. Therefore, the risk of network-attacks on the information system has been also increasing, which may have a serious impact on the Group's production and operation in the event of a risk event.

In order to effectively prevent network risks, the Group has continuously optimized and improved the network security system and professional team building, improved the information system, enhanced protection and emergency response capabilities, implemented network monitoring and carried out regular upgrades and protections in accordance with the requirements of the competent authorities.

INDEPENDENT REVIEW REPORT



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To the Board of Directors of China Communications Construction Company Limited

(Established in the People's Republic of China with limited liability)

INTRODUCTION

We have reviewed the interim financial information set out on pages 60 to 125, which comprises the interim condensed consolidated statement of financial position of China Communications Construction Company Limited (the "Company") and its subsidiaries (the "Group") as at 30 June 2025 and the related interim condensed consolidated statements of profit or loss, comprehensive income, changes in equity and cash flows for the six months then ended, and explanatory notes. The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited require the preparation of a report on interim financial information to be in compliance with the relevant provisions thereof and International Accounting Standard 34 *Interim Financial Reporting* ("IAS 34") as issued by the International Accounting Standards Board. The directors of the Company are responsible for the preparation and presentation of this interim financial information in accordance with IAS 34. Our responsibility is to express a conclusion on this interim financial information based on our review. Our report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

SCOPE OF REVIEW

We conducted our review in accordance with International Standard on Review Engagements 2410 *Review of Interim Financial Information Performed by the Independent Auditor of the Entity* as issued by the International Auditing and Assurance Standards Board. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

CONCLUSION

Based on our review, nothing has come to our attention that causes us to believe that the interim financial information is not prepared, in all material respects, in accordance with IAS 34.

Ernst & Young

Certified Public Accountants

Hong Kong
29 August 2025

INTERIM CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS

For the six months ended 30 June 2025

For the six months ended 30 June			
		2025	2024
	Notes	Unaudited RMB million	Unaudited RMB million
Revenue	4	335,450	356,010
Cost of sales		(299,685)	(314,414)
Gross profit		35,765	41,596
Other income	4	3,174	3,046
Other gains/(losses), net	4	642	(210)
Selling and marketing expenses		(1,391)	(1,399)
Administrative expenses		(16,984)	(18,910)
Impairment losses on financial and contract assets, net		(2,398)	(2,173)
Other expenses		(1,600)	(1,423)
Operating profit		17,208	20,527
Finance income	6	11,224	10,696
Finance costs, net	7	(10,940)	(11,649)
Share of profits and losses of:			
– Joint ventures		(730)	(896)
– Associates		2	291
Profit before tax	5	16,764	18,969
Income tax expense	8	(3,461)	(3,814)
Profit for the period		13,303	15,155
Attributable to:			
– Owners of the parent		9,990	12,022
– Non-controlling interests		3,313	3,133
		13,303	15,155
Earnings per share attributable to ordinary equity holders of the parent	10		
Basic		RMB0.58	RMB0.70
Diluted		RMB0.58	RMB0.70

INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the six months ended 30 June 2025

For the six months ended 30 June

	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Profit for the period	13,303	15,155
Other comprehensive income for the period		
Actuarial gain/(loss) on retirement benefit obligations, net of tax	1	(20)
Share of other comprehensive income of joint ventures and associates	46	7
Changes in fair value of equity investments designated at fair value through other comprehensive income, net of tax	1,855	2,577
Net other comprehensive income that will not be reclassified to profit or loss in subsequent periods	1,902	2,564
<i>Other comprehensive income that may be reclassified to profit or loss in subsequent periods, net of tax:</i>		
Cash flow hedges, net of tax	(20)	2
Share of other comprehensive losses of joint ventures and associates	(31)	(293)
Exchange differences on translation of foreign operations	(10)	(506)
Net other comprehensive losses that may be reclassified to profit or loss in subsequent periods	(61)	(797)
Other comprehensive income for the period, net of tax	1,841	1,767
Total comprehensive income for the period	15,144	16,922
Attributable to:		
– Owners of the parent	11,813	13,791
– Non-controlling interests	3,331	3,131
	15,144	16,922

INTERIM CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

30 June 2025

		30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
	Notes		
Non-current assets			
Property, plant and equipment	11	80,626	80,029
Investment properties		8,510	8,242
Right-of-use assets		21,421	21,697
Intangible assets	12	216,414	197,233
Investments in joint ventures		61,462	59,978
Investments in associates		54,223	54,394
Financial assets at fair value through profit or loss	13	26,979	27,434
Derivative financial instruments		304	377
Debt investments at amortised cost		600	402
Equity investments designated at fair value through other comprehensive income	14	29,673	27,180
Contract assets	16	322,778	307,506
Trade and other receivables	17	291,900	273,340
Deferred tax assets		11,781	11,535
Total non-current assets		1,126,671	1,069,347
Current assets			
Inventories	15	113,069	102,134
Contract assets	16	252,958	206,240
Trade and other receivables	17	380,231	336,611
Financial assets at fair value through profit or loss	13	479	497
Debt investments at amortised cost		941	920
Derivative financial instruments		36	42
Restricted bank deposits and time deposits with an initial term of over three months	18	8,076	7,507
Cash and cash equivalents	18	136,024	134,974
Total current assets		891,814	788,925
Current liabilities			
Trade and other payables	19	647,589	635,310
Contract liabilities	20	94,655	85,270
Derivative financial instruments		23	–
Tax payable		5,940	7,307
Interest-bearing bank and other borrowings	21	223,325	140,826
Retirement benefit obligations		95	95
Total current liabilities		971,627	868,808
Net current liabilities		(79,813)	(79,883)
Total assets less current liabilities		1,046,858	989,464

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INTERIM CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

30 June 2025

		30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
	Notes		
Total assets less current liabilities		1,046,858	989,464
Non-current liabilities			
Trade and other payables	19	65,078	62,974
Interest-bearing bank and other borrowings	21	480,565	445,497
Deferred income		1,728	1,493
Deferred tax liabilities		8,373	7,549
Retirement benefit obligations		795	844
Provisions		3,695	3,292
Total non-current liabilities		560,234	521,649
Net assets		486,624	467,815
Equity			
Equity attributable to owners of the parent			
Share capital		16,279	16,279
Share premium		20,109	20,109
Treasury shares		(431)	(597)
Financial instruments classified as equity		31,000	31,000
Reserves		255,233	246,634
		322,190	313,425
Non-controlling interests		164,434	154,390
Total equity		486,624	467,815

Song Hailiang
Director

Zhang Bingnan
Director

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the six months ended 30 June 2025

Notes	Attributable to owners of the parent								
	Share capital	Treasury shares	Share premium	Financial instruments classified as equity ⁽¹⁾	Other reserves	Retained earnings	Total	Non-controlling interests ⁽²⁾	Total equity
	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million
As at 31 December 2024 (audited)	16,279	(597)	20,109	31,000	51,552*	195,082*	313,425	154,390	467,815
Profit for the period	-	-	-	-	-	9,990	9,990	3,313	13,303
Other comprehensive income for the period:									
Changes in fair value of equity investments designated at fair value through other comprehensive income, net of tax	-	-	-	-	1,857	-	1,857	(2)	1,855
Cash flow hedges, net of tax	-	-	-	-	(20)	-	(20)	-	(20)
Share of other comprehensive income of joint ventures and associates	-	-	-	-	15	-	15	-	15
Actuarial gain on retirement benefit obligations, net of tax	-	-	-	-	1	-	1	-	1
Exchange differences on translation of foreign operations	-	-	-	-	(30)	-	(30)	20	(10)
Total comprehensive income for the period	-	-	-	-	1,823	9,990	11,813	3,331	15,144
Final 2024 dividend declared	-	-	-	-	-	(2,631)	(2,631)	-	(2,631)
Interest on perpetual securities	-	-	-	-	-	(592)	(592)	(179)	(771)
Share-based payment	-	-	-	-	110	-	110	-	110
Restricted stock repurchase obligation	-	166	-	-	-	-	166	-	166
Dividends to non-controlling shareholders	-	-	-	-	-	-	-	(686)	(686)
Share of other reserves of joint ventures and associates	-	-	-	-	5	-	5	-	5
Shares repurchased	-	-	-	-	-	-	-	(989)	(989)
Withdrawal of capital by non-controlling shareholders	-	-	-	-	-	-	-	(1,039)	(1,039)
Capital contribution from non-controlling shareholders	-	-	-	-	-	-	-	516	516
Acquisition of subsidiaries	-	-	-	-	-	-	-	1	1
Disposal of subsidiaries	-	-	-	-	-	-	-	(1,211)	(1,211)
Issue of perpetual securities	-	-	-	5,000	(1)	-	4,999	21,900	26,899
Redemption of perpetual securities	-	-	-	(5,000)	-	-	(5,000)	(11,600)	(16,600)
Transaction with non-controlling interests	22	-	-	-	(105)	-	(105)	-	(105)
Transfer to safety production reserve	22	-	-	-	421	(421)	-	-	-
Transfer of fair value reserve upon the disposal of equity investments designated at fair value through other comprehensive income	-	-	-	-	(1)	1	-	-	-
As at 30 June 2025	16,279	(431)	20,109	31,000	53,804*	201,429*	322,190	164,434	486,624

* As at 30 June 2025, these reserve accounts comprise the consolidated reserves of RMB255,233 million (31 December 2024: RMB246,634 million) in the interim condensed consolidated statement of financial position.

(1) As of 30 June 2025, perpetual securities of RMB31,000 million (2024: RMB31,000 million) issued by the Company were classified as equity in the interim condensed consolidated financial information. During the period, interest distribution on these perpetual securities by the Company totalled RMB592 million.

(2) As of 30 June 2025, perpetual securities of RMB99,054 million (2024: RMB87,661 million) issued by subsidiaries of the Company were classified as non-controlling interests in the interim condensed consolidated financial information. During the period, interest distribution on these perpetual securities by the Group totalled RMB179 million.

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INTERIM CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the six months ended 30 June 2025

	Attributable to owners of the parent							Non-controlling interests ⁽²⁾	Total equity
	Share capital	Treasury shares	Share premium	Financial instruments classified as equity ⁽¹⁾	Other reserves	Retained earnings	Total		
Notes	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million	Unaudited RMB million
As at 31 December 2023 (audited)	16,264	(522)	20,049	35,000	49,721	181,222	301,734	157,390	459,124
Business combination under common control	-	-	-	-	39	(6)	33	43	76
As at 1 January 2024 (restated)	16,264	(522)	20,049	35,000	49,760	181,216	301,767	157,433	459,200
Profit for the period	-	-	-	-	-	12,022	12,022	3,133	15,155
Other comprehensive income/(losses) for the period:									
Changes in fair value of equity investments designated at fair value through other comprehensive income, net of tax	-	-	-	-	2,576	-	2,576	1	2,577
Cash flow hedges, net of tax	-	-	-	-	2	-	2	-	2
Share of other comprehensive income of joint ventures and associates	-	-	-	-	(286)	-	(286)	-	(286)
Actuarial loss on retirement benefit obligations, net of tax	-	-	-	-	(20)	-	(20)	-	(20)
Exchange differences on translation of foreign operations	-	-	-	-	(503)	-	(503)	(3)	(506)
Total comprehensive income for the period	-	-	-	-	1,769	12,022	13,791	3,131	16,922
Final 2023 dividend declared	-	-	-	-	-	(4,762)	(4,762)	-	(4,762)
Interest on perpetual securities	-	-	-	-	-	(1,153)	(1,153)	(118)	(1,271)
Share-based payment	-	-	-	-	122	-	122	-	122
Grant of restricted stock shares	16	-	67	-	-	-	83	-	83
Forfeited restricted stock shares	(1)	8	(7)	-	-	-	-	-	-
Restricted stock repurchase obligation	-	(83)	-	-	-	-	(83)	-	(83)
Dividends to non-controlling shareholders	-	-	-	-	-	-	-	(525)	(525)
Share of other reserves of joint ventures and associates	-	-	-	-	4	-	4	-	4
Withdrawal of capital by non-controlling shareholders	-	-	-	-	-	-	-	(2,549)	(2,549)
Capital contribution from non-controlling shareholders	-	-	-	-	-	-	-	593	593
Business combination under common control	-	-	-	-	(35)	-	(35)	35	-
Issue of perpetual securities	-	-	-	-	-	-	-	9,220	9,220
Redemption of perpetual securities	-	-	-	-	-	-	-	(6,547)	(6,547)
Transaction with non-controlling interests	22	-	-	-	(654)	-	(654)	(24)	(678)
Transfer to general reserve	22	-	-	-	731	(731)	-	-	-
Transfer to safety production reserve	22	-	-	-	623	(623)	-	-	-
As at 30 June 2024	16,279	(597)	20,109	35,000	52,320	185,969	309,080	160,649	469,729

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the six months ended 30 June 2025

		For the six months ended 30 June	
		2025	2024
		Unaudited	Unaudited
		RMB million	RMB million
Notes			
Cash flows from operating activities			
		16,764	18,969
Profit before tax			
Adjustments for:			
– Depreciation of property, plant and equipment and investment properties	5	4,277	4,116
– Depreciation of right-of-use assets	5	907	827
– Amortisation of intangible assets	5	1,790	1,683
– Gains on disposal of items of property, plant and equipment, intangible assets and other long-term assets	4	(48)	(48)
– Gains on disposal of joint ventures and associates		(218)	–
– Fair value losses on financial assets at fair value through profit or loss	4	306	65
– Fair value losses on derivative financial instruments	4	72	32
– Losses/(gains) on disposal of financial assets at fair value through profit or loss	4	31	(22)
– Gains on disposal of subsidiaries	4	(402)	(31)
– Dividend income from financial assets at fair value through profit or loss	4	(141)	(199)
– Dividend income from equity investments designated at fair value through other comprehensive income	4	(865)	(938)
– Other income from investing activities		(8)	(77)
– Share of losses of joint ventures and associates		728	605
– (Reversal)/write-down of inventories to net realisable value		(4)	18
– Provision for impairment of contract assets, net	5	482	620
– Provision for impairment of financial assets, net	5	1,916	1,553
– Provision for impairment of property, plant and equipment		4	–
– Interest income	6	(11,224)	(10,696)
– Interest expenses	7	9,968	10,913
– Equity-settled share-based payment		110	122
– Net foreign exchange losses/(gains) on borrowings	7	62	(119)
		24,507	27,393
Increase in inventories		(10,495)	(8,825)
Increase in trade and other receivables		(73,924)	(94,954)
Increase in contract assets		(47,278)	(50,409)
(Increase)/decrease in restricted bank deposits		(488)	1,116
Increase in trade and other payables		14,399	51,867
Increase/(decrease) in contract liabilities		9,339	(3,879)
Decrease in retirement benefit obligations		(49)	(30)
Increase in provisions		403	317
Increase/(decrease) in deferred income		235	(21)
Cash used in operations		(83,351)	(77,425)
Interest income from operating activities		10,788	10,024
Income tax paid		(4,738)	(6,760)

continued/...

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the six months ended 30 June 2025

	Notes	For the six months ended 30 June	
		2025 Unaudited RMB million	2024 Unaudited RMB million
Net cash flows used in operating activities		(77,301)	(74,161)
Cash flows from investing activities			
Purchases of items of property, plant and equipment		(5,717)	(3,365)
Additions to right-of-use assets		(51)	(25)
Purchases of investment properties		–	(648)
Purchases of intangible assets		(8,367)	(6,328)
Proceeds from disposal of items of property, plant and equipment		116	314
Proceeds from disposal of right-of-use assets		99	12
Proceeds from disposal of investment properties		1	15
Proceeds from disposal of intangible assets		5	69
Acquisition of subsidiaries	24	(827)	(3)
Asset acquisition	24	(2,074)	(788)
Investments in associates		(855)	(855)
Investments in joint ventures		(3,044)	(2,595)
Disposal of subsidiaries	25	1,622	1,145
Other combination changes		–	(7)
Disposal of joint ventures and associates		888	276
Purchases of equity investments designated at fair value through other comprehensive income		(144)	(241)
Purchases of financial assets at fair value through profit or loss		(5,189)	(10,828)
Purchases of debt investments		(205)	(20)
Proceeds from disposal of equity investments designated at fair value through other comprehensive income		9	–
Proceeds from disposal of financial assets at fair value through profit or loss		4,544	11,641
Loans to joint ventures, associates and third parties		(2,661)	(7,646)
Repayment of loans from joint ventures, associates and third parties		1,768	1,344
Interest received		57	124
Changes in time deposits with an initial term of over three months		(81)	911
Cash consideration received for concession assets		619	1,202
Dividends received		553	610
Proceeds from other investing activities		6	78
Net cash flows used in investing activities		(18,928)	(15,608)

continued/...

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the six months ended 30 June 2025

		For the six months ended 30 June	
		2025	2024
	Notes	Unaudited RMB million	Unaudited RMB million
Cash flows from financing activities			
Capital contribution from non-controlling shareholders		516	593
Withdrawal of capital contribution by non-controlling interests		(2,028)	(2,549)
Dividends paid to non-controlling shareholders		(430)	(803)
Dividends paid to equity holders of the parent		(2,682)	–
Proceeds from perpetual securities		26,899	9,220
Interest paid for perpetual securities		(1,373)	(1,407)
Redemption of perpetual securities		(16,600)	(6,547)
New bank and other borrowings		216,606	231,205
Repayment of bank and other borrowings		(112,133)	(118,301)
Interest paid for bank and other borrowings		(10,790)	(11,090)
Transaction with non-controlling interests		(105)	(383)
Stock repurchase		–	(8)
Proceeds from issue of shares		–	83
Lease payments		(733)	(808)
Net cash flows generated from financing activities		97,147	99,205
Net increase in cash and cash equivalents			
Cash and cash equivalents at beginning of period	18	134,974	110,406
Effect of foreign exchange rate changes, net		132	10
Cash and cash equivalents at end of period	18	136,024	119,852

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

1. CORPORATE AND GROUP INFORMATION

China Communications Construction Company Limited (the “Company”) was established in the People’s Republic of China (the “PRC”) on 8 October 2006 as a joint stock company with limited liability under the Company Law of the PRC as part of the group reorganisation of China Communications Construction Group (Limited) (“CCCC”), the parent company and a state-owned enterprise established in the PRC. The H shares of the Company were listed on The Stock Exchange of Hong Kong Limited on 15 December 2006 and the A shares of the Company were listed on the Shanghai Stock Exchange on 9 March 2012. The address of the Company’s registered office is 85 De Sheng Men Wai Street, Xicheng District, Beijing, the PRC.

The Company and its subsidiaries (together, the “Group”) are principally engaged in infrastructure construction, infrastructure design and dredging businesses.

In the opinion of the directors, the immediate and ultimate holding company of the Company is CCCC, which was established in the PRC.

2.1 BASIS OF PREPARATION

The interim condensed consolidated financial information for the six months ended 30 June 2025 has been prepared in accordance with International Accounting Standard (“IAS”) 34 *Interim Financial Reporting*.

The interim condensed consolidated financial information does not include all the information and disclosures required in the annual financial statements, and should be read in conjunction with the Group’s annual consolidated financial statements for the year ended 31 December 2024, which have been prepared in accordance with IFRS Accounting standards.

The interim condensed consolidated financial information is presented in Renminbi (“RMB”), and all values are rounded to the nearest million except when otherwise indicated.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The accounting policies adopted in the preparation of the interim condensed consolidated financial information are consistent with those applied in the preparation of the Group’s annual consolidated financial statements for the year ended 31 December 2024, except for the adoption of the following amended IFRS Accounting Standard for the first time for the current period’s financial information.

Amendments to IAS 21	<i>Lack of Exchangeability</i>
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The nature and impact of the amended IFRS Accounting Standard are described below:

Amendments to IAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted with and the functional currencies of group entities for translation into the Group’s presentation currency were exchangeable, the amendments did not have any impact on the interim condensed consolidated financial information.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

3. OPERATING SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the President Office that are used to allocate resources to the operating segments and assess their performance.

The President Office considers the business from the service and product perspectives. Management assesses the performance of the following four operating segments:

- (a) infrastructure construction of ports, roads, bridges, railways, municipal and environmental engineering and others (the "Construction")
- (b) infrastructure design of ports, roads, bridges, railways and others (the "Design")
- (c) dredging (the "Dredging")
- (d) others

The President Office assesses the performance of the operating segments based on operating profit excluding unallocated income or costs. Other information provided to the President Office is measured in a manner consistent with that in the consolidated financial statements.

Sales between operating segments are carried out on terms with reference to the selling prices used for sales made to third parties. The revenue from external parties reported to the President Office is measured in a manner consistent with that in the consolidated statement of profit or loss.

Operating expenses of a functional unit are allocated to the relevant operating segment which is the predominant user of the services provided by the unit. Operating expenses of shared services which cannot be allocated to a specific operating segment and corporate expenses are included as unallocated costs.

Segment assets consist primarily of property, plant and equipment, investment properties, right-of-use assets, intangible assets, inventories, receivables, contract assets, equity investments designated at fair value through other comprehensive income, debt investments at amortised cost, financial assets at fair value through profit or loss, derivative financial instruments, and cash and cash equivalents. They exclude deferred tax assets, investments in joint ventures and associates, the assets of the headquarters of the Company and the assets of CCCC Finance, a subsidiary of the Company.

Segment liabilities comprise primarily payables, derivative financial instruments, and contract liabilities. They exclude deferred tax liabilities, tax payable, borrowings, the liabilities of the headquarters of the Company and the liabilities of CCCC Finance.

Capital expenditure comprises mainly additions to property, plant and equipment (note 11), investment properties, right-of-use assets and intangible assets (note 12).

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

3. OPERATING SEGMENT INFORMATION (CONTINUED)

The segment results for the six months ended 30 June 2025 and other segment information included in the unaudited interim condensed consolidated financial information are as follows:

	For the six months ended 30 June 2025					
	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Eliminations Unaudited RMB million	Total Unaudited RMB million
Total gross segment revenue	298,837	13,809	23,370	12,202	(12,768)	335,450
Intersegment sales	(2,192)	(2,494)	(622)	(7,460)	12,768	–
Revenue (note 4)	296,645	11,315	22,748	4,742	–	335,450
Segment results	14,688	1,048	1,104	879	59	17,778
Unallocated loss						(570)
Operating profit						17,208
Finance income						11,224
Finance costs, net						(10,940)
Share of profits and losses of joint ventures and associates						(728)
Profit before tax						16,764
Income tax expense						(3,461)
Profit for the period						13,303
Other segment information						
Depreciation	3,976	226	545	437	–	5,184
Amortisation	1,731	21	15	23	–	1,790
Write-down of inventories	(4)	–	–	–	–	(4)
Impairment of property, plant and equipment	–	–	4	–	–	4
Impairment losses on contract assets, net	420	12	50	–	–	482
Impairment losses on financial assets, net	1,359	231	117	209	–	1,916
Capital expenditure	14,657	245	967	403	–	16,272

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

3. OPERATING SEGMENT INFORMATION (CONTINUED)

The segment results for the six months ended 30 June 2024 and other segment information included in the unaudited interim condensed consolidated financial information are as follows:

	For the six months ended 30 June 2024					
	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Eliminations Unaudited RMB million	Total Unaudited RMB million
Total gross segment revenue	321,469	14,554	26,894	11,177	(18,084)	356,010
Intersegment sales	(7,637)	(1,491)	(1,792)	(7,164)	18,084	–
Revenue (note 4)	313,832	13,063	25,102	4,013	–	356,010
Segment results	17,210	1,228	1,773	491	(14)	20,688
Unallocated loss						(161)
Operating profit						20,527
Finance income						10,696
Finance costs, net						(11,649)
Share of profits and losses of joint ventures and associates						(605)
Profit before tax						18,969
Income tax expense						(3,814)
Profit for the period						15,155
Other segment information						
Depreciation	3,728	229	553	433	–	4,943
Amortisation	1,577	90	7	9	–	1,683
Write-down of inventories	18	–	–	–	–	18
Impairment losses on contract assets, net	532	38	50	–	–	620
Impairment losses on financial assets, net	1,210	251	(6)	98	–	1,553
Capital expenditure	11,912	496	744	790	–	13,942

* Due to internal business adjustments within the group, the data for the previous period by division has been restated.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

3. OPERATING SEGMENT INFORMATION (CONTINUED)

The amounts provided to the President Office with respect to total assets and total liabilities are measured in a manner consistent with those of the interim condensed consolidated financial information. These assets and liabilities are presented based on the operating segments with which they are associated.

The segment assets and liabilities as at 30 June 2025 are as follows:

	As at 30 June 2025					
	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Eliminations Unaudited RMB million	Total Unaudited RMB million
Segment assets	1,526,388	71,947	154,438	149,525	(107,982)	1,794,316
Investments in joint ventures						61,462
Investments in associates						54,223
Other unallocated assets						108,484
Total assets						2,018,485
Segment liabilities	647,056	36,336	83,537	10,418	(72,820)	704,527
Unallocated liabilities						827,334
Total liabilities						1,531,861

The segment assets and liabilities as at 31 December 2024 are as follows:

	As at 31 December 2024					
	Construction RMB million	Design RMB million	Dredging RMB million	Others RMB million	Eliminations RMB million	Total RMB million
Segment assets	1,387,493	70,407	145,244	129,782	(122,485)	1,610,441
Investments in joint ventures						59,978
Investments in associates						54,394
Other unallocated assets						133,459
Total assets						1,858,272
Segment liabilities	602,660	35,907	76,147	17,535	(64,889)	667,360
Unallocated liabilities						723,097
Total liabilities						1,390,457

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

3. OPERATING SEGMENT INFORMATION (CONTINUED)

Geographical information

(a) Revenue from external customers

	For the six months ended 30 June	
	2025 Unaudited RMB million	2024 Unaudited RMB million
Mainland China	267,541	286,551
Other regions (primarily including Australia, Hong Kong, and countries in Africa, Middle East and South East Asia)	67,909	69,459
Total	335,450	356,010

The revenue information above is based on the locations of the customers.

(b) Non-current assets

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Mainland China	296,125	270,288
Other regions (primarily including Australia, Hong Kong, and countries in Africa, Middle East and South East Asia)	43,702	50,154
Total non-current assets	339,827	320,442

The non-current asset information above is based on the locations of the assets and excludes financial assets, investments in joint ventures and associates, deferred tax assets and contract assets.

Information about a major customer

No revenue derived from services or sales to a single customer accounted for 10% or more of the Group's revenue during the six months ended 30 June 2025 and 2024.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

4. REVENUE, OTHER INCOME AND OTHER GAINS/(LOSSES), NET

Revenue from contracts with customers

(i) Disaggregated revenue information

For the six months ended 30 June 2025

Segments	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Total Unaudited RMB million
Type of goods or services					
Infrastructure construction services	282,228	4,604	3,040	228	290,100
Infrastructure design services	1,069	6,565	275	–	7,909
Dredging and filling services	–	–	18,046	–	18,046
Others	13,348	146	1,387	4,514	19,395
Total	296,645	11,315	22,748	4,742	335,450
Geographical markets					
Mainland China	232,710	10,998	19,115	4,718	267,541
Other regions (primarily including Australia, Hong Kong, and countries in Africa, Middle East and South East Asia)	63,935	317	3,633	24	67,909
Total	296,645	11,315	22,748	4,742	335,450
Timing of revenue recognition					
Services transferred over time	284,203	11,258	21,446	1,571	318,478
Services transferred at a point in time	3,926	–	–	–	3,926
Merchandise transferred at a point in time	8,516	57	1,302	3,171	13,046
Total	296,645	11,315	22,748	4,742	335,450

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

4. REVENUE, OTHER INCOME AND OTHER GAINS/(LOSSES), NET (CONTINUED)

Revenue from contracts with customers (continued)

(i) Disaggregated revenue information (continued)

For the six months ended 30 June 2024

Segments	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Total Unaudited RMB million
Type of goods or services					
Infrastructure construction services	300,651	5,243	3,360	37	309,291
Infrastructure design services	516	7,723	322	–	8,561
Dredging and filling services	–	–	19,902	–	19,902
Others	12,665	97	1,518	3,976	18,256
Total	313,832	13,063	25,102	4,013	356,010
Geographical markets					
Mainland China	248,969	12,291	21,343	3,948	286,551
Other regions (primarily including Australia, Hong Kong, and countries in Africa, Middle East and South East Asia)	64,863	772	3,759	65	69,459
Total	313,832	13,063	25,102	4,013	356,010
Timing of revenue recognition					
Services transferred over time	301,207	13,034	23,968	37	338,246
Services transferred at a point in time	4,248	–	–	–	4,248
Merchandise transferred at a point in time	8,377	29	1,134	3,976	13,516
Total	313,832	13,063	25,102	4,013	356,010

* Due to internal business adjustments within the group, the data for the previous period by division has been restated.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

4. REVENUE, OTHER INCOME AND OTHER GAINS/(LOSSES), NET (CONTINUED)

Revenue from contracts with customers (continued)

(i) Disaggregated revenue information (continued)

Set out below is the reconciliation of the revenue from contracts with customers to the amounts disclosed in the segment information:

For the six months ended 30 June 2025

Segments	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Total Unaudited RMB million
Revenue from contracts with customers					
External customers	296,645	11,315	22,748	4,742	335,450
Intersegment sales	2,192	2,494	622	7,460	12,768
Intersegment adjustments and eliminations	(2,192)	(2,494)	(622)	(7,460)	(12,768)
Total	296,645	11,315	22,748	4,742	335,450

For the six months ended 30 June 2024

Segments	Construction Unaudited RMB million	Design Unaudited RMB million	Dredging Unaudited RMB million	Others Unaudited RMB million	Total Unaudited RMB million
Revenue from contracts with customers					
External customers	313,832	13,063	25,102	4,013	356,010
Intersegment sales	7,637	1,491	1,792	7,164	18,084
Intersegment adjustments and eliminations	(7,637)	(1,491)	(1,792)	(7,164)	(18,084)
Total	313,832	13,063	25,102	4,013	356,010

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

4. REVENUE, OTHER INCOME AND OTHER GAINS/(LOSSES), NET (CONTINUED)

Other income

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Rental income	520	398
Revenue from consulting services	275	234
Dividend income from equity investments designated at fair value through other comprehensive income		
– Listed equity instruments	865	937
– Unlisted equity instruments	–	1
Government grants	188	167
Dividend income from financial assets at fair value through profit or loss	141	199
Income from the sale of scraps	250	255
Interest income on debt investments at amortised cost	32	78
Others	903	777
Total other income	3,174	3,046

Other gains/(losses), net

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Gains on disposal of items of property, plant and equipment	36	37
Gains on disposal of items of intangible assets and other long-term assets	12	11
Gains on disposal of subsidiaries	402	31
Gains on disposal of joint ventures and associates	218	–
Fair value losses, net:		
– Financial assets at fair value through profit or loss	(306)	(65)
– Derivative financial instruments – transactions not qualifying as hedges	(72)	(32)
Foreign exchange difference, net	881	343
(Losses)/gains on disposal of financial assets at fair value through profit or loss	(31)	22
Losses on derecognition of financial assets at amortised cost	(498)	(557)
Total other gains/(losses), net	642	(210)

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

5. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Raw materials and consumables used*	85,713	89,061
Cost of goods sold	5,423	5,449
Subcontracting costs	148,496	164,037
Employee benefit expenses*:		
– Salaries, wages and bonuses	15,363	16,890
– Pension costs – defined contribution plans	2,981	2,902
– defined benefit plans	5	8
– Housing benefits	1,565	1,553
– Welfare, medical and other expenses	8,642	8,746
Total	28,556	30,099
Equipment and plant usage costs	9,621	8,658
Business tax and other taxes	949	932
Fuel and utilities	2,910	3,145
Maintenance costs	2,034	2,030
Research and development costs (including raw materials and consumables used, employee benefit expenses, depreciation and amortisation)	8,824	9,855
Depreciation of property, plant and equipment*	4,088	3,901
Depreciation of investment properties*	189	215
Depreciation of right-of-use assets*	907	827
Amortisation of intangible assets*	1,790	1,683
(Reversal)/write-down of inventories to net realisable value	(4)	18
Impairment losses on property, plant and equipment	4	–
Impairment losses on financial assets, net	1,916	1,553
Impairment losses on contract assets, net	482	620

* The raw materials and consumables used, the employee benefit expenses, and the depreciation and amortisation for the period charged for research and development activities are also included in the item of "Research and development costs".

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

6. FINANCE INCOME

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Interest income from:		
– Bank deposits	433	542
– Deposits in The People's Bank of China and interbank placement	253	175
– Contract assets and receivables from Public-Private-Partnership ("PPP") contracts and primary land development contracts	7,140	6,602
– Loans receivable	2,269	2,569
– Others	1,129	808
Total	11,224	10,696

7. FINANCE COSTS, NET

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Total interest expense	10,574	11,577
Less: Interest capitalised	606	664
Net interest expense	9,968	10,913
Foreign exchange difference on borrowings, net	62	(119)
Others	910	855
Total	10,940	11,649

Interest capitalised

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Inventories	272	259
Concession assets	219	279
Construction in progress	115	126
Total	606	664

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

8. INCOME TAX

Most of the companies comprising the Group are subject to the PRC enterprise income tax, which has been provided based on the statutory income tax rate of 25% (six months ended 30 June 2024: 25%) of the assessable income of each of these companies during the period as determined in accordance with the relevant PRC income tax rules and regulations, except for certain PRC subsidiaries of the Company, which were taxed at a preferential rate of 15% (six months ended 30 June 2024: 15%).

Taxation for other companies of the Group has been calculated based on the estimated assessable profit for the six months ended 30 June 2025 and 2024 at the appropriate rates of taxation prevailing in the jurisdictions in which these companies operate.

The amount of income tax expense charged to the interim condensed consolidated statement of profit or loss represents:

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
		(Restated)
	RMB million	RMB million
Current		
– PRC enterprise income tax	3,041	3,063
– Others	329	826
	3,370	3,889
Deferred income tax	91	(75)
Total tax charge for the period	3,461	3,814

The Company is within the scope of global minimum tax (“GMT”) under the OECD Pillar Two model rules (“Pillar Two”). Subject to tax legislation enacting Pillar Two being passed in the jurisdictions where the Company and its subsidiaries operate, the Group is liable to pay a top-up tax for any deficiency between the minimum tax rate of 15% and the effective tax rate per jurisdiction. The Company has assessed the impact of Pillar Two and the impact is not significant.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

9. DIVIDENDS

A dividend in respect of the year ended 31 December 2024 of RMB0.30166 (including tax) per ordinary share totalling RMB4,911 million. Among this, an interim dividend of RMB2,280 million was approved by the Company's first Extraordinary General Meeting ("EGM") in 2024. The interim dividend for A shares and the interim dividend for H shares were distributed in cash on 22 January 2025. The remaining dividend of RMB2,631 million was approved by the Company's shareholders in the annual general meeting on 16 June 2025. The remaining dividend for A shares were distributed in cash on 1 July 2025, the remaining dividend for H shares were distributed in cash on 15 August 2025. On 26 June 2025, the Company has paid a cash dividend of RMB402 million to the Shanghai Branch of China Securities Depository and Clearing Corporation Limited for the purpose of distributing the cash dividend.

The above approval triggered the mandatory clauses about the distribution of interest relating to perpetual securities issued by the Company, totalling RMB592 million.

10. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic earnings per share amounts is based on the profit for the period attributable to ordinary equity holders of the parent, and the weighted average number of ordinary shares of 16,166 million (2024:16,166 million) in issue outstanding during the period, as adjusted to reflect the rights issue during the period.

The numerator of the diluted earnings per share amount is based on the profit for the period attributable to ordinary shareholders of the Company, which is adjusted by the impact of the dividend for the restricted shares expected to be unlocked. The denominator of the diluted earnings per share amount is the total number of the weighted average number of ordinary shares in issue of the parent, as used in the basic earnings per share calculation, and the weighted average number of ordinary shares assumed to have been issued on conversion of all dilutive potential ordinary shares into ordinary shares.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

10. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT (CONTINUED)

The calculations of basic and diluted earnings per share are based on:

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB million	RMB million
Earnings		
Profit attributable to ordinary equity holders of the parent	9,990	12,022
Less: Interest on perpetual securities *	543	623
Dividends on restricted stock shares	17	32
Profit attributable to ordinary equity holders of the parent, used in the basic earnings per share calculation	9,430	11,367
Add: Dividends on restricted stock shares expected to be unlocked	12	—**
Adjusted profit attributable to ordinary equity holders of the parent, used in the diluted earnings per share calculation	9,442	11,367
Attributable to:		
Continuing operation	9,442	11,367

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

10. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT (CONTINUED)

	Number of shares	
	For the six months ended 30 June 2025	2024
	Unaudited million	Unaudited million
Shares		
Weighted average number of ordinary shares outstanding during the period used in the basic earnings per share calculation	16,166	16,166
Effect of dilution – weighted average number of ordinary shares:		
Restricted stock incentive scheme	31	—**
Total	16,197	16,166

* The perpetual securities issued by the Company were classified as equity instruments with deferrable accumulative interest distribution and payment. Interest of RMB543 million on the perpetual securities which had been accrued but not declared from 1 January 2025 to 30 June 2025 was deducted from earnings when calculating the basic earnings per share amount for the six months ended 30 June 2025.

** The restricted shares had an anti-dilutive effect on the basic earnings per share for the six months ended 30 June 2024 and were ignored in the calculation of diluted earnings per share. Therefore, the diluted earnings per share is equal to the basic earning per share.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT

	Buildings Unaudited RMB million	Machinery Unaudited RMB million	Vessels and vehicles Unaudited RMB million	Other equipment Unaudited RMB million	Construction in progress Unaudited RMB million	Total Unaudited RMB million
30 June 2025						
At 31 December 2024, net of accumulated depreciation and impairment	24,637	16,290	21,446	3,229	14,427	80,029
Additions	180	764	948	546	3,557	5,995
Disposal	(7)	(20)	(37)	(207)	–	(271)
Business combination	76	8	–	1	9	94
Disposal of subsidiaries	(9)	(215)	(4)	(4)	–	(232)
Transfer	1,148	1,036	790	133	(3,107)	–
Transfer from investment properties	225	–	–	–	–	225
Transfer from inventories	8	–	–	–	2	10
Transfer to intangible assets	–	–	–	–	(354)	(354)
Transfer to right-of-use assets	–	–	–	–	(2)	(2)
Transfer to investment properties	(271)	–	–	–	(608)	(879)
Depreciation provided during the period	(676)	(1,805)	(913)	(694)	–	(4,088)
Impairment	–	–	(4)	–	–	(4)
Exchange realignment and others	38	85	(2)	16	(34)	103
At 30 June 2025, net of accumulated depreciation and impairment	25,349	16,143	22,224	3,020	13,890	80,626
At 30 June 2025						
Cost	33,804	41,845	49,819	17,303	14,137	156,908
Accumulated depreciation and impairment	(8,455)	(25,702)	(27,595)	(14,283)	(247)	(76,282)
Net carrying amount	25,349	16,143	22,224	3,020	13,890	80,626

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Buildings RMB million	Machinery RMB million	Vessels and vehicles RMB million	Other equipment RMB million	Construction in progress RMB million	Total RMB million
31 December 2024						
At 31 December 2023, net of accumulated depreciation and impairment	23,150	16,339	21,698	3,220	10,717	75,124
Additions	297	1,676	1,085	1,694	8,823	13,575
Disposals	(248)	(487)	(205)	(244)	–	(1,184)
Business combination	192	6	1	1	950	1,150
Disposal of subsidiaries	(88)	–	(3)	(8)	(143)	(242)
Transfer	1,523	2,012	863	256	(4,654)	–
Transfer from investment properties	1,022	–	–	–	–	1,022
Transfer from inventories	96	34	–	–	187	317
Transfer to inventories	–	–	–	(1)	(229)	(230)
Transfer to intangible assets	–	–	–	–	(33)	(33)
Transfer to right-of-use assets	–	–	–	–	(16)	(16)
Transfer to investment properties	(258)	–	–	–	(1,064)	(1,322)
Depreciation provided during the year	(992)	(3,227)	(1,982)	(1,697)	–	(7,898)
Impairment	–	(2)	(28)	–	–	(30)
Exchange realignment and others	(57)	(61)	17	8	(111)	(204)
At 31 December 2024, net of accumulated depreciation and impairment	24,637	16,290	21,446	3,229	14,427	80,029
At 31 December 2024						
Cost	32,575	40,878	48,710	17,422	14,471	154,056
Accumulated depreciation and impairment	(7,938)	(24,588)	(27,264)	(14,193)	(44)	(74,027)
Net carrying amount	24,637	16,290	21,446	3,229	14,427	80,029

As at 30 June 2025, the Group was in the process of applying for the ownership certificates for certain of its properties with an aggregate carrying amount of approximately RMB2,539 million (31 December 2024: RMB2,690 million). The directors of the Company are of the opinion that the Group is entitled to lawfully and validly occupy or use these properties.

As at 30 June 2025, certain bank and other borrowings were secured by property, plant and equipment, with a carrying amount of approximately RMB3,834 million (31 December 2024: RMB3,680 million) (note 27).

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

12. INTANGIBLE ASSETS

	Concession assets Unaudited RMB million	Goodwill Unaudited RMB million	Trademarks, patents, proprietary technologies and copyrights Unaudited RMB million	Computer software Unaudited RMB million	Others Unaudited RMB million	Total Unaudited RMB million
30 June 2025						
Cost at 1 January 2025, net of accumulated amortisation and impairment	182,487	5,300	1,087	938	7,421	197,233
Additions	9,015	–	139	54	191	9,399
Disposal	(1)	–	–	(7)	(1)	(9)
Acquisition of a subsidiary	–	–	–	–	70	70
Acquisition of assets (<i>note 24</i>)	17,562	–	–	–	–	17,562
Disposal of subsidiaries	(6,398)	–	–	–	–	(6,398)
Transfer from property, plant and equipment	350	–	–	4	–	354
Amortisation provided during the period	(1,613)	–	(15)	(130)	(32)	(1,790)
Exchange realignment	(1)	198	–	–	–	197
Others	(79)	–	(122)	–	(3)	(204)
At 30 June 2025	201,322	5,498	1,089	859	7,646	216,414
At 30 June 2025						
Cost	216,741	5,794	1,418	2,385	8,149	234,487
Accumulated amortisation and impairment	(15,419)	(296)	(329)	(1,526)	(503)	(18,073)
Net carrying amount	201,322	5,498	1,089	859	7,646	216,414

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

12. INTANGIBLE ASSETS (CONTINUED)

	Concession assets <i>RMB million</i>	Goodwill <i>RMB million</i>	Trademarks, patents, proprietary technologies and copyrights <i>RMB million</i>	Computer software <i>RMB million</i>	Others <i>RMB million</i>	Total <i>RMB million</i>
31 December 2024						
Cost at 1 January 2024, net of accumulated amortisation and impairment	188,176	5,455	1,413	724	4,795	200,563
Additions	12,856	–	1	376	834	14,067
Acquisition of a subsidiary	4,929	201	–	52	1,890	7,072
Acquisition of assets	8,401	–	–	–	–	8,401
Transfer from property, plant and equipment	–	–	–	33	–	33
Disposal of subsidiaries	(29,042)	–	–	–	–	(29,042)
Disposal	(36)	–	(4)	(10)	(43)	(93)
Amortisation provided during the year	(3,064)	–	(54)	(237)	(53)	(3,408)
Exchange realignment	267	(351)	–	–	–	(84)
Others	–	(5)	(269)	–	(2)	(276)
At 31 December 2024	182,487	5,300	1,087	938	7,421	197,233
At 31 December 2024						
Cost	196,417	5,596	1,413	2,340	7,895	213,661
Accumulated amortisation and impairment	(13,930)	(296)	(326)	(1,402)	(474)	(16,428)
Net carrying amount	182,487	5,300	1,087	938	7,421	197,233

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

12. INTANGIBLE ASSETS (CONTINUED)

As at 30 June 2025, concession assets represented assets under “Build-Operate-Transfer” service concession arrangements and mainly consisted of toll roads in Mainland China. Certain concession projects have been put into operations, of which the net carrying amount was RMB172,405 million (2024: RMB161,220 million). The net carrying amount of concession assets of which the related projects were under construction was RMB28,917 million (2024: RMB21,267 million).

As at 30 June 2025, the Group recognised an accumulated impairment of RMB299 million (31 December 2024: RMB299 million), provided for concession assets in the infrastructure construction segment.

As at 30 June 2025, certain bank and other borrowings were secured by concession assets, with a carrying amount of approximately RMB163,418 million (31 December 2024: RMB144,417 million) (note 21(d) and note 27).

13. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Listed equity investments (<i>note a</i>)	278	329
Unlisted investment		
– Investments in structured entities	20,291	20,256
– Unlisted equity investments	4,699	4,712
– Future purchase option (<i>note c</i>)	1,967	2,444
– Investments in assets-backed securities	22	22
– Wealth management products (<i>note b</i>)	201	168
	27,458	27,931
Less: Non-current portion		
Unlisted investments	26,979	27,434
Current portion	479	497

- (a) The listed equity investments at 30 June 2025 were classified as financial assets at fair value through profit or loss as they were held for trading. The fair values of these investments were based on the quoted market prices at the end of the reporting period.
- (b) The above wealth management products issued by banks in Mainland China are mandatorily classified as financial assets at fair value through profit or loss as their contractual cash flows are not solely payments of principal and interest.
- (c) The Group purchased future purchase options to buy back equity interests in certain companies it disposed of in prior years at a discounted price. As at 30 June 2025, the fair value of the future purchase options was RMB1,967 million (31 December 2024: RMB2,444 million).

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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14. EQUITY INVESTMENTS DESIGNATED AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Listed equity instruments		
– China Merchants Bank Co., Ltd.	18,687	15,982
– China Merchants Securities Co., Ltd.	3,995	4,352
– Yutong Bus Co., Ltd.	1,016	1,079
– China Development Bank Financial Leasing Co., Ltd.	244	200
– CECEP Environmental Protection Equipment Co., Ltd.	123	120
– Zhongtong Bus Holding Co., Ltd.	51	51
– Others	227	210
Subtotal	24,343	21,994
Unlisted equity instruments		
– Lunan High Speed Railway Co., Ltd.	1,292	1,292
– Shandong Zilin Expressway Co., Ltd.	675	675
– Shandong Jiwei Expressway Co., Ltd.	279	279
– Beijing CEDC Ltd.	406	406
– Shandong Expressway Jiqing Midline Highway Co., Ltd.	242	242
– Hunan Bainan Expressway Construction Development Co., Ltd.	403	403
– Jiangsu Xitai Tunnel Co., Ltd.	384	384
– Others	1,649	1,505
Subtotal	5,330	5,186
Total	29,673	27,180

The above equity investments were irrevocably designated at fair value through other comprehensive income as the Group considers these investments to be strategic in nature.

During the six months ended 30 June 2025, the Group received dividends in a total amount of RMB865 million, mainly including RMB762 million, RMB57 million and RMB41 million from China Merchants Bank Co., Ltd., China Merchants Securities Co., Ltd. and Yutong Bus Co., Ltd., respectively.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

15. INVENTORIES

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Raw materials	17,131	15,239
Work in progress	2,377	1,511
Properties under development	60,445	59,142
Completed properties held for sale	31,574	24,821
Finished goods	1,352	1,066
Others	190	355
Total	113,069	102,134

As at 30 June 2025, certain of the Group's properties under development and completed properties held for sale with an aggregate carrying amount of RMB24,317 million (31 December 2024: RMB20,806 million) were pledged to secure the Group's bank loans (note 21(d) and note 27).

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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16. CONTRACT ASSETS

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Contract assets arising from:		
Infrastructure construction	542,918	487,204
Infrastructure design	11,940	10,400
Dredging	25,814	20,841
Others	577	343
Subtotal	581,249	518,788
Impairment	(5,513)	(5,042)
Net carrying amount	575,736	513,746
Portion classified as non-current	322,778	307,506
Current portion	252,958	206,240

The movements in the loss allowance for impairment of contract assets are as follows:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
At beginning of period/year	5,042	4,261
Impairment losses, net	482	909
Others	(11)	(128)
At end of period/year	5,513	5,042

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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17. TRADE AND OTHER RECEIVABLES

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Trade and bills receivables (<i>note a</i>)	187,999	169,443
Impairment	(29,697)	(28,538)
Net carrying amount	158,302	140,905
Long-term receivables (<i>note b</i>)	393,740	359,213
Impairment	(7,562)	(7,178)
Net carrying amount	386,178	352,035
Other receivables:		
Prepayments	32,388	28,479
Deposits (<i>note c</i>)	25,264	25,118
Others	77,986	71,061
Subtotal	135,638	124,658
Impairment	(7,987)	(7,647)
Net carrying amount	127,651	117,011
Total	672,131	609,951
Portion classified as non-current		
Long-term receivables	275,940	256,688
Other receivables:		
Prepayments	5,922	6,362
Deposits	3,103	3,411
Others	6,935	6,879
Total non-current portion	291,900	273,340
Total current portion	380,231	336,611

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

17. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (a) The majority of the Group's revenues are generated through infrastructure construction, infrastructure design and dredging contracts, and settlements are made in accordance with the terms specified in the contracts governing the relevant transactions. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk.

An ageing analysis of trade and bills receivables as at the end of the reporting period, net of provisions, is as follows:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited <i>RMB million</i>
Within 6 months	87,009	86,079
7 months to 12 months	29,700	15,025
13 months to 24 months	22,387	21,649
25 months to 36 months	9,369	7,772
Over 36 months	9,837	10,380
Total	158,302	140,905

The movements in provision for impairment of trade and bills receivables are as follows:

	For the six months ended 30 June 2025 Unaudited RMB million	Year ended 31 December 2024 Audited <i>RMB million</i>
At beginning of period/year	28,538	23,988
Impairment losses, net	1,224	5,123
Amount written off*	(113)	(490)
Others	48	(83)
At end of period/year	29,697	28,538

- * As at 30 June 2025, an accumulated impairment of RMB112 million (2024: RMB410 million) was written off because the relevant trade and bills receivables were derecognised due to the arrangement of non-recourse factoring agreements, ABS, ABN, and endorsement.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

17. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (b) Long-term receivables mainly represented amounts due from certain construction works with payment periods over one year.
- (c) Deposits mainly represented tender and performance bonds due from customers.
- (d) As at 30 June 2025, certain of the Group's outstanding trade and other receivables (excluding PPP projects) with a net carrying amount of approximately RMB42,155 million (31 December 2024: RMB 40,415 million) were pledged to secure general banking facilities granted to the Group, and certain of the Group's outstanding trade receivables from PPP projects with a net carrying amount of approximately RMB215,017 million (31 December 2024:RMB209,476 million) have been pledged to secure bank borrowings (note 21(d) and note 27).

18. CASH AND BANK BALANCES

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Restricted bank deposits (<i>note a</i>)	7,193	6,705
Time deposits with an initial term of over three months (<i>note b</i>)	883	802
Subtotal	8,076	7,507
Cash and cash equivalents	136,024	134,974
Total	144,100	142,481

- (a) As at 30 June 2025 and 31 December 2024, restricted bank deposits mainly included deposits for issuance of bank acceptance notes, performance bonds, letters of credit to customers, and mandatory reserve deposits placed with the People's Bank of China by CCCC Finance.
- (b) Time deposits with an initial term of over three months are excluded from cash and cash equivalents, as management is of the opinion that these time deposits are not readily convertible to known amounts of cash without significant risk of changes in value.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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18. CASH AND BANK BALANCES (CONTINUED)

At the end of the reporting period, the cash and bank balances of the Group denominated in RMB amounted to RMB102,799 million (31 December 2024: RMB103,039 million). The RMB is not freely convertible into other currencies, however, under Mainland China's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

As at 30 June 2025, less than 3% (31 December 2024: less than 3%) of the cash and bank balances denominated in currencies other than RMB were deposited in banks in certain countries which are subject to foreign exchange control and the currencies are not freely convertible into other currencies or remitted out of those countries.

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short-term time deposits are made for varying periods depending on the immediate cash requirements of the Group, and earn interest at the respective short-term time deposit rates. The bank balances and time deposits are deposited with creditworthy banks with no recent history of default.

19. TRADE AND OTHER PAYABLES

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Trade and bills payables (<i>note a</i>)	431,941	425,779
Deposits from suppliers	50,948	47,705
Retentions	77,179	72,552
Deposits in CCCC Finance (<i>note b</i>)	15,969	20,966
Other taxes	44,013	42,414
Payroll and social security	2,402	2,401
Other borrowings (<i>note c</i>)	27,641	31,422
Accrued expenses and others	62,574	55,045
Total	712,667	698,284
Portion classified as non-current		
Retentions	57,835	53,998
Other borrowings	1,110	3,345
Other taxes	837	597
Others	5,296	5,034
Total non-current portion	65,078	62,974
Total current portion	647,589	635,310

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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19. TRADE AND OTHER PAYABLES (CONTINUED)

- (a) An ageing analysis of trade and bills payables as at the end of the reporting period is as follows:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Within 12 months	372,045	368,932
13 months to 24 months	40,358	38,354
25 months to 36 months	10,094	10,475
Over 36 months	9,444	8,018
Total	431,941	425,779

- (b) CCCC Finance, a subsidiary of the Company, accepted deposits from CCCG and fellow subsidiaries. These deposits were due within one year with an average annual interest rate of 0.8% (2024: 1.0%).
- (c) As at 30 June 2025, the borrowings were secured by the Group's trade and other receivables, with interest rates ranging from 2.04% to 5.15%.
- (d) The financial liabilities that are part of the Group's supplier finance arrangements are included in trade and other payables.

The Group has established supplier finance arrangements that are offered to some of the Group's key suppliers in Mainland China. Participation in the arrangements is at the suppliers' own discretion. Suppliers that participate in the supplier finance arrangements will receive early payments or payments at the original due dates on invoices sent to the Group from the Group's external finance provider. If suppliers choose to receive early payments, they pay a fee to the finance provider. In order for the finance provider to pay the invoices, the goods must have been received or supplied, and the invoices must have been approved by the Group. Payments to suppliers ahead of or at the invoice due date are processed by the finance provider and, in all cases, the Group settles the original invoice by paying the finance provider in line with the original invoice maturity date or later as agreed with the finance provider. Payment terms with suppliers have not been renegotiated in conjunction with the arrangements. The Group provides no security to the finance provider.

The Group conducts supply chain asset securitisation business through financial institutions. The original creditors (suppliers of the Group) take the accounts receivable claims under the underlying transaction contract, which they hold as a result of selling goods to the Group, providing services, etc., as the underlying assets, and issue securities to investors through the special asset support plan. The Group issues a payment confirmation letter to the special asset support plan, confirming that the Group is obligated to settle the accounts receivable claims held by the special asset support plan upon their maturity. The Group unconditionally and irrevocably fulfils the obligation to pay off the target accounts receivable before the maturity of each accounts receivable claim.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

19. TRADE AND OTHER PAYABLES (CONTINUED)

(d) (continued)

All financial liabilities that are part of the supplier finance arrangements are included in trade and other payables in the statement of financial position.

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Carrying amount of financial liabilities that are part of the supplier finance arrangements included in:		
Trade and other payables	94,117	85,778
Of which suppliers have received payments	70,696	63,706

For financial liabilities that are part of the supplier finance arrangements included in trade and other payables, there were no significant non-cash changes in the carrying amounts of these financial liabilities.

20. CONTRACT LIABILITIES

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Short-term advances received from customers:		
Infrastructure construction	85,986	77,008
Infrastructure design	3,913	3,664
Dredging	3,095	3,158
Others	1,661	1,440
Total	94,655	85,270

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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21. INTEREST-BEARING BANK AND OTHER BORROWINGS

		30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
	Notes		
Non-current			
Long-term bank borrowings			
– secured	(d)	290,598	274,085
– guaranteed	(e)	10,297	12,293
– unsecured or unguaranteed		119,055	101,646
Subtotal		419,950	388,024
Long-term other borrowings			
– secured	(d)	171	188
– guaranteed	(e)	4,475	4,495
– unsecured or unguaranteed		165	239
Subtotal		4,811	4,922
Corporate bonds		34,362	33,662
Non-public debt instruments		18,979	16,625
Lease liabilities		2,463	2,264
Total non-current borrowings		480,565	445,497
Current			
Current portion of long-term bank borrowings			
– secured	(d)	31,482	29,036
– guaranteed	(e)	1,358	1,743
– unsecured or unguaranteed		28,977	19,170
Subtotal		61,817	49,949
Short-term bank borrowings			
– secured	(d)	15,398	15,091
– guaranteed	(e)	1,100	648
– unsecured or unguaranteed		101,600	56,670
Subtotal		118,098	72,409

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

21. INTEREST-BEARING BANK AND OTHER BORROWINGS (CONTINUED)

	Notes	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Current portion of long-term other borrowings			
– secured	(d)	34	34
– guaranteed		3	3
– unsecured or unguaranteed		66	134
Subtotal		103	171
Short-term other borrowings			
– secured	(d)	–	1,710
– unsecured or unguaranteed		1,563	91
Subtotal		1,563	1,801
Corporate bonds		4,079	3,485
Debentures		35,304	7,522
Non-public debt instruments		1,073	4,070
Lease liabilities		1,288	1,419
Total current borrowings		223,325	140,826
Total borrowings		703,890	586,323

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

21. INTEREST-BEARING BANK AND OTHER BORROWINGS (CONTINUED)

(a) The Group's borrowings (excluding lease liabilities) were repayable as follows:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Bank borrowings		
– Within one year or on demand	179,915	122,358
– In the second year	74,835	67,581
– In the third to fifth years, inclusive	109,550	100,705
– Beyond five years	235,565	219,738
Subtotal	599,865	510,382
Others, excluding lease liabilities		
– Within one year or on demand	42,122	17,049
– In the second year	13,683	10,487
– In the third to fifth years, inclusive	39,793	40,882
– Beyond five years	4,676	3,840
Subtotal	100,274	72,258
Total	700,139	582,640

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

21. INTEREST-BEARING BANK AND OTHER BORROWINGS (CONTINUED)

- (b) The carrying amounts of the borrowings were denominated in the following currencies:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Renminbi	684,519	562,315
United States dollar	7,871	14,942
Euro	2,345	2,310
Japanese yen	307	33
Hong Kong dollar	89	90
Others	8,759	6,633
Total	703,890	586,323

- (c) Borrowings of the Group, excluding corporate bonds, debentures, non-public debt instruments, and lease liabilities, bore interest at effective rates ranging from 0.75% to 8.01% (2024: 0.75% to 8.23%) per annum at the end of the reporting period, and three overseas bank borrowing bore interest at a rate of 5.62% to 18.00% (2024: 5.62% to 18.00%).
- (d) As at 30 June 2025 and 31 December 2024, these borrowings were secured by the Group's property, plant and equipment (note 11), right-of-use assets, concession assets and trade receivables from PPP projects (note 12 and note 17), inventories (note 15) and trade and other receivables (excluding PPP projects) (note 17).
- (e) Guaranteed borrowings were guaranteed by certain subsidiaries of the Company.
- (f) As of 30 June 2025, the Group's bank borrowings subject to covenant requirements had a carrying amount of RMB175,337 million (2024: RMB186,605 million). These covenants relate to financial metrics including the debt-to-asset ratio, current ratio, credit rating, net assets, and net profit. Based on the relevant financial information as of 30 June 2025, if the Group does not comply with these covenants, the lender may demand for immediate repayment of the bank loan. The Group is actively negotiating with the lender to obtain a waiver in respect of the potential non-compliance of the covenant; the long-term borrowings that failed to meet covenant requirements and were not covered by waivers have been reclassified to non-current liabilities due within one year.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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22. OTHER RESERVES

	Capital reserve Unaudited RMB million	Statutory surplus reserve Unaudited RMB million	General reserve Unaudited RMB million	Retirement benefit obligation remeasurement reserve Unaudited RMB million	Investment revaluation reserve Unaudited RMB million	Hedging reserve Unaudited RMB million	Safety production reserve Unaudited RMB million	Exchange reserve Unaudited RMB million	Total Unaudited RMB million
At 31 December 2024	18,392	12,705	1,423	(100)	14,378	29	5,321	(596)	51,552
Changes in fair value of equity investments designated at fair value through other comprehensive income, net of tax	-	-	-	-	1,857	-	-	-	1,857
Cash flow hedges, net of tax	-	-	-	-	-	(20)	-	-	(20)
Share of other comprehensive income of joint ventures and associates	-	-	-	-	15	-	-	-	15
Share of other reserves of joint ventures and associates	5	-	-	-	-	-	-	-	5
Actuarial gain on retirement benefit obligations, net of tax	-	-	-	1	-	-	-	-	1
Exchange differences on translation of foreign operations	-	-	-	-	-	-	-	(30)	(30)
Issue of perpetual securities	(1)	-	-	-	-	-	-	-	(1)
Share based payment	110	-	-	-	-	-	-	-	110
Transaction with non-controlling interests	(105)	-	-	-	-	-	-	-	(105)
Transfer to safety production reserve	-	-	-	-	-	-	421	-	421
Transfer of fair value reserve upon the disposal of equity investments designated at fair value through other comprehensive income	-	-	-	-	(1)	-	-	-	(1)
At 30 June 2025	18,401	12,705	1,423	(99)	16,249	9	5,742	(626)	53,804

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

22. OTHER RESERVES (CONTINUED)

	Capital reserve Unaudited RMB million	Statutory surplus reserve Unaudited RMB million	General reserve Unaudited RMB million	Retirement benefit obligation remeasurement reserve Unaudited RMB million	Investment revaluation reserve Unaudited RMB million	Hedging reserve Unaudited RMB million	Safety production reserve Unaudited RMB million	Exchange reserve Unaudited RMB million	Total Unaudited RMB million
At 31 December 2023	22,058	11,285	873	(65)	10,418	(4)	4,851	305	49,721
Business combination under common control	39	-	-	-	-	-	-	-	39
At 1 January 2024	22,097	11,285	873	(65)	10,418	(4)	4,851	305	49,760
Changes in fair value of equity investments designated at fair value through other comprehensive income, net of tax	-	-	-	-	2,576	-	-	-	2,576
Cash flow hedges, net of tax	-	-	-	-	-	2	-	-	2
Share of other comprehensive income of joint ventures and associates	-	-	-	-	(286)	-	-	-	(286)
Share of other reserves of joint ventures and associates	4	-	-	-	-	-	-	-	4
Actuarial loss on retirement benefit obligations, net of tax	-	-	-	(20)	-	-	-	-	(20)
Exchange differences on translation of foreign operations	-	-	-	-	-	-	-	(503)	(503)
Share based payment	122	-	-	-	-	-	-	-	122
Business combination under common control	(35)	-	-	-	-	-	-	-	(35)
Transaction with non-controlling interests	(654)	-	-	-	-	-	-	-	(654)
Transfer to general reserve	-	-	731	-	-	-	-	-	731
Transfer to safety production reserve	-	-	-	-	-	-	623	-	623
At 30 June 2024	21,534	11,285	1,604	(85)	12,708	(2)	5,474	(198)	52,320

23. CONTINGENT LIABILITIES AND FINANCIAL GUARANTEE COMMITMENT

(i) Claims

- (a) The Group has been named as defendants in a number of lawsuits arising in the ordinary course of business. Provision has been made for the probable losses to the Group on those claims when management can reasonably estimate the outcome of the lawsuits taking into account the legal advice. No provision has been made for those pending lawsuits with a maximum compensation amount of RMB3,926 million (31 December 2024: RMB4,347 million) related mainly to disputes with customers and subcontractors, as the outcome of the lawsuits cannot be reasonably estimated or management believes the outflow of resources is not probable. Pending lawsuits of which the probability of loss is remote or the claim amount is insignificant to the Group were not included in the above.

(ii) Loan guarantees

- (a) As at 30 June 2025, the Group has acted as the guarantor for several borrowings of RMB3,518 million (31 December 2024: RMB3,522 million) made by certain joint ventures and associates of the Group. The above amount represents the maximum exposure to default risk under the loan guarantee.
- (b) The Group provides guarantees to banks for the mortgage loans of the property buyers in certain real estate projects. As at 30 June 2025, the outstanding balance of guarantees provided by the Group was approximately RMB5,451 million (31 December 2024: RMB4,592 million).

(iii) Liquidity support

- (a) The Group has entered into certain agreements with financial institutions to set up asset-backed securities (ABS) and asset-backed notes (ABN) arrangements. As at 30 June 2025, out of the ABS and ABN in issue with an aggregate amount of RMB66,252 million (31 December 2024: RMB71,254 million), RMB53,046 million (31 December 2024: RMB59,784 million) had been issued to preferential investors. Under the clauses of the agreements, the Group is subject to the obligations of liquidity supplementary payments to preferential investors when the cash available for distribution of the principal and return to preferential investors at the due date is not sufficient.

As of 30 June 2025, no provision has been made for the above liquidity supports as management estimates the outflow of resources is not probable.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

24. BUSINESS COMBINATIONS

(a) Acquisition of a subsidiary not under common control

During the six months ended 30 June 2025, the Group obtained control over several companies from certain independent third parties, with a total consideration of RMB946 million.

The carrying amounts of assets and liabilities of these companies as at the merger date and 31 December 2024 were as follows:

	Merger date Book value RMB million	31 December 2024 Book value RMB million
Non-current assets	163	120
Current assets	1,373	1,370
Current liabilities	(589)	(589)
Net assets	947	901
Non-controlling interests	(1)	
Consideration	946	
Satisfied by cash	904	
Satisfied by non-cash	42	

An analysis of the cash flows in respect of the acquisition of subsidiaries is as follows:

	For the six months ended 30 June 2025 Unaudited RMB million
Total consideration	946
Cash paid for acquisition of subsidiaries	904
Cash and bank balances of subsidiaries acquired	77
Net outflow of cash and cash equivalents in respect of the acquisition of subsidiaries	827

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

24. BUSINESS COMBINATIONS (CONTINUED)

(a) Acquisition of a subsidiary not under common control (continued)

Since the acquisition, the acquiree contributed RMB51 million to the Group's revenue and RMB1 million to the Group's profit for the period ended 30 June 2025.

Had the combination taken place at the beginning of the period, the revenue of the Group and the profit of the Group for the period ended 30 June 2025 would have been RMB335,951 million and RMB13,310 million, respectively.

(b) Asset acquisition

During the six months ended 30 June 2025, the Group acquired the majority shareholdings previously held by third parties in Guangxi Zhongjiao Guilong Expressway Co., Ltd. ("Guilong") at a total consideration of RMB3,938 million and obtained control over the company. On an acquisition-by-acquisition basis, the Group determined that the acquisition was an asset acquisition instead of a business acquisition since substantially all of the fair value of the gross assets acquired was concentrated on a single identifiable asset of the acquired company.

The financial information of the relevant assets at the time of acquisition is listed as follows:

	For the six months ended 30 June 2025 RMB million
Intangible assets	17,562
Other assets	104
Total liabilities	(13,728)
Fair value of identifiable net assets on acquisition date	3,938
Consideration	3,938
Satisfied by cash	2,100
Book value of the equity interests previously held by the Group	1,838

An analysis of the cash flows in respect of the asset acquisition is as follows:

	For the six months ended 30 June 2025 Unaudited RMB million
Cash paid for asset acquisition	2,100
Cash and bank balances of assets acquired	26
Net outflow of cash and cash equivalents in respect of asset acquisition	2,074

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

25. DISPOSAL OF SUBSIDIARIES

- (a) The subsidiaries of the Company disposed such as Lekki Port Investment Holding Inc., at a total consideration of RMB1,470 million. Upon completion of these transactions, the Group no longer retained control over these companies.
- (b) The financial information of the subsidiaries mentioned above disposed of by the Group during the period and as at the date of disposal, is as follows:

	As at the date of disposal Total Unaudited RMB million
Non-current assets	6,635
Current assets	387
Current liabilities	(291)
Non-current liabilities	(4,207)
	2,524
Non-controlling interests	(1,211)
Exchange fluctuation reserve	(245)
	1,068
Gains on disposal of the subsidiaries	402
Total considerations	1,470
Represented by:	
Fair values of residual interests in joint ventures	966
Consideration	504
Total	1,470

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25. DISPOSAL OF SUBSIDIARIES (CONTINUED)

(b) (continued)

An analysis of the cash flows in respect of the disposal of the subsidiaries is as follows:

	Total Unaudited RMB million
Cash received from disposal of the subsidiaries in the current period	504
Cash and bank balances of the subsidiaries disposed of	(120)
Cash received from disposal of subsidiaries in prior periods	1,238
Net inflow of cash and cash equivalents in respect of the disposal of the subsidiary	1,622

26. COMMITMENTS

(i) Capital expenditure commitments

Capital expenditure contracted for but not yet incurred at the end of the reporting period was as follows:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Intangible assets – concession assets	114,765	111,827
Property, plant and equipment	1,775	1,411
Others	–	921
Total	116,540	114,159

(ii) Other commitments

In accordance with the financial services framework agreement between CCCC Finance and CCCG, CCCC Finance provides financial services to CCCG and its subsidiaries. In 2025, the maximum daily balance of loan services under the deposit services and loan services framework agreement is RMB9,270 million, the maximum daily balance of guarantee letter services under the guarantee letter services framework agreement is RMB7,004 million, and the maximum daily balance of bills issuance services and bonds subscription under the other credit services framework agreement is RMB2,274 million.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

27. PLEDGE OF ASSETS

- (a) As at 30 June 2025, the restricted deposits were RMB7,193 million (31 December 2024: RMB6,705 million).
- (b) Details of the Group's assets secured for interest-bearing bank and other borrowings are as follows:

	30 June 2025	31 December 2024
	Unaudited	Audited
	RMB million	RMB million
Property, plant and equipment (<i>note 11</i>)	3,834	3,680
Right-of-use assets	8,274	9,388
Concession assets and trade receivables from PPP projects (<i>note 12, note 17</i>)	378,435	353,893
Inventories (<i>note 15</i>)	24,317	20,806
Contract assets and trade and other receivables (excluding PPP projects) (<i>note 17</i>)	42,155	40,415
Total	457,015	428,182

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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28. RELATED PARTY TRANSACTIONS

(a) The Group had the following transactions with related parties during the period:

	For the six months ended 30 June	
	2025 Unaudited RMB million	2024 Unaudited RMB million
Transactions with CCCG		
– Revenue from the provision of construction services and construction-related services	1,930	2,100
– Rental income	–	1
– Rental charges	152	145
– Interest expenses on deposits placed in CCCC Finance	3	2
– Loans to CCCG by CCCC Finance	–	1,000
– Interest income from loans provided by CCCC Finance	7	32
– Other borrowings from CCCG	4,040	5,096
– Interest expenses on loans	119	–
Transactions with fellow subsidiaries		
– Revenue from the provision of construction services and construction-related services	2,767	3,635
– Revenue from the sale of goods	35	355
– Rental income	14	27
– Rental charges	10	1
– Interest expenses on deposits placed in CCCC Finance	95	70
– Purchase of goods and property, plant and equipment	486	806
– Subcontracting and service charges	286	1,047
– Loans to fellow subsidiaries by CCCC Finance	1,400	1,240
– Interest income from loans provided by CCCC Finance	29	31
– Factoring to fellow subsidiaries	70	377
– Interest income from factoring	8	10
– Finance lease loans to fellow subsidiaries	450	550
– Interest income from finance lease loans	31	33
– Interest expenses on loans	1	2

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

28. RELATED PARTY TRANSACTIONS (CONTINUED)

(a) The Group had the following transactions with related parties during the period:
(continued)

	For the six months ended 30 June	
	2025 Unaudited RMB million	2024 Unaudited RMB million
Transactions with fellow subsidiaries' joint ventures and associates		
– Revenue from the provision of construction services and construction-related services	37	200
Transactions with joint ventures and associates		
– Revenue from the provision of construction services and construction-related services	14,475	21,581
– Revenue from the sale of goods	6	43
– Subcontracting and service charges	157	416
– Rental income	2	46
– Interest expenses on deposits placed in CCCC Finance	14	18
– Loans from joint ventures and associates	1,756	2,709
– Interest expenses on loans	5	3
– Loans to joint ventures and associates	1,582	1,877
– Interest income from other loans	287	300
– Interest income from loans by CCCC Finance	3	–
– Factoring to joint ventures and associates	70	160
– Interest income from factoring	–	10
– Finance lease loans to joint ventures and associates	45	–
– Interest income from finance lease loans	14	64
– Purchase of materials	136	85

These transactions were carried out by reference to the prices and terms that would be available to third parties in the ordinary course of business.

Shanghai Zhenhua Heavy Industries Co., Ltd. ("ZPMC") is an associate and also a fellow subsidiary of the Company. The transactions with ZPMC and its subsidiaries for the six months ended 30 June 2025 and 30 June 2024, and the outstanding balances with ZPMC and its subsidiaries as at 30 June 2025 and 31 December 2024 were included in the category of transactions and balances with fellow subsidiaries.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

28. RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Outstanding balances with related parties

Balances with related parties other than government-related entities:

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Trade and bills receivables due from		
– CCCG	823	637
– Fellow subsidiaries	2,561	2,863
– Joint ventures and associates	7,941	7,892
– Fellow subsidiaries' joint ventures	38	31
Subtotal	11,363	11,423
Long-term trade receivables due from		
– CCCG	3,569	2,930
– Fellow subsidiaries	6,200	6,440
– Joint ventures and associates	29,512	26,120
– Fellow subsidiaries' joint ventures	229	223
Subtotal	39,510	35,713
Prepayments to		
– CCCG	5	–
– Fellow subsidiaries	729	577
– Joint ventures and associates	795	266
– Fellow subsidiaries' joint ventures	2	–
Subtotal	1,531	843
Other receivables due from*		
– CCCG	368	1,487
– Fellow subsidiaries	4,325	4,709
– Joint ventures and associates	10,036	9,803
– Fellow subsidiaries' joint ventures	7	–
Subtotal	14,736	15,999
Contract assets		
– CCCG	476	–
– Fellow subsidiaries	2,386	93
– Joint ventures and associates	8,551	7,845
– Fellow subsidiaries' joint ventures	78	9
Subtotal	11,491	7,947
Total	78,631	71,925

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

28. RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Outstanding balances with related parties (continued)

Balances with related parties other than government-related entities: (continued)

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Trade and bills payables due to		
– Fellow subsidiaries	4,128	4,595
– Joint ventures and associates	1,637	1,891
– Fellow subsidiaries' joint ventures	19	20
Subtotal	5,784	6,506
Long-term trade payables due to		
– Fellow subsidiaries	2,553	2,573
– Joint ventures and associates	634	1,153
– Fellow subsidiaries' joint ventures	1	1
Subtotal	3,188	3,727
Contract liabilities		
– CCCG	309	320
– Fellow subsidiaries	908	1,080
– Joint ventures and associates	3,664	4,803
– Fellow subsidiaries' joint ventures	26	27
Subtotal	4,907	6,230
Other payables*		
– CCCG	12,982	12,465
– Fellow subsidiaries	14,699	17,479
– Joint ventures and associates	8,583	8,918
– Fellow subsidiaries' joint ventures	11	1
Subtotal	36,275	38,863
Other borrowings		
– Fellow subsidiaries	1,500	50
Lease liabilities		
– Fellow subsidiaries	7	9
– Joint ventures and associates	90	123
Subtotal	97	132
Total	51,751	55,508

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

28. RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Guarantees with related parties

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Outstanding loan guarantees provided to		
– Joint ventures	1,704	1,707
– Associates	1,814	1,815
Total	3,518	3,522
Outstanding guarantees provided by CCCG	9,205	9,102

(d) Commitments with related parties

	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Provision of construction services		
– CCCG	6,362	6,602
– Fellow subsidiaries	19,333	17,459
– Joint ventures and associates	68,434	80,446
– Fellow subsidiaries' joint ventures	1,501	1,698
Total	95,630	106,205
Purchase of services and goods		
– Fellow subsidiaries	3,340	2,779
– Joint ventures and associates	717	858
Total	4,057	3,637

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

28. RELATED PARTY TRANSACTIONS (CONTINUED)

(e) Key management compensation

	For the six months ended 30 June	
	2025	2024
	Unaudited	Unaudited
	RMB'000	RMB'000
Short term employee benefits	3,728	6,752
Post-employment benefits	529	560
Total	4,257	7,312

During the period, the fair value amortisation of the restricted shares granted to key management amounted to RMB578,000 (30 June 2024: RMB1,709,000).

(f) Other transactions with related parties

- (i) As of 30 June 2025, CCCC Finance, a subsidiary of the Company, provided migrant workers' wage guarantees, advance payment guarantees and performance guarantees to related parties in the amount of RMB119 million (31 December 2024: RMB913 million).
- (ii) In accordance with the financial services framework agreement between CCCC Finance and CCCG, in 2025, CCCC Finance provides financial services to CCCG and its subsidiaries: the maximum daily balance of loan services under the deposit services and loan services framework agreement is RMB9,270 million, the maximum daily balance of guarantee letter services under the guarantee letter services framework agreement is RMB7,004 million, and the maximum daily balance of bills issuance services and bonds subscription under the other credit services framework agreement is RMB2,274 million.
- (iii) As of 30 June 2025, the outstanding balances of the bond investments in China Communications Real Estate Group Co., Ltd. and China Urban and Rural Construction Development Co., Ltd. held by CCCC Finance was RMB900 million and RMB50 million. During the period, the interest of RMB21 million was accrued.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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29. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

30 June 2025

Financial assets

	Financial assets at fair value through other comprehensive income		Financial assets at fair value through profit or loss	Financial assets at amortised cost	Total
	Debt investments	Equity investments	Held for trading		
	Unaudited	Unaudited	Unaudited	Unaudited	Unaudited
	RMB million	RMB million	RMB million	RMB million	RMB million
Financial assets at fair value through profit or loss	-	-	27,458	-	27,458
Equity investments designated at fair value through other comprehensive income	-	29,673	-	-	29,673
Derivative financial instruments	-	-	340	-	340
Debt investments at amortised cost	-	-	-	1,541	1,541
Trade and other receivables excluding prepayments and other non-financial assets	1,479	-	-	602,452	603,931
Cash and bank balances	-	-	-	144,100	144,100
Total	1,479	29,673	27,798	748,093	807,043

Financial liabilities

	Financial liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
	Unaudited	Unaudited	Unaudited
	RMB million	RMB million	RMB million
Borrowings (excluding lease liabilities)	-	727,780	727,780
Derivative financial instruments	23	-	23
Trade and bills payables (note 19)	-	431,941	431,941
Deposits from suppliers (note 19)	-	50,948	50,948
Retentions (note 19)	-	77,179	77,179
Deposits in CCCC Finance (note 19)	-	15,969	15,969
Financial liabilities included in other payables and accruals	-	62,421	62,421
Total	23	1,366,238	1,366,261

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

29. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows: (continued)

31 December 2024

Financial assets

	Financial assets at fair value through other comprehensive income		Financial assets at fair value through profit or loss Held	Financial assets at amortised cost	Total
	Debt investments	Equity investments	for trading		
	<i>RMB million</i>	<i>RMB million</i>	<i>RMB million</i>	<i>RMB million</i>	<i>RMB million</i>
Financial assets at fair value through profit or loss	–	–	27,931	–	27,931
Equity investments designated at fair value through other comprehensive income	–	27,180	–	–	27,180
Derivative financial instruments	–	–	419	–	419
Debt investments at amortised cost	–	–	–	1,322	1,322
Trade and other receivables excluding prepayments and other non-financial assets	1,134	–	–	550,693	551,827
Cash and bank balances	–	–	–	142,481	142,481
Total	1,134	27,180	28,350	694,496	751,160

Financial liabilities

	Financial liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
	<i>RMB million</i>	<i>RMB million</i>	<i>RMB million</i>
Borrowings (excluding lease liabilities)	–	614,062	614,062
Trade and bills payables (<i>note 19</i>)	–	425,779	425,779
Deposits from suppliers (<i>note 19</i>)	–	47,705	47,705
Retentions (<i>note 19</i>)	–	72,552	72,552
Deposits in CCCC Finance (<i>note 19</i>)	–	20,966	20,966
Financial liabilities included in other payables and accruals	–	53,815	53,815
Total	–	1,234,879	1,234,879

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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30. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments, other than lease liabilities and those with carrying amounts that reasonably approximate to fair values, are as follows:

	Carrying amounts		Fair values	
	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million	30 June 2025 Unaudited RMB million	31 December 2024 Audited RMB million
Financial liabilities				
Non-current				
Bank borrowings	419,950	388,024	419,909	387,939
Corporate bonds	34,362	33,662	33,389	32,876
Non-public debt instruments	18,979	16,625	18,741	15,834
Other borrowings (other than lease liabilities)	4,811	4,922	5,082	5,125
Total	478,102	443,233	477,121	441,774

Management has assessed that the fair values of cash and bank balances, financial assets included in trade and other receivables, and financial liabilities included in trade and other payables approximate to their carrying amounts.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair values of the non-current portion of interest-bearing bank and other borrowings (excluding lease liabilities) have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The Group's own non-performance risk for interest-bearing bank and other borrowings (excluding lease liabilities) as at 30 June 2025 and 31 December 2024 was assessed to be insignificant.

The fair value of financial instruments traded in an active market is determined at the quoted market price; and the fair value of those not traded in an active market is determined by the Group using valuation techniques. The valuation models used mainly comprise the discounted cash flow model and the markets comparable corporate model. The inputs for the valuation techniques mainly include future cash flow, PBR (price/book ratio) of companies in the same category and unit prices of comparable properties.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

30. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

The Group enters into derivative financial instruments with various counterparties, principally financial institutions with high credit ratings. Derivative financial instruments, including forward currency contracts, interest rate swaps and total return swaps, are measured using valuation techniques similar to forward pricing and swap models, using present value calculations. The models incorporate various market observable inputs including the credit quality of counterparties, foreign exchange spot and forward rates and interest rate curves. The carrying amounts of forward currency contracts, interest rate swaps and total return swaps are the same as their fair values.

As at 30 June 2025, the mark-to-market value of the derivative asset position is net of a credit valuation adjustment attributable to derivative counterparty default risk. The changes in counterparty credit risk had no material effect on the hedge effectiveness assessment for derivatives designated in hedge relationship and other financial instruments recognised at fair value.

Fair value measurement categorised within level 3 adopts the discounted cash flow method. The unobservable inputs are weighted average capital costs and long-term growth rates.

The fair values of listed equity investments are based on quoted market prices. The fair values of unlisted equity investments have been estimated by the most appropriate valuation techniques based on assumptions that are not supported by observable market prices or rates, including: (i) market approach by using initial cost of the investment itself or a multiple of earnings, or of revenue depending on the stage of development of an enterprise; and (ii) income approach by using the discounted cash flows or earnings of underlying business based on reasonable assumptions and estimations of expected future cash flows (or expected future earnings), the terminal value, and the appropriate risk-adjusted rate that captures the risk inherent in the projections.

The directors believe that the estimated fair values resulting from the valuation technique, which are recorded in the consolidated statement of financial position, and the related changes in fair values, which are recorded in other comprehensive income or profit or loss, are reasonable, and that they were the most appropriate values at the end of the reporting period.

The Group invests in unlisted investments, which represent wealth management products issued by financial institutions in Mainland China. The Group has estimated the fair values of these unlisted investments by using a discounted cash flow valuation model based on the market interest rates of instruments with similar terms and risks.

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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30. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments:

Assets and liabilities measured at fair value:

As at 30 June 2025

	Fair value measurement using			
	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	Total
	Unaudited	Unaudited	Unaudited	Unaudited
	RMB million	RMB million	RMB million	RMB million
Assets				
Bills receivable	–	1,479	–	1,479
Equity investments designated at fair value through other comprehensive income	24,343	–	5,330	29,673
Financial assets at fair value through profit or loss	807	–	26,651	27,458
Derivative financial instruments	–	–	–	–
– Interest rate swap	–	36	–	36
– Foreign exchange option	–	–	304	304
Total	25,150	1,515	32,285	58,950
Liabilities				
Derivative financial instruments	–	–	–	–
– Forward currency contracts	–	23	–	23

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

30 June 2025

30. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Fair value hierarchy (continued)

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments: (continued)

Assets and liabilities measured at fair value: (continued)

As at 31 December 2024

	Fair value measurement using			
	Quoted prices in active markets (Level 1) <i>RMB million</i>	Significant observable inputs (Level 2) <i>RMB million</i>	Significant unobservable inputs (Level 3) <i>RMB million</i>	Total <i>RMB million</i>
Assets				
Bills receivable	–	1,134	–	1,134
Equity investments designated at fair value through other comprehensive income	21,994	–	5,186	27,180
Financial assets at fair value through profit or loss	672	–	27,259	27,931
Derivative financial instruments	–	–	–	–
– Interest rate swap	–	42	–	42
– Foreign exchange option	–	–	377	377
Total	22,666	1,176	32,822	56,664
Liabilities				
Derivative financial instruments				
– Forward currency contracts	–	–	–	–

The movements in fair value measurements within Level 3 during the period are as follows:

	For the six months ended 30 June	
	2025 Unaudited <i>RMB million</i>	2024 Unaudited <i>RMB million</i>
At 1 January	32,822	32,247
Total losses recognised in the consolidated statement of profit or loss included in other gains	(388)	(96)
Total gains recognised in other comprehensive income	4	3
Purchases	3,654	2,797
Disposals	(3,807)	(2,952)
At 30 June	32,285	31,999

During the period, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities (six months ended 30 June 2024: Nil).

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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30. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Fair value hierarchy (continued)

Liabilities for which fair values are disclosed:

As at 30 June 2025

	Fair value measurement using		
	Quoted prices in active markets (Level 1) Unaudited RMB million	Significant observable inputs (Level 2) Unaudited RMB million	Total Unaudited RMB million
Bank borrowings	–	419,909	419,909
Corporate bonds	4,000	29,389	33,389
Non-public debt instruments	–	18,741	18,741
Other borrowings (other than lease liabilities)	–	5,082	5,082
Total	4,000	473,121	477,121

As at 31 December 2024

	Fair value measurement using		
	Quoted prices in active markets (Level 1) RMB million	Significant observable inputs (Level 2) RMB million	Total RMB million
Bank borrowings	–	387,939	387,939
Corporate bonds	4,000	28,876	32,876
Non-public debt instruments	–	15,834	15,834
Other borrowings (other than lease liabilities)	–	5,125	5,125
Total	4,000	437,774	441,774

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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31. SHARE-BASED PAYMENT

On 27 April 2023, the Company's general meeting of shareholders approved the 2022 Restricted Stock Incentive Scheme (the "Scheme"). Subsequently, the Company approved the first grant under the Scheme, and 97,950,000 restricted shares were granted to employees of the Group. On 5 June 2023, the Company completed the registration of the 97,950,000 restricted shares granted under the Scheme at the Shanghai branch of China Securities Depository and Clearing Co., Ltd.

On 26 January 2024, the Board of Directors of the Company approved the reserved grant under the Scheme. 16,700,000 restricted stock shares were granted to employees of the Group. On 21 February 2024, the Company completed the registration of the 16,450,000 restricted shares granted under the Scheme at the Shanghai branch of China Securities Depository and Clearing Co., Ltd.

The offer of the first grant and reserved grant of each incentive share was accepted upon payment of RMB5.33 and RMB5.06 for each incentive share by the grantee. The unlocking dates of the incentive shares are the first trading day after 24 months, 36 months and 48 months from the date of share registration. Upon meeting the performance conditions stipulated in the Scheme, 34%, 33% and 33% of the incentive shares shall be unlocked respectively.

Both the first grant and reserved grant are share-based payments of equity-settled transactions. The fair value of the shares granted was valued by reference to the market prices of the Company's shares at the grant date. The fair value of the restricted shares granted during the period was RMB629 million (RMB6.42 each) and RMB57 million (RMB3.45 each) on the first and reserved grant dates, of which the Group recognised a share-based payment expense of RMB110 million (six months ended 30 June 2024: RMB122 million) during the six months ended 30 June 2025.

For the six months ended 30 June 2025 (Unaudited)

Date of grant <i>(based on IFRS 2)</i>	As at 1 January 2025 <i>(number of shares)</i>	Granted during the period <i>(number of shares)</i>	Forfeited during the period <i>(number of shares)</i>	Exercisable as at the end of period <i>(number of shares)</i>
27 April 2023	94,700,000	–	(2,067,200)	92,632,800
26 January 2024	16,100,000	–	–	16,100,000

For the six months ended 30 June 2024 (Unaudited)

Date of grant <i>(based on IFRS 2)</i>	As at 1 January 2024 <i>(number of shares)</i>	Granted during the period <i>(number of shares)</i>	Forfeited during the period <i>(number of shares)</i>	Exercisable as at the end of period <i>(number of shares)</i>
27 April 2023	96,950,000	–	(1,500,000)	95,450,000
26 January 2024	–	16,700,000	(250,000)	16,450,000

NOTES TO INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

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32. CAPITAL RISK MANAGEMENT

The Group's objectives for managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt. The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as "equity" as shown in the consolidated statement of financial position plus net debt. The Group aims to maintain the gearing ratio at a reasonable level.

	30 June 2025 Unaudited RMB million	31 December 2024 Unaudited RMB million
Total borrowings (note 21)	703,890	586,323
Less: Cash and cash equivalents (note 18)	136,024	134,974
Net debt	567,866	451,349
Total equity	486,624	467,815
Total capital	1,054,490	919,164
Gearing ratio	53.9%	49.1%

The gearing ratio as at 30 June 2025 increased by 4.8% compared with that at the end of 2024.

33. EVENTS AFTER THE REPORTING PERIOD

There were no significant events after the reporting period of the Group.

34. APPROVAL OF THE INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

The interim condensed consolidated financial information for the six months ended 30 June 2025 was approved for issue by the Board of Directors on 29 August 2025.

OTHER INFORMATION

PURCHASE, SALE OR REDEMPTION OF SECURITIES

Pursuant to the authorization from the 2023 second extraordinary general meeting, the 2023 first class meeting for A Shareholders and the 2023 first class meeting for H Shareholders held on 27 April 2023, on 13 June 2025, the Company resolved to repurchase a total of 4,117,200 Restricted A Shares granted but not yet unlocked at the adjusted grant price of fixed RMB4.73578 per Share, or RMB4.73578 per Share (for a total of 3,767,200 Restricted A Shares granted under the first grant) or RMB4.46578 per Share (for a total of 350,000 Restricted A Shares granted under the reserved grant) plus the interests on fixed bank deposits in the same period of the repurchase from 48 Participants who were transferred from and ceased to take office in the Company or failed to meet the unlock conditions under the 2022 Incentive Scheme and cancel the same in accordance with the 2022 Incentive Scheme and relevant laws and regulations with a total of consideration at approximately RMB19.40 million plus the sum of interests on fixed bank deposits in the same period of the repurchase, which is subject to the final payment amount. For details, please refer to the announcement of the Company dated 13 June 2025.

According to the Company's valuation enhancement plan and market value management strategy, in order to effectively safeguard the interests of the Shareholders, enhance investor confidence, and further stabilize and improve the value of the Company, as authorized by Shareholders at the annual general meeting of the Company held on 16 June 2025, the Board may repurchase ordinary A Shares through centralized bidding on the trading system of the SSE at average repurchase price not exceeding RMB11 per Share and not exceeding 150% of the average price of the A Shares in the 30 trading days prior the passing of the Board's resolution to repurchase Shares (i.e., RMB13.58) for a single repurchase with the Company's self-owned and self-financed funds of not less than RMB500 million (inclusive) but not exceeding RMB1 billion (inclusive), and all the A Shares to be repurchased will be cancelled. Calculated based on the lower limit of the total funds for the Repurchase of RMB500 million as well as the upper limit of the average repurchase price of RMB11 per Share, the number of A Shares to be repurchased shall be approximately 45.45 million Shares, representing approximately 0.28% of the total share capital of the Company; calculated based on the upper limit of the total funds for the Repurchase of RMB1 billion as well as the upper limit of the average repurchase price of RMB11 per Share, the number of A Shares to be repurchased shall be approximately 90.91 million Shares, representing approximately 0.56% of the total share capital of the Company.

As at 30 June 2025, neither any Restricted A Share nor any ordinary A Share was repurchased by the Company and any of its subsidiaries.

Save as disclosed above, during the period from 1 January 2025 to 30 June 2025, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any listed securities of the Company.

INTERESTS AND SHORT POSITIONS OF DIRECTORS AND CHIEF EXECUTIVE OFFICER IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 30 June 2025, none of the Directors or chief executive officer of the Company had any interest or short position in the shares, underlying shares of equity derivatives or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the “SFO”)) which would have to be notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they are taken or deemed to have under such provisions of the SFO), or which would be required, pursuant to section 352 of the SFO, to be entered in the register referred to therein or which would be required to be notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code.

As at 30 June 2025, the Company had not granted the Directors or the chief executive officer of the Company, or their respective spouses or children below the age of 18, any rights to subscribe for the shares or debentures of the Company or any of its associated corporations and none of them had ever exercised any such right to subscribe for shares or debentures.

MATERIAL INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 30 June 2025, based on the disclosure information filed with the Hong Kong Stock Exchange on its website in accordance with the requirement of the Securities and Futures Commission of Hong Kong, and so far as the Company is aware of, the interests or short positions of Shareholders (other than Directors and chief executive of the Company) who had an interest or short position in the shares and underlying shares of the Company which would fall to be disclosed by the Company as recorded in the register required to be maintained under Section 336 of the SFO are as follows:

Name of Shareholder ^(Note 1)	Number of Shares held	Type of Shares	Percentage of the respective type of Shares ^(Note 2) (%)	Percentage of the total number of Shares in issue ^(Note 3) (%)	Capacity in which the Shares are held
CCCCG	9,374,616,604 (Long position)	A Shares	79.04	57.59	Beneficial owner
	302,567,000 (Long position)	H Shares	6.85	1.86	Beneficial owner

Note 1: The table is prepared based on the disclosure of interest fillings of the substantial shareholders published on the website of the Hong Kong Stock Exchange for the relevant events as of 30 June 2025.

Note 2: The percentage of respective type of shares is based on 11,860,135,425 A shares and 4,418,476,000 H shares of the Company as at 30 June 2025, respectively.

Note 3: The percentage of total number of shares in issue is based on 16,278,611,425 Shares of the total issued share capital of the Company as at 30 June 2025.

OTHER INFORMATION

Save as stated above, as at 30 June 2025, in the register required to be maintained under Section 336 of the SFO, no other persons were recorded to hold any interests or short positions in the shares or underlying shares of the Company that would fall to be disclosed by the Company under Divisions 2 and 3 of Part XV of the SFO.

EMPLOYEE BENEFITS

In accordance with applicable regulations, the Group makes contributions to the employees' pension plan, medical insurance plan, unemployment insurance plan, maternity insurance plan and personal injury insurance plan. The amount of contributions is based on the specified percentages of employees' aggregate salaries as provided for by relevant PRC authorities. The Group also makes contributions to an employee housing fund according to applicable PRC regulations. In addition to statutory contributions, the Group also provides other benefits to current employees and retired employees. Current employees of the Group are also entitled to performance-based annual bonus.

Adhering to the value creator-oriented concept, the Group actively protects the rights and interests of employees, provides them with diversified and systematic trainings, sets clear career development path for them, and helps them achieve self-worth.

2022 RESTRICTED SHARE INCENTIVE SCHEME

On 27 April 2023, the Company has adopted the 2022 Incentive Scheme at the 2023 second extraordinary general meeting, the 2023 First H Share Class Meeting and the 2023 First A Share Class Meeting (collectively, the "Meetings"), pursuant to which, the Company intended to issue a total number of up to 117 million Restricted Shares to the Participants. Wherein: (i) a maximum of 99.40 million Restricted Shares will be issued to not more than 668 Participants under the first grant; and (ii) a maximum of 17.60 million Restricted Shares will be issued to Participants who shall be determined within 12 months from the date of the Meetings under the reserved grant.

As six Participants were no longer within the scope of the Participants under the first grant of the Incentive Scheme, the Board, pursuant to the authorization granted by the Meetings, adjusted the number of Participants under the first grant from 668 to 662 and the number of Restricted Shares under the first grant from 99.40 million to 98.55 million. Accordingly, the total number of Restricted Shares to be granted under the Incentive Scheme was adjusted from 117.00 million to 116.15 million and the number of Restricted Shares under the reserved grant remained unchanged. The Board determined to grant a total of 98.55 million Restricted Shares to 662 Participants on 4 May 2023 at a price of RMB5.33 per A Share (the "First Grant").

On 5 June 2023, the Company had completed the registration of the First Grant of the Incentive Scheme with Shanghai Branch of the China Securities Depository and Clearing Corporation Limited for an actual grant of 97.95 million Restricted Shares to 658 Participants under the First Grant, because four Participants voluntarily waived their subscription for a total of 0.6 million Restricted Shares due to personal reasons.

On 26 January 2024, the Board, pursuant to the authorization granted by the Meetings, determined to grant a total of 16.70 million Restricted Shares to 134 Participants at a price of RMB5.06 per A Share for the reserved grant under the Incentive Scheme (the "Reserved Grant"). After making the Reserved Grant, the remaining 0.9 million Restricted Shares will not be further granted, and therefore the number of shares available for future grant under the Incentive Scheme will be nil.

On 21 February 2024, the Company had completed the registration of the Reserved Grant of the Incentive Scheme with Shanghai Branch of the China Securities Depository and Clearing Corporation Limited for an actual grant of 16.45 million Restricted Shares to 132 Participants under the Reserved Grant, because two Participants voluntarily waived their subscription for a total of 0.25 million Restricted Shares due to personal reasons.

OTHER INFORMATION

The table below sets out particulars of the Restricted Shares granted and registered under the Incentive Scheme:

Name of the Participants	Category of the Participants	Unlocking period	As at	Granted and registered during the	Unlocked during the	Lapsed during the	As at	Grant price	Closing price prior to	Repurchase	Cancelled during the
			1 January 2025	reporting period	reporting period	reporting period	30 June 2025		Grant Date	price	reporting period
			(0'000 shares)	(0'000 shares)	(0'000 shares)	(0'000 shares)	(0'000 shares)	(RMB/share)	(RMB/share)	(RMB/share)	(0'000 shares)
YANG Zhichao	Vice president	06/06/2025-05/06/2028	35	Nil	11.90	Nil	23.10	5.33	11.41	/	Nil
Middle management personnel and core personnel (First Grant)		06/06/2025-05/06/2028	9,435	Nil	3,108.28	206.72	6,120	5.33	11.41	4.73578 and 4.96884	346.72
Middle management personnel and core personnel (Reserved Grant)		22/02/2026-21/02/2029	1,610	Nil	Nil	Nil	1,610	5.06	8.25	4.56954	35
Total			11,080	Nil	3,120.18	206.72	7,753.10	/	/	/	381.72

Notes:

- (1) The total number of the Company's Shares granted under all effective share incentive schemes to any of the aforesaid Participants does not exceed 1% of the total share capital of the Company. The total number of underlying Shares involved in all effective share incentive schemes of the Company does not exceed 10% of the total share capital of the Company.
- (2) The Restricted Shares granted under the Incentive Scheme shall be unlocked in three batches, and the lock-up period of each batch is 24 months, 36 months and 48 months, respectively, from the completion date of registration of the corresponding grant. Before unlocking, the Restricted Shares granted to the Participants under the Incentive Scheme shall be restricted for sale and shall not be transferred, used as security or for repayment of debts. The shares entitled by the Participants as a result of the capitalisation issue, bonus issue and sub-division of shares, etc. in connection with the granted Restricted Shares that have not yet been unlocked are simultaneously locked in accordance with the Incentive Scheme.
- (3) For details of the performance targets, please refer to the section headed "II.(viii) 2. Unlocking conditions for the Incentive Scheme" as set out in the circular of the Company dated 4 April 2023.
- (4) On 30 August 2023, Mr. Zhu Hongbiao resigned as the chief financial officer of the Company due to work reallocation. The 350,000 Restricted Shares granted to Mr. Zhu Hongbiao shall be repurchased by the Company pursuant to the terms of the Incentive Scheme. On 24 April 2024, the Company resolved to repurchase a total of 1,500,000 Restricted Shares (including 1,000,000 Restricted Shares lapsed in 2023 and 500,000 Restricted Shares lapsed during the reporting period) granted but not yet unlocked from 8 Participants including Mr. Zhu Hongbiao and cancel the same in accordance with the 2022 Incentive Scheme and relevant laws and regulations with a total of consideration at approximately RMB8 million. Among which, 7 Participants (including Mr. ZHU Hongbiao, resigning as the chief financial officer of the Company on 30 August 2023), were transferred from the Company and ceased to take office in the Company due to organizational arrangements, or became disqualified for the 2022 Incentive Scheme due to change of position, their repurchase price was the grant price of RMB5.33 per Share plus the interest on fixed bank deposits in the same period when repurchase, i.e. approximately RMB5.39 per Share; and one Participant became disqualified for the 2022 Incentive Scheme due to his/her failure to perform or improper performance of his/her duties, whose repurchase price was the lower of the grant price (RMB5.33 per Share) and the average trading price of the A Shares for one trading day prior to the announcement of the resolution of the Board considering the repurchase (RMB8.42 per Share), i.e. RMB5.33 per Share. The cancellation for such repurchased Restricted Shares was completed on 29 April 2024. For details, please refer to the announcement of the Company dated 24 April 2024. The remaining total of 2,100,000 Restricted Shares lapsed but not yet cancelled (including 300,000 Restricted Shares granted to Mr. Zhou Changjiang) were resolved to be repurchased by the Company pursuant to the terms of the Incentive Scheme by the Company on 13 June 2025. For more details, please refer to the section headed "II. (xiii) 4. Changes to the individual circumstances of the Participants" as set out in the circular of the Company dated 4 April 2023. The Company will comply with applicable laws and regulations including Hong Kong Listing Rules when repurchasing A Shares.

OTHER INFORMATION

- (5) On 13 June 2025, the Company resolved to repurchase a total of 4,117,200 Restricted Shares granted but not yet unlocked from 48 Participants (including 300,000 Restricted Shares granted to Mr. Zhou Changjiang) and cancel the same in accordance with the 2022 Incentive Scheme and relevant laws and regulations with a total of consideration at approximately RMB19.40 million plus the interests on fixed bank deposits in the same period payable to the Participants (subject to the actual payment). Among the Participants in the First Grant, the repurchase price of the Restricted Shares for the 11 Participants (including Mr. Zhou Changjiang) who were transferred from the Company and ceased to take office in the Company due to organizational arrangements and one Participant who retired upon reaching the retirement age stipulated by law is the sum of RMB4.73578 per share plus the interests on fixed bank deposits in the same period; the repurchase price of the Restricted Shares for the 9 Participants who voluntarily resigned or were involved in illegal behaviours during the term of their employment contracts, the 22 Participants who, individually or in terms of the respective subsidiaries, had a performance appraisal result of C grade for 2023 and the 3 Participants who had a performance appraisal result of D grade for 2023 is the lower of RMB4.73578 per share and the market price of shares of RMB8.85 per share at the time of repurchase, being RMB4.73578 per share. Among the Participants in the Reserved Grant, the repurchase price of the Restricted Shares for the two Participants who were transferred from the Company and ceased to take office in the Company due to organizational arrangements is the sum of RMB4.46578 per share plus the interests on fixed bank deposits in the same period.
- (6) On 13 June 2025, the Company resolved that the unlocking conditions for the first unlocking period set for the First Grant under the 2022 Incentive Scheme have been fulfilled, and therefore, a total of 626 Participants of the first grant under the 2022 Incentive Scheme were eligible for unlocking a total of 31,269,800 Restricted Shares, representing approximately 0.19% of the Company's total share capital. As one Participant was not qualified as a Participant due to personal reasons, therefore, the number of Restricted Shares unlocked under the first unlocking period set for the First Grant was 31,201,800 Shares which were listed and circulated on the Shanghai Stock Exchange on 18 July 2025.

During the reporting period, the aggregate fair value of the Restricted Shares granted under the Reserved Grant of the Incentive Scheme was RMB57 million. The accounting standard and policy to estimate the fair value of the Restricted Shares is set out in Note 31 to the financial statements of this report.

As at 1 January 2025 and at 30 June 2025, the total number of Restricted Shares available for grant under the Incentive Scheme is nil and nil.

For details of the Incentive Scheme, please refer to the announcements of the Company dated 15 December 2022, 27 April 2023, 4 May 2023, 7 June 2023, 26 January 2024, 23 February 2024, 24 April 2024 and 13 June 2025 and the circular of the Company dated 4 April 2023.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company is committed to high standards of corporate governance. The Board believes that the Company complied with all code provisions as set out in Part 2 of Appendix C1 (Corporate Governance Code) to the Hong Kong Listing Rules for the six months ended 30 June 2025.

CHANGE OF DIRECTORS AND SENIOR MANAGEMENT

On 30 June 2025, the Board approved the proposed appointment of Mr. Song Hailiang (“Mr. Song”) and Mr. Zhang Bingnan (“Mr. Zhang”) as executive Directors, and their proposed terms of office would commence from the date of approval by the Shareholders at the EGM to the date of the re-election of the Board. On the same date, due to personal reasons, Mr. Wang Tongzhou and Mr. Wang Haihuai ceased to be the executive Directors due to personal reasons, with effect from the date of approval by the shareholders of the Company at the EGM. On 23 July 2025, the Shareholders approved such appointments and resignations at the EGM. On the same date, (i) Mr. Song was elected as the chairman of the Board, and appointed as the chairman of the Strategy and Investment and ESG Committee and the Nomination Committee of the Board; and (ii) Mr. Zhang was appointed as a member of the Strategy and Investment and ESG Committee of the Board, both with terms of offices commencing from the date of appointment at the Board meeting to the date of re-election of the Board. For details, please refer to the circular of the Company dated 4 July 2025 and announcements of the Company dated 30 June 2025 and 23 July 2025, respectively.

On 30 June 2025, Mr. Zhang was appointed as the president of the Company with a term of office from the date of approval by the Board to the date of the re-election of the Board. On the same date, due to personal reasons, Mr. Wang Haihuai ceased to be the president of the Company with effect from 30 June 2025. For details, please refer to the announcement of the Company dated 30 June 2025.

COMPLIANCE WITH MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS AND THEN SUPERVISORS

The Company has adopted the Model Code as set out in Appendix C3 to the Hong Kong Listing Rules to govern securities transactions by Directors and then Supervisors. Having made specific enquiry to all Directors and then Supervisors, the Company confirms that the Directors and then Supervisors have complied with the Model Code throughout the period from 1 January 2025 to 30 June 2025.

REVIEW BY THE AUDIT AND RISK COMMITTEE

The audit and risk committee of the Board currently comprises Mr. LIU Hui, Mr. CHAN Wing Tak Kevin, Mr. WU Guangqi and Mr. ZHOU Xiaowen, and is chaired by Mr. CHAN Wing Tak Kevin. The audit and risk committee has reviewed the unaudited condensed consolidated interim financial information of the Group for the six months ended 30 June 2025. The audit and risk committee has also discussed matters such as the accounting policies and practices adopted by the Company and internal control with the senior management of the Company.

INTERIM DIVIDEND

The Board has not made any recommendation on the distribution of an interim dividend for the six months ended 30 June 2025.

Pursuant to the Company’s Cash Dividend Plan (2025-2027), interim or pre-reporting-period dividends will become a regular practice. The Company will comprehensively assess the feasibility of an annual pre-dividend, introduce a dividend policy at an appropriate time and, as and when required, fulfill its disclosure obligations in accordance with the applicable provisions of the Hong Kong Listing Rules.

OTHER INFORMATION

SOLIDLY ADVANCING THE “IMPROVING QUALITY, INCREASING EFFICIENCY AND ENHANCING RETURNS” ACTION AND FOCUSING ON THE COMPANY’S VALUATION ENHANCEMENT

The Company has always regarded valuation enhancement as a long-term, fundamental task, constantly exploring ways to raise its investment value. In accordance with the requirements of the Proposal for Launching the “Improving Quality, Increasing Efficiency, and Enhancing Returns” Special Initiative for SSE-listed Companies (《關於開展滬市公司「提質增效重回報」專項行動的倡議》) put forward by the Shanghai Stock Exchange, the Certain Opinions on Improving and Strengthening the Management of Market Value of Listed Companies Controlled by Central Enterprises issued by the State-owned Assets Supervision and Administration Commission (《國資委關於改進和加強中央企業控股上市公司市值管理工作的若干意見》), and the CSRC Regulatory Guidance for Listed Companies No. 10 – Management of Market Value (《證監會上市公司監管指引第10號—市值管理》), the Company has thoroughly studied these documents, attached great importance to them, and responded proactively. It has successively formulated the Action Plan of Improving Quality, Increasing Efficiency and Enhancing Returns (《提質增效重回報行動方案》), the Management Measures on Market Capitalisation (《市值管理辦法》), and the Valuation Enhancement Plan and Market Value Management Program (《估值提升計劃及市值管理方案》), clarifying the market value management system of “1+7+N”. In the first half of the year, the Company vigorously implemented these initiatives: sharpening its focus on core business and optimizing strategic layout, solidifying operational foundations, strengthening shareholder returns and deepening corporate governance. Through multi-dimensional, coordinated efforts, the Company has driven a rational rebound in the value improvement of listed companies, comprehensively reinforcing core competitiveness, and injecting strong momentum into its sustainable, high-quality development.

Firstly, focusing on core responsibilities and main business to solidify the foundation of value creation. During the reporting period, the Company grounded itself in the “five values (五個價值)”, kept a close eye on the “one-profit, five-ratio (一利五率)” metrics, and, with the annual targets firmly in sight, tackled difficulties head-on while pursuing steady progress. As a result, our operating cash flow ratio and overall labor productivity ranked among the top of central state-owned enterprises in the construction sector. We also effectively “solidified the value of assets” to create space for the development of core business. The first was to systematically promote the securitization of infrastructure assets such as highways, bridges and urban complexes to unlock their value, and the second was to set annual divestment targets by category for financial assets, opportunistically selling listed stocks and fully exiting from funds in which we held minority stakes.

Secondly, raising the quality of information disclosure to boost corporate transparency. The Company strictly observes the listing rules in both Shanghai and Hong Kong, using “zero errors, zero delays (零差錯、零延誤)” as its baseline to cement the foundation of information disclosure while simultaneously increasing the value density of every announcement. Proactively expanding the scope of what we disclose, we systematically present our progress in R&D for emerging businesses, detail the results of digital transformation and upgrades in traditional segments, and provide granular data on the pace of market development, actual expansion achievements and the construction of core competitiveness in new business areas across key regions. Through the thematic research program “New-quality Productivity Powers High-quality Development (新質生產力賦能高質量發展)”, we help investors gain in-depth insight into the CCCC Highway Bridges National Engineering Research Center (中國交建公路長大橋建設國家工程研究中心). By continually optimizing our information disclosure framework, we not only ensure full compliance and timeliness but also give investors a comprehensive, real-time view of how our strategies are being executed, thereby providing the market with richer, multi-dimensional insight.

Thirdly, strengthening investor-relations management and safeguarding investors' lawful rights and interests. During the reporting period, the Company held high-quality results presentations, carefully preparing agendas, presentation materials and other logistics. On the day of the Hong Kong results roadshow, the Company's H-share price surged 9.62%, leading peer companies. The Company maintains regular dialogue with all types of investors. In total, we hosted 46 investor research sessions and 22 summits, reaching more than one thousand participants. Following these engagements, over 10 institutional investors initiated or increased their positions in the Company's shares in the first half of the year, while five institutions chose to hold after reviewing our performance. We also solicited pre-meeting opinions from more than 20 key shareholders, all of whom voted in favor of every proposal at the general meeting. In addition, we formulated the Detailed Rules for Shareholder Access to Corporate Information (《股東查閱資料實施細則》), refining the balance between protecting shareholder rights and safeguarding corporate interests. Investor attention is currently focused on dividend ratio improvement, improvement in key financial metrics, layout of strategic emerging businesses, visible debt-resolution progress and higher overseas contributions. The Company has strengthened the collection and analysis of public opinion and responds promptly to investor concerns. It has established a 24-hour public-opinion monitoring system complemented by weekly and monthly reporting mechanisms, covering mainstream financial media, social platforms and regulatory developments.

Fourthly, refining our dividend policy to deliver steady, growing returns to shareholders. For the year of 2024, the Company's total cash dividends represented 21% of the net profit attributable to the listed company's shareholders, up by one percentage point year-on-year and placing us among the top of central state-owned enterprises in the construction sector in terms of cash dividend ratios. Since its listing, the Company has returned approximately RMB55,600 million to shareholders in aggregate. In addition, to further institutionalize a scientific, sustainable and stable dividend policy, we formulated the Cash Dividend Plan (2025–2027) (《現金分紅規劃(2025–2027年度)》), under which the dividend ratio shall not fall below 20% and shall be dynamically adjusted upward in light of operating cash-flow conditions and industry benchmarks. In accordance with the plan, we will also continue to explore the feasibility of an interim dividend or an advance dividend for the reporting period in the second half of the year.

Fifthly, carrying out top-up purchases and repurchases of shares to bolster investor confidence. The Company has issued a Long-term Share-repurchase Mechanism (《股份回購長效機制》), establishing the top-up purchases and repurchases of shares as a permanent, foundational practice that continuously enhances our ability to navigate complex capital-market conditions while safeguarding corporate value and shareholders' interest. Pursuant to the Valuation Enhancement Plan and Market Value Management Program (《估值提升計劃及市值管理方案》), the Company and its controlling shareholders jointly announced an intended investment of RMB750 million to RMB1,500 million for implementing the plan of top-up purchases and repurchases of shares. Specifically, controlling shareholder CCCG plans to acquire additional H shares of the Company with RMB250 million to RMB500 million, while the Company plans to repurchase part of its A shares with RMB500 million to RMB1,000 million. On 9 June, CCCG acquired additional 2.32 million H shares, and the A-share repurchase plan is progressing in an orderly manner.

Sixthly, institutionalizing medium-and long-term incentives to fully engage our scientific talent and front-line skilled workforce. Pursuant to the 2022 Restricted Share Incentive Scheme, the Company maintained strong growth momentum in 2023, achieving a 13.4% compound growth rate in net profit, five percentage points above the unlocking threshold; and a weighted-average return on equity of 8.9%, 1.2 percentage points above the unlocking threshold. Consequently, all conditions for the first unlocking period were met, and the first tranche of 31,201,800 restricted shares under the first grant has been successfully unlocked and is now listed and freely tradable, igniting the drive of our core personnel and injecting powerful momentum into the Company's growth.

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Seventhly, advancing the mergers and acquisition of high-quality assets and undertaking timely integration and restructuring of resources. We will actively promote outward mergers and acquisitions in strategic emerging industries, formulate a 2025 M&A plan for strategic emerging industries, and guide and support nine subsidiaries in facilitating equity investments across ten strategic emerging sectors, thereby accelerating the innovative layout of the industrial chain. We will seize the opportunity presented by the reform of state-owned enterprises, enhance top-level planning, and establish a list of target companies in key areas such as marine engineering, water conservancy and hydropower, and intelligent transportation. Efforts will be intensified to restructure external high-quality resources. We will support CCCC Dredging and Changjiang Construction in obtaining high-grade qualifications for water conservancy engineering construction through mergers and acquisitions, and assist CCCC Dredging in expanding its marine engineering and equipment business via equity acquisitions, thereby strengthening the competitive advantage of the Group's whole-water industry chain.

Eighthly, improving and refining the ESG system to enhance the management and elevation of our brand image.

During the Reporting Period, the Company prepared and released its 2024 ESG report, which received the highest rating of "Five-Star Excellence" from the Chinese Expert Committee on CSR Report Rating. We strengthened comparative analysis with mainstream rating agencies to improve our international rating, resulting in an upgrade of our MSCI ESG rating from "B" to "BB". Additionally, the Company passed acceptance review and became one of the first batch of pilot enterprises in Beijing for sustainable information disclosure and application.

CONTINUING CONNECTED TRANSACTIONS

During the period from 1 January 2025 to 30 June 2025, the Group carried out continuing connected transactions with CCCG and Certain Connected Subsidiaries. In order to regulate the compliance management of connected transactions, strengthen the implementation and supervision of the connected transaction plan and enhance the governance level of listed companies, the Company has organized the formulation and adjustment of the Company's annual internal control management goals at the beginning and middle of the year within the annual caps approved by the Board and the general meeting for various types of continuing connected transactions, and has consolidated the data and regularly reported to the audit and risk committee of the Company on the formulation and implementation of the annual goals. At the same time, the day-to-day supervision of the implementation of the plan has been strengthened. Through the continuing connected transaction management system, the Company achieves real-time monitoring, dynamic tracking and monitoring alerts of the Company's connected transaction data, ensuring that there are monthly statistics, quarterly self-inspection and annual summaries.

As at the date of this report, CCCG is the controlling Shareholder holding approximately 59.45% interests in the issued ordinary shares of the Company, and is therefore a connected person of the Company under the Hong Kong Listing Rules. Certain Connected Subsidiaries are subsidiaries of the Company and owned as to over 10% by CCCG. Therefore, each of the Certain Connected Subsidiaries is a connected subsidiary of the Company under Rule 14A.16 of the Hong Kong Listing Rules.

OTHER INFORMATION

The annual caps for the continuing connected transactions of the Company for the year ending 31 December 2025 as compared with the actual transaction amounts for the first half of 2025 are set out as follows:

		Annual cap for 2025 (RMB million)	Actual amount for the first half of 2025 (RMB million)
1.	Mutual Project Contracting Framework Agreement		
	Project contracting services provided by the Group to CCCG Group	18,433	4,697
	Labour and subcontracting services payable by CCCG Group to the Group	7,509	286
2.	Mutual Product Sales and Purchase Agreement		
	Sales of material products to CCCG Group by the Group	1,838	35
	Purchase of engineering products from CCCG Group by the Group	4,178	486
3.	Mutual Leasing Framework Agreement		
	Leasing of certain buildings, plants and auxiliary equipment, facilities, etc. for production and operation by CCCG Group to the Group	885	152
	Leasing of certain buildings, plants and auxiliary equipment, facilities, etc. for production and operation by the Group to CCCG Group	50	13
4.	Financial Services Agreement		
	Maximum daily balance (including the interests and handling charges accrued thereon) of credit services to be provided by CCCC Finance to CCCG Group		
	Loan services under the Financial Services – Deposit Services and Loan Services Framework Agreement	9,270	3,815
	Guarantee letter services under the Financial Services–Guarantee Letter Services Framework Agreement	7,004	913
	Bills issuance services and bonds subscription under the Financial Services–Other Credit Services Framework Agreement	2,274	1,294
5.	Finance Lease and Commercial Factoring Agreement		
	Finance lease services provided by CCCC Capital to CCCG Group	1,988	481
	Commercial factoring services provided by CCCC Capital to CCCG Group	4,640	78
6.	Leasing Framework Agreement		
	Leasing of buildings, plants and auxiliary equipment, facilities, etc. for production and operation by the Group to Certain Connected Subsidiaries	47.42	11
	Leasing of buildings, plants and auxiliary equipment, facilities, etc. for production and operation by Certain Connected Subsidiaries to the Group	400.00	186

OTHER INFORMATION

	Annual cap for 2025 (RMB million)	Actual amount for the first half of 2025 (RMB million)
7. Mutual Project Contracting Framework Agreement		
Construction services to be provided by the Group to Certain Connected Subsidiaries	708.64	41
Labour and subcontracting services to be provided by Certain Connected Subsidiaries to the Group	240.52	–
8. Mutual Product Sales and Purchase Framework Agreement		
Sales of products to Certain Connected Subsidiaries by the Group	65.24	19
Purchase of engineering products from Certain Connected Subsidiaries by the Group	425.70	118

The Company has effective and sufficient control mechanism in place to control the annual caps of continuing connected transactions and ensure such caps will not be exceeded. The control measures adopted by the Company are as follows:

- (i) Leveraging historical experience and operation plans, the Company scientifically enters into continuing connected transaction framework agreements for a term of three years on the basis of the assessment on necessity and fairness of potential connected transactions.
- (ii) These continuing connected transaction framework agreements are subject to necessary decision-making and approval procedures. The independent non-executive Directors, the audit and risk committee under the Board, the Board and the Shareholders of the Company will review and consider the proposals for continuing connected transactions pursuant to their respective authorization. Implementation will be organized upon approval after review and consideration.
- (iii) The Company carries out supervision on the overall implementation of continuing connected transactions considered and approved and on a quarterly basis. The Company will allocate the annual caps of continuing connected transactions for the next year to the implementers of relevant transactions at the end of every year.
- (iv) The implementers shall bring forward the need for increasing the caps of connected transactions in time when it occurs during implementation based on changes in business development. The Company will start decision-making procedures for revising the annual caps of connected transactions in due course after assessing necessity and fairness of the connected transactions.
- (v) Whenever the actual transaction amount of each category of continuing connected transaction reaches 80% of the existing annual caps, the transaction implementers shall make a new prediction on whether the transaction amount of the outstanding period of the relevant year will satisfy operation needs and shall provide the Company with relevant transaction information so that the Company can realize better supervision and start decision-making procedures for revising annual caps in time after assessing necessity and fairness.
- (vi) By the end of every year, the Company will make a new prediction about the proposed annual caps of connected transactions for the next year based on the latest actual situation of connected transactions, and re-assess the plan for the connected transactions for the next year after evaluating the necessity and fairness. If the reassessment is consistent with the existing annual caps, the transactions shall be implemented following the procedures mentioned in (iii) and (iv) above, and if it is expected to exceed the existing annual caps, the decision-making procedure for revising the annual caps of connected transactions shall be started.

TERMS & GLOSSARIES

“2022 Incentive Scheme”	the 2022 Restricted Share Incentive Scheme of the Company adopted on 27 April 2023
“Board”	the board of directors of the Company
“CCCC Capital”	CCCC Capital Holdings Limited* (中交資本控股有限公司), a subsidiary of the Company as at the date of this report
“CCCC Finance”	CCCC Finance Company Limited* (中交財務有限公司), a subsidiary of the Company as at the date of this report
“CCCCG”	China Communications Construction Group (Limited), a wholly state-owned company incorporated on 8 December 2005 in the PRC which currently holds approximately 59.53% equity interest in the Company
“CCCCG Group”	CCCCG and its subsidiaries, excluding the Company and its subsidiaries
“Certain Connected Subsidiaries”	certain connected subsidiaries of the Company, namely CCCC Haifeng Wind Power Development Co., Ltd.* (中交海峰風電發展股份有限公司), CCCC (Xiamen) E-Commerce Co., Ltd.* (中交(廈門)電子商務有限公司), CCCC Urban Investment Hairun (Yunyan) Urban Renewal Co., Ltd.* (中交城投海潤(雲岩)城市更新有限公司), CCCC High-tech Industrial Development Co., Ltd.* (中交高新科技產業發展有限公司), Guizhou Airport Investment Development Co., Ltd.* (貴州航空港投資發展有限公司), Gansu Qilianshan Cement Group Ltd.* (甘肅祁連山水泥集團有限公司), ZhongBo Green Energy Co., Ltd.* (中博綠色能源有限責任公司) and/or their respective subsidiaries (as the case may be)
“Company” or “CCCC”	China Communications Construction Company Limited, a joint stock limited company with limited liability incorporated under the laws of the PRC on 8 October 2006, and except where the context requires otherwise, all of its subsidiaries
“Director(s)”	the director(s) of the Company
“EGM”	the extraordinary meeting of the Company held on 23 July 2025
“Group”	the Company itself and all of its subsidiaries
“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
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers

TERMS & GLOSSARIES

“Participants”	the directors, senior management, middle management and core personnel of the Company to be granted with the Restricted Shares under the 2022 Incentive Scheme
“PRC”	the People's Republic of China, for the purposes of this report, excluding the Hong Kong Special Administrative Region, the Macau Special Administrative Region and Taiwan
“Restricted Share(s)”	the A Share(s) of the Company 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
“RMB” or “Renminbi”	Renminbi, the lawful currency of the PRC
“SASAC”	State-owned Assets Supervisor and Administration Commission of the State Council
“Shanghai Listing Rules”	the Rules Governing the Listing of Stocks on Shanghai Stock Exchange
“Shareholder(s)”	the shareholder(s) of the Company
“SSE”	Shanghai Stock Exchange
“Supervisor(s)”	The supervisor(s) of the Company
“USD”	United States dollars, the lawful currency of the United States of America
“%”	percent

I. CORPORATE INFORMATION

Legal name of the Company in Chinese: 中國交通建設股份有限公司
Legal Chinese abbreviation of the Company: 中國交建
Legal name of the Company in English: China Communications Construction Company Limited
Legal English abbreviation of the Company: CCCC
Legal representative of the Company: SONG Hailiang

II. CONTACT PERSON AND CONTACT DETAILS

Secretary to the Board of the Company: LIU Zhengchang
Company Secretary: YU Jingjing
Address: 85 De Sheng Men Wai Street, Xicheng District, Beijing, China
Tel: 8610-82016562
Fax: 8610-82016524
E-mail: ir@ccccltd.cn

III. BASIC INFORMATION

Registered address of the Company: 85 De Sheng Men Wai Street, Xicheng District, Beijing, China
Postal code: 100088
Office address of the Company: 85 De Sheng Men Wai Street, Xicheng District, Beijing, China
Postal code: 100088
Company website: <http://www.ccccltd.cn>
E-mail: ir@ccccltd.cn

IV. INFORMATION DISCLOSURE AND PLACE AVAILABLE FOR INSPECTION

Newspapers designated by the Company for disclosure of information (A Shares):
China Securities Journal, Shanghai Securities News, Securities Times and Securities Daily
Website designated by China Securities Regulatory Commission for publishing annual reports of A Shares:
www.sse.com.cn
Website designated by the Hong Kong Stock Exchange for publishing annual reports of H Shares:
www.hkexnews.hk

Place available for inspection of the Company's interim reports of A Shares:
19th Floor, 85 De Sheng Men Wai Street, Xicheng District, Beijing, China
Place available for inspection of the Company's interim reports of H Shares:
Room 2805, 28th Floor, Convention Plaza Office Tower, 1 Harbour Road, Wanchai, Hong Kong, China

CORPORATE INFORMATION

V. BASIC INFORMATION ON SHARES OF THE COMPANY

Listing place of A Shares: Shanghai Stock Exchange

Abbreviation of A Shares: 中國交建

Stock code of A Shares: 601800

Listing place of H Shares: The Stock Exchange of Hong Kong Limited

Abbreviation of H Shares: CHINA COMM CONS

Stock code of H Shares: 01800

VI. OTHER INFORMATION OF THE COMPANY

Domestic Auditors:

Ernst & Young Hua Ming LLP

Level 16, Ernst & Young Tower, Oriental Plaza, No. 1 East Chang An Avenue,
Dong Cheng District, Beijing, China

Signing auditors: CHEN Jing and LI Xiaodong

International Auditors:

Ernst & Young

Certified Public Accountants

Registered Public Interest Entity Auditor

27/F, One Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong

Hong Kong legal advisors:

Baker & McKenzie

14/F, One Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong

PRC legal advisors:

Guantao Law Firm

19/F, Tower B, Xincheng Plaza, 5 Finance Street, Xicheng District, Beijing, China

Authorised representatives of H Shares: SONG Hailiang, YU Jingjing

H Share registrar:

Computershare Hong Kong Investor Services Limited

Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong



中國交通建設股份有限公司

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