

Witness · ESG

Environmental Social Governance

2025 | Sustainability Report
Stock Code: 601668.SH



The Project of Building No. 28, Area 1,
Sanlithe, Beijing



中國建築
CHINA STATE CONSTRUCTION

Expanding a Happy Living Environment



2025

Environmental, Social and
Governance Report



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About the Report

Objective of the Report:

This is the third Environmental, Social, and Governance (ESG) report released by China State Construction Engineering Corporation Limited. It aims to disclose the strategies, management systems, management policies, actions, and performance of the Company's ESG initiatives, while responding to key ESG topics of concern to all stakeholders.

Alignment:

The preparation of this report references the *Guiding Opinions on Central State-Owned Enterprises Fulfilling Social Responsibilities to a High Standard in the New Era* issued by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), the *Corporate Sustainability Disclosure Standards - Basic Standards (Trial)* issued by the Ministry of Finance, the *GRI Sustainability Reporting Standards* (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), the *Guidelines No. 14 for Self-Regulation of Listed Companies - Sustainability Report (Trial)* and the *Guide No. 4 for Self-Regulatory Supervision on Listed Companies - Compilation of Sustainable Development Reports (Revised in January 2026)* issued by the Shanghai Stock Exchange (SSE), the *IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures* issued by the International Sustainability Standards Board (ISSB), the United Nations 2030 Sustainable Development Goals (SDGs), and the *Ten Principles* of the United Nations Global Compact (UNGC). It also adheres to standard disclosure principles, including materiality, quantitative measurement, balance, and consistency.

Boundaries:

The information and data disclosed in this report are sourced from China State Construction Engineering Corporation Limited and the subsidiaries under its actual operational control. The reporting scope is consistent with the *2025 Annual Report of China State Construction Engineering Corporation Limited*.

Reporting Period:

This is an annual report covering the period from January

1, 2025 to December 31, 2025 (the "Reporting Period"). Some of the content looks backward or forward to make the report more comparable and forward-looking.

Source of Data:

Information and data presented in this report are derived from the Company's official documents, statistical reports, publicly available information, and relevant internal data collection systems, and have been summarized and reviewed by the Company. Unless otherwise specified, all currencies and financial amounts in this report are denominated in Chinese Yuan (RMB).

References:

For convenience of presentation and reading, China State Construction Engineering Corporation Limited will be referred to as "CSCEC," "the Company," or "we/us" throughout this report. Other commonly used references include: China State Construction Engineering Corporation (China State Construction/the Group). Other subsidiaries and branches adopt their standard external abbreviations, such as China Construction First Group Corporation Limited to China Construction Eighth Engineering Division Corp., Ltd. (China Construction First Group Corporation to Eighth Engineering Division), China Overseas Holdings Limited (COHL), China Overseas Land & Investment Ltd. (COLI), and China State Construction International Holdings Limited (CSCI), among others.

Access:

This report is published in print and online and is available at CSCEC's official website (www.cscec.com). The report is made in both Chinese and English. In the event of any discrepancy between the two language versions, the Chinese version shall prevail.

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Note: Forward-looking statements included in this report, such as future plans and development strategies, do not constitute substantial commitments of the Company to investors. Investors are advised to be mindful of investment risks.

Statement of the Board of Directors

The Company and its Board of Directors strictly adhere to the requirements of the *Code of Corporate Governance for Listed Companies* issued by the China Securities Regulatory Commission (CSRC) and the *Guidelines No. 14 for Self-Regulation of Listed Companies - Sustainability Report (Trial)* issued by the Shanghai Stock Exchange (SSE). We continuously refine the Company's ESG governance system, strengthen the Board's supervision and involvement in ESG-related matters, and effectively prevent and control ESG-related risks.

The ESG Governance Role of the Board of Directors

The Board of Directors serves as the highest authority for ESG decision-making at CSCEC. The Board delegates ESG oversight to the Strategy and Investment Committee. Under a three-tiered ESG governance structure (see the "Strategic ESG Governance — ESG Governance Structure" for details), the Committee monitors the implementation of ESG initiatives, progress on metrics and targets, and performance management through the ESG Leading Group and the ESG Working Group.

ESG Governance Strategies and Policies

The Company regularly identifies ESG topics that may impact its long-term sustainable development and assesses their priority through interviews, questionnaires, specialized research, and meeting discussions. Then, the Board reviews these assessment results, defines key ESG opportunities and risks, and provides suggestions on ESG topics of double materiality to the Company's development. The ESG Working Group involves business departments and their heads in evaluating key ESG impacts, risks, and opportunities associated with their operations. This

includes identifying and determining the likelihood and severity of these impacts, risks, and opportunities and formulating corresponding response measures (see "Strategic ESG Governance — Double Materiality Assessment" for details).

The Strategy and Investment Committee formulates ESG strategies, makes decisions on major ESG-related matters, and regularly reports to the Board. It works to integrate ESG into corporate operations and management at a strategic level and enable the Board to manage ESG with greater independence, efficiency, and expertise, supporting the Company's long-term, high-quality development.

Evaluation of Indicators, Target and Progress

The Company has established short-, medium-, and long-term ESG targets and embedded ESG-related metrics, such as environment, supply chain, and safety, into executive compensation evaluations. This approach incentivizes the management to actively fulfill their responsibilities and drives deeper integration of ESG into corporate management. The Board reviews and discusses target-setting and regularly evaluates progress. In 2025, ESG Working Group meetings were convened eight times.

This report was deliberated and approved at the 33rd meeting of the fourth session of the Board of Directors. It is authentic, accurate, complete, and free from any false records, misleading statements, or material omissions. The Company has also engaged the China Quality Certification Center (CQC) to conduct an external audit based on the AA1000 (AccountAbility 1000) verification standard. The independent assurance statement is provided in the appendix.

About CSCEC

CSCEC is controlled by China State Construction. As a key state-owned enterprise (SOE), China State Construction was officially established in 1982 and is now the world's largest investment and construction conglomerate. In 2009, China State Construction Engineering Corporation Limited (stock abbreviation: CSCEC; stock code: 601668.SH) was officially listed on the stock market, raising a total of RMB 50.16 billion. In 2025, CSCEC ranked 16th on the Fortune Global 500 and 4th on the Fortune China 500. The Company was also selected for the Fortune China ESG Impact List and has consistently maintained the highest global credit rating in the industry. CSCEC ranked 3rd among central state-owned enterprises in the 2025 China Enterprise Brand Value Top 100 List (jointly issued under the guidance of SASAC, the All-China Federation of Industry and Commerce, and Xinhua News Agency) and has firmly held the top position on the Engineering News-Record (ENR) Top 250 Global Contractors list.

CSCEC has been doing business in all provinces, autonomous regions, and municipalities in China, as well as in nearly 100 countries and regions worldwide. Its business portfolio covers five major sectors: housing construction, infrastructure, real estate development, investigation and design, and new business (such as green and low-carbon, and digital solutions). This has formed a "five-in-one" integrated development pattern encompassing design, housing construction, infrastructure, real estate, and overseas operations.

CSCEC thoroughly implements the new development philosophy and prioritizes high-quality development as its primary task. Committed to the strategic goal of "one creation and five aspects of strength"⁰¹, it deeply implements the strategic path of "1+6+6"⁰² and sticks to the development path driven by innovation and featured by green, low-carbon, and win-win collaboration. CSCEC is accelerating its transformation of growth drivers and business structural adjustments, striving to become a world-class enterprise.

⁰¹ "One creation and five aspects of strength" refer to "being driven by the creation of a globally competitive and world-class enterprise and committed to becoming a world-class enterprise group with strengths in value creation, innovation leadership brand influence, international competitiveness, and cultural soft power."

⁰² "One elevation, six competitive advantages, and six commitments." "One elevation" refers to raising political stance. "Six competitive advantages" refer to advantages in housing construction as the primary business, infrastructure construction as a pillar business, real estate development, survey and design, foreign market development, and business integration. "Six commitments" refer to modern corporate governance, capital and asset operation, scientific and technological innovation, organizational structure reinforcement, talent support, low-carbon and digital transformation.

ESG Recognitions

Honor/Award	Granted by
Featured as a "CSR Case of Central SOEs" in the <i>Blue Book on Corporate Social Responsibility for Central State-Owned Enterprises (2025)</i>	Bureau of Social Responsibility, SASAC
Featured as an "ESG Case of Listed Central SOEs" in the <i>Blue Book on ESG for Listed Companies of Central State-Owned Enterprises (2025)</i>	Bureau of Social Responsibility, SASAC
2025 China ESG Outstanding Practice	China Media Group (CMG), China Enterprise Reform and Development Society (CERDS)
2025 <i>Fortune</i> China ESG Impact List	<i>Fortune</i>
Grade A (Highest Evaluation) for Information Disclosure by SSE	Shanghai Stock Exchange (SSE)
2025 Best Practice in Sustainability among Listed Companies	China Association for Public Companies (CAPCO)
Best Practice in Investor Relations Management among Listed Companies	CAPCO
Best Practice in Corporate Governance	CAPCO
2025 Top 100 China ESG Companies	Sina Finance
The 9th China Excellence IR "Best ESG Award"	RoadShow China
"Tianma Award" for Investor Relations Management	<i>Securities Times</i>
GoldenBee 2025 Evergreen Award for Outstanding Corporate Sustainability Reports	GoldenBee ThinkTank
2025 Best ESG Practice Award for Listed Companies	ValueOnline

> The First Meeting of the CSCEC ESG Working Group in 2025



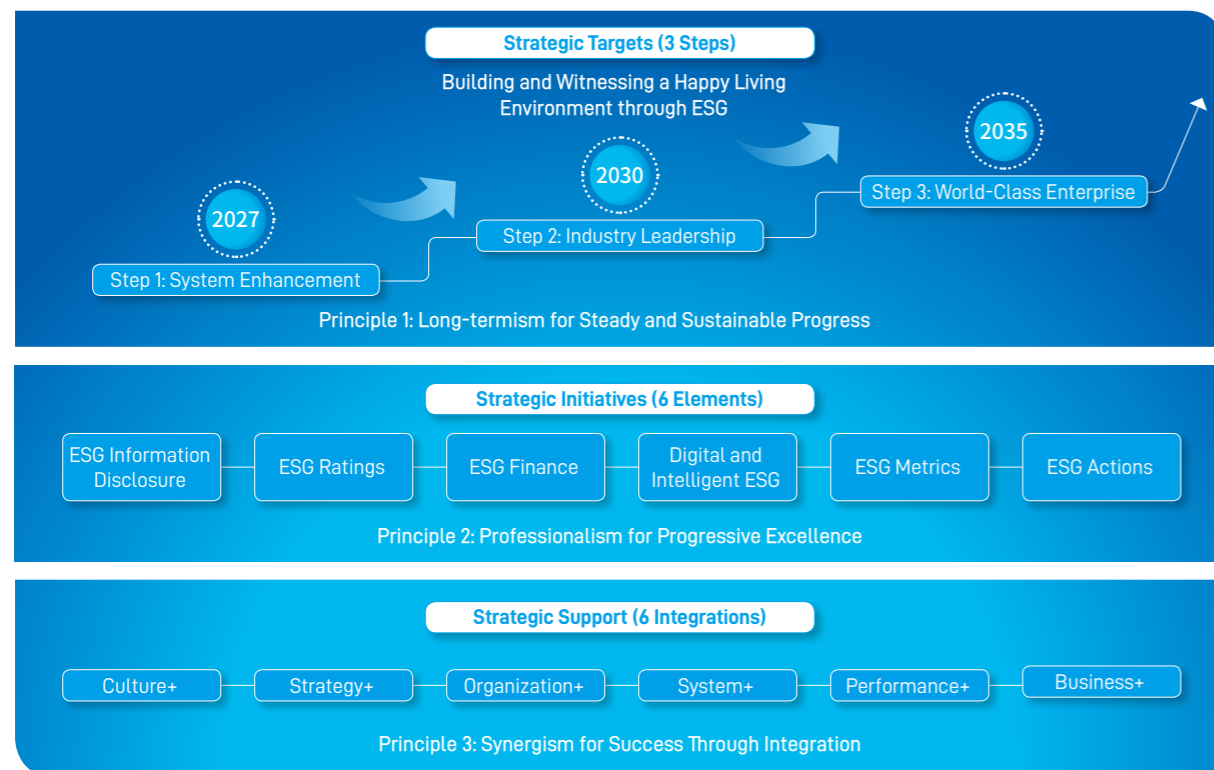
Strategic ESG Governance

Drawing on practical experience, the CSCEC ESG Working Group has developed the *Special Plan for Strategic ESG Governance During the 15th Five-Year Plan Period*. This has led to the establishment of the "366" Strategic ESG Governance System—characterized by clear targets, specific initiatives, and robust support—providing a solid foundation for high-quality ESG development.

Looking toward the 15th Five-Year Plan period, CSCEC adheres to the principle of **following a unified blueprint to completion, ensuring everyone has clear targets**

in mind. We are further focusing on our core objectives, optimizing our pathways, and strengthening our support mechanisms to enhance governance effectiveness to higher standards. During this period, based on the three pillars of "Strategic Targets," "Strategic Initiatives," and "Strategic Support," we will reinforce the organic unity of top-level design and practical execution. Through deep integration and systematic advancement, we aim to achieve alignment between vision and action, systematically and comprehensively upgrading and optimizing the "366" Strategic ESG Governance System.

> CSCEC's "366" Strategic ESG Governance System



ESG Governance Structure

CSCEC has established a three-tiered ESG governance structure, comprising the Strategy and Investment Committee under the Board of Directors, the ESG Leading Group, and the ESG Working Group. This structure clearly defines responsibilities and work

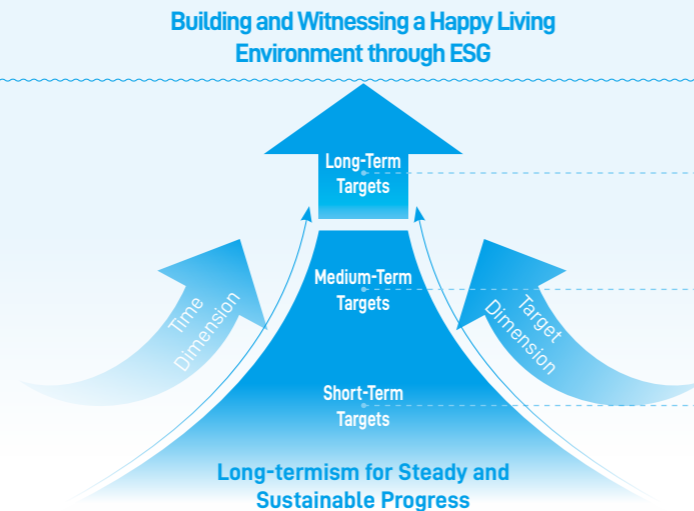
scope at each level, and establishes mechanisms such as working conferences, collaboration and interconnection, and supervision and implementation to ensure ESG special plan tasks are clearly allocated and effectively executed.

> CSCEC's ESG Governance Structure



ESG Strategic Goals ("3" Steps)

Adhering to "long-termism for steady and sustainable progress," CSCEC focuses on the ESG strategic target of "Building and Witnessing a Happy Living Environment through ESG" and has scientifically established a three-step implementation path. This ensures that all ESG tasks are closely interlinked, progressively advanced, and effectively coordinated, providing solid support for the Company's sustainable, high-quality development.



	Timeframe	Target Description
Step 3: World-Class Enterprise	2031—2035	Build an internationally leading ESG governance system that demonstrates strategic value leadership and sets a global benchmark, foster a globally sustainable competitive advantage marked by outstanding responsibility and exceptional value, and support CSCEC's journey to become a world-class enterprise.
Step 2: Industry Leadership	2028—2030	Achieve the ESG strategic target of "Building and Witnessing a Happy Living Environment through ESG," and position CSCEC as an industry benchmark for ESG practices with leading ESG governance, deep ESG-business integration, and exceptional ESG value creation capabilities.
Step 1: System Enhancement	2026—2027	Establish a standardized, closed-loop management system to strengthen the foundation of ESG work, and ensure controllable operations at headquarters, subsidiaries, and key projects, thereby laying a solid basis for strategy implementation.

ESG Strategic Initiatives ("6" Elements)

Adhering to "professionalism for progressive excellence," CSCEC continuously advances ESG information disclosure, ESG ratings, ESG finance, digital and intelligent ESG, ESG metrics, and ESG actions.

This comprehensively enhances our ESG governance, business integration, and value creation capabilities, forging core ESG competitiveness with distinctive CSCEC characteristics.



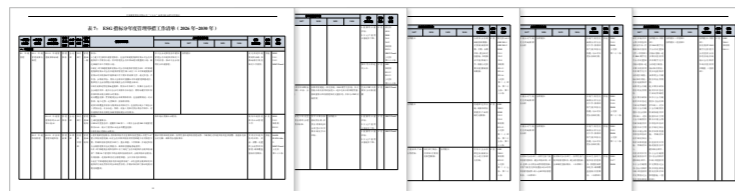
Professionalism for Progressive Excellence

ESG Actions

CSCEC implements ESG initiatives via a master schedule, with each individual accountable for specific indicators.

- ▶ **ESG Working Group Meetings:** We held eight regular ESG Working Group meetings to systematically advance special tasks across departments, including improving topic management, preparing reports, and building digital and intelligent platforms.
- ▶ **ESG Work Checklist:** We have continuously refined the *Checklist for Annual Management Initiatives of ESG Metrics (2026–2030)*. Covering the three dimensions of environmental, social, and governance, the checklist includes 12 major themes, 46 topics, and 212 specific indicators. This checklist serves as a practical tool for ESG actions across all business processes and functional departments.

▶ [Checklist for Annual Management Initiatives of ESG Metrics \(2026–2030\)](#)



ESG Strategic Support ("6" Integrations)

Adhering to "synergism for success through integration," CSCEC regards ESG not as an entirely new set of tasks, but as a new approach to driving existing work. We continuously promote the integration of ESG into

corporate culture, strategy, organization, systems, performance, and business, consolidating the foundation for implementing the *Special Plan for Strategic ESG Governance During the 15th Five-Year Plan Period*.



Synergism for Success Through Integration

ESG Training

Through ESG Lecture Halls, ESG Co-creation Workshops, and ESG Seminar series, CSCEC continuously enhances ESG awareness among all employees and promotes the development of an ESG talent pipeline.

- ▶ **ESG Lecture Hall:** We held two sessions of the "CSCEC ESG Lecture Hall" to help units at all levels deepen their understanding of ESG concepts and indicators, and to further integrate ESG with business operations, reaching 1,664 participants across departments at the headquarters and secondary units.
- ▶ **ESG Co-creation Workshop:** We hosted the first CSCEC ESG Co-creation Workshop for Internal Trainers, attended by participants from headquarters, listed subsidiaries, and secondary subsidiaries. Internal ESG trainers developed 20 specialized ESG courses covering environmental, social, and governance dimensions. These courses are available on the CSCEC Online Academy, supporting in-depth research into ESG topics, improving management levels across all units, and cultivating versatile talent proficient in both ESG and business operations.
- ▶ **ESG Seminars:** We have continuously amplified CSCEC's voice on ESG governance and practices through internal and external ESG seminars.

Stakeholder Management

CSCEC continuously improves its stakeholder communication platforms, establishing an open, transparent, and standardized communication mechanism. We engage in routine interactions to promptly collect, provide feedback on, and respond to the reasonable demands and expectations of all stakeholders.

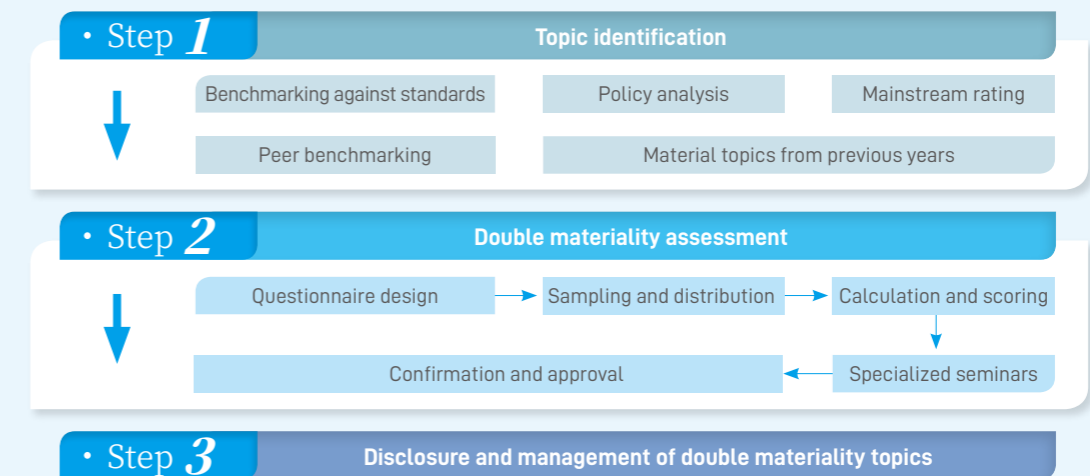
Stakeholders	Expectations for CSCEC	CSCEC's Communication and Response
Shareholders/Investors	<ul style="list-style-type: none"> Robust operations Good economic and market performance Dividend returns and growth Comprehensive information disclosure 	<ul style="list-style-type: none"> Enhancing corporate governance Holding shareholders' meetings and earnings briefings Periodic reports and corporate announcements Investor and analyst meetings Steady cash dividend returns
Government/Regulators	<ul style="list-style-type: none"> Compliance with laws and regulations Response to national policies Driving economic growth Contributing to local development 	<ul style="list-style-type: none"> Operation in compliance with laws and regulations Work reporting and business communication Engagement in government-led engineering projects Project site visits
Employees	<ul style="list-style-type: none"> Legitimate rights and interests of employees Growth space and promotion opportunities Compensation and benefits Health and safety Equal communication 	<ul style="list-style-type: none"> Protecting the legitimate rights and interests of employees Enhancing employee training Maintaining unblocked career development channels Competitive compensation system Ensuring employees' occupational health and safety Improving the employee communication mechanism Employee satisfaction surveys Trade union activities and employee symposiums
Customers (Owners)	<ul style="list-style-type: none"> Ensuring product quality Responding to customer needs Customer relationship management services 	<ul style="list-style-type: none"> Enhancing safety and quality inspections Improving service quality Customer satisfaction surveys Customer visits and communication meetings Bidding and business negotiations Business correspondence Contract execution
Suppliers	<ul style="list-style-type: none"> Fair and just procurement Sustainable supply chain Stable partnerships 	<ul style="list-style-type: none"> Sunshine (transparent) and green procurement Strengthening qualification audits Supplier conduct management Bidding and business negotiations Business correspondence Contract execution and fulfillment as scheduled
Contractors	<ul style="list-style-type: none"> Protection of legitimate rights and interests Health and safety Stable partnerships 	<ul style="list-style-type: none"> Protecting the legitimate rights of contractors' employees Ensuring the occupational health and safety of contractors' employees Conduct management Bidding and business negotiations Business correspondence Contract execution

Stakeholders	Expectations for CSCEC	CSCEC's Communication and Response
Communities and the Public	<ul style="list-style-type: none"> Concern for people's livelihood Supporting public welfare Collaborative programs 	<ul style="list-style-type: none"> Regular communication with community representatives Actively participating in social welfare and charitable donations Encouraging employees to volunteer Participating in community programs
Partners	<ul style="list-style-type: none"> Compliance with laws and regulations Adherence to business ethics Outstanding financial and market performance Long-term partnerships 	<ul style="list-style-type: none"> Contract execution according to law Project cooperation and business negotiations Routine business visits and high-level mutual visits Execution of strategic cooperation agreements Multi-channel cooperation and research Leading industry development
Media	<ul style="list-style-type: none"> Comprehensive information disclosure Strengthening cooperation and communication 	<ul style="list-style-type: none"> Corporate announcements Media events Press releases
Industry Associations, Non-profit Organizations, Academic Institutions, ESG Practitioners, etc.	<ul style="list-style-type: none"> Cooperation and communication Industry-university-research programs Scientific research review 	<ul style="list-style-type: none"> Academic exchanges Joint R&D Technical breakthroughs

Double Materiality Assessment

During the reporting period, CSCEC conducted a double materiality identification and analysis of ESG topics that stakeholders found important, which followed the process outlined below:

> CSCEC's Double Materiality Assessment Management Process



Topic Identification

CSCEC conducts preliminary identification and screening of sustainability-related topics, defines these topics,

and analyzes their actual and potential impacts, risks, and opportunities. This serves as the foundation for the subsequent materiality assessment.

> Based on the above factors, material topics are identified to form a topic repository.

By benchmarking against the SSE sustainability reporting guidelines, referencing international mainstream ESG standards and guidelines such as the GRI Standards, and aligning with the requirements of major ESG capital market ratings, the Company incorporates the latest progress in its ESG management to upgrade and formulate the *CSCEC ESG Metrics System (2025 Edition)*. Using this system as the basis and considering benchmarking comparisons, a preliminary list of topics is formed.

Policies and directives: We comply with national policies, conduct policy analysis, monitor macroeconomic and specific policy standards in the operating regions and the industry, and extract key topics.

Industry peers and market trends: We reference the topic-setting methods and ranking results of industry peers and upstream/downstream enterprises in the value chain, identify noteworthy topics, and understand the focal points of industry and peer attention.

CSCEC's ESG materiality matrix: This year's double materiality identification also takes into account CSCEC's material topics from previous years.



• Dimension •

• Topics •

Environmental | 9 topics

Climate change response, pollutant emissions, waste management, ecosystem and biodiversity conservation, environmental compliance management, energy use, water resource use, circular economy, green opportunities and sustainable buildings

Social | 12 topics

Serving national strategies, social contribution, intelligent construction and innovation-driven development, technology ethics, supply chain ESG management, supply chain security, equal treatment of SMEs, product and service safety and quality, application of the "Quality Homes" construction system, data security and customer privacy protection, employees, occupational health and safety

Governance | 6 topics

Due diligence, stakeholder engagement, anti-commercial bribery and anti-corruption, anti-unfair competition, ESG governance, risk and compliance management

Materiality Identification

CSCEC evaluates each topic's impact and financial materiality to determine its actual and potential impact, as well as major risks and opportunities. Based on the identified topics, we prepare financial materiality and impact materiality surveys. The **financial materiality survey** targets departments including finance,

investment, project execution, strategy, the ESG Working Group Office, and other entities familiar with the Company's financials to collect data. Meanwhile, **impact materiality surveys** are distributed widely to both internal and external stakeholders to generate survey data, with the results reviewed and analyzed by internal and external ESG experts.

Topic Review and Confirmation

In double materiality assessments, once data collection and analyses are completed, results are shared with heads of the finance department, key business units, and the ESG Working Group Office, along with internal and external ESG experts. They thoroughly assess the

results and send feedback to ensure data accuracy, rationality, and topic completeness. Then, we prioritize ESG topics to guarantee complete evaluations and robust decision-making afterward, and highlight key content to be disclosed in the ESG report.

Key Performance



848

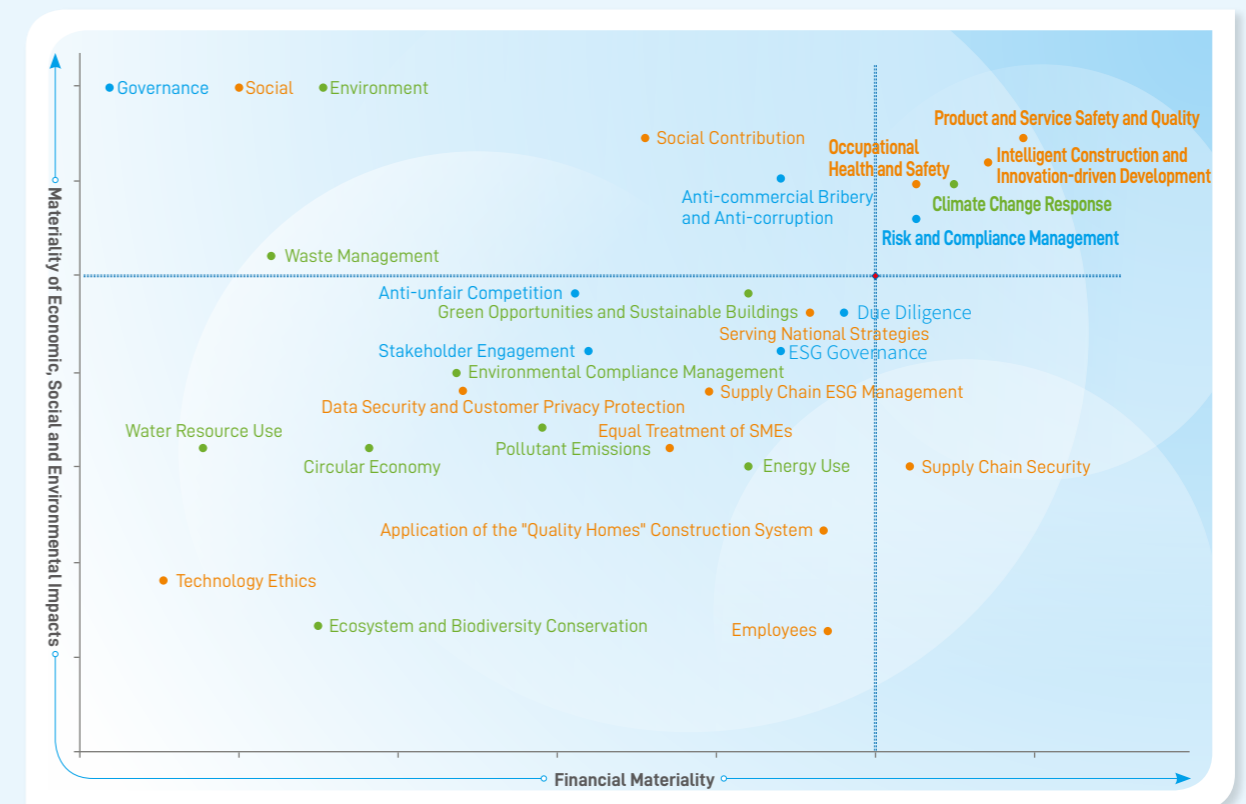
848 double materiality survey questionnaires were collected in 2025

Double Materiality Assessment Results

Based on questionnaire surveys and industry benchmarking, we consolidate input from multiple levels, including the management, business

departments, subsidiaries/branches, and external experts, generating the double materiality assessment results through analysis.

> CSCEC's Materiality Matrix for 2025



Feature One

Gathering Voices of “Quality Homes”, Crafting Quality with Dedication

As China enters a new stage of economic and social development, the public has raised higher expectations for residential quality.

On November 18, 2024, Li Qiang, Member of the Standing Committee of the Political Bureau of the CPC Central Committee and Premier of the State Council, emphasized the need to focus on building safe, comfortable, green, and smart “Quality Homes” during his visit and research tour at the CSCEC Science and Technology Exhibition. The *Report on the Work of the Government (2025)* explicitly proposed the promotion of building quality homes that are safe, comfortable, eco-friendly, and smart, providing clear guidance for improving housing construction quality and driving industry transformation.

CSCEC has made it its mission to meet the people’s aspirations for a better life and actively responds to national policy directions. The Company continues to advance systematic research into the connotation and implementation pathways of “Quality Homes,” steadily promoting their construction to contribute the strength of a central state-owned enterprise to the high-quality development of the industry and sustainable urban growth.

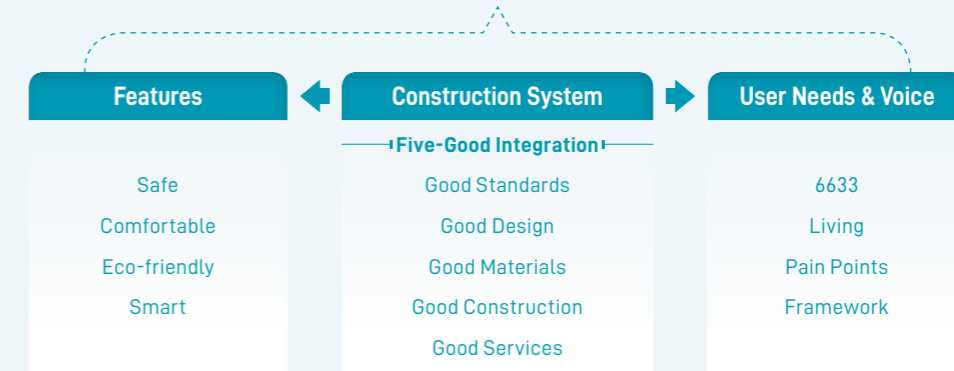
CSCEC “Quality Homes” Construction System

Housing is a critical livelihood issue. In the new era, the public has higher expectations for high-quality residential life. Based on long-term housing construction practices, CSCEC has systematically consolidated experiences and achievements in structural methodologies, construction techniques, and customer demand research to develop the CSCEC “Quality Homes” Construction System. On April

29, 2025, the CSCEC “Quality Homes” Construction System was officially released in Beijing. As China’s first “Quality Homes” construction system, it marks the Company’s establishment of systematic and comprehensive methodological support in high-quality residential construction. Designed to enhance residential quality and user experience, the system provides a systematic and replicable construction



CSCEC “Quality Homes” Construction System



pathway to better meet the public’s aspirations for a better life, empowering people’s well-being through the construction of “Quality Homes.”

Anchored by the value objectives of being safe, comfortable, eco-friendly, and smart, the system starts with “identifying public needs” to align with national standards that address common pain points.

Through a “Five-Good Integration” construction framework, the system ensures policies are tangible, standards resonate with residents, and technologies are user-centered. This approach defines the CSCEC methodology for full-life-cycle “Quality Homes” construction services and outlines a feasible path for the entire construction industry value chain to collaboratively build “Quality Homes.”

• Identifying Public Needs

Based on door-to-door surveys of over 33,000 households nationwide and demand feedback from more than 30,000 residents over the past three years, we consolidated over 60,000 customer voices into 172 specific demands. From these, we identified 101 high-pain-point core demands that address over 95% of common residential complaints. This culminated in the "6633" Resident Pain Point Framework (Six No's, Six Prevents, Three Saves, and Three Requires): "Six No's": No leaking, no odor, no noise, no mold, no clogging, and no cracking; "Six Prevents": Prevent disasters, theft, fire, electrical shock, falls, and collisions; "Three Saves": Save worry (peace of mind), money (cost-effective), and space; "Three Requires": Require practicality, health, and care (accessibility).

• Solving Problems

We resolve residential pain points through a three-step approach: demand interpretation, standard scanning, and measure formulation. "Demand interpretation" translates the public's needs and voice into technical problems. "Standard scanning" identifies national, local, and industry standards addressing these technical issues, while fully considering technical variations across different climate zones. "Measure formulation" involves experts from all phases coordinating to propose concrete solutions and key control points, ensuring that technological achievements are fully leveraged in the construction of "Quality Homes."

• Ensuring Implementation

We have established three mechanisms: support, verification, and supervision. The support mechanism involves cross-disciplinary experts researching effective universal measures to provide guidance to frontline teams. As for the verification mechanism, property management teams regularly collect resident experience feedback to validate the effectiveness of technical measures. The supervision mechanism employs a full-process consulting business model to oversee development, design, construction, and property management throughout the entire life cycle, ensuring technical measures are rigorously implemented at every stage.

Key Performance
In 2025

108

108 projects were included in the "Quality Homes" construction system pilot program, including 97 commercial housing projects and 11 subsidized housing projects.

14

14 CSCEC secondary subsidiaries implemented multi-entity, multi-region, and multi-type project practices.

Customer satisfaction for the first batch of "Quality Homes" practice projects: One Sino Residence achieved an overall satisfaction score of 93; China Mansion scored 90; The Gathering scored 95; CSCEC Chenyuan scored 94.

Advancing the Implementation of "Quality Homes" through Diverse Approaches

CSCEC transforms the public's most prominent difficulties, bottlenecks, and pain points into sources and drivers of innovation. Leveraging our advantages across the full industry chain, we are accelerating the launch of "Quality Homes" products to foster a new model of real estate development, enabling the public's transition from merely "having a place to live" to "living excellently."

Empowering Residential Quality with Technology

CSCEC adheres to a technology-driven innovation approach, continuously promoting the integrated application of new technologies, materials, and models in residential construction. These innovations have been successfully implemented in multiple projects

nationwide, yielding notable social, economic, and environmental benefits. The Company continuously enhances the quality and delivery capability of building "Quality Homes," leveraging technology to improve the residential standards.

• Green and Low-Carbon Technology System

We are building a Nearly Zero-Energy Building (NZEB) technology system by integrating high-performance building envelopes, efficient energy systems, and smart energy management platforms. We have developed a real-time carbon emission monitoring and optimization system to track carbon throughout the building's life cycle. Applied in projects like the Beijing CSCEC Yipin Xuefu Mansion and Shanghai CSCEC Jinxiu Tiandi, this system reduces building operational energy consumption by over 50% and carbon emissions by 60%.



The LIGHT series lightweight photovoltaic (PV) building materials organically combine aesthetics, lightweight design, and high-efficiency power generation through micron-level color-glazing processes and light, high-strength structural design. With a maximum power of 190 W/m² and a weight as low as 15.7 kg/m², these materials can replace traditional exterior wall materials, driving the transition of buildings from "energy consumers" to "energy producers" and supporting green, low-carbon, and sustainable urban development.

• Intelligent Construction Technology System

Centered around four major sectors—smart software, smart equipment, smart management, and integrated smart operational scenarios—we have focused on developing advanced technologies and products. These include the "Tianchan" construction robot system, the remote-controlled smart centralized control system for tower cranes, unmanned tower cranes, Zhongyou Yunshi Yunji drones, Thshare series domestic software, and SECM shaft boring machines. Applied in projects like the Shenzhen Hailong Zhuhai Modular School and CSCEC Third Construction Bureau Smart Construction Site in Xiong'an New Area, these innovations shorten construction schedules by 20%–30%, reduce costs by 15%, and decrease on-site labor by 40%.

The Xingxuan Project Performance Management System utilizes domestically leading three-dimensional personnel positioning and dynamic trajectory tracking technology to deliver a cost-effective solution for complex construction scenarios. This system enables precise personnel attendance tracking, intelligent labor efficiency calculation, real-time risk early warning, efficient duty fulfillment, and full-process construction visualization. Notably, the Xingxuan Smart Helmet provides voice alerts for various on-site hazards and monitors personnel status in real time, featuring critical safety functions such as fall-from-height alerts and one-touch SOS emergency calling.



• Healthy and Livable Technology System

We have created a healthy living environment monitoring platform with intelligent environmental analysis algorithms. This system allows for real-time monitoring and analysis of environmental quality, dynamically adjusting airflow to provide comprehensive air quality protection. It has been successfully applied in multiple scenarios, including hospitals, schools, and hotels. Furthermore, our smart lighting system simulates natural light rhythms to enhance residential comfort, with successful implementations in cities such as Chengdu and Guangzhou.



Guided by the core philosophy of "High Performance + Excellent Service" for new residential developments, we have launched "Newly Built Quality Homes" showrooms and the "Living OS" Spatial Intelligent Operating System. Based on the 172 core residential demands of the public, we have synthesized 16 major system solutions. Through the integrated application of multiple technological systems, we address the challenges of productized integration across the standard-setting, design, material sourcing, construction, and service in building "Quality Homes." This effectively mitigates chronic nuisances such as poor sound insulation, cross-ventilation odors, and water leakage.

• **Industrialized Construction Technology System**

Centered on "industrialized construction methods, concrete structural chassis, and customized modular design," we have established a comprehensive technology framework from "building skeletons" to "construction units" and from "smart manufacturing" to a "green vision." This approach genuinely realizes the advanced concept of "building houses like manufacturing cars," driving the construction industry from the manual era to the smart manufacturing era.

The remote-controlled smart centralized digital tower crane system is a digital control and management system specifically engineered for tower cranes on construction sites. Featuring multi-information fusion assisted control, hoisting operation energy efficiency analysis, cloud-based monitoring of site conditions, and tower crane health detection, the system transforms high-altitude tower crane operations into intensive, ground-level indoor operations. This achieves a significant enhancement in safety, a 30% increase in operational efficiency, and a 30% reduction in labor costs, robustly supporting the digital and intelligent transformation and upgrading of construction sites.



Consolidating the Foundation of Quality with Modular Construction

CSCEC adheres to the integration of technological leadership and industrialization, promoting the widespread application of modular, prefabricated, and standardized construction across residential projects.

Through the combination of factory prefabrication with on-site assembly, standardized construction workflows, and full-process digital management, we achieve comprehensive improvements in housing safety, comfort, and smart capabilities, thereby solidifying a robust quality foundation for the construction of "Quality Homes."

• **Modular Integrated Construction (MiC)**

MiC technology divides a building into functional modules. Structural frames, interior finishes, and pipelines are prefabricated with high precision in factories and rapidly assembled on-site into a complete building. This technology covers various scenarios, including residential buildings, schools, hospitals, and hotels. Compared to traditional construction, MiC offers distinct advantages of rapid speed, high quality, green and low-carbon performance, and non-disruptive construction. To date, it has been applied in 96 projects, providing robust industrialized support for "Quality Homes" construction.



• **ME-House Modular Building**

ME-House employs a full-module energy-dissipation and vibration-reduction system for high-rise steel structures, paired with self-positioning rigid nodes. It achieves 100% intelligent factory construction throughout the entire process and increases design efficiency by 80%. ME-House is widely applied in schools, hospitals, residential buildings, and office buildings, facilitating rapid, precise, and safe construction of high-rise structures.



• **CMC Steel-Concrete Modular Building**

CMC steel-concrete modular buildings integrate the advantages of smart steel structure manufacturing with concrete pouring, achieving millimeter-level construction precision alongside excellent seismic, fireproof, waterproof, and soundproof performance. Saving up to 50% on the construction schedule, this method is highly efficient, environmentally friendly, and cost-controllable. It is widely applied in residential buildings, office buildings, and kindergartens, delivering a safe, durable, healthy, and comfortable modular building solution.



Ensuring Long-Term Value through Full-Life-Cycle Management

CSCEC integrates full-life-cycle management into the entire project service process. Through scientific planning and design, high-standard construction, and refined operations and maintenance (O&M), we ensure

the long-term safety, comfort, and functional integrity of our buildings. By employing systematic O&M and smart management tools, we extend building lifespans, optimize resource efficiency, maximize green and low-carbon value, and continuously elevate the property owner's experience.

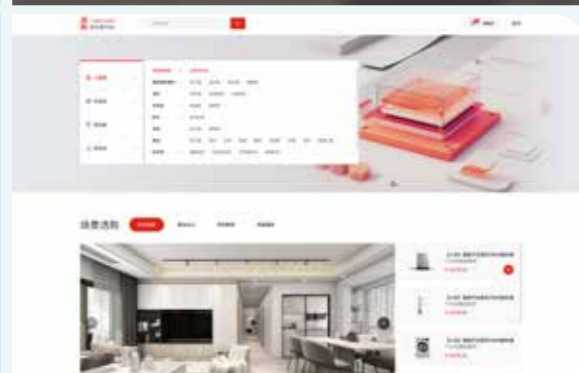
• Decoration and Design

CSCEC Happy Living focuses on digitalized home decoration and pursues industrialized interior construction. It adopts a project management model of "unified and centralized backend control with standardized, transparent frontend delivery." By integrating and developing new technologies and products, it provides comprehensive, full-life-cycle home decoration services, aiming to enhance residential quality and deliver a safe and comfortable experience.



• Supply Chain Development

The Lingchao Supply Chain E-commerce Platform integrates high-quality global resources to build an open, transparent, efficient, and convenient trading ecosystem. From source to delivery, it is dedicated to providing safe and reassuring one-stop building material procurement solutions for millions of households.



• Property Operations and Services

Through professional operations and long-term service management, CSCEC achieves full-process service coverage across design, delivery, and operations. By seamlessly combining daily O&M with human-centered care, we ensure that "Quality Homes" endure the test of time and remain vibrant.



Feature Two

Climate Change Response and Green Development Responsibility

CSCEC resolutely implements the guiding principles of General Secretary Xi Jinping regarding green and low-carbon development. Closely aligning with the decisions and deployments of the CPC Central Committee and the State Council, we are advancing the green and low-carbon transition with a global perspective, comprehensively integrating green concepts into corporate development. Anchored by the strategic goal of "one creation and five aspects of strength" and systematically advancing the strategic path of "1+6+6," the Company promotes the deep integration of green development concepts into corporate governance, project operations, and full-industry-chain synergy through technological innovation, model upgrades, and management optimization.

Governance

CSCEC has established a Leading Group on Carbon Peaking and Carbon Neutrality, headed by the Chairman of the Board of Directors, which is responsible for the overall strategic planning of carbon peaking and carbon neutrality ("dual carbon") work. A Working Group on Carbon Peaking and Carbon Neutrality operates underneath it, which clearly defines the division of responsibilities across all levels to drive progress towards the "dual carbon" goals and related tasks in every aspect. Each second-tier subsidiary has appointed dedicated leaders, departments, and personnel to oversee these efforts, thereby forming a multi-level, all-round accountability system from headquarters to subsidiaries.

The Company continuously strengthens its supervision and assessment mechanisms by integrating "dual carbon" indicators and targets into the performance

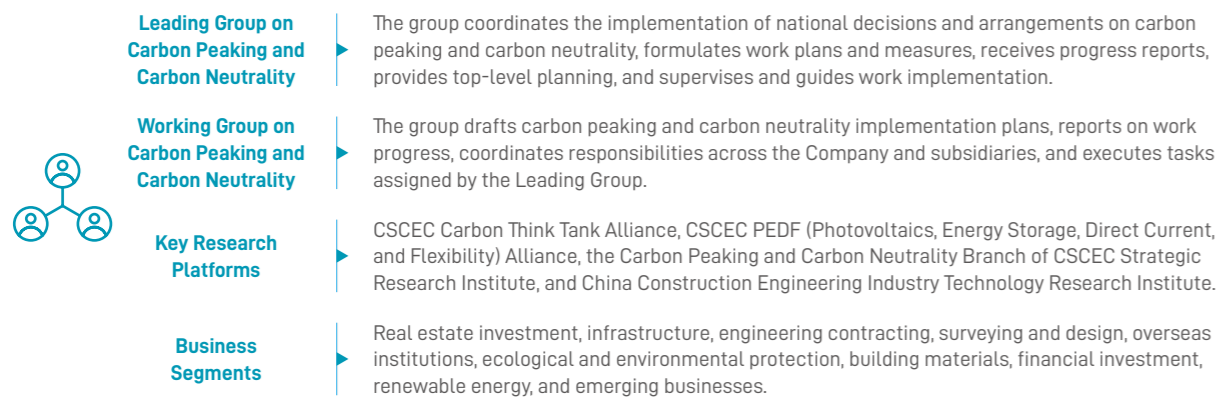
evaluation system of its subsidiaries. For example, climate change management indicators—such as carbon emission management and low-carbon targets—have been incorporated into the action to deepen and upgrade the special assessment reform for the operational performance of subsidiaries. This links carbon emission indicators to the performance appraisal of subsidiary heads, creating a closed-loop "target - assessment - incentive" mechanism. In 2025, the Company successfully completed the green development evaluation and assessment for central SOEs conducted by the SASAC with high quality.

During the reporting period, the Company held 2 special meetings on "dual carbon" work and organized thematic ESG online training courses to enhance the professional skills and management capabilities of relevant personnel regarding climate change.

> Near-Zero Carbon Community — Shanghai Jiading NEXUS Project



> Carbon Peaking and Carbon Neutrality Management Structure



In September 2025, the Company convened the second meeting of the Working Group on Carbon Peaking and Carbon Neutrality of 2025, proposing to leverage carbon platform development as a focal point to research and explore new green and low-carbon business models.



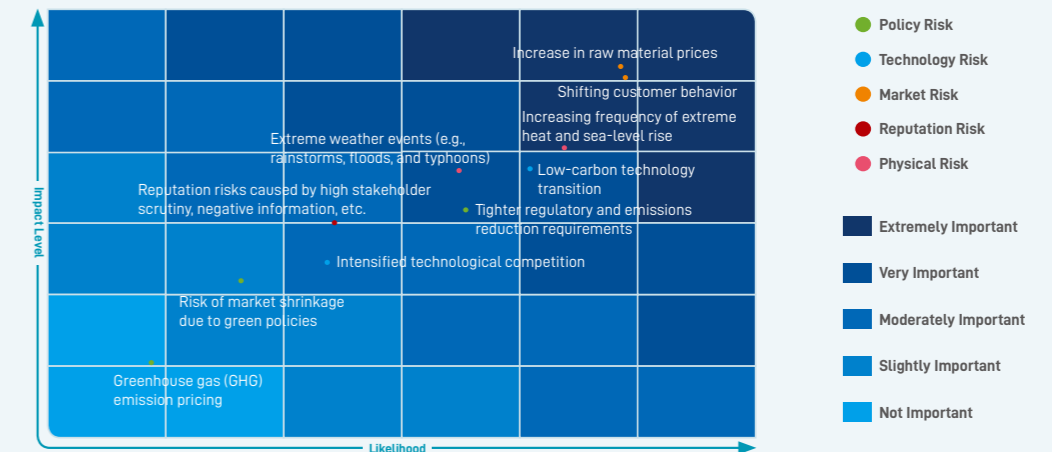
Strategy

The Company has researched and formulated the CSCEC Risk Element Library, effectively identifying climate change risks and incorporating them into the library to form a Climate Risk Inventory. The Audit and Risk Committee of the Board of Directors regularly supervises the operational status of all risk management efforts, including climate change risks, ensuring continuous progress in climate risk assessment.

In 2025, the Company conducted a multidimensional analysis of the impacts of climate risks on its business operations, strategy, and financial planning. This involved establishing a climate management framework, identifying climate risks across multiple dimensions, evaluating risk levels, formulating risk response measures, and exploring climate-related opportunities. Centered on strategic implementation and

risk management processes, the Company categorized risks into transition risks and physical risks and built a dual-dimension indicator system consisting of risk assessment and opportunity assessment. All indicators were designed in alignment with the characteristics of the construction industry and climate risk management requirements.

In 2025, the Company organized a special climate risk questionnaire survey, covering 8 headquarters departments and 28 secondary units, and received 291 valid responses. By analyzing industry characteristics and climate risk cases of typical companies, combined with carbon inventory data and reports for three consecutive years, we conducted an analysis and evaluation to identify 23 transition risks and 8 categories of physical risks and opportunities.



Opportunity Type	Climate-Related Opportunities	Potential Financial Impact
Market	<ul style="list-style-type: none"> Actively develop new technologies such as NZEB demonstration projects, green smart construction, and green building material R&D to establish a first-mover advantage in the industry. Actively develop environmental attributes such as Chinese Certified Emission Reduction (CCER) carbon asset projects and green power. Increase participation in the formulation of "dual carbon" policy standards, and actively engage in industry exchanges and international cooperation, demonstrating the responsibility of a central SOE. 	Generate new profit growth points; enhance the Company's reputation and social image.
Products and Services	<ul style="list-style-type: none"> Deploy low-carbon industries, innovate green survey and design, and develop green low-carbon building products to increase the Company's market share and enhance green competitiveness. 	Increase in operating revenue.
Energy	<ul style="list-style-type: none"> Expand the construction of Building-Integrated Photovoltaics (BIPV) and invest in clean energy projects such as hydropower stations, energy storage power stations, and solar PV stations to achieve a diversified investment portfolio. Adopt low-emission or renewable energy to create green, low-carbon office spaces. 	Increase in operating revenue; reduction in energy consumption costs.
Resource Efficiency	<ul style="list-style-type: none"> Recycle and reuse construction and industrial waste. Apply Building Information Modeling (BIM) technology to optimize building material usage and reduce construction waste. 	Reduce raw material procurement costs; lower project execution costs.
Resilience	<ul style="list-style-type: none"> In response to increasing extreme weather events, there will be greater demand for the construction and maintenance of climate-adaptive infrastructure, such as disaster prevention and mitigation facilities and projects for strengthening land resilience. 	/

Risk Type	Climate-Related Risks	Impact Timeframe	Potential Financial Impact ⁰³	Risk Priority	Response Measures
Transition Risks					
Policy Risk	<p>Tighter regulatory and emissions reduction requirements</p> <p>Aligned with the national "dual carbon" policies, the SASAC has set targets for central SOEs to reduce carbon emissions per RMB 10,000 of output value, while the National Development and Reform Commission (NDRC) and the Ministry of Housing and Urban-Rural Development (MOHURD) have issued requirements to improve energy conservation and carbon reduction levels in buildings. Enterprises face stricter policy oversight and higher emission reduction requirements, increasing compliance risks and associated costs.</p>	Very Low	Long-term	Highly Important	<p>We have embedded green and low-carbon principles into the corporate strategy, formulated the <i>Work Plan for Accelerating Energy Efficiency and Carbon Reduction</i>, and developed an end-to-end digital, standardized carbon management platform.</p> <p>We have expanded into distributed energy, promoted green construction methods, built low-carbon office spaces, and optimized energy management.</p> <p>We have established additional "dual carbon" related business units, improved the "dual carbon" management system, and strengthened policy research and the development of energy-saving and carbon-reducing talent teams.</p>
Technology Risk	<p>Increased cost inputs due to new low-carbon, energy-saving, and eco-friendly technologies, materials, and equipment</p> <p>New technologies reshape the way buildings are developed, operated, and maintained. The rise of modular construction, prefabrication, and renewable energy technologies requires companies to adapt to stay competitive.</p>	Relatively Low	Medium-term	Highly Important	<p>We have completed the compilation of the CSCEC Green and Low-Carbon Product Catalogue and List, and released a list covering 83 green and low-carbon innovative products, so as to promote the R&D and wide application of new green and low-carbon products.</p> <p>We have promoted the large-scale application of new technologies and products by increasing the openness of internal project scenarios, thereby reducing R&D costs.</p> <p>We have continuously built a green and low-carbon supply chain system, reducing procurement costs through centralized procurement and strategic synergy.</p> <p>We have strengthened technology integration and optimized solutions to achieve full-chain cost control across R&D, procurement, and application, effectively hedging against the incremental cost pressures brought by technological changes, and enhancing core competitiveness.</p>
Market Risk	<p>Intensified technological competition</p> <p>Rapid technological innovation and the emergence of new market entrants have intensified competition in the sector. With the advancement of low-carbon technologies, some of the Company's existing technologies are becoming obsolete, resulting in a decrease in overall competitiveness.</p>	Relatively Low	Medium-term	Moderately Important	<p>We have increased investment in core technologies in the fields of green, low-carbon, and intelligent construction, continuously iterating and upgrading prefabricated construction techniques and modular building products.</p> <p>We have accelerated the integration of next-generation information technologies, such as artificial intelligence (AI), big data, and cloud computing, into construction, logistics, and surveying processes.</p> <p>We have promoted the large-scale application of low-carbon building materials and energy-saving equipment, enhancing technological barriers and product competitiveness.</p> <p>We have deepened industry-university-research collaboration and industry chain integration, responding to the challenges posed by new market entrants through investments, mergers, and acquisitions.</p>
Market Risk	<p>Fluctuations in upstream raw material prices</p> <p>As the national carbon emission trading market expands to cover building material industries (such as cement, steel, and aluminum smelting) and quotas are gradually tightened, the prices of major raw materials (like steel and cement) and energy are expected to rise, thereby increasing project costs.</p>	Relatively Low	Medium-term	Extremely Important	<p>We have continuously advanced technological and material innovations, strengthened the R&D and application of new building materials such as all-solid-waste low-carbon cementitious materials, and gradually increased the recycling rate of construction waste.</p> <p>We have formulated implementation plans for building a green supply chain, integrated environmental, energy-saving, and emission-reduction criteria into supplier evaluation standards, and promoted upstream building material industries to adopt green building product certifications and other energy-saving and carbon-reducing initiatives.</p>
Market Risk	<p>Shifting customer behavior</p> <p>Customers' growing awareness of environmental protection and low-carbon concepts has increased the demand for low-carbon operations and ecological protection, leading to higher management and operational costs.</p>	Relatively Low	Medium-term	Extremely Important	<p>We have continuously built "quality homes, quality residential complexes, quality communities, and quality urban areas," carried out urban renewal and energy-saving renovations for existing buildings, and implemented integrated low-carbon solutions to standardize products and enable large-scale promotion, thereby reducing customized management costs.</p> <p>We have utilized digital smart O&M and lean management to improve operational efficiency and effectively control operational costs.</p> <p>We have collaborated with upstream and downstream partners to forge stable green supply and service capabilities, jointly shared low-carbon investments, and built a long-term, mutually beneficial market cooperation model.</p>

03 Short-term: Refers to within 1 year after the end of the sustainability reporting period.
Medium-term: Refers to 1-5 years (inclusive) after the end of the sustainability reporting period.
Long-term: Refers to more than 5 years after the end of the sustainability reporting period.

Risk Type	Climate-Related Risks	Impact Timeframe	Potential Financial Impact	Risk Priority	Response Measures
Reputation Risk	<p>Reputational damage due to high stakeholder scrutiny and business conduct violations</p> <p>Construction activities may cause environmental disruption or biodiversity loss, prompting concern and negative feedback from stakeholders, which could damage the Company's reputation.</p>	Very Low	Medium-term	Moderately Important	<p>We have released a series of relevant documents, such as the <i>Measures for Ecological and Environmental Protection Management</i> and the <i>Provisions on Responsibility Management for Ecological and Environmental Protection Work</i>, to clearly define the responsibilities of all parties.</p> <p>We have established a working mechanism for handling stakeholder feedback and responding to appeals, promptly formulated and implemented rectification plans, clarified rectification targets and measures, and publicly disclosed the rectification plans.</p>
Physical Risks					
Acute Risk	<p>Weather-related events such as storms, floods, droughts, or heatwaves</p> <p>Acute climate risks such as typhoons, rainstorms, and floods may lead to project suspensions or delays, negatively impact project quality and schedules, cause direct economic losses, and result in additional construction costs.</p>	Very Low	Long-term	Highly Important	<p>We have formulated extreme weather response plans and emergency contingency plans, and conducted emergency drills to strengthen practical response capabilities against extreme weather events such as typhoons and floods.</p> <p>We have adopted new construction methods, such as prefabricated and modular construction, to increase the proportion of factory-based operations and mitigate the impact of extreme weather on construction.</p> <p>During new designs or reconstructions, we implement measures such as cross-referencing flood risk maps and reinforcing platform height designs.</p>
Chronic Risk	<p>Long-term climate changes, such as rising temperatures and sea levels</p> <p>There are potential safety hazards in the workplace, requiring companies to increase investment in employee health and safety.</p>	Very Low	Long-term	Extremely Important	<p>We have improved heatstroke prevention and cooling facilities, as well as healthcare measures, for construction teams and frontline service personnel, and adopted air-supported membrane structures for construction to improve the working environment.</p> <p>We have explored the use of intelligent equipment to replace manual labor in "hazardous, complex, dirty, and physically demanding" operations, thereby improving construction quality and efficiency.</p>

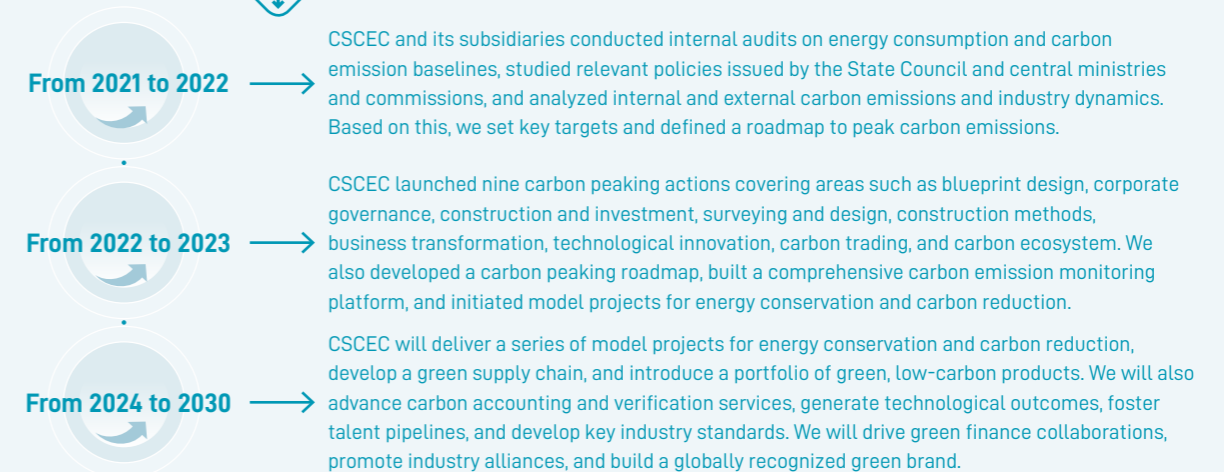
Impact, Risk and Opportunity Management

CSCEC deeply integrates its response to climate change into its corporate development strategy. By formulating a clear "dual carbon" strategic roadmap, the Company comprehensively advances its green

and low-carbon transition and industrial upgrading, continuously enhancing low-carbon development capabilities and climate risk management across the entire industry chain.



"Dual Carbon" Strategic Roadmap



2025-2030 Targets and Plans



Green Building

- By 2030, CSCEC will roll out 100 demonstration projects focused on energy conservation and carbon reduction.
- By 2030, prefabricated buildings will account for at least 40% of total buildings.



Green Construction

- By 2030, CSCEC will complete green evaluations and key project upgrades of manufacturing facilities.
- By 2030, CSCEC will establish technology, big data, and cloud computing platforms.



Building Materials

- By 2030, all buildings funded and built by CSCEC will use green materials.
- By 2030, material waste on construction sites will be reduced by 20% from 2020 levels.
- By 2030, waste on construction sites will be limited to 250 tons per 10,000 square meters.
- By 2030, waste on sites will be limited to 150 tons per 10,000 square meters for prefabricated buildings.
- By 2030, the recycling rate of construction waste will reach 60%.

Progress of Our "Dual Carbon" Strategy in 2025

Deeply implemented the "One-Ten-Hundred-Thousand-Ten Thousand" project. We promoted the construction of a green supply chain, releasing 4,202 green products. A total of 286 projects were awarded star ratings in the green construction level evaluation by the China Association of Construction Enterprise Management (CACEM). We formed the fourth batch of 104 advanced technological

achievements for carbon peaking and carbon neutrality. The Company ranked at the forefront among construction central SOEs in the SASAC Green Development Evaluation.

Launched leading demonstration projects. Throughout the year, 31 projects received NZEB certification, covering an area of 1.35 million square meters, while 23 projects received Zero-Carbon Building certification, covering 840,000 square meters. Among these, 12 were investment, development, and operation projects. We developed carbon trading products, including local carbon market compliance mechanisms, building carbon credits, and Carbon Inclusion programs, and explored the construction of the Company's carbon asset management system. Four projects were selected as NDRC Green and Low-Carbon Advanced Technology Demonstration Projects and SASAC Excellent Practices of Green and Sustainable Development.

Intensified energy conservation and carbon reduction efforts. We conducted corporate carbon inventories for three consecutive years. By analyzing our carbon reduction pathways against the Company's transition development plan, we successfully fulfilled the 2025 energy conservation and emission reduction assessment targets set by SASAC. The technical achievements of our carbon inventory reached an internationally leading level following expert review and were selected as one of the "Top Ten Annual Innovations in Green Development in China's Urban and Rural Construction Sector."

Promoted green and low-carbon products. We updated the Green and Low-Carbon Product List, categorizing it into 16 types, including building materials, new energy engineering, O&M services, software platforms, and testing & certification. We encouraged subsidiaries to actively apply products from the list, amounting to RMB 7.4 billion, facilitating the industry's upgrade and transition toward a green and low-carbon future.

Indicators and Targets

CSCEC maintains ongoing tracking of GHG emissions with an interlinked and systematic carbon emission data management system covering headquarters, subsidiaries, and project sites. A specialized carbon inventory task force comprising 12 internal technical

teams has released technical documents such as the guidelines and Q&A manuals on carbon inventories, and invited certified third-party carbon accounting bodies to provide technical guidance and auditing services.



By 2030

← Key "Dual Carbon" Objectives →

By 2060

CSCEC will largely accomplish the transition to green, low-carbon business, with new growth drivers in all aspects and a fully-fledged green, low-carbon development model. Significant breakthroughs will be achieved in low-carbon materials, technologies, industries, and business models, forming products and services with clear competitive advantages. CSCEC will become a comprehensive provider of green and low-carbon solutions for urban and rural development and city operations, playing a leading and driving role in the construction industry's carbon peaking efforts.

CSCEC will establish a globally competitive core advantage in green and low-carbon development, achieving world-leading capabilities in emerging low-carbon industries, building products, construction methods, and operational services. This will strongly support the Company's main businesses in securing leading positions both domestically and internationally. Production processes will undergo a full green and low-carbon transformation, and CSCEC will continue to serve as the "chain leader" in the construction sector's carbon neutrality journey, making a significant contribution to the nation's carbon neutrality goals.



Carbon Reduction Targets

The 2025 carbon reduction target has been achieved.

By 2027, the carbon intensity per RMB 10,000 of revenue will decrease by an average of 4.22% annually,

4.22%

achieving a cumulative decrease of 12.14% from 2024 levels.

12.14%

By 2030, the carbon peaking target will be achieved, and carbon neutrality will be realized by 2060.

Climate Change Indicators

Carbon Emission Indicators

Total GHG Emissions
9.5318
million tonnes CO₂e

Scope 1 GHG Emissions
4.0650
million tonnes CO₂e

Scope 2 GHG Emissions
5.4668
million tonnes CO₂e

GHG Emissions per 10,000 of Output Value
49.10
kg CO₂e per RMB 10,000

Notes: The statistical boundary for GHG emissions covers the Company's core businesses located within the Chinese mainland and excludes overseas operations.

The types of greenhouse gases covered include carbon dioxide, methane, and nitrous oxide. The electricity emission factor used is 0.5306 kgCO₂/kWh, as published by the Ministry of Ecology and Environment of the People's Republic of China.

Data related to greenhouse gas emissions has been audited and verified by an independent third-party agency.

Case → Participation in COP30 to Discuss Global Green and Low-Carbon Development

In November 2025, CSCEC was invited to attend the 30th Conference of the Parties (COP30) to the United Nations Framework Convention on Climate Change (UNFCCC). The Company delivered a keynote speech at the "dual carbon" thematic side event hosted by the Bureau of Social Responsibility, SASAC at the China Pavilion. The Company's case, "Promoting the Green Development of Upstream and Downstream Enterprises through Green Supply Chain Construction," was selected as one of the "Top Ten Cases" in the *Development Report on Green and Low-Carbon*

Supply Chains of Central State-Owned Enterprises (2025) published by the Bureau of Social Responsibility, SASAC.



Environmental

**Low-Carbon and
Environmental
Friendly**
Witness a Green
Future

CSCEC actively responds to China's "dual carbon" strategy, and firmly upholds and embraces the philosophy that "lucid waters and lush mountains are invaluable assets." The Company fully integrates green and low-carbon concepts into corporate development practices, accelerates the green and low-carbon transformation of industrial structures and production operations, and further consolidates the foundation for energy conservation and emission reduction while delivering solid green development outcomes. We scale up the adoption of a series of green and low-carbon production and lifestyle models featuring carbon reduction, pollution abatement, ecological improvement, and growth. Empowered by green technologies, we proactively explore sustainable development pathways that are resource-saving and environmentally friendly, and are committed to shaping a modern development model that fosters harmonious coexistence between humanity and nature.

Environmental Management

CSCEC has developed a robust environmental management system, which gives full play to the role of the Leading Group on Ecological and Environmental Protection, strengthens environmental risk management, upgrades emergency response capacity for environmental incidents, and underpins the foundation for green and low-carbon development.



Key Performance

In 2025, our total investment and expenditure on environmental protection reached RMB

664 million

> Nayi and Xiaoshiyan Photovoltaic Power Station Projects in Kaiyuan City, Honghe Hani and Yi Autonomous Prefecture, Yunnan Province

We require subordinate units at all levels to incorporate energy conservation and ecological protection into medium and long-term development plans. We scale up the allocation of environmental management professionals, ensure adequate full-time and part-time environmental stewards across subsidiaries, and standardize, regulate, and guide environmental management at institutional and project levels to consolidate the overall environmental management system. In 2025, 402 legal entities of CSCEC obtained ISO 14001 certification, and 26 projects were selected into the second batch of national Zero-Waste Construction Site pilot programmes launched by the Ministry of Ecology and Environment. The Company boasts a total of 14,000 professional environmental management personnel at all levels.

Environmental Management System

CSCEC strictly complies with national laws and regulations including the *Environmental Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on Environmental Impact Assessment*, and has formulated a complete set of institutional documents, including the *CSCEC Measures for Ecological and Environmental Protection Management*, the *Project Management Manual (2023 Edition)*, and the *CSCEC Ecological and Environmental Protection Management Manual (Trial)*. We have optimized the governance structure of the Leading

Group on Ecological and Environmental Protection, with the Chairman as the leader, the President and leaders in charge of project execution as deputy leaders, and heads of various departments at the headquarters as group members, to continuously strengthen the environmental management system.



> Responsibilities of the Leading Group on Ecological and Environmental Protection



Environmental Risk Management

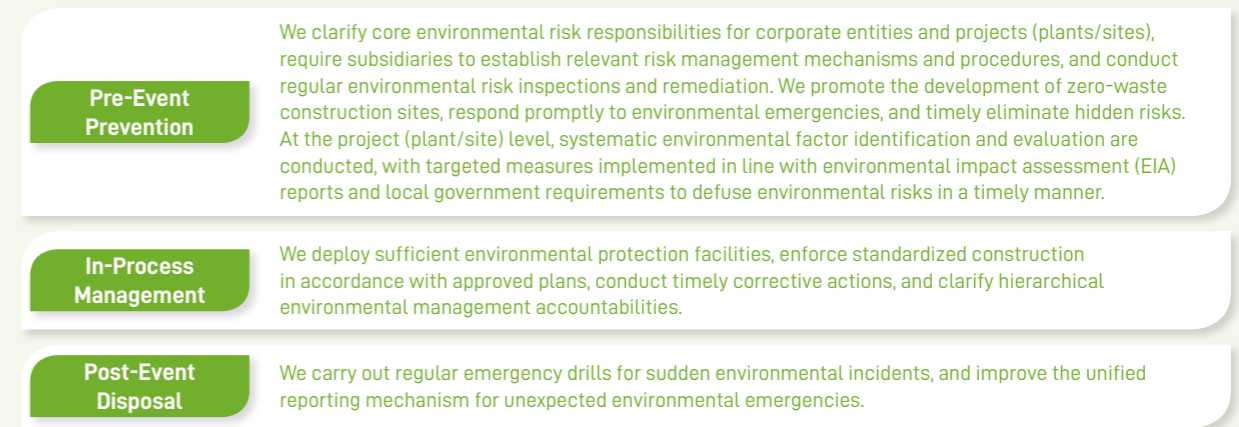
Guided by green and low-carbon development principles, CSCEC incorporates environmental impact assessment and management into the full project lifecycle. The Company has refined its environmental governance system and framework, strengthened source control and dynamic supervision of environmental risks, and enhanced the systematic, targeted, and long-term capacity of environmental risk prevention and control to mitigate potential environmental hazards effectively.

Environmental Risk Identification and Management

In strict compliance with the *Law of the People's Republic of China on Environmental Impact Assessment* and other laws and regulations, CSCEC conducts full-cycle environmental risk identification and management throughout investment, construction, and operational phases. The Company realizes

precise identification and effective control of environmental risks through a range of measures. These include rolling out the *CSCEC 2025 Special Investigation and Rectification Plan for Ecological and Environmental Protection Enhancement*, establishing a dedicated compliance risk database, formulating an ecological and environmental protection compliance risk inventory, issuing targeted control and prevention guidelines for environmental risks, and upgrading the CSCEC online monitoring system for regulatory violations. During the reporting period, 59 construction projects of CSCEC's subsidiaries received administrative penalties for environmental violations involving construction noise, dust pollution, sewage discharge, and solid waste mismanagement, with a total fine of approximately RMB 5.6175 million. All non-compliant issues have been fully rectified.

> Environmental Risk Management Measures



Environmental Emergency Management

In accordance with the *Emergency Response Law of the People's Republic of China*, the *National Emergency Plan for Sudden Environmental Incidents*, and other regulatory requirements, CSCEC formulated the *Administrative Measures for Environmental Pollution Emergency Response*. The Company has built a sound emergency response system and operational mechanism

for pollution incidents, standardized emergency disposal procedures, and set up a headquarters-level emergency command centre for natural disasters. Such efforts strengthen overall preparedness and response capabilities to minimize adverse impacts arising from sudden environmental incidents. No moderate or above-level sudden environmental incidents occurred within the reporting period.

Environmental Protection Training

CSCEC prioritizes fostering a company-wide green development culture. The Company hosts themed activities on National Ecology Day, World Environment Day (June 5), and National Low-Carbon Day. Through systematic environmental training and annual green

performance evaluations, the Company deepens employees' environmental awareness and builds a robust internal green development culture. In 2025, we delivered 919 environmental protection training sessions, covering 1,651 training hours and reaching 48,553 participants.

Resource Utilization

CSCEC integrates circular economy and resource conservation principles into daily production and operations, actively scales up the adoption of clean energy including solar, wind, and hydrogen power, and steadily improves overall resource use efficiency.

Energy Utilization

CSCEC prioritizes efficient energy consumption. The Company requires all subsidiaries to optimize energy management systems and implement quota-based energy consumption controls. Priority is given to energy-saving, water-efficient design solutions, building materials, clean production technologies,

processes, and equipment that benefit environmental protection and resource conservation. Meanwhile, the Company strictly prohibits the adoption of high-energy and high-pollution production technologies, processes, equipment, and products explicitly eliminated by national regulations.



Energy Conservation and Carbon Reduction Target:

Gradually cut comprehensive energy consumption per RMB 10,000 of output value.

During the reporting period, the Company continued to organize and promote the Work Plan for Accelerating Energy Conservation and Carbon Reduction, further clarifying phased targets and requirements for short-term energy conservation and carbon reduction. Targeted low-carbon

initiatives were launched across survey and design, engineering construction, property management, office operations, and manufacturing sectors. These coordinated efforts have lifted energy efficiency and advanced the high-quality green and low-carbon transformation of the Company.

Energy-saving renovation and enhancement throughout the entire project implementation process: The Company requires integrating energy conservation and energy utilization into preliminary planning during project implementation. Electricity consumption in office areas, living areas, and production areas at construction sites shall be metered separately. Priority shall be given to construction technologies and processes with lower energy consumption. Additionally, efforts shall be made to actively establish a clean energy supply system and apply green, low-carbon technologies to renovate and enhance the planning, construction, operation, and maintenance of infrastructure throughout the entire process.

Energy-saving renovation and smart operation & maintenance of existing buildings: Subsidiaries leverage smart security protection, lighting, waste classification, and energy-saving and consumption-reducing equipment upgrades to build green and low-carbon smart communities and commercial complexes, cutting daily operational energy

use and carbon emissions. Supported by an AI and big data-based energy management platform, real-time monitoring, intelligent analysis, and optimized control of building energy consumption are achieved, significantly improving energy utilization efficiency.

Special initiative for fostering green and low-carbon workplaces: Upholding the principle of "pursuing conservation and running enterprises economically," the Company identifies and manages various environmental risks in daily office operations. We promote the implementation of the *Initiative on Green and Low-Carbon Behavior of Employees*, and guide all employees to establish a green development concept, enhance green innovation capabilities, and practice a green lifestyle. Subsidiaries have vigorously advanced the "oil-to-electricity" conversion of official vehicles. Across headquarters and subsidiaries, 2,009 new energy official vehicles are now in service, projected to save over RMB 21.5 million in costs and reduce carbon emissions by over 4,000 tons of CO₂ equivalent each year.

Indicator	Unit	2025	Notes
Total Energy Consumption	10,000 tce	299.76	Comprehensive energy consumption is calculated using the relevant conversion factors provided in the GB/T 2589-2020 <i>General Rules for Calculation of the Comprehensive Energy Consumption</i> .
Comprehensive Energy Consumption per RMB 10,000 of Output Value	kgce/RMB 10,000	15.44	
Direct Energy Consumption	10,000 tce	170.27	
Indirect Energy Consumption	10,000 tce	129.49	
Total Purchased Electricity	10,000 MWh	1,004.09	
Total Purchased Heat Consumption	10,000 GJ	126.43	
Renewable Energy Consumption	10,000 MWh	11.53	Includes purchased green electricity and self-generated and self-consumed green electricity.

China West Construction Group Co., Ltd.

14 distributed photovoltaic projects have been completed at plants and sites, with a total installed capacity exceeding 13MW and self-consumption power generation of over 5 million kWh. The enterprise has also scaled up new energy logistics fleets, operating 1,643 new energy mixer trucks.

China Overseas Property Holdings Limited

A total of 370,000 Haibo intelligent lighting systems have been upgraded, and 11,000 Haibo smart charging piles have been deployed, providing services for over 14 million user visits.

China Construction Eighth Engineering Division

The division has replicated and scaled the AI-enabled energy-saving O&M system — proven effective at Asian Games venues — to all self-managed properties and urban infrastructure operation projects under its jurisdiction.

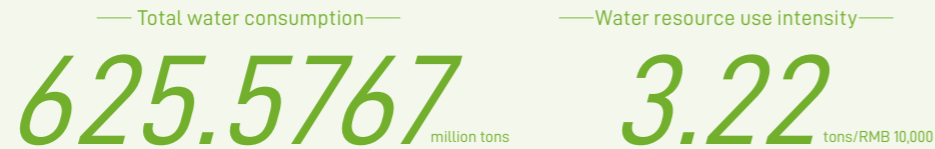
Water Resource Management

CSCEC emphasizes water conservation, requiring the use of water-saving fixtures for domestic water in office and living areas at construction sites. Smart water meters are deployed to measure and analyze water consumption at construction sites, while advanced water-efficient technologies are actively applied to boost water utilization performance.



Water Resource Conservation Target:
Gradually improve water resource utilization efficiency.

Key Performance In 2025



> Strengthening water conservation management



Water conservation awareness

→ We set up prominent signs at water usage points in construction production sites and office areas to remind everyone to save water and cultivate good water-saving habits. We organize activities during events like World Water Day and China Water Week to raise employees' awareness of water conservation.

Water conservation planning

→ We implement efficient water use plans for production and daily operations, optimize water supply networks at construction sites, and employ water-saving construction methods.

On-site water management

→ We implement anti-leakage measures to reduce losses in pipelines and fixtures; install rainwater harvesting and greywater recycling systems to treat and reuse wastewater; and closely monitor high-consumption processes like concrete curing and road sprinkling to minimize waste.

Use of Building Materials

The Company attaches great importance to the conservation of building materials and collaborates with upstream and downstream partners to reduce carbon footprints across the building materials sector. We accelerate the green and low-carbon production of our building material products, and advance the green transformation of concrete production lines, with procurement preference granted to building material products that have obtained green building material certification labels.

Efforts have been intensified to promote the application of the green building materials mall on yzw.cn⁰⁴. Subsidiaries at all levels set relevant credit and technical bonus points in the procurement process of main building materials such as steel bars, concrete, formwork, timber, coatings, waterproof membranes, and insulation materials. Under equal conditions, green suppliers onboarded to the green building materials mall on yzw.

cn are prioritized, thereby promoting the application of green building materials on construction sites.

China Construction Third Engineering Bureau

During the construction of a 306-meter super high-rise project, an integrated intelligent construction platform was adopted, reducing concrete consumption by approximately



China Construction Infrastructure Corp., Ltd.

In the Shenzhen Metro Line 25 project, shield tunneling muck recycling technology was applied. Through core processes such as "screening + filter pressing," full-component separation and recovery of "sludge, sand, and water" from the slurry generated by shield tunneling were achieved, with a comprehensive reduction rate exceeding



04 | The green building materials mall on yzw.cn is a platform under CSCEC.

Circular Economy

The Company actively embraces the circular economy principles of "reduce, reuse, recycle, and regenerate," integrating these into specific policies and project practices. We mandate enterprises at all levels to implement the recycling and disposal of idle and waste materials, continuously promoting the efficient circular use of resources, waste reduction, and resource recovery.

Given the diverse range of project types and complex lifecycle stages, basic data on waste recycling should be collected and cross-verified from numerous grassroots projects, making precise statistics unattainable in the short term. The Company is currently conducting project data governance initiatives and will disclose relevant data in accordance with regulatory requirements once data verification is completed.

Research on new materials and resource utilization of waste. We have successfully developed a fully solid waste-based low-carbon cementitious material. Using industrial solid wastes such as granulated

blast furnace slag, steel slag, and desulfurization gypsum as raw materials, this new non-fired hydraulic cementitious material achieves an 80% reduction in energy consumption per unit product, a 90% reduction in carbon emissions, and a 30%–50% cost reduction. It is suitable for producing concrete with strength grades ranging from C15 to C80.

Optimizing resource management through digital platforms. Through the mutual assistance platform on yzw.cn, we have rolled out full-scale online recycling and turnover of idle and waste materials. The platform facilitates online display and trading of such materials across enterprises at all levels, enabling green recycling and flexible intra-regional allocation among enterprises. By interconnecting with third parties such as the China Association of Construction Enterprise Management (CACEM) via the platform, recyclers' resources are shared and optimized. We also promote a bidding model for waste materials to enhance the efficiency and economic benefits of waste disposal at project sites.

Case

China West Construction Group Promotes Recycled Concrete Products

To address construction solid waste, China West Construction Group has developed modular mobile disposal processes and equipment, as well as fully recycled concrete products for multiple scenarios. This has established an industrialized production hub and typical application model, whereby ready-mix plants collaboratively process demolition waste into high-quality recycled products. Every 100 cubic meters of concrete can consume over 30 tons of construction waste and solid waste. Over the past three years, the cumulative production of recycled concrete exceeded 500,000 cubic meters, with annual resource utilization of solid waste exceeding 1.5 million tons and annual carbon dioxide emission reductions exceeding 400,000 tons of CO₂ equivalent.

> Plant Station Office Building Constructed Using Recycled Concrete



Emission Reduction and Pollution Control

CSCEC adheres to precise, scientific, and law-based pollution control, with a focus on source prevention and control, whole-process management, and synergy between pollution reduction and carbon reduction. The Company systematically advances environmental pollution prevention and compliant emission management, fortifying the environmental risk defense line. During the reporting period, the Company and its major controlled subsidiaries were not included in the list of enterprises required to disclose environmental information in accordance with the law. No incidents of excessive pollutant emissions occurred, and no adverse impacts on the health of employees or residents in communities surrounding projects were recorded.

Wastewater Management

CSCEC strictly complies with national laws and regulations such as the *Water Pollution Prevention and Control Law of the People's Republic of China*, and adheres to the principle of tailoring water conservation and water resource utilization measures to local conditions for engineering projects. The Company strengthens supervision over

wastewater discharge during construction and operation, and emphasizes the centralized collection and treatment of domestic wastewater to ensure that wastewater is discharged up to standard. During the reporting period, the Company did not experience any incidents that negatively impacted biodiversity due to sewage discharge.



- Sewage treatment facilities, i.e., sedimentation tanks (three-stage and five-stage sedimentation), are installed at construction sites. In accordance with relevant specifications, technologies like separate drainage for clean and polluted water and integrated sewage treatment equipment are deployed to treat sewage, with discharge permitted only after meeting regulatory standards through testing.
- Grease traps, septic tanks, and other facilities are installed at construction sites and living areas, with professional companies engaged for cleaning and maintenance, and detailed records maintained.
- For storage areas of toxic materials and fuels (e.g., chemicals), strict waterproof layer designs are implemented, with leakage fluid collection and treatment systems in place.
- Oily wastewater from mechanical repairs is strictly prohibited from direct discharge into water bodies; it is collected and treated using oil-water separators.
- Water used for road washing, vehicle washing, concrete curing, and other purposes is recycled and reused to minimize sewage discharge.
- On-site silty muck is dehydrated prior to reuse or transported externally in a sealed manner.
- Construction wastewater discharge is closely controlled, with weekly on-site monitoring and detailed monitoring records maintained.
- We enhance the comprehensive utilization efficiency of water resources through measures such as water-saving processes, water recycling, and cascading water use, and increase the utilization of non-conventional water sources such as rainwater, foundation pit dewatering water, and river/lake water, as well as reclaimed water to reduce traditional municipal water consumption.

Waste Gas Management

CSCEC strictly complies with national laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, and fully enforces the "seven 100%"⁰⁵ requirements for dust control. Dust concentration is monitored in real time across construction sites, with fully enclosed boundary fencing deployed throughout premises. Full-coverage water sprinkling and dust suppression systems are

installed in operational zones, while on-site access roads are hardened and equipped with anti-seepage treatments. All construction vehicles are loaded in compliance with regulations to prevent leakage, material scattering, and overstacking. Strict vehicle washing protocols are implemented at site entry and exit points, forming a comprehensive and systematic dust prevention and control system at all construction locations.

The Company delivers integrated services covering consulting, investment, construction, and operation, featuring diversified project portfolios and complex full-cycle workflows. Basic emission data should be collected and cross-checked across a large number of grassroots projects, rendering precise statistical disclosure unfeasible in the short term. CSCEC is advancing company-wide project data governance and will disclose emission data in accordance with regulatory requirements upon completing data verification and validation.

Case → Intelligent and Refined Management Supports the Building of a Demonstration Construction Site for Air Pollution Prevention and Control Compliance

Undertaken by China Construction Eighth Engineering Division, the Laoshan District People's Hospital project in Qingdao strictly follows local air pollution prevention and control regulations issued by Shandong Province and Qingdao Municipality. A closed-loop compliance system covering monitoring, early warning, treatment, and post-review has been established, and the project has been recognized as a regional demonstration construction site for air pollution prevention and control compliance.

cranes, three-dimensional enclosure spraying, and mobile intelligent water cannons achieve all-round coverage, enabling full-scale wet construction operations and eliminating dust-generating dry construction activities.

Full-coverage compliant hardware deployment. The construction site features 100% fully enclosed fencing reinforced with dustproof nets. All primary and secondary roads and material storage yards within the site are concrete-hardened. High-altitude mist systems on tower

Precise traceability and compliance control. The smart construction site platform collects real-time data on dust, temperature, and humidity to accurately identify high-risk dust-generating processes such as earth excavation and material transfer, with dedicated on-site staff assigned for targeted dust mitigation. All non-road mobile machinery completes official compliance registration and coding. Only machinery meeting exhaust emission standards is permitted on-site, in strict adherence to regulatory provisions on mobile pollution source management.

Waste Management

CSCEC strictly complies with national laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*, disposing of solid waste in a standardized and reasonable manner. The Company formulates construction waste treatment plans and completes official filings as required. We standardize the whole-process management of construction waste and

hazardous waste, including generation, collection, storage, transportation, utilization, and disposal, to ensure all waste discharge meets national and local environmental protection standards.

During the reporting period, relying on the CSCEC Solid Waste Resource Utilization Innovation Consortium, the Company conducted research on solid waste resource

⁰⁵ The "seven 100%" refers to 100% perimeter enclosure of construction sites, 100% coverage of exposed soil, 100% washing for incoming and outgoing vehicles, 100% hardening of main site roads, 100% wet construction operations, 100% enclosed transportation of muck vehicles, and 100% installation of video surveillance and dust monitoring systems.

utilization. In 2025, multiple corporate-level key research projects were launched, including "Key Technology Research and Application for Bulk Solid Waste Resource Utilization," "Key Technology and Equipment Research for Intelligent Operation and Maintenance of Green, Low-Carbon Treatment in Plant–Network–River Systems," "Key Technology Research for Environmentally Friendly Design and Operation & Maintenance of Centralized Photovoltaic Power Stations under Desert-Gobi-Wasteland Environmental Conditions in Northwest China," and "Optimization and Application of Intelligent Low-Carbon Sludge Low-Temperature Drying Co-Incineration Systems." These initiatives cover building material recycling, municipal environmental protection, new energy environmental governance, and other fields.

For hazardous waste, the Company enters into formal cooperation with qualified enterprises holding hazardous waste disposal licenses. All hazardous waste is transported in a sealed manner to certified disposal

facilities to achieve zero leakage during transit. Tiered categorized management is fully implemented: chemical containers such as waste oil and paint drums are stored in specialized containers with anti-leakage protection before transportation. Heavy metal-containing waste, including spent batteries and ink cartridges, is collected separately and delivered to professional environmental protection institutions for harmless disposal.

For recyclable and reusable waste, recycled steel, timber, and other materials are sorted and sold to professional resource recycling enterprises through centralized bidding procedures. Waste concrete, bricks, and stones are processed into recycled aggregates, widely applied in road subgrade construction and building products.

For non-reusable residual waste, disposal is entrusted to municipal sanitation authorities and fully implemented in compliance with the *Standard for Pollution Control on the Landfill Site of Municipal Solid Waste*.



Case → Zero-Waste Construction Sites Boost Zero-Waste City Development

The achievements of the zero-waste construction site at the First Phase of the Dongguan Memory project undertaken by China Construction Third Engineering Bureau were featured in a special report by *China Construction News*. Through proactive green low-carbon initiatives, the project supports the construction of a zero-waste city in Guangdong to a new stage.

Technology empowerment unlocks the secrets of zero-waste development. Using drone 3D scanning and infrared positioning technology, a millimeter-level digital model was established to minimize the demolition of unnecessary building components. This measure has reduced construction demolition loss rates from 30% to below 5%.

Secondary utilization consolidates solid zero-waste outcomes. Old building materials like metal, bricks/tiles, and timber that cannot be protectively demolished are categorized and transformed into new materials such as hardware components, recycled bricks, and artificial boards, achieving an old building material utilization rate of over 90%. Materials like construction residue and brick waste generated during construction are reused on-site through measures such as setting up sorted collection points and equipping mobile crushing equipment. It realizes efficient secondary resource utilization, with brick debris repurposed for road subgrade and sandy soil reused for backfilling.

Other Environmental Impact Management

For noise pollution prevention and control, CSCEC strictly complies with national laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Noise Pollution*, and aligns with the requirements of the latest national standard GB 12523–2025 *Emission Standard for Construction Noise*. Centering on livability needs for local residents, the Company comprehensively advances refined prevention and control of noise pollution at construction sites. Low-noise and low-vibration eco-friendly construction equipment is prioritized, alongside a regular maintenance mechanism for mechanical equipment to curb noise and vibration at the source. Soundproof enclosures and vibration-damping bases are specially installed for high-noise equipment to deliver comprehensive noise insulation and vibration

isolation. Continuous, sealed, and effective noise-isolating enclosures and protective sheds are set up at construction sites. Noise monitoring points are established for dynamic monitoring to ensure on-site noise does not exceed national standards.

In terms of light pollution prevention and control, civilized construction norms are implemented, ensuring strict closed-loop prevention and control. Light-blocking baffles are installed throughout welding operations to block arc light leakage. Directional lampshades are installed for nighttime construction lighting to strictly restrict light projection ranges, confining illumination within construction zones and effectively preventing light disturbance to surrounding residents.

Green Development

Steadfastly following a green and low-carbon development trajectory that places ecology at the forefront, CSCEC closely follows the national "dual carbon" strategy, and deeply integrates green, low-carbon, and circular economy requirements into the entire project lifecycle, covering design, construction, as well as operation and maintenance. We have built a full-chain system of green design, green construction, and green operation and maintenance, promote the implementation of green finance and green office initiatives, and actively explore development opportunities brought by green and low-carbon transformation.

Green Building

Responding to national energy conservation and carbon reduction policies for the construction industry, CSCEC implements its "Quality Homes" construction system, pursues the value objectives of being safe, comfortable, eco-friendly, and smart, and supports the development of green buildings, near-zero energy consumption buildings, and zero-carbon building industries. By embracing green construction concepts, the Company promotes industrialized and standardized prefabricated construction methods and continuously optimizes construction techniques to reduce resource consumption. We steadily advance the quality improvement of energy-saving retrofits for existing buildings, accelerate the integrated application of renewable energy like photovoltaics with buildings, and continuously supply society with high-quality building products that meet green standards, are low-carbon, and efficient. Through full lifecycle, full-chain green practices in design, construction, and operation, we contribute to the industry's low-carbon transition.

We actively participate in formulating standards for green and low-carbon technologies, products, and evaluation systems in the construction industry. During the reporting period, the Company led or participated in the development of multiple national standards such as *Sustainable Cities and Communities—General Requirements for Livable Cities* and *Guidelines for Greenhouse Gas Information Disclosure—Building Material Enterprises*, promoting the standardization and popularization of green building technologies.

We continuously advance green building certification. By the end of the reporting period, a total of 1,456 projects obtained green building certification, among which 321 were three-star certified green buildings. During the reporting period, 100% of self-owned buildings developed through investment followed green standards, including 39 star-rated green buildings (7 one-star, 28 two-star, and 4 three-star projects), with 3 projects awarded zero-carbon building certification.



COHL

100% of new projects meet green building star standards, with certified green building area exceeding 110 million square meters. China Overseas Building and China Overseas Financial Center, Beijing have been recognized as national carbon neutrality benchmark projects.

China Construction Third Engineering Bureau

The bureau completed China's first large-scale existing building zero-carbon renovation demonstration project—the headquarters building renovation project of China Construction Third Engineering Bureau.

CSCEC International

With near-zero energy consumption standards and dual LEED and WELL Platinum certification as core construction goals, CSCEC Future Building was selected as an outstanding zero-carbon building case in Xinhua News Agency's 2025 annual selection.

Case → CSCEC Contributes to the Release of the First CCER Methodology⁰⁶ in the Construction Sector

In December 2025, the Ministry of Ecology and Environment, together with the Ministry of Housing and Urban-Rural Development, officially released the *Greenhouse Gas Voluntary Emission Reduction Project Methodology: Energy Efficiency Improvement of Envelope Structures and HVAC Systems in Existing Public Buildings* (CCER-06-001-V01). As the first specialized CCER methodology tailored for the construction sector,

it marks the formal incorporation of building energy conservation and carbon reduction into China's national voluntary carbon emission trading system. Multiple subsidiaries of CSCEC, including the Technology Center, China Construction Eighth Engineering Division, China Construction Fifth Engineering Division, and Guizhou Construction Science Research & Design Institute, jointly participated in the core compilation of this methodology.

Green Technology Research and Development

CSCEC vigorously enhances technological innovation capabilities for carbon peaking and carbon neutrality. Our R&D layout focuses on the resource utilization of bulk industrial solid wastes, special concrete materials, and high-efficiency intelligent construction equipment. We advance targeted technological breakthroughs and integrated innovation in a systematic manner, striving to develop an independent and controllable technical system.

The Company has launched 15 corporate-level research projects, including "Research and Application of Key Technologies for Urban Building Cluster Energy Systems

Based on Multi-Source Loads" and "Research on Complete Technologies for Low-Magnetic Concrete Material Development and Structural Construction." We have also released 104 achievements in the Fourth Batch of CSCEC Advanced Low-Carbon Technologies for Carbon Peaking and Carbon Neutrality, covering key links across the entire industry chain such as green and intelligent construction, industrialized systems, low-carbon building materials, and renewable energy applications. These outcomes form a complete innovation ecosystem and drive the green, digital, and industrial transformation of the construction sector.

CSCEC Green Technology R&D Progress in 2025

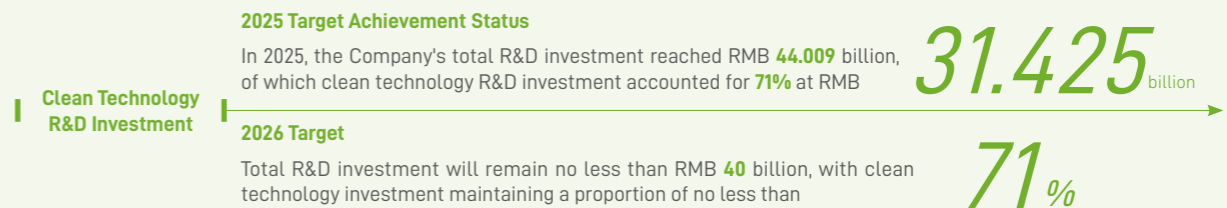
- 01 **Green Construction and Low-Carbon Construction Technologies**
We researched and applied a full spectrum of green and low-carbon construction technologies, such as "Key Technologies for Intelligent Construction and Risk Control of Deep Foundation Pits in Complex Coastal Environments," "Key Technologies for Green Construction of Multi-Source Waste Comprehensive Treatment Projects," and "Key Technologies for Quantitative Prediction and Resource Utilization of Construction Waste on Sites." These technologies enable energy conservation, emission reduction, waste resource utilization, and environmental friendliness during construction, significantly elevating the green development standard of engineering projects.
- 02 **Green and Low-Carbon Building Materials**
We successfully developed technologies such as "Fully Recycled Coarse Aggregate Concrete," "Key Technologies for Graded Application of Phosphogypsum-Based Ecological Concrete," and "Key Technologies for Zero-Carbon Ready-Mixed Concrete Plants." These achievements facilitate the high-value utilization of construction solid waste and the low-carbon/zero-carbon transformation of concrete production, strongly underpinning the development of a circular economy.

06 | CCER stands for Chinese Certified Emission Reduction.

03 **Application of Renewable Energy and Clean Energy**
We actively explored building-integrated photovoltaics (BIPV) and smart energy management, researched and developed key technologies such as "Green and Intelligent Construction Key Technologies for Ultra-Large Photovoltaic Power Stations in Desert-Gobi-Wasteland Regions" and "Key Technologies for Synergistic Regulation of BIPV and Flexible Electricity Consumption." These innovations transform buildings from energy consumers into energy units that integrate "generation, storage, and regulation," thereby improving building energy efficiency and the proportion of green electricity application.

04 **Urban Renewal and Water Environment Management**
We developed complete sets of technologies including "Comprehensive Construction Technology for Industrial Vertical Expansion Based on Urban Renewal," "Key Technologies for Ancient City Wall Renovation," and "Key Technologies for Enhancing Ecological Resilience and Intelligent Management of Seasonal Rivers." These systematic solutions support urban organic renewal, historical landscape preservation, and water ecological restoration, resulting in 104 distinctive technologies.

> Clean Technology R&D Investment



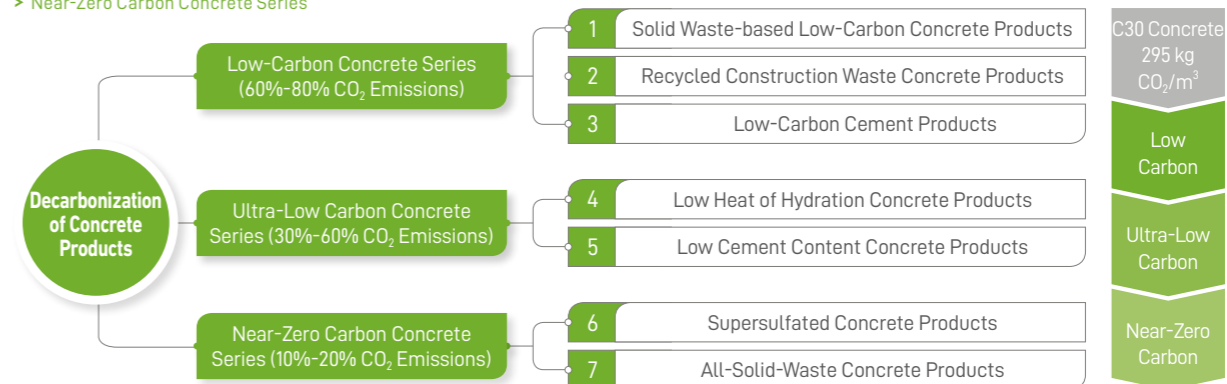
Green and Low-Carbon Products

CSCEC continues to expand its portfolio of green and low-carbon products. Key focus areas cover building-integrated photovoltaics (BIPV), charging pile systems, photovoltaic, energy storage, direct current, and flexible products, low-noise high-efficiency defrosting air-source heat pump series, membrane-based carbon dioxide capture process technology, green inorganic artificial stone, low-carbon concrete products, nano-montmorillonite fiber composite wall material systems, microcrystalline foamed ceramics, phase change energy storage materials and applications, and self-cleaning radiative cooling materials. A number of landmark green construction projects have been delivered with these differentiated low-carbon offerings.

CSCEC actively promotes the deep integration of technology R&D with engineering practices and commercial product

application. In 2025, relying on signature projects as practical carriers, the Company conducted the integrated application of advanced green and low-carbon technologies and pioneering policy pilots. A total of ten demonstration projects were completed, including the Zhangjiang Jizhen Unit B07-09 Project in Shanghai Pudong New Area, CSCEC Green New Materials Technology Industrial Park, Energy-Saving Operation and Maintenance Optimization Project of the Three Main Venues of Hangzhou Asian Games, Low-Carbon Renovation Project of the Second Office Area of China Southwest Design and Research Institute, and Shuangsha Urban Renewal Project in Huangpu District of Guangzhou. Through systematic technology verification and data accumulation, replicable and scalable engineering technical solutions and management models have been established.

> Near-Zero Carbon Concrete Series



Strategic Emerging Industry Layout

CSCEC has further optimized its industrial layout by sorting out 475 core products and services and issuing targeted guiding policies. Businesses are classified into three tiers: 100-billion-yuan industrial tracks, 10-billion-yuan core industries, and billion-yuan featured products. The Company has scaled up investment and construction in new energy, energy conservation, environmental protection, and other fields, and released quarterly

strategic emerging industry layout maps to deliver targeted guidance for subsidiaries to optimize their layouts. During the reporting period, remarkable progress was made in investment and construction for new energy bases, new energy storage, geothermal energy, and other fields. Multiple subsidiaries have secured major contracts in large-scale wind power, photovoltaics, and pumped storage projects.

In 2025, the Company pressed ahead with the development of its renewable energy business.

Newly signed contract value of energy engineering projects (including photovoltaic power generation, wind power, nuclear power engineering, and others): RMB

587 billion

Green Finance

Upholding the principle of "strengthening industry through finance," CSCEC proactively advances to develop technology finance, green finance, inclusive finance, pension finance, and digital finance. Internally, the Company systematically maps green financing needs across the entire industry chain, focusing on key areas such as green buildings, ultra-low energy consumption, near-zero energy consumption, and renewable energy building applications. We also accurately explore green finance business scenarios, and accelerate the development of systematic, normalized green and low-carbon financial service support capabilities. Externally, the Company deepens collaboration and interaction with financial institutions such as commercial

banks, securities companies, financial leasing companies, and stock exchanges. Regular green finance dialogues and collaborative initiatives are conducted to roll out tailored green financial products suited to the construction and real estate sector, such as ESG-themed financing and sustainability-linked loans (bonds). We leverage financial resources to solidify key ESG topics closely linked to our business, covering green construction, green and low-carbon development, energy conservation and environmental protection, technological innovation, and digitalization. These efforts comprehensively support the improvement of living environment quality and the green, high-quality transformation of the industry.

Improving the Green Financial Service System

China State Construction Finance Co., Ltd. (CSC Finance) has established a sound institutional framework for green financial services by formulating the *Measures for the Administration of Green Financial Business* and supporting service plans. It clarified differentiated support measures for member units in green and low-carbon industries, technological innovation, and specialized, sophisticated, distinctive, and innovative enterprises. These measures include priority processing via green channels, dedicated services under special credit approval, and preferential pricing support. By guiding financial resources into green industries such as green buildings, smart construction, and prefabricated buildings, CSC Finance provides special green business funding support to eligible member units.

Boosting Financing for Green Projects through Green Financial Product Innovation

We deploy a variety of innovative financial instruments to secure funding for green projects, optimize financing costs, strengthen competitiveness in the capital market, and drive the green transition and sustainable development of the industry. Typical examples include corporate bonds linked to technological innovation and low-carbon transition issued by China Construction Eighth Engineering Division, medium and long-term notes and super short-term commercial paper issued by China Construction Sixth Engineering Bureau, the green insurance creditor investment plan of China Construction Fangcheng Investment & Development Group Co., Ltd., and green bonds issued by China West Construction Group. These financial tools provide solid funding support for internal green projects and enhance our overall competitiveness in the capital market.

Biodiversity Conservation



Scan the QR code to view and learn more about CSCEC's biodiversity Conservation actions.



CSCEC strictly complies with national laws and regulations, as well as relevant standards and guidelines on biodiversity in all regions where it operates. The Company actively responds to international initiatives such as the *UN Convention on Biological Diversity* and the *Kunming-Montreal Global Biodiversity Framework*, and supports declarations like the *Glasgow Leaders' Declaration on Forests and Land Use*. We have established a biodiversity impact mitigation hierarchy of "Avoid-Reduce-Restore-Compensate," and gradually improved risk identification, assessment, and management mechanisms to mitigate potential ecological impacts from construction and operational activities, striving to achieve the long-term goals of net positive biodiversity impact and net zero deforestation. During the reporting period, no incidents were found where construction or operational activities had negative impacts on the ecological environment and biodiversity.

> Biodiversity Impact Mitigation Hierarchy

Avoid

During project planning and feasibility study stages, we integrate biodiversity risk assessment into the environmental impact assessment process, identify and screen the ecological sensitivity of project sites, and strive to avoid negative ecological impacts at the source.

Reduce

Where ecological impacts cannot be fully avoided, we minimize disturbances to ecosystems through measures such as green design, construction environmental management, construction noise and light pollution control, invasive species prevention and control, and monitoring and reporting of key species.

Restore and Compensate

For residual ecological impacts that may still occur, we promote ecological restoration based on project characteristics and explore ecological compensation where feasible, committed to ensuring overall ecological function is not impaired.

Case

COLI Released *Biodiversity Conservation Report*

In October 2025, China Overseas Land & Investment Ltd. (COLI) released its *Biodiversity Protection Report*, the first dedicated biodiversity report issued by a Chinese mainland real estate enterprise. The report echoes international standards and national policies, showcasing the latest practices and progress in biodiversity protection. Referencing the TNFD framework, COLI incorporates biodiversity protection into ESG management and builds a closed-loop governance system covering decision-making, supervision, coordination, and execution. COLI applies the "Avoid-Mitigate-Compensate" approach throughout the project lifecycle and has made ten commitments including ecological restoration and ancient tree protection. Moving forward, COLI will deepen protection practices, improve information disclosure, and realize ecological value enhancement through sustainable development, sharing the distinctive "COLI Solution" to advance global biodiversity governance.



Social

Happy and
Coexistence
Witness a
Better Future

CSCEC comprehensively strengthens construction safety and occupational health management, continuously improves product and service quality, and promotes the application of intelligent construction and innovative technologies. Upholding fairness and integrity, we optimize the supply chain and cooperation ecosystem. We also prioritize resident participation, co-governance, and shared benefits, working to enhance public space value and social well-being, while demonstrating our responsibility and value contribution to sustainable social development.

Safe Production

Guided by the principle of "putting people and life first," CSCEC strictly observes the bottom line that "development must never come at the cost of human life." Committed to "starting from zero and striving for zero," the Company continuously improves the safety management system, strengthens safety supervision and inspection, vigorously advances safety development through technology, fosters a safety culture, and wholeheartedly safeguards the life and health safety of employees and partners. These efforts lay a solid safety foundation for the high-quality and sustainable development of the Company.

Governance

CSCEC complies with national laws and regulations such as the *Law of the People's Republic of China on Work Safety* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, as well as international standards and conventions including the International Organization for Standardization (ISO) Occupational Health and Safety Management System standards and the International Labour Organization (ILO) Convention Concerning Occupational Safety and Health and the Working Environment. We adhere to voluntary programs in which China participates, including the Sustaining Competitive and Responsible Enterprises (SCORE) Programme and the Work Safety Standardization initiative, and implement relevant regulations such as the *Measures for the Supervision and Administration of Work Safety in Central State-Owned Enterprises* issued by the SASAC. Moreover, CSCEC has formulated a complete set of internal policies, including the *Work Safety Management Measures*, *Occupational Health Management Measures*, *Overseas Work Safety Management Measures*, *Implementation Rules for Penetrative Supervision of the Work Safety Supervision and Management System*, *Guidance on Building a Talent*

Team for Work Safety Supervision and Management, and *List of Work Safety Responsibilities and Tasks for Principal Persons-in-Charge of Secondary Units*. These policies apply to all business operations, all employees, and all contractors/subcontractors/suppliers and their personnel cooperating with the Company. Through these efforts, we strive to continuously build a sound work safety management mechanism that clarifies responsibilities, ensures their fulfillment, and implements assessment and accountability.

In 2025, the Company rigorously carried out regular inspection and rectification, the three-year campaign to address root causes and tackle tough issues, the "Striving for Zero" special campaign in key regions, and actions such as the "Thunder Action" for work safety, "Three Special Rectifications," and "Major Fire Risk Investigation and Rectification for High-Rise Buildings." We deepened the implementation of the lists of work safety responsibilities and tasks, covering the principal persons-in-charge of subsidiaries down to frontline project teams. We also convened Board meetings, Work Safety Committee meetings, work safety meetings, and special task promotion meetings. Five inspection teams were established to conduct regular work safety inspections and checks. Subsidiaries achieved full coverage of inspections on production units through various methods like leadership-led inspections and unannounced inspections, continuously improving safety management levels.



Scan the QR code to view the CSCEC Occupational Health and Safety Policy

> CSCEC Safety Management System



- As the highest decision-making body for the Company's work safety, the Board of Directors regularly reviews and makes decisions on major matters including work safety status and work arrangements.
- The President serves as the Director of the Work Safety Committee, which regularly convenes work meetings to study and deploy key work safety tasks.
- As the supervisory and management body responsible for implementing national policies, regulations, and the Company's decisions and deployments, the Work Safety Supervision and Management Department organizes the formulation of work plans, special activities, and thematic meetings, coordinates the training, education, and capacity building of full-time and part-time safety management personnel at all levels, and establishes and improves the work safety management system.
- Other functional departments formulate work safety responsibility lists and work task lists in accordance with the principle that "whoever is responsible for business management must take responsibility for safety", and regularly report the implementation of their responsibilities to the Work Safety Committee.
- As the implementing units responsible for complying with national laws and regulations, local rules, and the Company's systems, subsidiaries, production units, and contractors organize the improvement of on-site safety protection measures, conduct safety education, training, and safety technical disclosure for the personnel of suppliers and contractors, organize the implementation of safety supervision and inspections, extend management requirements to suppliers, contractors, and their on-site personnel, enhance the safety awareness and capabilities of operating personnel, and ensure work safety.

During the reporting period, the occupational health and safety management system operated effectively.



Strategy

CSCEC integrates work safety with production and operation in planning, deployment, advancement, and assessment. The Company adheres to the coordinated

development of growth and safety, actively implements the Special Plan for Work Safety during the 14th Five-Year Plan Period (2021-2025), and fosters and practices the "1312" work safety governance model. During the 14th Five-Year Plan period, we thoroughly implemented national decisions and deployments on work safety, organized phased special campaigns such as the Three-Year Special Campaign for Work Safety Rectification and the Three-Year Campaign for Work Safety to Address Root Causes and Tackle Tough Issues, effectively preventing and defusing major work safety risks. The overall work safety performance remained stable and controllable, remarkable achievements were made in work safety development, intrinsic safety capacity improved significantly, and work safety accidents were effectively controlled with a year-on-year downward trend.

In 2025, following the requirements of the major risk control list, the Company formulated safety risk prevention and control plans, and thoroughly implemented 15 key measures across three aspects: safety risk monitoring and early warning, investigation and prevention, and response and resolution. We established a ledger for supervising and tracking the rectification and closure of major safety risks.

Impact, Risk and Opportunity Management

CSCEC has established a dual prevention mechanism combining hierarchical safety risk control and hidden hazard investigation and management. The Company strengthens occupational health and safety management, enhances safety supervision through technological means, and improves employees' safety awareness and capabilities. Through systematic control over safety risks to ensure continuous operations, we aim to transform excellent safety performance into valuable opportunities for corporate sustainable development.

Controlling Safety Risks

We have established a safety risk management mechanism, strengthened work safety standardization, and improved the system of criteria for identifying hazards. Key control lists for 58 types of major hazardous construction works and 19 types of hazardous operations have been compiled, and digital control has been implemented through the Intelligent Safety Platform of CSCEC. Focusing on the "Five Key Areas and One Critical Factor," we improved the risk alert mechanism, upgraded monitoring and early warning capabilities, and forestalled and resolved all types of safety risks.

— In 2025 —

Over **68,000** major hazardous construction works were identified and controlled online via the platform.

Hazardous operations were identified and controlled **2.1** million times.

We have fully enforced the work safety responsibility system. Work safety accident performance is directly incorporated into the annual compensation evaluation system for senior management personnel such as the General Manager, Deputy General Managers, Chief Financial Officer, and Board Secretary. Meanwhile, we formulated the *List of Safety Responsibilities and Tasks for Principal Persons-in-Charge of Secondary Subsidiaries* and the *CSCEC Special Inspection Scoring Scale for Project Work Safety*. We also signed Work Safety Responsibility Statements with subordinate units at all levels, and with internal functional departments, specifying quantified occupational health and safety targets such as accident rates, hidden hazard rectification, and education and training. The *Detailed Rules for Work Safety Rewards and Penalties Management* were formulated to strengthen process evaluation and regular assessment mechanisms. Assessment results are incorporated into the annual business performance evaluation system of subsidiaries, linking the compensation of principal persons-in-charge at all levels to occupational health and safety

performance targets. Rewards and penalties are strictly implemented based on assessment results.



Honors

269

projects were awarded the title of "Learning and Exchange Model Site for Standardized Construction Work Safety" by the China Construction Industry Association.

63

overseas projects received the ISA International Safety Award presented by the British Safety Council.



Letter of Commendation

"As a leading state-owned enterprise and benchmark in the construction industry, CSCEC resolutely shoulders the primary responsibility for work safety, strictly observes safety red lines and bottom lines, innovates management measures, and promotes rigorous safety practices, delivering strong exemplary and guiding value. CSCEC has made important contributions to advancing the high-quality development of work safety across the industry."

— Office of the Work Safety Management Committee, Ministry of Housing and Urban-Rural Development

Contractor and Supplier Safety Management

We strictly implement the *Labor Management Manual*, *Contractor and Supplier Resource Management Measures*, and *Contractor and Supplier Safety Management Measures*. When introducing and managing contractors/suppliers, we verify work safety licenses, safety management systems, and safety management rules. Records of work safety accidents and adverse work safety performance are included as "one-vote veto" items. Occupational health and safety management requirements are explicitly stated in the *Work Safety Management Agreement* within signed contracts. In the "Contract Agreement" section, safety and civilized construction standards and high-quality targets are incorporated into the contractor and supplier evaluation system. In 2025, 185 contractors and suppliers with substandard safety performance were added to the unqualified list.

Safety and Civilized Construction Standards and High-Quality Targets

- Work safety and civilized construction practices shall meet the qualified requirements of the *JGJ59-2011 Standard for Construction Safety Inspection*.
- Eliminate serious injury and fatality accidents, and control minor injury accidents with a minor injury rate of less than 2‰.
- Eliminate mechanical equipment accidents, fire accidents, and public safety accidents, and prevent the occurrence of occupational diseases.

Investigating Hidden Safety Hazards

We have formulated and implemented a work safety hidden hazard investigation system, enforced the *Law of the People's Republic of China on Work Safety and the Criteria for Determining Major Hidden Dangers of Work Safety Accidents*, and established and improved criteria for determining 980 types of major accident hazards and 4,477 types of general accident hazards. We achieve 100% full coverage of daily safety supervision and inspection for engineering projects, investigate hidden hazard risk points in production procedures, personnel behavior, and equipment operation, and promptly rectify identified problems. Dynamic closure of hidden dangers is fully realized, so as to consolidate the intrinsic safety management of the Company.

Safety Emergency Management

We have formulated the *Emergency Management Measures for Work Safety Accidents*, organized the compilation of the *Comprehensive Emergency Plan for Work Safety Accidents* along with special emergency plans and on-site disposal plans covering all business types, improved the emergency plan system, and established a three-level response mechanism. We have implemented a "dual-track reporting" system to ensure smooth information flow and coordinated response. By

> Arranged on-the-job occupational health examinations for contractor and supplier employees



strengthening plan preparation and drills, monitoring and early warning, team building, material support, and post-incident evaluation and improvement, we have built a full-process emergency capability system. All units have organized work safety emergency drills as required to test and enhance emergency response capabilities, safeguarding life and property.

Safeguarding Occupational Health and Safety

In strict compliance with the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, we have formulated the *CSCEC Occupational Health and Safety Policy* and disclosed it on our official website. This policy applies to contractor/supplier workers and full-time employees, comprehensively covering business areas such as investment, construction, design, and operation, and steadily upgrading occupational health and safety management. In 2025, we continuously strengthened care for employees' physical and mental health. Relevant measures included optimizing employee health checkup packages, organizing health expert lectures and first-aid training sessions, and inviting medical experts to the frontline construction sites of CSCEC projects, extending occupational health services to the onsite project teams.

> Launched regular health consultation services for internal staff



Enhancing Safety Through Technology

We have strengthened precise prevention and control with "early identification, early warning, and early response," deepened the application of the intelligent safety platform, and identified 18 safety risk indicators across 6 categories through high-value AI scenario design and application. We have built a project risk warning model to achieve precise prevention and control. Meanwhile, safety research has been incorporated into key R&D areas. Through a range of scientific and technological innovations, including developing top-joint through-core tower cranes, promoting the Construction Machinery Cloud Traceability system, deploying on-site operation robots, and implementing visual side-by-side

supervision of tower cranes, we continue to build a multi-dimensional technology-based safety prevention and control system.

Cultivating a Safety Culture

We regard "safety is the lifeline and safety is productivity" as our core value for work safety, and take "systematization, accountability, standardization, and commitment" as our work safety management philosophy. Based on the *Work Safety Education and Training Management Measures*, we strengthen all employees' conscious thinking and action in practicing the safety culture through safety training, safety activities, and participation in safety competitions.

Case → China State Construction Held the "Ankang Cup" Competition

On June 5, 2025, CSCEC held the "Work Safety Month" themed promotional event and the CSCEC "Ankang Cup" competition. Taking the "Work Safety Month" activities as an opportunity, the goal is to prevent and resolve major risks, identify and eliminate safety hazards, and effectively curb work safety accidents. Eight participating teams from various engineering bureaus actively participated and showcased their strengths around the theme "Everyone Values Safety, Everyone Masters Emergency Response – Identify Hidden Dangers Around You." They competed with outstanding results and high standards, continuously fostering a



positive atmosphere where everyone cares about safety, engages in safety initiatives, and upholds safety standards. Ultimately, the team from China Construction Eighth Engineering Division won the first prize in this competition.

Indicators and Targets

Safety Management Targets



Prevent the occurrence of major and above work safety responsibility accidents

Effectively reduce general work safety accidents, and control the fatality rate per million working hours to below

0.0076

No occurrence of occupational health reputation-damaging incidents

> Safety Management Indicators

Indicator Name		Unit	Total Data in 2025
Occupational Health and Safety Training	Number of workers receiving occupational health and safety training	10 thousand persons	220
	Percentage of workers receiving occupational health and safety training	%	100
	Total occupational health and safety training hours	10 thousand hours	≥105.83
	Per capita occupational health and safety training hours	Hour(s)	≥62.5
Health and Safety System	Business operations coverage ratio of health and safety management systems (GB/T 45001, ISO 45001, etc.)	%	100
Occupational Health and Safety Investment	Investment in employment injury insurance and work safety liability insurance	RMB 100 million	17.58
	Personnel coverage rate of employment injury insurance and work safety liability insurance	%	100
Work-related Injuries and Fatalities	Number of work-related fatalities (full-time employees)	Person(s)	0
	Work-related fatality rate (full-time employees)	/	0
	Number of work-related fatalities (contractors and suppliers)	Person(s)	13
	Total working hours of full-time employees in the reporting period	10 thousand hours	≥74,058
	Work-related lost workdays (full-time employees)	Day(s)	1,560
	Work-related lost workdays (contractors and suppliers)	Day(s)	78,000
	Number of work-related injury incidents (full-time employees)	Case(s)	52
	Work-related injury incident rate per million working hours (full-time employees)	/	0.07
Occupational Disease Incidence	Number of confirmed occupational disease cases (full-time employees)	Person(s)	0
	Occupational disease incidence rate (full-time employees)	/	0
	Number of confirmed occupational disease cases (on-site personnel of contractors and suppliers)	Person(s)	0
	Occupational disease incidence rate (on-site personnel of contractors and suppliers)	/	0
Safety Incidents	Total number of work safety accidents (including full-time employees and on-site personnel of contractors and suppliers)	Case(s)	11
	Number of major and above work safety accidents	Case(s)	0

Quality Assurance

CSCEC puts the core value of "Quality Assurance and Value Creation" into practice, continuously strengthens the foundation of quality management, improves the customer-centric service assurance system, enhances the supporting role of technological innovation in quality improvement, systematically advances the enhancement of quality assurance capabilities, and accelerates efforts to build a world-class enterprise.

Quality Management

CSCEC continuously improves the quality management system, strengthens standard guidance and process control, promotes the deep integration of quality management with technological progress and management innovation, and continuously

consolidates the foundation of engineering quality. The Company comprehensively enhances the reliability and consistency of products and services, and constantly enhances the brand influence of corporate quality.

Governance

Based on ISO 9001 quality management certification, CSCEC continuously optimizes the organizational, institutional, and supervisory systems of quality management, integrates quality risk management and quality control requirements into business management processes, and fully guarantees product quality.

In 2025, we issued the CSCEC "Quality Homes" Construction Guidance Manual, clarifying the use of "one problem, one card, one handover form" to guide the frontline teams in

understanding and applying "good construction" standards. We issued the *Notice on Further Improving the Quality of Project Completion and Delivery*, continuously enhancing project delivery quality and reducing quality hazards. Meanwhile, we released the *Guidelines for Overseas Quality Control of Engineering Construction Enterprises*, providing strong support for enterprises to achieve the management goal of "standardized management, traceable implementation, and regulated supervision" amid complex international environments.

> CSCEC Quality System Framework



Key Performance
By the end of 2025

> CSCEC Quality Management System Certification Certificate



A total of **421** second- and third-tier corporate entities of the Company obtained third-party certification for ISO 9001 Quality Management System, including **22** R&D subsidiaries.

Note: Corporate entities exclude overseas institutions, equity-invested enterprises, non-listed surviving enterprises, project companies, or non-physical long-term operating legal entities.

— Number of construction product recall incidents⁰⁷ —

0

Strategy

CSCEC has issued the *Guidelines for Lean Management of Engineering Quality*, firmly established the concept of "Quality First, Efficiency Priority," and adhered to the principles of total quality management. Centering on customer needs and adopting lean management methods, the Company emphasizes quality cost control and implements standardized quality management behaviors and processes. Through reasonable optimization, strengthened prevention, strictly controlled processes, and

continuous improvement, we deliver high-quality projects that stand long-term inspection, and steadily enhance project construction and value creation capabilities.

Impact, Risk and Opportunity Management

CSCEC systematically identifies potential impacts, risks, and opportunities in the quality management process throughout the entire process of engineering quality and service quality. The Company continuously improves mechanisms for quality risk prediction, process control, and continuous improvement, incorporates risk prevention and control into all stages of project planning,

implementation, and delivery, drives steady improvement in quality levels, and consolidates the foundation for high-quality development.

• **Quality Risk Management**

CSCEC has issued the *Administrative Measures for Emergency Response to Quality Incidents*, revised grading criteria based on incident severity and impact scope, clarified management responsibilities and daily work requirements at all levels, and further improved the emergency response capacity for preventing and handling quality-related unexpected incidents.

> Whole-Process Quality Risk Management

Special Campaign for Quality Risk Management

We carried out a special campaign to rectify quality risks and hidden dangers in ongoing projects. Institutions at all levels achieved 100% coverage of ongoing projects through the methods of "self-inspection, random inspection, and special supervision," and reported to their respective differentiated supervision units. In 2025, we conducted a special campaign for self-inspection and rectification of risks and hidden dangers in overseas projects, focusing on investigating 11 compliance risks related to the systems and risk hazards in four areas: project performance, work safety, technical quality, and ecological and environmental protection. No major risk hazards were found in the technical quality of the 329 ongoing overseas projects.

Differentiated Quality Supervision

We conducted differentiated supervision work deployment meetings, mid-term assessments of governance effectiveness, and annual evaluations according to procedures, and compiled differentiated quality supervision diagnostic reports. Domestic and overseas performance supervision teams were established to supervise over 50 important domestic and overseas projects with hidden dangers, and promote the timely rectification of identified risks.

Handling of Quality Incidents

We timely handled quality emergencies, completed relevant investigation documents and reports, compiled the quality risk content for the *2025 Annual Major Operational Risk Forecast and Assessment Report*, and conducted quarterly supervision on the implementation of quality risk measures under the 2025 "1+5" Major Emergency Plan.

• **Special Action on Quality Control**

CSCEC coordinates and carries out multi-level, multi-dimensional special actions on quality control, strengthens the implementation of standards and in-process

supervision, continuously promotes the transformation of quality management from post-event control to whole-process prevention, and constantly improves project quality and contract fulfillment levels.

Key Performance
In 2025

We won a total of **50** Luban Awards and **41** National Quality Engineering Awards, leading the industry in the number of awards.

We obtained a total of **1,060** QC achievement awards, **138** Quality Trustworthy Team awards, **94** design level evaluation achievements, **22** engineering quality standard achievements, **50** lean construction process awards, and other honors.

We participated in the 8th QC Group Achievement Presentation Competition for Central SOEs, winning **1** first prize, **2** second prizes, and **2** third prizes.

82,000 persons participated in the Comprehensive Quality Management Knowledge Competition for Central SOEs, with an average score of **94.64** points, showing steady growth compared to the same period.

07 | Limited to the Company's construction business scope.

• **Enhancement of Quality Management Capabilities**

CSCEC provides employees with specialized training on product quality and safety, solidifying and enhancing the quality awareness of all staff. During the reporting period, the Company continued to deepen the concept of lean quality among all employees, released online video courseware for the *Lean Project Quality Management Guide* and related training test questions, and adopted an integrated online-and-offline training model with mandatory assessments after every session. This approach ensures that key personnel at all levels comprehensively learn, accurately understand, and effectively master the content. In 2025, an engineering quality seminar and a training course for creating high-quality projects were held in Chongqing under the theme of "Deepening Lean Control to Lead Quality Upgrading," with 30,000 management personnel at various levels participating in the training.

Indicators and Targets

CSCEC requires all projects to establish quality objectives and develop special plans, breaking down medium- and long-term plans into annual goals. Quality management personnel are mandated to sign objective commitment letters, with quantified assessment indicators and matched reward and penalty mechanisms in place. The Company has clarified the requirements for quality

**Key Performance
In 2025**

Focusing on lean management, quality construction, and quality control, we organized various observation and training activities at different levels and with different emphases. A cumulative total of **670,000** person-times participated in online and offline learning, effectively enhancing the quality awareness and capabilities of management personnel at all levels.

4 quality training sessions were organized annually, reaching **93,000** person-times at the headquarters level.

21,000 quality training sessions were organized annually, reaching **584,000** person-times at the subsidiary level.

objectives and plan management, adhering to the "Five Zero" quality management goals—zero design defects, zero rework during construction, zero handover defects, zero repeated customer complaints, and zero quality incidents. The *2025 Key Quality Work Plan List* was issued, defining 63 specific measures across multiple dimensions such as responsible units, start and end times, and specific tasks.

Indicator	Target	Completion Status
One-time project handover acceptance qualification rate	100%	Completed
Major liability accidents caused by quality issues	0 case(s)	Completed
Signing rate of position quality responsibility agreements for ongoing projects	100%	Completed
Assessment rate of position quality responsibility agreements	100%	Completed
Process quality	"Six 100%"	Completed
Delivery quality	"Three 100%"	Completed
Number of participants in the comprehensive quality management knowledge competition for Central SOEs	Not less than 55% of the enterprise's quality management personnel	Completed
Average score in the comprehensive quality management knowledge competition for Central SOEs	Not lower than 92 points	Completed

The "Six 100%" for process quality refers to 100% timely inspection rate for building raw materials, semi-finished products, or components; 100% timely inspection rate for measuring instruments and testing equipment; 100% qualification rate for building raw materials and equipment; 100% coverage rate for household acceptance in residential projects; 100% first-time acceptance qualification rate for inspection batches, sub-divisional works, and unit projects; and 100% completion rate for contract quality objectives.

The "Three 100%" for delivery quality refers to 100% completion rate for design and contract content; 100% resolution rate for engineering quality hazards; and 100% coverage rate for customer product instruction manuals.

Customer Service

Upholding a customer-centric approach, CSCEC continuously improves the customer service management system, systematically enhances service capabilities and quality throughout the entire project lifecycle, and strengthens value creation orientation by refining service standards, optimizing service processes, and enhancing service collaboration, thereby promoting the synergistic improvement of customer satisfaction and the Company's high-quality development.

Customer Satisfaction Management

CSCEC attaches great importance to customer satisfaction management and regularly conducts customer satisfaction surveys. In 2025, 26 subsidiaries mainly engaged in design and construction were uniformly organized to carry out customer satisfaction surveys. Using questionnaires as the primary method,

four types of survey templates were established for survey and design, engineering construction, productized products, and information-based products. The survey targeted domestic and international clients with ongoing contracts, with an overall customer satisfaction target score of 95. Questionnaires were distributed in Chinese and English to 12,281 clients in China, Thailand, the Philippines, Congo, and other countries (including 5,207 repeat clients, accounting for 42.40%), and 12,025 valid responses were collected. In 2025, our overall domestic and international customer satisfaction scores were 97.2 and 95.1, respectively, meeting the set targets. We promptly analyzed customer issues and suggestions, improved work methods and internal management requirements on an ongoing basis, and steadily enhanced customer satisfaction and trust.

Key Performance

95.86%

In 2023, we conducted 14,238 customer quality satisfaction surveys at all levels, with an average satisfaction rate of 95.86% and a rectification completion rate of 100%.

96.9

In 2024, 12,711 customer satisfaction questionnaires were issued, with 11,174 valid questionnaires recovered. The overall customer satisfaction score was 96.9, and the proportion of customers rating satisfaction or above was 99.2%.

97.2

In 2025, 12,281 customer satisfaction questionnaires were issued, with 12,025 valid questionnaires recovered. The overall satisfaction scores for domestic and international customers were 97.2 and 95.1 respectively.

Product and Service Complaint Handling

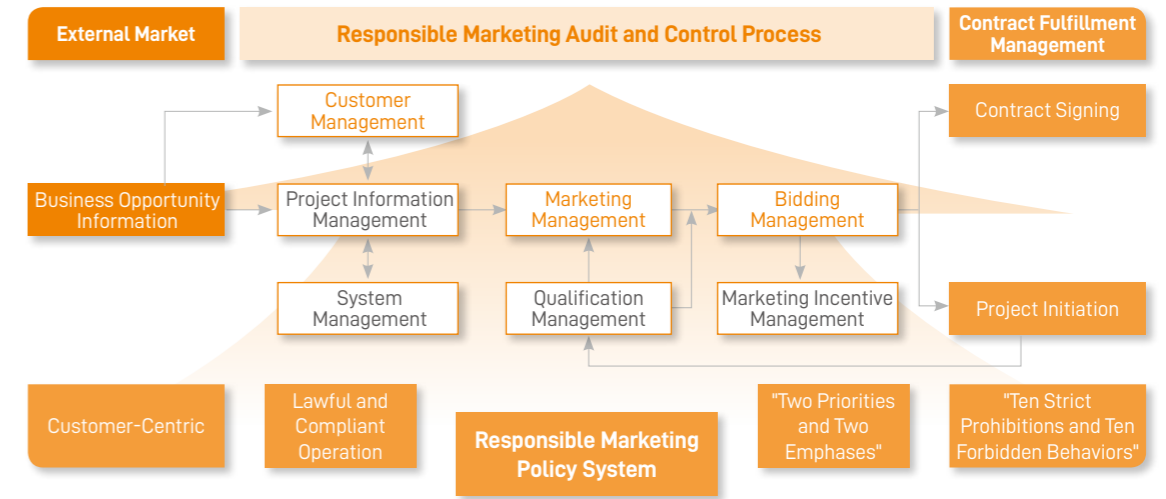
CSCEC has established a dedicated complaint handling department and issued the *Performance Complaint Management Measures*. Adhering to the management principles of problem orientation and accountability, factual and objective assessment, prioritized performance and service, and continuously improved management, the Company clarifies responsibilities at each stage, standardizes handling procedures, and ensures rapid response and closed-loop resolution of complaints, continuously elevating the level of customer complaint handling.



> Performance Complaint Handling Process

- For project performance complaints, CSCEC coordinates responses and supervises handling. In severe cases, dedicated task forces are formed, and on-site oversight is implemented when necessary.
- We have face-to-face conversations with subsidiaries to verify the reason and validity of complaints and promptly initiate the handling process.
- Invalid complaints are resolved through direct communication between the subsidiary and those who make a complaint for effective resolution of disputes, with written documentation submitted to the Company for closure.
- For valid complaints, the responsible subsidiary immediately visits the project site, engages with those who make a complaint, conducts investigations, and submits an initial report with proposed solutions to the Company for review and documentation.
- Third-tier subsidiaries then refine the complaint resolution plan based on the core concerns and initial solutions, detailing specific measures, accountability, and a timeline. The plan is implemented upon approval by second-tier subsidiaries.

> Responsible Marketing Review and Control Flowchart

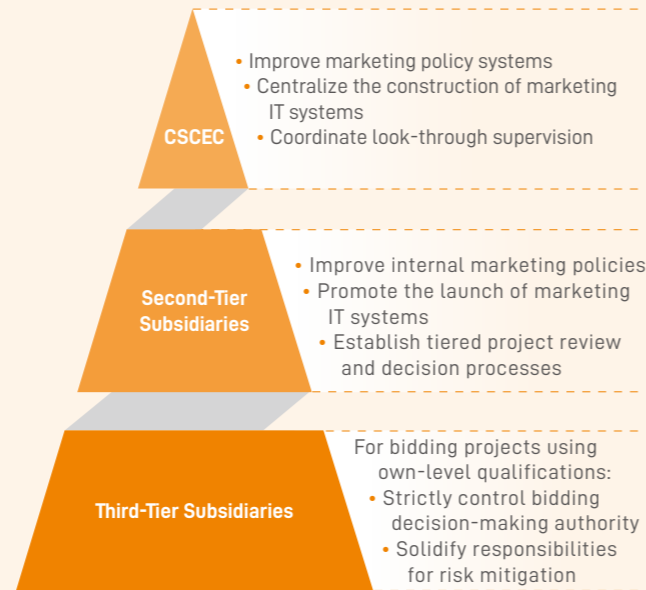


Responsible Marketing

CSCEC adheres to the philosophy of responsible marketing, takes law-based compliance as the bottom line, and assumes responsibilities for shareholders, customers, and society. We have established a responsible marketing management system covering all business categories, aiming to become the preferred partner for customers through leading service quality, engineering quality, and work quality, continuously enhancing our brand reputation and influence.

CSCEC strictly abides by laws and regulations including the *Advertisement Law of the People's Republic of China* and the *Law of the People's Republic of China on Bid Invitation and Bidding*, implements the *Several Provisions on Promoting High-Quality Marketing Development*, and steadily improves policies for responsible marketing. We adhere to law-based and compliant operation, strictly enforce the marketing discipline of ten strict prohibitions and ten forbidden behaviors, and convene special meetings to standardize competition order. A total of 27 policy promotion sessions were held, covering more than 9,000 participants, to guide subsidiaries to conduct marketing activities in a fair and orderly manner. Aligned with national strategies, we issued the *Implementation Plan for the "Two Priorities and Two Emphases" Marketing Strategy*, and required subsidiaries to formulate corresponding implementation plans. We focus on high-quality clients and premium projects, deepen cultivation

> Three-Tier Governance Framework for Responsible Marketing



in key regions, expand business in core fields, and achieve win-win benefits for the enterprise and shareholders while integrating into national development priorities.

CSCEC continuously advances the development of a responsible marketing system, improves the three-tier governance structure, and builds an integrated marketing information system. We optimize full-process review and control covering customer management, marketing operation, and bidding management, strengthen customer

In 2025
The percentage of employees participating in responsible marketing training reached 8.2% of the total workforce

risk prevention and control, improve contract quality at the source, and guarantee the on-time delivery of high-quality products. COLI, our subsidiary, has established a marketing compliance audit mechanism coordinated between headquarters and regional branches, achieving full coverage of self-inspections on marketing compliance among regional subsidiaries and 100% compliance in special inspections. Special audits on responsible marketing risks were also carried out to continuously optimize marketing governance.

CSCEC has organized market training sessions covering the entire marketing system, enhancing employees' responsible marketing awareness through policy promotion, case warnings, and policy interpretation. Subsidiaries held 1,057 responsible marketing training sessions, encouraging all marketing personnel to meet customer needs with market-oriented services and carry out marketing activities fairly and orderly. China West Construction Group, another subsidiary, incorporated the topic of "anti-rat-race competition" in the concrete industry into responsible marketing training, helping employees establish a win-win mindset and foster a fair competitive environment across the industry.

Information Security and Privacy Protection

CSCEC advances comprehensive governance via the trinity model of "institution, implementation, and technology," forming a closed-loop management system covering policy formulation, on-site implementation, administrative regulation, and technical protection. These endeavors have greatly improved governance capacity and compliance performance in privacy protection. Our information security management system passed the ISO 27001 certification annual audit. By the end of 2025, all 25 centrally built systems involving personal sensitive information had completed privacy

policy releases, ensuring lawful and compliant operation. Among them, all 11 systems with APP or mini-program forms have achieved synchronized privacy policy releases, with both system compliance coverage and mobile terminal release rates steadily improving.

> ISO 27001 Information Security Management System Certification



> Information Security and Privacy Protection Management

Organizational System	At the board and executive levels, we have clarified responsibilities for information security and cybersecurity governance. We have established a Leading Group on Digitalization and Cybersecurity of CSCEC, chaired by the Chairman, to oversee the implementation of national cybersecurity laws, regulations, and policies. This group studies and arranges plans for information security and privacy protection, monitors progress, and supervises execution.
Institutional Safeguards	We attach high importance to the development of customer privacy protection systems. We formulated and issued institutional documents including the <i>Data Management Measures</i> , <i>Cybersecurity Management Measures</i> , <i>Detailed Rules for Personnel Cybersecurity Management</i> , and <i>Trade Secret Protection Management Measures</i> , and clearly classified customer information as confidential trade secrets. We drafted the <i>Specification for Privacy Protection of Information Systems and Mobile Applications (Draft)</i> , and compiled the supporting <i>Compliance Self-inspection Checklist for Privacy Protection Policies</i> . A complete institutional framework covering privacy governance, data processing, technical protection, and emergency response has been established, providing clear management standards and operational guidelines for privacy protection work.
Information Security Vulnerability Analysis	We adopt mainstream domestic vulnerability scanning tools and customized inspection strategies to conduct regular comprehensive detection on internal network equipment, servers, and core business systems, so as to identify potential security risks in a timely manner. In accordance with the <i>Classification and Management Specifications for Security Vulnerabilities</i> , we verify scanning results manually and assess risk impacts, maintain prompt communications with business departments, and arrange targeted repair schedules. Monthly in-depth analysis of vulnerability data is conducted to optimize information security strategies and technical protection measures.
Information Security Audit	We engage professional third-party institutions to conduct independent audits on information security management systems and business system security. In 2025, we completed cybersecurity classified protection evaluations for 30 online systems, ensuring all operating platforms meet national classified protection standards. To verify the implementation of internal institutional documents and the effectiveness of risk control measures, we completed one internal audit, one management review, and one third-party audit of the information security management system.
Disposal Management and Emergency Plan	We encourage all employees to actively report potential risks such as phishing emails and harmful information. The dedicated information security team provides 24-hour on-duty services, records reported clues in real time, and launches investigation procedures to ensure smooth reporting channels and efficient emergency disposal. We have improved the full-cycle cybersecurity emergency management system, issued and implemented the annual cybersecurity emergency drill plan covering typical risk scenarios, and continuously optimized emergency workflows and response mechanisms.
Routine Cybersecurity Operations	Centered on the Cybersecurity Operation Center, we deepen integrated security protection and the "security shift-left" strategy. We launched the enterprise's first dedicated cybersecurity reporting hotline and 24-hour emergency response mechanism, improved full-process safety control and emergency response systems, achieved zero liability accidents in cybersecurity operations, and standardized daily management procedures.
Cybersecurity Training	Focused on capacity building, we have developed a hierarchical and categorized training system that integrates theoretical learning and practical drills. Through high-end professional certification training, critical infrastructure security workshops, company-wide awareness promotion, and actual combat defense exercises, we comprehensively upgrade professional cybersecurity capabilities and overall enterprise risk prevention levels.

Key Performance In 2025

No major information security incidents occurred, and 0 complaints were received regarding customer privacy infringement or customer data loss.
Conducted 3 data security/customer privacy protection related training sessions.
Conducted the "Learning with Practice" cybersecurity awareness online training and quiz activity, covering 130,000 person-times of employees cumulatively throughout the year.



Honors

"Outstanding Unit in the Threat Intelligence Sharing Mechanism for State-Owned Assets and SOE Security Operations" by the Online Supervision Security Operation Center for State-Owned Assets and State-Owned Enterprises.
"Pioneering Award" at the 6th 2025 "Tianfu Cup" International Cyberspace Security Competition.

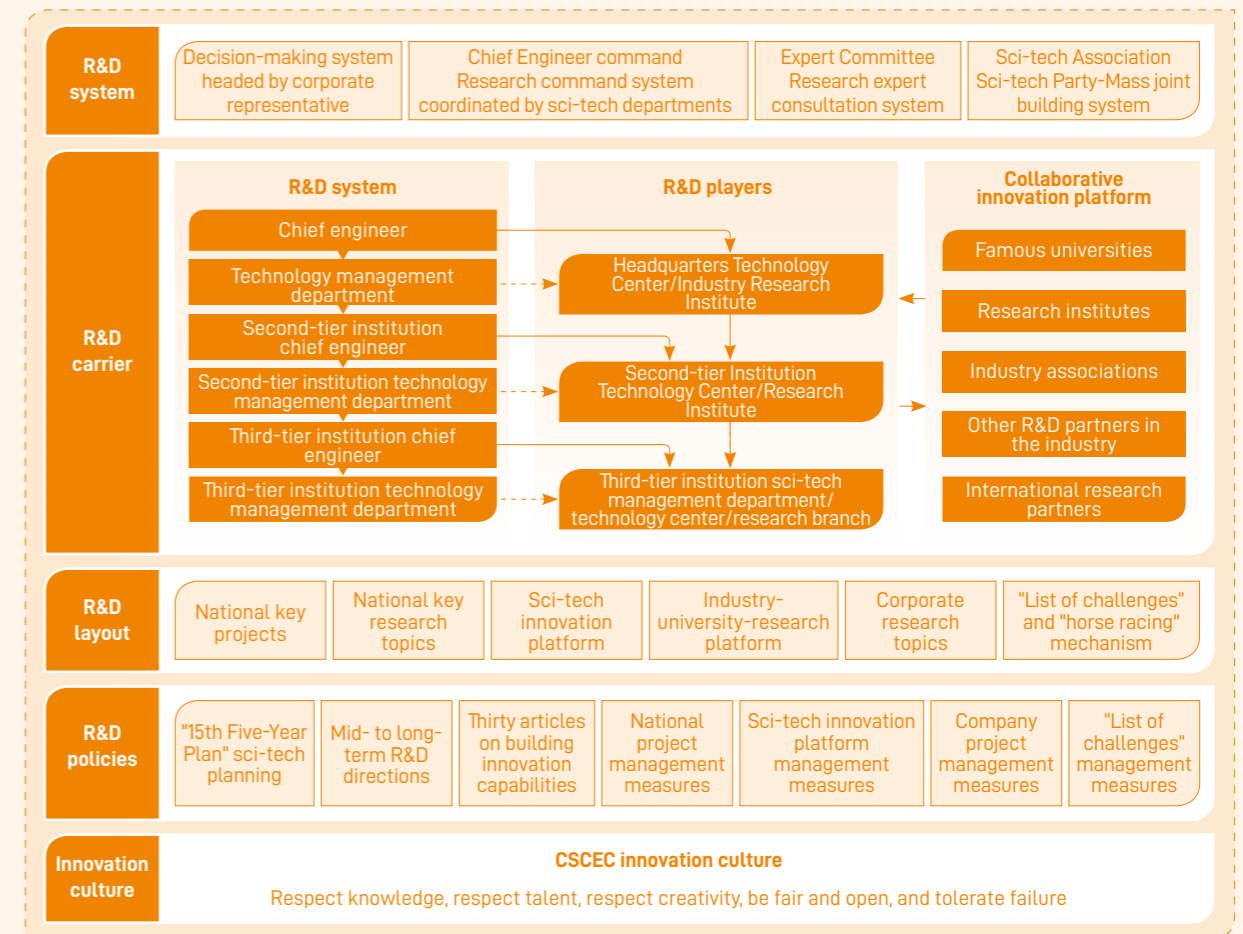
Innovation-Driven Development

CSCEC takes technological innovation as the core driving force, fully complies with high-quality development requirements, coordinates the collaborative advancement of technological and management innovation, accelerates the transformation and application of scientific and technological achievements, continuously improves the overall efficiency of the innovation system, and injects sustained impetus into the enterprise's core competitiveness and sustainable development.

Governance

CSCEC has built a three-tier, vertically connected R&D management system for science and technology. CSCEC Industrial Research Institute undertakes and organizes research on basic, strategic, and cutting-edge technologies. Second-tier research institutions carry out targeted complete-set technology R&D in line with the Company's specialized and regional layout. Third-tier institutions and project teams focus on the development of core technologies required in on-site production.

> CSCEC Sci-Tech R&D Management System



Strategy

CSCEC adheres to the guiding principle of "technology underpins development, and innovation shapes the future" for scientific and technological work. Based on national strategies and the Company's high-quality development needs, we continuously improve systems and mechanisms for technological innovation, and foster a new landscape of

innovation-driven growth. Focusing on the transformation and upgrading of the construction industry, we have formed an innovation system featuring "8 major strategic directions + N product-oriented technology clusters," and built a full-chain innovation ecosystem covering basic research to industrial application.

> "8 Major Strategic Directions + N Product-Oriented Technology Clusters" Innovation System

8 8 Major Strategic Directions

Anchoring the goal of high-quality development, we have arranged eight key R&D strategic directions: software localization, intelligent equipment, new energy for construction, advanced new materials, urban renewal, urban operation, green and low-carbon development, and human settlement environments under extreme conditions, to build industry-leading technology clusters.

N Product-Oriented Technology Clusters

Implement product innovation to build N product-oriented technology clusters.

Impact, Risk and Opportunity Management

Covering the whole process of scientific and technological innovation, CSCEC systematically identifies and evaluates impacts, risks, and opportunities brought by new technology application, R&D investment, and achievement transformation. We improve mechanisms for scientific and technological risk prevention, control, and opportunity capture, effectively manage various uncertainties, and continuously leverage the supporting role of technological innovation in promoting the enterprise's high-quality development.

• Transformation of Scientific and Technological Achievements

CSCEC drives industrial transformation, upgrading, and high-quality development through scientific and technological innovation. Relying on our full industrial chain layout, we conduct research on core technologies to meet national strategic needs, solve major technical bottlenecks in

engineering construction, and support emerging business development. We cultivate proprietary core technological strengths and innovative technical products, and accelerate the translation of research achievements into practical engineering applications and industrial competitiveness.

During the reporting period, CSCEC invested RMB 44.009 billion in science and technology R&D. Innovation funding is guaranteed by multiple institutional arrangements, including the *14th Five-Year Special Plan for Science and Technology Development and the Measures for the Administration of Science and Technology Research Projects of China State Construction Engineering Corporation Limited*.

We have established a comprehensive technical system covering building product R&D, digital manufacturing, intelligent construction, smart operation and maintenance, and green low-carbon development. The Company undertook 10 national key R&D programs under the 14th Five-Year Plan, including the "Research and Application of Key Technologies for Modular Integrated Building Construction," and led or participated in 122 key research projects, steadily building itself as a source of original technologies for the industry. Meanwhile, we actively participate in the formulation of international industry standards, and released 4 international guidelines such as *Smart Community Infrastructures — Guidance for the Development of Smart Building Information Systems*, further enhancing global technological influence and industry discourse power.

Key Performance
In 2025

Total R&D investment reached RMB **44.009** billion, accounting for **2.1%** of the main business revenue.

Case → CSCEC Wanfang Intelligent Construction System

CSCEC independently developed the Wanfang Intelligent Construction System. Adopting the three-dimensional integrated model of "products + construction + services," the system realizes the large-scale application of BIM data-driven intelligent production lines for building components and parts. A wide range of intelligent equipment has been fully applied in key projects including Hanyun Mansion and Hangzhou Olympic Sports Center,

such as remote-controlled tower cranes, prefabricated building machines, top-joint through-core tower cranes, and customized integrated decoration equipment. As a designated demonstration project of the National Intelligent Construction Work Conference, Hanyun Mansion has received more than 3,500 professional visitors from the industry, and has been widely reported by mainstream media including CCTV and Xinhua News Agency.



Honors

During the reporting period

- The project "Key Technologies and Engineering Application for Ecosystem Management of Mountains, Waters, Forests, Farmlands, Lakes, Grasslands, and Sands in the Ulansuhai Nur Basin" won the First Prize of Inner Mongolia Autonomous Region Science and Technology Progress Award.
- The project "Key Technologies and Application for Efficient Construction Using the Long-Distance Underwater Tunnel Shield Docking and Disassembly Method" won the Second Prize of Fujian Province 2024 Science and Technology Progress Award.
- The Kampala Afreximbank Africa Trade Centre (KAATC) project in Uganda won the Gold Award at the "MUSE Design Awards".



• Building Scientific Research Platforms

Guided by the principles of "enhancing independent innovation capability" and "focusing on industrial technology research," CSCEC has established a diversified and synergistic layout of scientific research platforms based on three major functions: experimental platforms,

scientific and technological R&D, and industrial technology promotion. This effectively supports breakthroughs in key core technologies, achievement incubation, and engineering application transformation. In 2025, the Company added 1 specialized and innovative "little giant" enterprise and 1 single champion enterprise.



• Cultivating Innovative Talent

In 2025, CSCEC held its first Youth Innovation and Entrepreneurship Competition, selecting 34 outstanding youth scientific and technological projects and a group of top young scientific and technological talents. We promote the productization, industrialization, and marketization of innovative achievements, actively integrate internal and external resource elements, build project incubation and youth talent showcase platforms, and foster a favorable atmosphere for innovation and entrepreneurship.

> CSCEC's First Youth Innovation and Entrepreneurship Competition



Case → **Specialized Training on Digital Leadership in Construction Industry**

In 2025, CSCEC held its first specialized training class on digital leadership in the construction industry (AI-focused) in Hangzhou. Centered on "AI + Construction", the training covered macro policies, industry sharing, practical pathways, and participant salons. The aim was to build a high-quality team to promote AI applications within the enterprise and strengthen the

Company's AI community. A total of 76 cadres and employees from the headquarters and subsidiaries participated. Through phased progressive training, we enhanced technical application capabilities, self-motivation, and execution power, providing innovative support for building "Quality Homes", intelligent construction, and city operation.

• Developing Strategic Emerging Industries

CSCEC regards the development of strategic emerging industries as one of the key drivers for promoting high-quality development. Relying on core strengths, we selectively expand into fields such as new energy and ecological protection. In the annual investment budget, the Company sets a special flexible budget of RMB 2.5 billion for investment projects in strategic emerging industries,

to promote the investment and development of such businesses. During the preliminary approval process for investment projects, we apply flexible evaluation criteria to strategic emerging projects to guide investment direction. We promptly track and decode hot investment areas, explore investment opportunities in emerging fields such as environmental protection and energy, and support the development of strategic emerging industries.

Indicators and Targets	Indicator	Unit	2025
	Total R&D investment	RMB 100 million	440.09
	Cumulative number of national/industry standards chief-edited	Case(s)	102

Technology Ethics

In line with the technical application characteristics of the construction industry and its own development stage, CSCEC integrates technology ethics requirements into the overall framework of lawful and compliant operations, as well as technological innovation management for holistic arrangement. With the deepening application of digital construction, intelligent technologies, and information technology, we continue to pay attention to the potential impacts, risks, and opportunities related to technology ethics. Relying on existing processes for risk identification, assessment, prioritization, monitoring, and management, we strengthen forward-looking judgment and normative guidance, and promote steady, orderly, and responsible development of technological innovation.

Meanwhile, CSCEC actively carries out the identification and control of artificial intelligence risks. From a business management perspective, artificial intelligence-related risks are not new issues independent of the existing management system, but extensions of existing work in areas such as cybersecurity, data protection, access control, interface calls, resource usage, and employee behavior management. We incorporate emerging risks like artificial intelligence applications into the existing information security and operational management systems, and conduct management focusing on infrastructure security, content security, business risk control, emergency response, and employee education.

Key Performance During the reporting period

0 verified cases of scientific and technological ethics violations → 0 regulatory penalties received due to scientific and technological ethics issues

Intellectual Property

CSCEC continuously improves its intellectual property protection mechanisms, establishes patent and copyright management systems, builds technology and resource cooperation platforms, and promotes sustainable development. At the corporate level, the Company organized one trademark and trade name training session, covering a total of 685 individuals including heads of legal

departments and management personnel at various levels, with a total training duration of 1,370 hours. At the subsidiary level, 29 sessions were conducted for system promotion, training, and work advancement meetings, involving 3,979 participants and accumulating 88,732 hours of training, effectively enhancing overall intellectual property awareness and management capabilities.

Indicator	Unit	2025
Invention patents	Case(s)	14,107
Number of invention patents applied to main business	Case(s)	10,945
Number of patent applications	Case(s)	6,559
Number of patents granted	Case(s)	12,953
Number of valid patents	Case(s)	72,800
Number of valid patents per RMB 1 million of revenue	Case(s)	0.03496
Number of trademark applications	Piece(s)	287
Number of trademark registrations	Piece(s)	62
Cumulative number of trademark registrations	Piece(s)	1,502

Sustainable Supply Chain

Based on the requirements of high-quality development, CSCEC continuously improves its sustainable supply chain management system, integrating responsibility concepts into the entire process of procurement, cooperation, and fulfillment. The Company promotes collaborative development across the upstream and downstream of the industrial chain in compliant operations, green and low-carbon practices, and value co-creation, steadily building a more resilient and clearly accountable sustainable supply chain system.

Governance

CSCEC attaches great importance to supplier and contractor partners (hereinafter collectively referred to as "suppliers"). The Company has set up a Leading Group on Supply Chain Management with the president as the group leader, and the Project Performance Management Department of the headquarters undertakes overall

management. Supply chain, engineering, finance, and other departments of subsidiaries at all levels collaborate to carry out specific management work. The Company has formulated the *Guidelines for Supply Chain Development* and formed a "1+6+N" systematic framework for supply chain management.

> "1+6+N" Supply Chain Management Series of Systems



In accordance with the *Environmental, Social, and Governance (ESG) Work Plan*, the Company has clearly identified supplier access management and supply chain ESG management systems as priority indicators. We continue to improve the series of supply chain systems, formulating and issuing the "One Guideline + Three Management Measures."

> Sustainable Supply Chain "One Opinion and Three Measures"

Guidelines for Supply Chain Development

It requires promoting supplier ESG management and integrating key ESG indicators into the whole-process management of the supply chain.

Contractor and Supplier Resource Management Measures

It focuses on supplier ESG management, strictly identifying and controlling aspects such as quality, environmental protection, employee rights, and integrity in business operations at all stages of supplier management.

Contractor and Supplier Settlement Management Measures

It requires enterprises at all levels to complete settlements with supplier partners on time and in accordance with agreements, streamline management processes, and fully protect the rights and interests of both parties.

Contractor and Supplier Internal Complaint Management Measures

It requires enterprises at all levels to treat suppliers fairly and impartially, help them solve difficulties, and respond to internal complaints from suppliers promptly and efficiently.



Scan the QR code to view the CSCEC Contractor and Supplier Code of Conduct.



Strategy

In 2025, CSCEC conducted special research, collecting suggestions and opinions from over 7,000 suppliers, analyzing and assessing the current state of sustainable supply chain development, and systematically planning the supply chain management strategy.

Strategic Objectives

We will fully implement the decisions and arrangements of the Party Central Committee on the optimization and upgrading of industrial and supply chains, adhere to customer-centricity, and focus on value co-creation and shared benefits. Taking "One Transformation and Three Upgrades" as the strategic goal, we will build a new supply chain ecosystem featuring "partnership-based relations, collaborative operation, and industrial integration". We will build the supply chain into one of the core competitiveness for high-quality development, provide solid support for developing a world-class benchmark enterprise, empower the integrated development of upstream and downstream industrial chains, and facilitate the transformation, upgrading, and high-quality development of the construction industry.

Strategic Path

We focus on the development directions of "lean, collaborative, international, intelligent, and green", and uphold the "Five Persists" principles. By adopting modern information technologies and organizational models, we efficiently integrate resources, deepen collaborative cooperation, and build a modern supply chain featuring "specialized categories, regional sharing, and product line integration," to achieve integrated development and win-win cooperation with high-quality large, medium, and small suppliers.

> CSCEC Supply Chain Strategic Objectives and Working Principles

One Transformation

Achieve the transformation from traditional procurement to modern supply chain management

Three Upgrades

Comprehensively achieve the upgrade of the contractor and supplier cooperation ecosystem, the supply chain collaboration ecosystem, and the industrial chain integration ecosystem

Persist in innovation-driven development

Persist in collaborative sharing

Persist in green development

Persist in contract integrity and creditworthiness

Persist in integrity and compliance

Impact, Risk and Opportunity Management

CSCEC continuously improves its impact, risk, and opportunity management mechanism. We embed risk identification, assessment, response, and monitoring into the entire supply chain management process, and strengthen systematic control over key risks including market fluctuations, performance compliance, quality, and safety. Through forward-looking analysis and dynamic response, we have achieved substantive breakthroughs in building a systematic, digital, and ecological supply chain system, which has markedly enhanced supply chain resilience and value creation capacity.

credibility, standardized operation, and green certification credentials. In access evaluation, we systematically assess their technical capability, employee welfare protection, and environmental management performance, so as to consolidate the foundation of supply chain compliance and sustainable development from the source.

The Company explicitly incorporates environmental factors into the supplier access evaluation and cooperation assessment indicator system within its specialized supplier management regulations. In 2025, we issued the *Notice on Strengthening ESG Management of Contractors and Suppliers*, and introduced the *ESG Evaluation Indicators for Contractors and Suppliers (2025 Edition)*, requiring further enhancement of ESG evaluations for suppliers.

Supply Chain Full Lifecycle Management

CSCEC revised and issued management systems such as the *Contractor and Supplier Resource Management Measures* and *Contractor and Supplier Safety Management Measures*, continuously improving the supplier management mechanism. By improving the institutional system and standardizing workflows, we enhance full lifecycle management for suppliers and implement hierarchical and categorized control covering source access, in-process evaluation, and result application.

• Evaluation and Access

CSCEC strictly enforces supplier evaluation and access criteria, and establishes a transparent supplier assessment process via the yzw.cn platform. We set qualification thresholds for quality, safety, and other dimensions, and give priority to partners with sound

Key Performance
In 2025

Implemented green procurement

over **2,800** times

New suppliers admitted in accordance with the contractor and supplier code of conduct accounted for **23%** of the total

> Number of CSCEC Suppliers

Unit: Company(s)

Region	2023	2024	2025
Northeast China	4,001	4,007	3,106
North China	16,147	16,372	13,773
East China	40,452	42,187	36,704
Central China	17,243	17,729	16,179
South China	13,808	14,747	13,738
Southwest China	12,952	13,603	11,844
Northwest China	8,222	8,757	7,480
Total	112,825	117,402	102,824

• Classification and Evaluation

CSCEC implements classified and tiered management of suppliers based on their qualification types and professional characteristics, covering categories such as material supply, equipment supply, specialized subcontracting, labor subcontracting (construction labor), and professional services. We have built a continuous evaluation system spanning access qualification, contract performance, and operational performance. We conduct supplier due diligence and fully integrate ESG requirements into the regular supplier evaluation indicator system. Core evaluation indicators cover basic business operation, supply quality, performance safety, construction environmental protection, green production, integrity management, and migrant worker rights protection. Meanwhile, we set up a dedicated ESG evaluation module for suppliers and promoted the application of the *ESG Evaluation Indicators for Contractors and Suppliers (2025*

Edition). In accordance with the Contractor and *Supplier Resource Management Measures*, we implement a comprehensive and dynamic evaluation mechanism and carry out hierarchical management and supplier selection on a monthly, quarterly, and annual basis. All subsidiaries at each tier select key suppliers annually to continuously optimize the supplier structure and cooperation quality.

In 2025, CSCEC promoted the comprehensive establishment of specialized supply chain departments in all second- and third-tier subsidiaries, continuously improving the management system. We have continuously strengthened the stability and resilience of the supply chain, with 102,824 primary suppliers, 100% of which passed on-site inspections, and 100% of important suppliers undergoing annual evaluations. A total of 692 outstanding contractors and suppliers were selected for the 2024–2025 cycle.

> Supplier Evaluation Methods

Online Evaluation and Assessment

We adopt a real-time evaluation mechanism of "one order, one assessment" via the supply chain platform, with evaluation conducted upon each delivery and settlement. We organize at least one comprehensive annual evaluation for all cooperating suppliers throughout the year, conducting all-round assessments on their ESG performance fulfillment.

Offline Tracking Management

Pre-procurement: We conduct on-site inspections prior to procurement, and specify quality disposal plans and penalty mechanisms in procurement contracts.
In-progress: On-site goods acceptance is jointly completed by the construction unit, supervision unit, and contractor. Any unqualified materials will be removed immediately, with timely assessment records filed.
Post-completion: We prioritize contract performance assessment in regular and dynamic supplier evaluations, and strengthen the application of evaluation results.

• Penalties and Exit

CSCEC has established a standardized supplier penalty and exit mechanism, adopting hierarchical regulation and closed-loop disposal for supplier irregularities to effectively mitigate supply chain-related ESG risks. The *Contractor and Supplier Resource Management Measures*

clarify the identification and disposal requirements for supplier misconduct. We also formulated supporting documents including the *Prohibition Handling Standards for Contractors and Suppliers with Misconduct* and the *Prohibition Handling Process for Contractors and Suppliers with Misconduct*. The prohibition standards cover

safety, quality, environment, integrity, and performance processes, totaling 24 items, applicable to all suppliers of the Company. For suppliers whose performance fails to meet standards, we adopt measures such as restricting transaction cooperation, revoking centralized procurement qualifications, and initiating exit procedures in compliance with regulations. This practice drives the continuous optimization of the supplier pool and safeguards the compliance and stable operation of the supply chain.

• Communication and Empowerment

CSCEC further improves the regular communication mechanism with suppliers, and requires subsidiaries to regularly host supplier conferences, open house events, award ceremonies, and supply-demand matchmaking meetings to build diversified communication platforms. We have also set up open complaint channels and formulated a closed-loop handling mechanism for supplier appeals. We respond to and resolve supplier concerns in a timely manner regarding integrity cooperation, contract performance, settlement and payment, work safety, environmental protection, and account receivable management, so as to fully protect the legitimate rights and interests of both parties. In addition, we organize systematic empowerment

training for suppliers to boost the overall capacity of partners in institutional management, professional expertise, and compliance awareness.

In 2025, CSCEC accelerated the development of the overseas supply chain system and issued the *Overseas Supply Chain Enhancement Plan*. We supported 172 high-quality domestic contractors and suppliers to expand overseas markets, and recruited over 1,000 local high-quality partners to join the centralized procurement platform, facilitating resource sharing and coordinated development among regional subsidiaries.

Supply Chain Risk Management

CSCEC fully strengthens supply chain risk assessment and response capabilities while improving the supporting supply chain risk assessment and early warning mechanism. The yzw.cn platform has built a price database and realized data interconnection with major material price platforms, adopting big data algorithms to issue real-time early warnings on price risks. We have established "headquarters-to-headquarters" cooperation with leading industry suppliers to guarantee the stable supply and reserve of key materials.

> Supplier Risk Response Mechanism

Contract Management

We set forth clear supply guarantee clauses in material and equipment contracts, designate dedicated contacts for both parties, specify performance bonds within the legal scope, and agree on priority supply terms. For subcontracting contracts, we explicitly define construction schedules and the number of on-site management personnel to fully secure contract performance.

Fund Management

All subsidiaries enforce rigorous fund management, make settlement-based payments on a monthly basis in strict compliance with contractual terms, and arrange payment schedules according to the importance of production resources and the actual performance of suppliers.

Plan Management

Project departments formulate procurement plans rationally, while the headquarters conducts overall coordination at the enterprise level. This avoids risks in cost control and project progress caused by improper procurement planning.

Logistics Management

We have launched an online logistics dispatching platform to enable real-time logistics information updates. For core categories such as concrete, we strictly monitor goods dispatching and transportation via the online platform.

Deep Collaboration

For key materials, including rebar, steel products, and core equipment (e.g., wind turbine flanges), we connect with the ERP systems of suppliers to share inventory reserves and production schedules, so as to secure stable material supply.

Specific Risks

When operating within China, we attach high importance to industry-specific risks. For instance, the steel industry where rebar belongs is capital-intensive, requiring suppliers to fully meet stringent requirements on supply stability and capital adequacy. When conducting overseas businesses, we also focus on country-specific risks, including supply chain volatility triggered by regional conflicts, and legal and regulatory risks unique to host countries.

Supply Chain ESG Management

CSCEC integrates ESG philosophies into all phases of supply chain management and advances the development of a sustainable supply chain. The Leading Group on Supply Chain Management provides overall guidance, the Project Performance Management Department takes the lead in implementation, and supply chain teams of all subsidiaries participate in relevant work. In 2025, we compiled and publicly issued the *Contractor and Supplier Code of Conduct (2025 Edition)*, which defines management criteria for contractors and suppliers covering employee and construction worker rights protection, environmental protection, quality assurance, workplace safety assurance, and business ethics. All newly admitted suppliers must comply with the provisions set forth in the *Contractor and Supplier Code of Conduct (2025 Edition)*, and non-compliant parties are not eligible for cooperation.

CSCEC has formulated a blacklist management system for suppliers with irregular conduct. For parties with substandard product quality, safety accidents, dishonest contract performance, information falsification, corruption, and other non-compliant behaviors, we will impose disciplinary measures such as marking irregular records and suspending business cooperation for a specified period. Meanwhile, the *Contractor and Supplier Resource Management Measures* clarify regulatory measures for improper conduct of contractors and suppliers, requiring objective, scientific, and impartial disposal to forestall ESG risks in the supply chain. During the reporting period, we released the *ESG Evaluation Indicators for Contractors and Suppliers (2025 Edition)* for widespread application as the benchmark for ESG evaluation, and required all subsidiaries to conduct ESG risk assessments on suppliers.

> Supply Chain ESG Management Initiatives



Environment

- We incorporate "dual carbon" indicators into procurement requirements based on application scenarios and bidding types during the procurement process.
- We verify relevant credentials and conduct on-site inspections on cooperating suppliers in terms of low-carbon certification, green factory construction progress, and resource and energy conservation management performance.
- We issue joint initiatives of "green development, environmental protection, and low-carbon transition" through supply-demand meetings and business connection activities, deepen cooperation with eco-friendly enterprises, and promote the application of green products.



Social

- We formulated the *Centralized Procurement Management Measures for Labor and Professional Subcontracting and the Labor Management Manual*, and incorporated labor management, occupational safety, and health into the supplier selection and evaluation system. We require labor contractors and suppliers to establish sound wage payment systems for migrant workers. All subsidiaries set up special accounts for migrant workers in accordance with national regulations, and fully implement the practice of general contractors disbursing migrant workers' wages on their behalf.
- We adopt tiered procurement standards, build technology sharing platforms, and implement flexible payment cycle policies to treat small and medium-sized enterprises fairly. We ensure equal development opportunities for small and medium-sized enterprises in the supply chain and prevent resource monopoly.



Governance

- We regard the "Project Integrity Agreement" as a mandatory annex to all contracts to ensure efficient and integrity-driven performance of project contracts.
- We include suppliers involved in data falsification, bribery, bid rigging, as well as those exposed for illegal operations or production of substandard goods by national and local competent authorities, in the irregular conduct list and remove them from the cooperation roster.
- We strengthen the development of compliance and anti-corruption systems, and set up the Risk Prevention and Early Warning Center on yzw.cn. By promoting contract transparency and digital reporting mechanisms, we embed business ethics standards into the full workflow of procurement, construction, and delivery, and build a traceable, integrity-oriented supply chain ecosystem.

Key Performance In 2025
Number of suppliers registered in the green business mall:

10,028

Note: The scope covers suppliers that have signed sustainable development agreements, hold low-carbon product labels, obtained certification for quality, environmental, occupational safety, and health management systems, and are qualified for green factory and green product certification.

Green Supply Chain Development

CSCEC vigorously advances the development of a green supply chain. We recorded an annual green cooperation value of RMB 196.5 billion, added 664 new green contractors and suppliers, with a cumulative total of 10,028 entities included in the resource database. Our green supply chain initiative was selected as one of the Top Ten Cases of Green and Low-Carbon Supply Chain Development among central SOEs by the SASAC, and was released at the COP30 United Nations Climate Change Conference.

We have incorporated the procurement proportion of green and low-carbon building materials into the supply chain performance accountability documents for subsidiaries, requiring year-on-year growth in such procurement ratio.

We prioritize the implementation of this requirement in the regional joint procurement of China State Construction Engineering Corporation Limited, where 100% of green suppliers are included in evaluation and incentive mechanisms.

Equal Treatment of Small and Medium-sized Enterprises

CSCEC earnestly safeguards the legitimate rights and interests of small and medium-sized enterprises (SMEs), and fully implements the mechanism for clearing outstanding payments. We conduct regular proactive communication and coordination with cooperative suppliers to resolve partnership disputes in a timely manner, keeping the overall complaint volume below the average level of central construction SOEs.

Key Performance In 2025

Amount of overdue payments to small and medium-sized enterprises:

RMB 0

Supply Chain Digitalization Development

CSCEC continues to promote the digital transformation of the supply chain. Relying on a unified information platform and data middle platform, we connect core links including procurement, performance settlement, and payment, and realize online business operation, data visualization, and refined management.

Case → Digital Supply Chain Platform on yzw.cn

Adopting the model of "online transparent centralized procurement + offline regional joint procurement", the digital supply chain platform on yzw.cn provides one-stop intelligent information services covering the full workflow of procurement and supply chain. It covers core modules such as procurement planning, bidding and tendering, contract management, order performance, settlement, and payment. Open to the whole industry, the platform delivers professional supply chain information services to help enterprises optimize procurement procedures and reduce operating costs. It currently supports high-quality construction resources and services sourced from China



for more than 28 countries and regions worldwide, with the number of registered suppliers exceeding 1 million.

> China State Construction Engineering Corporation (Middle East) (L.L.C) Wins UAE Taqdeer Award



Employee Rights and Development

CSCEC adheres to a people-oriented approach, follows the fundamental human resource management philosophy of "retaining talent through career opportunities, emotional bonds, and competitive compensation" and "focusing on the individual", and fully leverages the leading role of the Talent Work Leading Group. We continuously improve the system for safeguarding employee rights and development, coordinate the advancement of talent cultivation, career development, incentive guarantees, and care services, and build a human resource management system covering the entire cycle of recruitment, training, promotion, compensation and benefits, and employee care. This strengthens employees' sense of belonging and participation, maximizes talent value, and provides solid support for the Company's high-quality development.

Protection of Labor Rights and Interests

CSCEC safeguards the lawful rights and interests of workers, actively builds training bases for industrial workers, boosts stable employment of laborers, organizes diversified care and support activities for workers, and contributes to the harmonious and stable development of society.

• Labor Management in Domestic Projects

CSCEC issued the Labor Management Manual and the Supervision and Management Measures for Migrant Worker Wage Payments by Contractors, continuously standardizing labor employment and wage payment management to effectively protect the lawful rights and interests of frontline workers. Building on this, we focus on the development of industrial worker teams, refine

mechanisms for worker training, utilization, evaluation, and incentives, and leverage digital platforms to enhance support for human resources, skill training, and service guarantees. We also systematically promote the cultivation of technical and skilled talents as well as new-type construction craftsmen, facilitate the transformation and upgrading of traditional construction labor into modern construction industrial workers, and drive the high-quality development of the construction industry.

• Labor Management in Overseas Projects

CSCEC attaches great importance to labor management in overseas projects and actively builds a comprehensive, multi-level system for protecting workers' rights and interests and enhancing their capabilities.

Indicators and Targets



In 2025

Supply chain stability was steadily enhanced, with the number of contractors and suppliers with stable cooperation for more than three years reaching **32,000**, a year-on-year increase of **6%**. Their cooperation share rose by

8% further consolidating the stability of cooperation for core resources.

Centralized procurement was steadily advanced, with the total annual centralized procurement volume reaching RMB **475.4** billion and the centralized procurement rate hitting **34.2%**, representing a year-on-year increase of

4.7%

Green suppliers accounted for **26%** of transactions in regional joint procurement. We added **664** new green contractors and suppliers, bringing the cumulative number in the database to **10,028**, with the total green cooperation value reaching

RMB **196.5** billion

Employee Management

CSCEC upholds the principles of equality and inclusiveness in employee hiring, and strictly complies with laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*. We have formulated the Open Recruitment Guidelines, recruiting employees fairly and transparently through diversified channels, and signing labor contracts with employees. In key stages such as recruitment and employment, we treat employees from different regions, genders, and ages fairly, and conduct employee background checks in accordance with the law to ensure no child labor or forced labor occurs. During the reporting period, the Company had no incidents of employee discrimination,

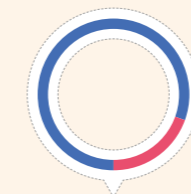
use of child labor, or forced labor.

CSCEC adheres to fulfilling its social responsibility as a central SOE, having established online campus and social recruitment platforms to provide 24/7 recruitment services for global applicants. We take the lead in organizing specialized job fairs at key universities, and our subsidiaries carry out recruitment activities targeting domestic and international universities, covering candidates from different regions, ethnicities, and cultural backgrounds. In 2025, we intensified talent recruitment efforts, visited 53 key universities nationwide for school-enterprise cooperation, held the 2025 Campus Recruitment Conference, and recruited more than 12,000 university graduates.

> Employee Structure

Unit: Person(s)

- Total male employees **298,108**
- Total female employees **72,164**



Workforce distribution by gender

Total employees
370,272



Workforce distribution by age

- Total employees above 50 **31,334**
- Total employees aged 30-50 **215,963**
- Total employees under 30 **122,975**

Employee Rights

CSCEC continuously improves the compensation, benefits, and career development systems, strengthens employee communication and participation mechanisms, focuses on responding to and caring for the diverse needs of employees, promotes the construction of an inclusive, fair, and harmonious work environment, and enhances employee well-being and job satisfaction.

Compensation and Benefits

CSCEC continuously optimizes the compensation and benefits system, improves medium- and long-term incentive mechanisms, and builds a harmonious, stable labor relationship and a pattern of common development.

> CSCEC Compensation and Benefits System

Compensation and Benefits System	Specific Content
Compensation Mechanism	We establish a sound compensation distribution mechanism, uphold the principle of fair distribution, and adhere to distribution according to work as the mainstay. The compensation structure generally includes basic salary, performance-based pay, allowances, subsidies, and medium-to-long-term incentives. We implement comprehensive performance appraisal for all employees and fulfill the payment of compensation according to the appraisal results. The compensation distribution is tilted toward high-performing employees, core and key talents such as technological innovation talents, frontline positions, and highly-skilled personnel. In accordance with the wage payment management requirements of different regions, we orderly ensure the payment of employees' wages.
Benefits System	We fully pay the basic social insurance to safeguard employees' basic rights and interests such as rest and leave. We actively promote the enterprise annuity policy, encourage all affiliated enterprises to establish supplementary medical policies in light of their actual situations, and optimize the employee welfare and security system. We focus on the treatment and security of groups such as newly recruited college graduates, employees in difficulty, and retired employees.
Mid-to-Long-Term Incentive Mechanism	Through diversified mid-to-long-term incentives, including equity incentives for listed companies and profit-sharing schemes for tech-focused enterprises, we have established a comprehensive "co-building, co-creation, shared rewards, and shared responsibility" incentive mechanism. This system sustains motivation among core talent, driving proactive engagement, ownership, and innovation. To date, these programs have rewarded over 8,000 employees.

Democratic Communication

CSCEC safeguards employees' democratic rights through institutionalized participation mechanisms. The Company has issued the *Guidelines on Enhancing Workers' Congress Operations* to standardize these practices across all subsidiaries, achieving 100%

> Democratic Management Practices and Measures

Strengthen Organizational System Development

We have strengthened the standardized development of trade union organizations, established a separate Trade Union Work Department, completed special audits of trade union funds, and promoted the "three full coverages" of trade union organizations, funds, and audit supervision. We have formulated and issued the *Detailed Rules for the Implementation of Enterprise Democratic Management*, regularly convened Workers' Congresses, elected employee directors, and deliberated on major proposals.

coverage of collective bargaining agreements and labor contracts. We have also established and improved employee grievance channels through departments such as labor unions and complaint offices, opening up channels for employees to voice their demands.

Unblock Opinion Communication Channels

We have carried out tasks such as soliciting proposals from employee representatives and operating a "Direct Express for Appeals," collected proposals, and provided point-to-point responses. We have established the "CSCEC Trade Union Code Express" platform to unblock channels for employee opinions and appeals, resolving urgent, difficult, and concerning issues for employees. Leveraging the role of employee directors, we have participated in deliberating major matters concerning enterprise reform and development and the vital interests of employees.

Employee Care

CSCEC continuously improves the employee-centered care service system. In 2025, we established the headquarters employee choir, among other initiatives, to enrich employees' leisure life. We also established

special safeguard mechanisms for groups such as female employees, frontline employees, retired employees, and employees with disabilities, enhancing their sense of happiness and belonging.

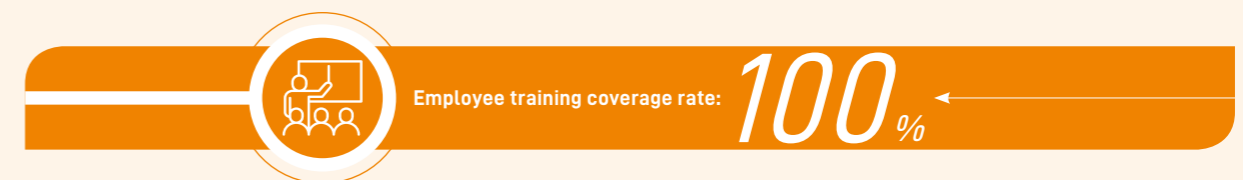
> CSCEC Employee Care Initiatives

Employee Care	Specific Content
Female Employees	We have developed a dedicated training and education system for female employees, and integrated their development into the Company's overall training strategy while expanding training opportunities for them. To support their career growth, we have optimized advancement paths for women and actively work to increase female representation in the Company's talent pool. We provide tailored initiatives such as International Women's Day (March 8th) celebrations, breast and cervical cancer screenings, and comprehensive support in legal, educational, health, and wellness matters.
Young Employees	CSCEC has organized and launched the "Witness the Future, Escort the Youth" initiative, focusing on key priorities of youth work and difficulties in youth development. We conduct in-depth research on youth development status, compile corresponding research reports, and strive to build enterprises and projects friendly to youth development.
Frontline Employees	For frontline employees stationed in remote and challenging locations such as overseas postings and high-altitude regions, we provide key support measures including allowances, paid leave, and regular health checkups.
Retired Employees	We offer pre-retirement policy briefings and benefits guidance to enhance retiring employees' satisfaction and sense of belonging. In 2025, CSCEC held a total of 1,243 centralized study sessions and symposiums, distributed 18,000 copies of learning materials, and paid festive visits and condolences to retired staff for over 6,200 person-times. We implemented benefit policies for more than 140 retired veteran cadres, arranged physical examinations and health guidance services, updated the directory of health and elderly care institutions, and signed co-construction agreements with relevant bodies. The Company advanced the renovation of veteran cadre activity centers, launched online health science popularization activities, and issued timely safety warning notifications, delivering a full range of considerate elderly care services. In 2025, the Company was awarded the honorary title of "Outstanding Unit for Government-Enterprise Cooperation" in the socialized management of retired personnel by Beijing authorities.
Employees with Disabilities	We actively fulfill social responsibility, continuously creating diversified employment positions and opportunities for persons with disabilities.

Employee Growth

CSCEC firmly upholds the philosophy that "talent is the primary resource", adheres to respecting labor, knowledge, talent, and creativity, and further advances the strategy of strengthening the enterprise through talent. We continuously optimize the talent training system, consolidate talent echelons, and foster a sound talent development ecosystem. In 2025, we fully implemented

the 14th Five-Year Talent Special Plan and deeply integrated talent development standards and construction demands into the 15th Five-Year Development Plan of the Company. A "wild goose formation pattern" talent structure has basically taken shape, featuring strong executive leadership, solid mid-level support, and a deep foundation of skilled professionals.



• **Highlighting "Political Competence" and Strengthening Political Training**

CSCEC launched its 2025 Spring and Autumn Advanced Training Courses for Leading Personnel, covering theoretical consolidation, Party spirit cultivation, competency improvement, and other training modules. The courses help cultivate a cohort of versatile talents with expertise in operations, management, professional business, and innovation. We organized model training programs for Party and mass work systems, divided into two tiers: the Foundation Class and the Leadership Class. Tiered targeted teaching addresses the homogenization of traditional training and greatly improves the political literacy and professional competence of Party and mass work cadres. The annual "Young Marxists Training Project" model training session was held, gathering outstanding young technical backbones and representatives from various fields. Centering on the fundamental mission of cultivating young Marxists, we established a four-module curriculum system. It supports participants to grow comprehensively in four dimensions: self-management, team motivation, delivering solid performance, and strengthening organizational development.

• **Focusing on Primary Responsibilities and Enhancing Job Competency Training**

We held four sessions of the CSCEC Knowledge lectures open to all employees, inviting corporate leaders, industry experts, and distinguished scholars to deliver keynote lectures. The initiative aims to enhance employees' comprehensive competency and stimulate innovation vitality. Special training on discipline and regulatory education as well as continuing education for key project positions was launched. Targeting five core roles including project manager, production manager, chief engineer, commercial manager, and quality director, the training innovatively integrates disciplinary compliance education with professional capacity building, providing solid support for the professional development of project management teams. The first CSCEC Urban Operation Talent Training Camp was launched. Adopting the training model of "expert lectures, case studies, and site visits" and arranged in five progressive phases, the camp systematically delivers professional knowledge across urban operation sectors, providing intellectual support for business expansion. We also launched the International Training Program on Green and Low-Carbon Buildings. Outstanding professional and technical personnel were dispatched to Singapore to study advanced practices in green building, energy-saving technology, new energy planning, low-carbon management, and other related fields.

Talent Succession Planning

Firmly holding the view that talent is the primary resource, CSCEC comprehensively promotes the cultivation of leaders, tech talent, advanced talent, young talent, international talent, and new business talent. This talent matrix continuously consolidates the talent foundation and enriches the accumulation of different types of talent.

• **Leaders**

We conduct special research on outstanding young leadership personnel and build a talent evaluation and identification system featuring vertical connection and collaborative coordination across all organizational levels.

• **Tech Talent**

The Company clarifies classification criteria for tech talent and R&D talent, and conducts an inventory of such talent by tier and category. We organize professional reviews for chief experts and specialists in the scientific research and development track, selecting a cohort of qualified R&D professionals. Focusing on cutting-edge fields such as artificial intelligence and new materials, we continuously advance the special program for training engineering masters and doctors, hold enterprise mentor training courses for engineering postgraduates, and recommend in-house technical backbones to pursue on-the-job engineering doctoral degrees.

• **Advanced Talent**

We focus on top-level design, system development, talent training, and introduction for high-end talent teams, and optimize the expert review mechanism. In 2025, we recruited 5 new chief masters and chief experts, as well as 22 masters and experts, steadily expanding the reserve pool for academicians and national engineering survey and design master candidates.

• **Young Talent**

We implement the guiding opinions on the growth and career development of young employees, and host the inaugural Youth Innovation and Entrepreneurship Competition to build a display platform for young talent. The competition attracted more than 3,000 young employees across the Group, collecting 680 innovation and entrepreneurship project achievements. A total of 5 Gold Awards, 9 Silver Awards, 10 Excellence Awards, 3 Technical Potential Awards, and 3 Financing Potential Awards were selected, fully stimulating young employees' enthusiasm for innovation and creation.

• **International Talent**

We have established a global overseas talent pool, formulated evaluation criteria for overseas experts in design management, construction technology

management, and other fields, and selected 3 overseas experts. The Company improves overseas compensation incentive policies and strengthens the protection of salary and welfare benefits for overseas stationed staff.

• **New Business Talent**

Closely following the Company's new business layout, we have built urban operation expert talent pools covering three major sectors: commercial asset operation, property services, and integrated energy management. In 2025, the Company recruited over 2,000 graduates specializing in new business fields, including intelligent construction, "dual carbon" strategy and new energy, new materials, as well as urban renewal and operation.

Career Progression

CSCEC attaches great importance to the professional development of talent teams, and steadily strengthens the development of a comprehensive job rank system covering all business lines and management levels. We regularly organize expert reviews for tracks including CSCEC masters, scientific and technological research, and development, to set role models for the industry and the enterprise. The Company has formulated professional qualification requirements for project managers and safety supervision management personnel, issued guiding opinions on the implementation of job rank management for such roles, and guided subsidiaries to complete standardized rank placement. This makes career development pathways unimpeded and supports the sustainable growth of employees.

CSCEC keeps improving the talent evaluation mechanism and fosters a talent evaluation system oriented toward innovation capability, quality, practical performance, and contribution. We arrange professional title evaluations for disciplines such as engineering, economics, accounting, and political and ideological work, enabling the full recognition of talent value.

CSCEC advances the training of highly skilled personnel in an orderly manner, taking the lead in drafting two national occupational standards for electrical equipment installers and parking administrators. Outstanding employees are selected to participate in national, provincial, and municipal skills competitions, building a sound environment and platform for the cultivation and growth of skilled talents. Two employees have been awarded the title of "Great Nation Craftsman," three won honors in national skills competitions, and four were selected as candidates for the 2025 Central SOE Craftsman Training Program.

Case → **Training and Certification for Primary Responsible Persons of Fourth-Tier Enterprises**

In 2025, CSCEC launched the first training and certification program for primary responsible persons of fourth-tier enterprises. The headquarters coordinated overall arrangements and delivered model training sessions, while subsidiaries carried out extended localized training. The program covered more than 900 primary responsible persons at the fourth-tier level, achieving full coverage and consistent implementation across all levels. The training was arranged in three phases. In the first phase, the headquarters delivered a 5-day offline centralized model training session for selected representatives and developed a

set of benchmark brand courses. In the second phase, all subsidiaries organized extended training based on the benchmark courses, revised curricula in light of their actual business conditions, and arranged training for all in-house primary responsible persons of fourth-tier enterprises to achieve full coverage. In the third phase, certification assessments were conducted. The Company formulated written examination questions and defense rules, and adopted the combined assessment model of "written test + defense". It conducts an all-round evaluation of participants' theoretical knowledge and comprehensive capabilities, realizing whole-process standardized management of "training, assessment, and certification."

Key Performance
In 2025

The Company's expenditure on employee education and training reached

740 million RMB

With training participation totaling

2.3696 million person-times

Community Communication and Engagement

Adhering to a people-centered development philosophy, CSCEC actively integrates into the development of local communities. By improving regular communication mechanisms and continuously participating in community services, ecological co-construction, emergency rescue, and overseas responsibility fulfillment projects, the Company responds to community concerns and creates comprehensive value through joint contribution and sharing, promoting mutual reinforcement and synergistic progress between enterprise development and community prosperity.

Rural Revitalization

CSCEC actively serves the national rural revitalization strategy, systematically leveraging its advantages in planning, construction, and industrial synergy. We deepen the multi-dimensional approach of "industrial assistance, employment generation, consumption support, and capacity enhancement," synergistically integrate industrial chain resources, continuously strengthen the endogenous development momentum of assisted areas, and help achieve sustainable, long-term rural revitalization.

Organizational Guarantee

CSCEC adheres to the principle of "top leader assuming overall responsibility," improves the four-tier linkage organizational leadership system involving the Group's Party Leadership Group, headquarters departments, secondary subsidiaries, and seconded cadres, promotes the implementation of *Measures for the Administration of Assisting Rural Revitalization Work*, and consolidates the four-tier linkage organizational leadership system consisting of the Party Leadership Group, headquarters departments, secondary subsidiaries, and seconded cadres.

Long-Term Mechanism

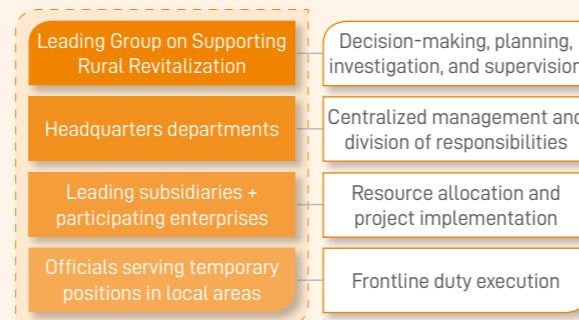
CSCEC focuses on the resource endowments of assisted areas, leverages the full industrial chain advantages of the construction sector, and strives to build a targeted assistance model with CSCEC characteristics. The Company formulates annual work guidelines and task lists, refines rural revitalization tasks and assigns them to 12 functional departments and 35 secondary

Key Performance In 2025

Total investment in rural revitalization reached RMB **140.1015** million, benefiting **644,102** people.

92 aid and support projects were implemented.
Received the highest-level evaluation in the designated assistance assessment for central government units for eight consecutive years.

> CSCEC's Four-Tier Leadership System for Rural Revitalization



subsidiaries, and advances all work in a project-based, itemized manner. We convene meetings of the Rural Revitalization Leading Group, with corporate principal leaders and leading officials in charge heading inspection teams to cover all assisted regions. Leaders from assisted areas have been invited to Beijing for exchanges on 7 occasions. The Company has organized 155 person-times of on-site investigations and held

14 coordination meetings to supervise and ensure the fulfillment of primary responsibilities for rural revitalization.

Revitalization Effectiveness

Centering around the five key pillars of rural revitalization, including industrial development,

talent cultivation, cultural development, ecological conservation, and organizational strengthening, CSCEC adopts a combined support model covering industry, employment, education, consumption, and Party building. We leverage our full industrial chain strengths to support assisted areas in building a livable, prosperous, pleasant, and harmonious countryside.

> CSCEC's Five Major Initiatives for Rural Revitalization

Implementing Characteristic Industry Support Initiative	We have upgraded tourism infrastructure and participated in special initiatives, including the three-year production-doubling plan for Kangle shiitake mushrooms and the ten-thousand-mu edible fungus cultivation project in Zhuoni County. We have also extended, supplemented, and strengthened industrial chains for characteristic sectors such as Chinese medicinal herb planting, mountain spring water production, and cultural tourism.
Implementing Consumption Support for Public Wellbeing Initiative	Leveraging dual e-commerce platform strengths, we successfully hosted the 27th China Agricultural Products Processing Industry Investment and Trade Fair. We also took part in the central SOE Agricultural Revitalization Week and the Joint Empowerment Campaign, with the annual procurement and promotional sales of local agricultural and specialty products reaching RMB 58.5963 million.
Deepening Construction Industry Collaboration and Capacity Enhancement Initiative	Giving full play to labor service deployment advantages, we launched the "Spring Breeze Action" for employment assistance and built demonstration villages for labor export. A total of 2,715 people lifted out of poverty were recruited and arranged for stable employment through labor transfer.
Advancing Education and Training Initiative for Aspiration and Capability Empowerment	We have run the Tsinghua University Training Demonstration Class for three consecutive years and built remote teaching stations. Online and offline training has been provided to 4,791 grassroots cadres, wealth creation leaders, and professional skilled personnel, effectively stimulating the endogenous driving force for rural revitalization.
Launching Livable and Beautiful Rural Planning Empowerment Initiative	We participate in rural revitalization planning for assisted regions, strongly support village collective economic development, and advance the Changting Urban Comprehensive Stewardship Agreement. Extensive Party-building pairing and co-construction activities have been carried out, with concentrated efforts put into building rural revitalization demonstration sites.

> Donated to build the Zhagulu Homestay Project in Zhuoni County.



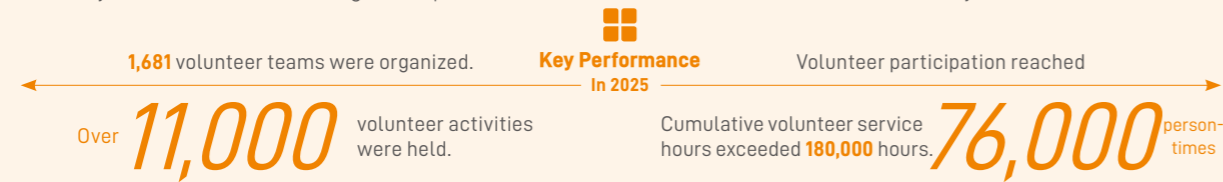
> Host the 27th China Agricultural Products Processing Industry Investment and Trade Fair.



Volunteer Activities

CSCEC continues to strengthen the development of its volunteer service system, integrating volunteerism into corporate governance and daily management. We improve mechanisms for overall coordination of volunteer projects, whole-process management, and incentive support, and encourage employees to participate in diverse volunteer activities based on their own posts, in nearby communities, and through multiple channels.

Focusing on key areas such as people's livelihood services, emergency support, ecological protection, and grassroots governance, the Company keeps building signature volunteer service brands including "Witness the Future" and "Light-Chasing Cottage." We advance the standardized, regularized, and branded development of volunteer services, and further leverage the social value of volunteer work undertaken by central SOEs.



Case → "100-Site Campaign" to Care for Left-Behind Children at Construction Sites

In May 2025, under the guidance of the All-China Women's Federation, the Ministry of Civil Affairs, the SASAC, and the All-China Federation of Trade Unions, CSCEC joined China Resources and seven other central SOEs in the construction sector to host the national "100-Site Campaign" for the Care and Protection of Left-Behind Children at Construction Sites and "For a Better Future Together" activity. The event was officially released as an annual social responsibility initiative of central SOEs, held in Kangle County of Gansu Province, a designated paired assistance county for central authorities. At 100 key construction project sites, professional lectures were delivered to construction workers' families, left-behind children, and migrant children, covering policies and regulations, family emotional communication, guardianship and self-protection, as well as mental health education. The Company also launched public welfare initiatives such

> National "100-Site Campaign" for the Care and Protection of Left-Behind Children at Construction Sites and "For a Better Future Together" Activity



as the "Caring Mothers" paired assistance program. It extends caring services to frontline construction sites and workers' families, provides emotional comfort and growth support for left-behind children, and fosters a child care service network with coordinated participation from the government, enterprises, and all sectors of society.

Honors

Three youth collectives were awarded the honor of National Four Top 100 Advanced Models for Volunteer Services in the Spirit of Lei Feng.



The "Light-Chasing Cottage" volunteer service project was included in Shanghai's practical projects for the people.

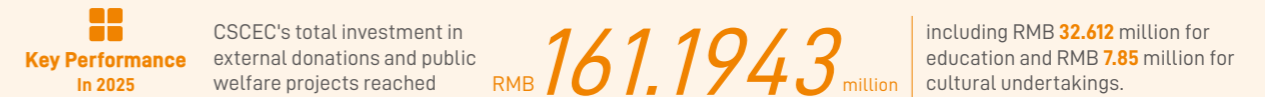
Community Participation

CSCEC has compiled and issued the *Management Measures for Outward Donations and the Cultural Integration Manual*, and also guided subsidiaries in key countries to formulate the *Manual for Cultural Integration Implementation*. We continue to deepen practices in

community participation and community investment, integrate external donation and cultural integration requirements into the full lifecycle management of projects, and encourage key projects to proactively conduct community communication and solicit public

opinions throughout the planning, construction, and operation stages. In light of local conditions, the Company systematically promotes community co-construction initiatives in fields including charity and public welfare,

education support, cultural exchange, ecological environmental protection, and employee health and safety, advancing coordinated development between corporate growth and community prosperity.



Community Needs Response

Adhering to the principle of Free, Prior, and Informed Consent (FPIC), CSCEC embeds community communication and participation into the whole process of project investment, design, construction, and operation. We incorporate community expectations and demands into investment decision-making and project value assessment, committing to building "quality residential complexes and good communities." The Company advances community co-construction and shared governance across the full project lifecycle. At the investment stage, we introduce community-friendly evaluation, prioritize social impact assessment and community intention surveys, identify community concerns through forums and interviews, and explore benefit-sharing mechanisms. At the design stage, we publicize project proposals and collect public opinions, establish resident participation mechanisms, and continuously optimize design details such as public spaces and age-friendly layouts. At the construction stage, we enhance information disclosure, regularly release construction progress as well as noise and dust mitigation measures, and set up efficient communication and response channels to minimize impacts on local residents. At the operation stage, we build diversified communication platforms, organize community activities, improve mechanisms for joint consultation and governance, and drive community participation in collaborative governance.

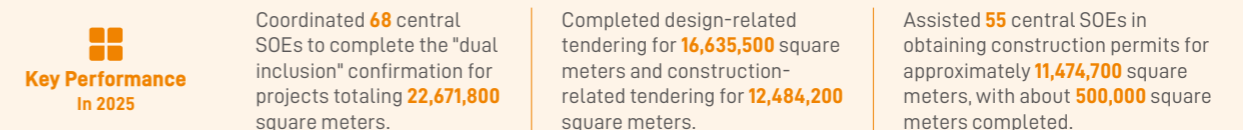
buildings, transportation hubs, large-scale residential communities, and other projects. Major public buildings and infrastructure projects, including Qingdao Jiaodong Airport, Xizang Museum, Chengdu Jiaozi Park, Airport Intelligent Manufacturing Innovation Center, and Shenzhen Innovation and Entrepreneurship Accessibility Service Center, have earned wide community recognition for their high-standard and systematic accessibility design.

Old Residential Area Renovation

CSCEC set up the CSCEC Urban Renewal Task Force (CSCEC Urban Operations) and assisted the SASAC and the Beijing Municipal Commission of Housing and Urban-Rural Development in improving the workflow and mechanism of the dual inclusion policy. We smoothed out the full-cycle implementation path and built a four-in-one support system covering management, products, technology, and innovation. At the management level, the Company issued 21 institutional norms covering market operation, finance, contract management, and other fields, established a full-cycle contract and legal management process, and built a production communication platform. At the product level, we formulated a standardized renewal system for old communities, released corresponding implementation manuals and product manuals, and promoted the application of standardized design documents. At the technological level, we developed a management platform with eight core modules, including the OA system, explored the application of innovative technologies such as 3D printing with construction waste, and strengthened professional technical support. At the innovation level, we explored a sustainable operation model featuring "embedded services + reasonable returns," advanced the standardized replication of practical achievements, and formed a full-chain business closed loop covering policy response, model innovation, and standard promotion. We also actively explored the integrated development of ESG concepts and old residential community renewal businesses.

Creating an Accessible Community Environment

With the goal of "all-age friendliness," CSCEC has innovatively developed a theoretical and technical system for barrier-free environments featuring the integration of "human, environment, and facility." We take the lead in researching and developing core technologies for anthropomorphic intelligent accessibility equipment. The Company actively incorporates the requirements of "accessibility and inclusive design" into design guidelines, covering the entire workflow of preliminary project planning, scheme review, and construction drawing examination. Such standards are widely applied in public



Case → **Modular Technology Solves the Dilemma of Transforming "Old Buildings" into "Quality Homes"**

Building 8 in Huapichang Hutong adopted Modular Integrated Construction (MiC) technology developed by COHL. The project completed in-situ demolition and reconstruction in merely three months, upgrading dilapidated old buildings into fully furnished "quality homes" that are safe, comfortable, eco-friendly, and smart. The project adopted digital design, prefabricated interior decoration, integrated thermal insulation, same-floor drainage, and other technologies, ensuring rapid, efficient construction with minimal disturbance to residents. Multiple measures, including building setback optimization, elevator installation, and age-friendly renovation, were implemented to greatly improve living quality. An innovative approval mechanism was adopted to safeguard residents' legitimate rights and interests, and BIM technology was applied to realize whole-process smart management. Selected into *Experience and Practices in Building "Quality Homes" (First Batch)* issued by the Ministry of Housing and Urban-Rural Development, the project has won multiple urban renewal honors. It blazes a replicable new path for high-density

urban renewal featuring high efficiency, environmental friendliness, and low disturbance, and sets an exemplary model for upgrading old residential communities and improving people's living standards.

"A 'quality home' is far more than steel and concrete. It warms people's hearts, holds the laughter of neighbors, and embodies the most genuine aspiration of ordinary people for a better life."

— A Resident of Building 8, Huapichang Hutong



Emergency Rescue and Disaster Relief

CSCEC has always regarded safeguarding people's lives and social stability as a crucial responsibility. In response to various sudden disasters, we act swiftly, coordinate resources, fully leverage our engineering construction and emergency support capabilities, and collaborate in carrying

out rescue and relief operations, emergency repairs of infrastructure, and post-disaster recovery efforts. We strive to build a strong line of defense for disaster prevention, mitigation, and relief, protecting the safety of people's lives and property, and assisting affected areas in quickly restoring normal production and living order.

Case → **Provided Emergency Flood Relief and Rescue Support in Yuzhong, Gansu**

In August 2025, Yuzhong County, Gansu Province, was hit by mountain torrent disasters. CSCEC promptly responded to the local government's call, mobilizing personnel and equipment to aid the disaster area. Multiple teams from China Construction Second Engineering Bureau, China Construction Third Engineering Bureau, China Construction Eighth Engineering Division, and CSCEC Xinjiang Construction & Engineering Group urgently cleared roads of silt, investigated safety hazards, repaired facilities, and assisted residents in cleaning their homes, ensuring smooth traffic and the transportation of relief supplies. All project departments coordinated in an orderly manner and

acted swiftly, delivering solid support for the restoration of normal production and daily life in the disaster area.



Overseas Responsibility Fulfillment

CSCEC deeply integrates ESG philosophy into the whole development process of overseas businesses, and regards it as an important driver of high-quality international development. In advancing high-quality Belt and Road cooperation, we uphold the principles of extensive consultation, joint contribution, and shared benefits. Guided by the high-standard, sustainable, and people-centered goals, we proactively align with the development needs of host countries and further advance practices in community engagement, green construction, and localized development.

> Comprehensive Overseas Responsibility Fulfillment Practices



> The Second China-Egypt Sustainable Building and Construction Forum



Case → **"Light Up the Highlands" Volunteer Initiative in Malaysia**

China State Construction Engineering (M) Sdn Bhd (CSCEC Malaysia) has continuously launched the "Light Up the Highlands" volunteer initiative. Working with local non-profit organizations, volunteers pay visits to remote indigenous villages in mountainous areas and install solar lighting facilities for regions with no electricity or weak power supply. In 2025, volunteers went deep into mountainous areas such as Perak State to improve nighttime lighting conditions, supporting children's learning and residents' daily life. Through face-to-face communication, targeted guidance, and long-term follow-up support, local living conditions have been remarkably improved, children's learning environments better guaranteed, and community participation and trust significantly enhanced. The initiative sets a replicable benchmark for the sustainable development of overseas projects and joint community development.



Governance

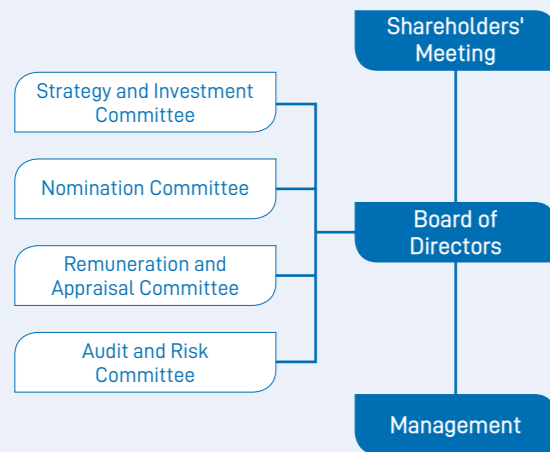
Compliance and
Stability
Witness a
Trustworthy
Future

CSCEC upholds the traditional Chinese virtues of honoring commitments and keeping promises, adhering to integrity concepts, rule awareness, and the spirit of contracts that align with the modern market economy and corporate governance. We continuously cultivate a deep culture of compliance and integrity. The Company consistently improves its governance system, focusing on building a scientific, rational, and efficient Board of Directors operation mechanism. We have established a sound compliance risk management system and enhanced the effectiveness of compliance risk control, thereby laying a solid foundation for the Company's sustained and stable operation. We always work hand in hand with business partners and all employees to jointly abide by business ethics, maintain a "zero tolerance" stance towards corruption and unfair competition, and collaborate to create a clean, fair, and healthy industry ecosystem.

Enhance Governance Effectiveness

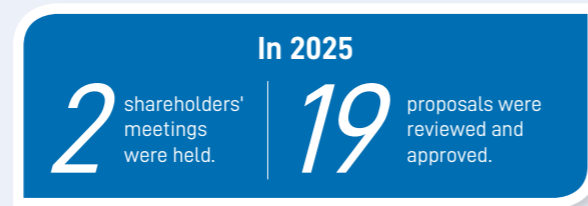
CSCEC continuously improves its corporate governance structure, establishing and improving a modern corporate governance mechanism with clear rights, responsibilities, and distinct roles. We promote the lawful performance of duties and coordinated operation of the shareholders' meeting, Board of Directors, and management, ensuring the standardized and efficient functioning of the corporate governance system.

Governance Structure



Shareholders' Meeting

The shareholders' meeting is the Company's authority, exercising powers such as determining the Company's business policies and investment plans, electing and replacing directors and supervisors who are not employee representatives, deciding on matters related to directors' remuneration, and approving the Board of Directors' amendments to the Company's articles of association.



Board of Directors

CSCEC fully leverages the Board of Directors' role in developing strategies, making decisions, and mitigating risks. With the goal of "building a Board of Directors that matches world-class enterprises," we strengthen the Board's top-level design, optimize its working mechanisms, and continuously enhance the Board's governance effectiveness.

Effectiveness

CSCEC continuously strengthens the construction of the Board of Directors, implements its authority, and promotes its standardized operation. We continuously enhance director performance development, systematically and

regularly assess director performance to promptly identify weaknesses in their duties and make targeted improvements, thereby constantly improving directors' decision-making effectiveness and governance level. During the year, directors were organized to participate in training covering ESG training, risk education training, *Key Points and Recommendations for Independent Directors of Listed Companies on Anti-Fraud Duties*, *Standardized Performance of Duties by Independent Directors*, etc. The attendance rate of the Company's directors at Board meetings was 100%. All independent directors serve as directors in no more than 4 other companies, ensuring they can fully perform their director duties.



Independence

CSCEC has established and improved the working system for independent directors by formulating the *Rules on the Work of Independent Directors*. The rules specify that more than one-third of the Board members be independent directors, including at least one accounting professional. Clear requirements have been established for the nomination, election, and replacement procedures of independent directors, their duties and circumstances for issuing independent opinions, and their training, ensuring the selection of independent directors under

the principles of integrity and fairness, and promoting the better realization of the Board's functions in developing strategies, making decisions, and mitigating risks.

The Company's *Articles of Association*, *Rules of Procedure for the Board of Directors*, and *Rules of Procedure for the General Manager's Office Meeting* clearly define the division of powers and responsibilities between the Chairman and the President, effectively separating their executive powers and responsibilities and improving corporate governance effectiveness.

> Measures to Ensure Board Independence



- A director shall not be a family member of an individual employed as an executive officer by the Company or any parent or subsidiary company.
- A director shall not be (nor be associated with a related company) an advisor or senior executive of the Company.
- A director shall not be associated with a significant customer or supplier of the Company.
- A director shall not have been a partner or employee of the Company's external auditor in the past year.
- Directors shall not have any conflict of interest as determined by the Board of Directors.



Diversity

CSCEC considers diversity factors such as gender, ethnicity, nationality, and cultural background when selecting Board candidates. In 2025, there was 1 female director on the Company's Board, accounting for 14.3%. The professional backgrounds of the Company's Board members cover engineering, real estate, economics, finance, business management, finance, strategic management, etc. They provide targeted professional opinions and suggestions during proposal deliberations, research discussions, and provide support for strategy implementation and major transaction decisions. Among

them, independent director Ma Wangjun holds the title of Senior Accountant, formerly served as Chief Accountant of COFCO Corporation Limited and Chief Accountant of China Travel Service (Holdings) Hong Kong Limited. He is a senior expert in accounting with profound accounting expertise and extensive experience in financial risk management and control, meeting the requirement that at least one independent director on the Audit and Risk Committee should be an accounting professional. In 2025, directors with finance or auditing backgrounds accounted for 28.6%, and directors with risk management backgrounds accounted for 14.3%.

Specialized Committees under the Board

The Board has established four committees: the Strategy and Investment Committee, the Nomination Committee, the Remuneration and Appraisal Committee, and the Audit and Risk Committee. The Company's *Articles of Association*, the rules of procedure for the Board of Directors, and the rules of procedure for each specialized committee clearly define

the scope of authority and responsibilities of the Board and its specialized committees, as well as the procedures for nomination, appointment, re-election, and removal. Each specialized committee performs its duties in accordance with the above-mentioned institutional rules, ensuring standardized and efficient decision-making procedures for the Company's major matters.

Compensation System

CSCEC has established a senior management compensation distribution mechanism that is closely linked to assessment and evaluation results and matches the risks and responsibilities undertaken. Compensation consists of a base salary and a performance-based salary, disclosed on the Company's official website. Statutory benefits such as social insurance and housing provident fund are paid for senior management as required by regulations. Independent directors receive work allowances based on their positions.

environmental management. The assessment results are linked to their performance-based salary levels. Simultaneously, the Company has established a compensation recovery and forfeiture mechanism to prevent senior management from obtaining improper gains and to protect the interests of all shareholders, including minority shareholders. For executives (including current, former, or retired executives) who are found to have violated laws and regulations or failed to properly fulfill their duties, resulting in losses to the Company's assets, the relevant executives shall have their current-year performance-based annual compensation reduced, or a clawback of part or all of the performance-based annual compensation and term incentive income already paid shall be recovered, and any unvested medium- and long-term incentive entitlements shall be cancelled.

CSCEC determines assessment results for senior management based on the completion of annual assessment targets according to their respective responsibilities. The assessment content includes ESG-related indicators such as safety, quality, and

Investor Relations

CSCEC has established a regular communication mechanism through performance briefings, roadshows, and the release of investor protection reports,

continuously improving the effectiveness of ESG communication. In 2025, the Company reached over 180,000 investors in relevant activities.

In 2025, It is proposed to distribute a cash dividend of RMB **2.718** per **10** shares (tax inclusive) to all shareholders. The total proposed cash distribution is approximately RMB **11.231** billion, accounting for **28.75%** of the net profit attributable to the parent company in the consolidated financial statements.

28.75%

"The Company's dividend plan is transparent and predictable, communication channels are smooth, and related inquiries can be responded to promptly. These effectively safeguard the investment return rights and interests of minority shareholders."

— A representative of minority shareholders

Related Party Transactions and Conflicts of Interest

To avoid and control conflicts of interest and related party transactions, CSCEC clearly stipulates in its *Articles of Association* that individuals holding

administrative positions other than director or supervisor in the controlling shareholder or actual controller entity shall not serve as senior management

of the Company unless exempted and approved by the China Securities Regulatory Commission. During Board decisions, interested directors must abstain from voting. Furthermore, the Company has specifically

formulated the *Regulations on the Management of Related Party Transactions*, clarifying the management process for related party transactions to ensure they are fair and compliant.

Information Disclosure

CSCEC fully complies with the new *Company Law of the People's Republic of China*, revising the *Management Regulations on Information Disclosure and Internal Reporting of Major Information* and the *Management Regulations on the Registration of Insiders with Access to Inside Information*, and formulating the *Measures for the Suspension and Exemption of Information Disclosure* to ensure the compliance and advancement of the information disclosure system. We strictly implement regulatory requirements, and adhere to the principles of "truthfulness, accuracy, completeness,

timeliness, and fairness." We completed the preparation and disclosure of 4 periodic reports and 122 interim announcements and online documents throughout the year, achieving "zero corrections, zero supplements, zero inquiries," ensuring the Company's information disclosure is lawful and compliant. As of the end of 2025, the Company had received the highest rating (Grade A) in the Shanghai Stock Exchange's information disclosure work evaluation for 8 consecutive years, and coordinated its two listed subsidiaries to maintain Grade A evaluations simultaneously.

Risk and Compliance Management

Governance

CSCEC has formulated institutional documents such as the *Rules of Procedure for the Risk and Compliance Management Committee*, *Risk Management Regulations*, *Compliance Management Regulations*, and *Work Plan for Look-Through Supervision*, constructing the "Three Lines of Defense" for risk management and compliance management, and establishing a look-through

supervision system covering all hierarchical levels, the full chain, the entire process, and all key elements. Through the headquarters' Risk and Compliance Management Committee and subsidiary enterprises' risk and compliance committees, the Company has comprehensively promoted the implementation and operation of the supervision system.

"Three Lines of Defense" for Risk Management		Department	"Three Lines of Defense" for Compliance Management		Department
The "First Line of Defense" for Risk Management	1	Business and functional departments	The "First Line of Defense" for Compliance Management	1	Business and functional departments
The "Second Line of Defense" for Risk Management	2	Legal department	The "Second Line of Defense" for Compliance Management	2	Legal department
The "Third Line of Defense" for Risk Management	3	Disciplinary inspection and supervisory organs, as well as departments responsible for audit, inspection and patrol, and supervision and accountability	The "Third Line of Defense" for Compliance Management	3	Disciplinary inspection and supervisory organs, as well as departments responsible for audit, inspection and patrol, and supervision and accountability

Strategy

CSCEC has incorporated risk management into its "1+6+6" strategic path, deepening the reform plan and the effectiveness evaluation of subsidiary enterprise Boards. We drive closed-loop rectification through a "one-to-one" feedback mechanism, strengthen execution through evaluation, and promote improvement through rectification, comprehensively advancing the strategic

penetration and systematic implementation of risk management requirements. The Board regularly listens to reports on risk management work, and continuously promotes the construction of the risk system and risk prevention and control in key areas, ensuring the effective implementation of risk management system requirements.

Impact, Risk and Opportunity Management

Strengthening Risk Management

CSCEC has integrated risk management processes into the Company's internal management, established and improved an effective risk assessment mechanism, and identified the "1+5" key risk areas for 2025 as safety/environmental/quality risks, cash flow risks, debt risks, operational efficiency risks, market competition risks, and major case risks. For identified risks, the Company

has formulated specific prevention and control plans and monitoring indicator systems. Using the Risk and Compliance Management Committee as a supervision and coordination platform, with the Company's General Manager serving as the committee chair, we deploy risk prevention and control work, promoting the "early identification, early warning, and early disposal" of risks.

> Risk Management Measures

Optimizing the risk assessment mechanism

We conduct major risk assessments, strengthen analysis and research on the economic environment, market conditions, industrial policies, etc., and identify the types of major operational risks with high annual probability of occurrence and significant impact. We adhere to safety, quality, and environmental protection as primary risks, improve the long-term prevention and control mechanism for "1+5" major operational risks, formulate specialized prevention and control plans, and clarify the overall objectives and specific measures for risk control.

Improving the risk monitoring mechanism

We regularly monitor the identified 6 categories of primary risks and 18 categories of secondary risks, establishing a monitoring and early warning indicator system for major operational risks. Risk trends are presented by category via the red, yellow, and green light classification system. We have formulated the *Work Plan and Implementation Rules* for look-through supervision, and issued 13 supervision lists covering business areas, encompassing 95 supervision items and 193 risk supervision thresholds. We have improved the risk monitoring indicator system and promptly issued warnings for indicators with significant changes or abnormal risk trends.

Enhancing risk resolution effectiveness

For major risk events arising in operational management, we optimize the control mechanism that combines regular updates and timely reporting of emergencies. Through convening risk resolution promotion meetings, implementing risk event response work plans, and other series of measures, we ensure effective handling of major operational risk events.

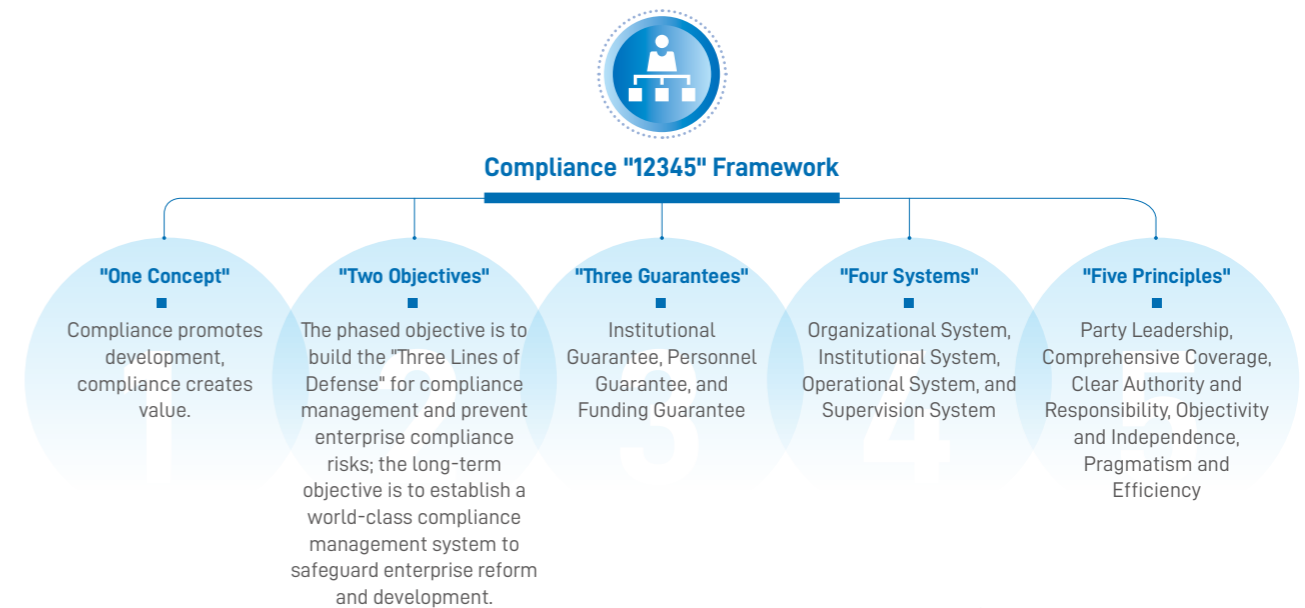
> CSCEC Risk Management Measures (Partial)

Risk Categories	Management Measures
Work Safety Risks	We have established a comprehensive work safety management system throughout the year, and issued country-specific safety management guidelines and standardized graphic atlases. We have carried out special campaigns such as "Striving for Zero," "Thunder Action," "Three Special Rectifications," and "Major Fire Risk Investigation and Rectification for High-Rise Buildings" in a solid manner. (For details, see the "Safe Production" section.)
Environmental Protection Risks	We have conducted special inspections and rectifications for ecological and environmental protection enhancement, and supervised subsidiary enterprises to orderly advance rectifications for identified risk projects. We have incorporated administrative penalties for environmental violations into the contract performance credit evaluation of subsidiary enterprises to prevent and resolve major ecological and environmental risks. (For details, see the feature "Low-Carbon and Environmental Friendly, Witness a Green Future")
Engineering Quality Risks	We have issued the <i>Annual Quality Work Priorities</i> , clarifying the bottom-line requirements of "Ten Strict Prohibitions and Six Musts." We have carried out special governance on focal issues for important projects, concealed works, overseas projects, etc., to ensure engineering quality risks are stably controlled.

Improving Compliance Management

CSCEC attaches great importance to compliance management and has formulated the *Compliance Management Regulations*. The Company has built a "1+1+N" compliance management system centered on the *Legal Compliance Review Management Measures*, with specialized compliance guidelines and compliance risk lists as key components. We have improved the compliance management structure featuring pre-review by the Party Leadership Group, decision-making and arrangement by the Board of Directors, leadership assumed by the Chief Compliance Officer, overall coordination led by the

legal department, division of labor and collaboration among business departments, and vertical linkage across subsidiary enterprises, continuously strengthening the compliance management system. Through conducting compliance reviews, enhancing subsidiary enterprise compliance, and promoting compliance in key areas, we have continually strengthened our compliance development, laying a solid foundation for the Company's high-quality development. Eleven subsidiaries, including CSCEC International and China Construction (South Pacific), have obtained ISO 37301 system certification.



Improving Compliance Review Standards

We have revised the *List of Review Standards for Major Violations* to safeguard the compliance baseline, and conducted legality and compliance reviews of rules and regulations, economic contracts, and major decisions.

Strengthening Compliance at Subsidiary Enterprises

We have conducted effectiveness evaluations of compliance management systems and completed 479 walk-through tests of business processes. For three consecutive years, we have carried out compliance evaluations and follow-up reviews on the rectification of existing problems, giving full play to the role of compliance evaluation in promoting rectification, improvement, and excellence through assessment.

Advancing Compliance in Key Areas

We have carried out project compliance special tasks, formulated special work plans, and promoted the implementation of compliance management requirements across all 12,000 ongoing projects of the Group. We have strengthened overseas compliance development and formulated 39 country-specific compliance guidelines. The CSCEC Online Violation Information Monitoring System has been optimized, with 287 irregularities rectified throughout the year. We have also issued the *List of Grading and Classification Standards for Violation Penalty Cases* to ensure accurate identification and effective control of violation issues.

Fostering a Risk and Compliance Culture

To foster a corporate culture that equally emphasizes risk and compliance, CSCEC systematically integrates risk management and compliance requirements into the training system, making them mandatory content for leadership cadres, external directors, key positions, etc. Through diverse activities such as organizing Group risk management exchange meetings, special training sessions on legal and compliance risks, and risk education and training for independent directors, excellent experiences are shared. Throughout the

year, over 530 various activities including subsidiary enterprise risk training and risk skills competitions were organized, cultivating a fertile ground for risk control culture. Simultaneously, through various means such as legal and compliance publicity and education, compliance knowledge competitions, the "Compliance Culture into Projects" themed activities, the "Building a World-Class Compliance System" exchange meeting, and signing compliance commitment letters, the compliance awareness of all employees is promoted to take effect.

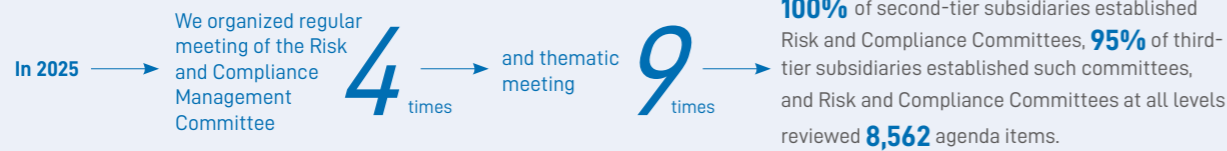
Indicators and Targets

Risk and Compliance Management Objectives

CSCEC takes "preventing risks means creating value" as its goal orientation and value pursuit, ensuring the

full implementation of the Party Central Committee's decisions and arrangements on preventing and defusing major risks across the Company.

Risk and Compliance Management Indicators



Promote Standardized and Honest Operations

CSCEC upholds business ethics, integrates compliance requirements into all aspects of operations by improving systems, strengthening enforcement, and deepening supervision, continuously standardizing operational conduct, consolidating the foundation of integrity-based operations, and fostering a fair and clean business environment.

Adherence to Business Ethics

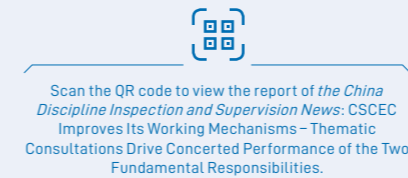
Anti-Corruption and Anti-Bribery

Upholding the integrity culture concept of "Upholding Morality for High-quality Construction, Practicing Integrity as a Solid Foundation," CSCEC complies with national laws and regulations such as the *Supervision Law of the People's Republic of China and the Regulations on Disciplinary Actions of the Communist Party of China*. The Company has publicly discloses the *CSCEC Anti-Bribery Policy (Trial)* on its official website, and formulated

internal systems including the *Implementation Measures for Strengthening Routine Supervision, Administrative Measures for Integrity Culture Development, and Guidelines for Overseas Anti-Bribery/Anti-Corruption*. These documents clearly state a "zero-tolerance" attitude towards corrupt practices, laying a solid integrity foundation for the Company's high-quality development with the rigid constraints of systems. A three-tier anti-corruption supervision and management system has been established

and improved, consisting of the Leading Group on Integrity Building and Anti-Corruption Work, the Coordinating Group on Integrity Building and Anti-Corruption Work, and various functional departments. A full-chain prevention and control mechanism of "Prevention – Supervision – Disposal – Education" has been constructed. Supervision and inspection related to business ethics and anti-corruption have been strengthened, and annual lists have been researched and formulated, specifying 30 key supervision

points to promote concrete, precise, and normalized supervision. We have carried out targeted daily supervision and inspections, made timely assessments are on commercial bribery and corruption risks, identified risk points, strengthened early warnings, and deepened and solidified daily supervision. Corrupt practices are punished with a "zero-tolerance" attitude. Throughout the year, 35 individuals were proactively transferred to supervisory authorities.



Key Performance

Employees (including management personnel) receiving anti-commercial bribery and anti-corruption training

370,272 persons

Percentage of employees (including management personnel) receiving anti-commercial bribery and anti-corruption training: **100%**
Percentage of part-time employees receiving training:

Whistleblower Protection

CSCEC has formulated the *Management Measures for Handling Whistleblowing Cases and Complaints*, stipulating that protection applications can be filed if legitimate rights are threatened or infringed due to reporting or accusing. The Company's official website

provides a supervision and reporting platform, which offers anonymous reporting methods to protect the supervision rights of employees and external stakeholders. In addition to online reporting, reports can also be submitted via the correspondence address.

CSCEC Supervision and Reporting Channels

Correspondence/Visit Address:

Discipline Inspection and Supervision Team of the CPC Central Commission for Discipline Inspection and the National Commission of Supervision stationed at CSCEC, China Construction Fortune International Center, Building 3, Courtyard 5, Anding Road, Chaoyang District, Beijing

Postal Code: 100029

Reporting Website: <https://jubao.cscec.com/web/index.html>

Supply Chain Anti-Corruption

The Company has formulated the CSCEC Integrity Cooperation Agreement, CSCEC Contractor and Supplier Code of Conduct, and CSCEC Negative Behavior List in the Field of Engineering Procurement. We require contractors and suppliers to establish organizational and institutional systems for corporate business ethics management, sign the Integrity Cooperation Agreement with the Company, adhere to the integrity culture of "Upholding Morality for High-quality Construction, Practicing Integrity as a Solid Foundation." We have improved the supplier "blacklist" system, ban purchasers who seriously violate integrity

commitments, and jointly resist any form of corruption, building a solid barrier for the Company's integrity atmosphere. In 2025, the coverage rate of signed integrity cooperation agreements was 89%. The Company will continue to increase the coverage rate of signed integrity cooperation agreements with suppliers, aiming to reach 100%.



Cross-Border Anti-Corruption

CSCEC continuously operates the "Four-in-One" overseas integrity risk prevention and control system, optimizes market layout, implements strict market access and full-process control of business activities for countries and regions with high-risk rankings on Transparency International's Corruption Perceptions Index (CPI), and conducts related market business activities prudently.

Anti-Corruption Culture

CSCEC has achieved full coverage of business ethics education and training for both full-time and non-full-time employees. In terms of normalized management, through special activities such as the "Integrity Publicity and Education Season" and the "Integrity Lecture," thematic training has been conducted at different levels focusing on thoroughly implementing the spirit of the CPC Central Committee's Eight-Point Regulations, and promoting the application of the big data case handling system and Big Data Cube⁰⁸, comprehensively strengthening employees' integrity, self-discipline awareness, and compliance performance capabilities. For key positions and groups such as top leaders, marketing

personnel, new employees, and personnel stationed in overseas institutions, the Company has specifically organized warning education and training, continuously improving the precision and effectiveness of business ethics risk prevention. In 2025, CSCEC conducted 17,280 sessions of warning education and integrity training, covering 370,272 full-time employees, with a training and education coverage rate of 100%.

Anti-Monopoly and Fair Competition

CSCEC strictly complies with relevant laws and regulations such as the *Anti-Monopoly Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*. The Company has formulated the *Measures for the Administration of Bid Complaints*, which explicitly prohibit unfair competition practices such as false advertising and infringement of trade secrets. We also clearly stipulate in the *CSCEC Contractor and Supplier Code of Conduct* to resist any form of commercial bribery, avoid conflicts of interest and related misconduct, and create a fair competition market environment. In 2025, the number of litigation cases related to unfair competition involving CSCEC was zero.

Strengthening Audit Supervision

CSCEC has implemented the *Rules of Procedure for the Audit and Risk Committee under the Board of Directors of China State Construction Engineering Corporation Limited (2025 Edition)*, continuously improved the internal audit leadership system, and established an Audit Leading Group composed of the Chairman,

President, Chief Financial Officer, and principal heads of relevant headquarters departments to coordinate and advance audit-related work. In 2025, the Company held 7 Audit and Risk Committee meetings, reviewing 32 proposals, providing effective advisory suggestions for business decisions.

> Audit Initiatives in Key Areas

Business Ethics Standards Audit

The audit procedures for business ethics and anti-corruption related matters, such as the implementation of the "Ten Prohibitions" on marketing, bid-rigging and collusion among contractors/suppliers, false and over-settlement, and unauthorized business operations, have been improved and incorporated into the economic responsibility audit plan and internal control testing manual. The Company audits the business ethics and anti-corruption status of each secondary subsidiary (business company) through internal control audits and economic responsibility audits, achieving full coverage of secondary subsidiaries (business companies) annually.

ESG Data Audit

Data accuracy is verified to ensure the compliance and effectiveness of the Group's ESG data.

Overseas Project Audit

Project audits in countries ranked in the bottom 20 of the global Corruption Perceptions Index have been included in the mandatory audit plan. Five project audits were conducted within the year, strengthening the audit supervision of overseas projects.

08 | Big Data Cube is a big data analysis tool for case handling. It can assist in cracking new and complex cases and improve anti-corruption efficiency.

ESG Key Performance

Dimension	Secondary Heading	Indicator	Unit	2025	2024	2023
Environmental Performance	Feature: Climate Change Response and Green Development Responsibility	Greenhouse gas emissions		953.18	/	/
		Scope 1 Greenhouse gas emissions	10,000 tons of CO ₂ equivalent	406.50	/	/
		Scope 2 Greenhouse gas emissions		546.68	/	/
		Greenhouse gas emissions per RMB 10,000 of output value	kg CO ₂ equivalent/RMB 10,000	49.10	/	/
		Advanced technological achievements for carbon peaking and carbon neutrality	Item(s)	104	97	117
	Environmental Management	Environmental protection investment and expenditure	RMB 100 million	6.64	6.86	6.98
		Corporate legal entities with ISO 14001 environmental management system certification	Unit(s)	402	280 ⁰⁹	189 ¹⁰
		Environmental impact assessment approval rate for new projects	%	100	100	100
		Green demonstration construction sites	Site(s)	286	237	300
	Resource Utilization	Clean technology R&D investment	RMB 100 million	314.25	320.1	322.69
		Total energy consumption ¹¹	10,000 tons of standard coal equivalent	299.76	/	/
		Comprehensive energy consumption per RMB 10,000 of output value ¹¹	kg of standard coal/RMB 10,000	15.44	/	/
		Direct energy consumption ¹¹	10,000 tons of standard coal equivalent	170.27	/	/
		Indirect energy consumption ¹¹	10,000 tons of standard coal equivalent	129.49	/	/
		Total purchased electricity	10,000 MWh	1,004.09	/	/
		Purchased heat consumption	10,000 GJ	126.43	/	/
		Renewable energy usage ¹²	10,000 MWh	11.53	/	/
		Total water consumption	10,000 tons	62,557.67	/	/
		Water resource use intensity	tons/RMB 10,000	3.22	/	/
	Emission Reduction and Pollution Control	Non-hazardous waste emissions	10,000 tons	3,324.34	/	/
Non-hazardous waste emission density		tons/RMB 10,000	0.16	/	/	
Hazardous waste generation		10,000 tons	6.82	/	/	
Hazardous waste generation density		tons/RMB 10,000	0.000327	/	/	
Green development	Investment, construction, and operation projects as near-zero energy consumption/zero-carbon building demonstration projects	Project(s)	12	18	10	
	Green building certification projects	Project(s)	1,456	1,013	over 2,000 ¹³	
	Three-star green building certification projects	Project(s)	321	151	215 ¹³	
	Newly signed contract value for energy projects (i.e., photovoltaic power generation, wind power, nuclear power projects, etc.)	RMB 100 million	5,870	/	/	

09/10 | The statistical scope for 2023 and 2024 data includes the headquarters, second-tier enterprise headquarters, and third-tier enterprises with the ISO14001 Environmental Management System certification.

11 | Comprehensive energy consumption is calculated using the relevant conversion factors provided in the GB/T 2589-2020 *General Rules for Calculation of the Comprehensive Energy Consumption*.

12 | Includes purchased green electricity and self-generated, self-consumed green electricity.

13 | The data statistical timeframe is as of the end of 2023.

Dimension	Secondary Heading	Indicator	Unit	2025	2024	2023	
Social Performance	Occupational health and safety training	Number of workers participating in occupational health and safety training	10,000 persons	220	/	/	
		Percentage of workers participating in occupational health and safety training	%	100	/	/	
		Duration of occupational health and safety training	10,000 hours	≥105.83	/	/	
		Average occupational health and safety training duration per person	Hour(s)	≥62.5	/	/	
	Health and safety system	Coverage ratio of health and safety systems (GB/T 45001, ISO 45001, etc.) to Company operations	%	100	/	/	
		Occupational health and safety investment	RMB 100 million	17.58	13.59	/	
	Workplace Safety	Occupational health and safety investment	Coverage rate of personnel under work-related injury insurance and work safety liability insurance	%	100	100	/
			Number of work-related fatalities (full-time employees)	Person(s)	0	1	0
		Work-related fatality rate (full-time employees)	/	0	/	/	
		Number of work-related fatalities (contractors and suppliers)	Person(s)	13	/	/	
		Total working hours of full-time employees during the reporting period	10,000 hours	≥ 74,058	/	/	
		Number of workdays lost due to work-related injuries (full-time employees)	Day(s)	1,560	9,590	/	
		Number of workdays lost due to work-related injuries (contractors and suppliers)	Day(s)	78,000	/	/	
		Number of work-related injury incidents for full-time employees	Case(s)	52	/	/	
		Work-related injury rate per million hours worked for full-time employees	/	0.07	/	/	
		Occupational disease incidence	Occupational disease incidence	Number of confirmed occupational disease cases among full-time employees	Person(s)	0	/
	Occupational disease incidence rate among full-time employees			/	0	/	/
	Occupational disease incidence		Number of confirmed occupational disease cases among on-site contractor and supplier personnel	Person(s)	0	/	/
			Occupational disease incidence rate among on-site contractor and supplier personnel	/	0	/	/
	Safety incidents	Safety incidents	Number of work safety incidents (including full-time employees and contractor and supplier personnel)	Case(s)	11	/	/
			Number of major and above work safety incidents	Case(s)	0	/	/
	Inspection results of the Company's supervision team	Inspection results of the Company's supervision team	Number of supervision items	Item(s)	1,201	380	316
			Safety hazards identified and rectified	Item(s)	10,027	3,767	1,651
	Safety awards received	Safety awards received	"Learning and Exchange Model Site for Standardized Construction Work Safety" issued by the China Construction Industry Association	Award(s)	269	233	239
			ISA International Safety Award issued by the British Safety Council	Award(s)	63 ¹⁴	484	275
			Safety Science and Technology Award issued by the China Association of Work Safety	Award(s)	48	54	37
	Implementation of the "Work Safety Month" activities	Implementation of the "Work Safety Month" activities	Safety consultation day	Session(s)	9,613	8,485	3,700
			Provincial-level and above safety observation and exchange	Session(s)	113	149	200
	Quality Assurance	Quality Assurance	Building product recall incidents ¹⁵	Case(s)	0	0	/
			Number of participants in the comprehensive quality management knowledge competition for Central SOEs	Person(s)	Approx. 82,000	Approx. 120,000	/
			Score in the comprehensive quality management knowledge competition for Central SOEs	Point(s)	94.64	94.2	84.25
			Number of annual quality training sessions organized by the headquarters	Time(s)	4	5	/
Annual participation headcount in quality training at the headquarters			Person-time(s)	Approx. 93,000	Approx. 98,000	/	

14 | The statistical scope for 2025 data covers overseas projects only.
15 | Limited exclusively to the Company's construction business scope.

Dimension	Secondary Heading	Indicator	Unit	2025	2024	2023		
Quality Assurance	Quality Assurance	Number of annual quality training sessions organized by affiliated enterprises	Time(s)	Approx. 21,000	Approx. 19,000	/		
		Annual participation headcount in quality training at affiliated enterprises	Person-time(s)	Approx. 584,000	Approx. 564,000	/		
		One-time project handover acceptance qualification rate	%	100	/	/		
		Assessment rate of position quality responsibility agreements	%	100	100	100		
		Process quality	/	"Six 100%"	/	/		
		Delivery quality	/	"Three 100%"	/	/		
		Major liability accidents caused by quality issues	Case(s)	0	0	/		
		Signing rate of position quality responsibility agreements for projects	%	100	100	100		
		Customer satisfaction ¹⁶	Point(s)	97.2	96.9	95.86%		
		Customer complaint resolution rate	%	100	100	/		
		Verified scientific and technological ethics violations	Case(s)	0	0	0		
		Regulatory penalties received due to scientific and technological ethics issues	Case(s)	0	0	0		
		Data security/customer privacy protection related training	Time(s)	3	/	/		
		Major information security incidents	Case(s)	0	0	/		
		Complaints regarding customer privacy infringement and customer data loss	Case(s)	0	0	/		
		Percentage of employees participating in responsible marketing training out of the total workforce	%	8.2	/	/		
		Cumulative number of national/industry standards chief-edited	Case(s)	102	102	/		
		Total R&D investment	RMB 100 million	440.09	454.59	460.74		
		Proportion of R&D investment to main business revenue	%	2.1	2.08	2.03		
		Number of R&D personnel	Person(s)	38,297	/	/		
		Proportion of R&D personnel in the Company's total workforce	%	10.34	/	/		
		Invention patents	Case(s)	14,107	10,362	6,177		
		Number of valid patents	Case(s)	72,800	68,577	68,519		
		Number of valid patents per RMB 1 million of revenue	Case(s)	0.03496	0.03144	0.03024		
		Number of patent applications	Case(s)	6,559	13,381	14,550		
		Number of patents granted	Case(s)	12,953	13,984	12,276		
		Number of invention patents applied to main business	Case(s)	10,945	10,362	/		
		Number of specialized and innovative "little giant" enterprises	Unit(s)	8	7	3		
		Trademark applications and authorizations	Trademark applications and authorizations	Number of trademark applications	Piece(s)	287	265	155
				Number of trademark registrations	Piece(s)	62	178	23
				Cumulative number of trademark registrations	Piece(s)	1,502	1,357	1,179
		Sustainable Supply Chain	Sustainable Supply Chain	Total number of suppliers	Unit(s)	102,824	117,402	112,825
Number of suppliers by region	Northeast China			Unit(s)	3,106	4,007	4,001	
	North China			Unit(s)	13,773	16,372	16,147	
	East China			Unit(s)	36,704	42,187	40,452	
	Central China			Unit(s)	16,179	17,729	17,243	
	South China			Unit(s)	13,738	14,747	13,808	
	Southwest China			Unit(s)	11,844	13,603	12,952	
	Northwest China			Unit(s)	7,480	8,757	8,222	
Number of suppliers settled in the green business mall	Unit(s)	10,028	6,955	6,423				
Proportion of green suppliers in regional joint procurement transactions	%	26	26	/				
Green procurement implemented	Time(s)	Approx. 2,800	/	/				
Proportion of new suppliers admitted in accordance with the contractor and supplier code of conduct	%	23	/	/				
Amount of overdue payments to small and medium-sized enterprises at the end of the reporting period	RMB 10,000	0	/	/				

16 | The working methodology for customer satisfaction has been updated and upgraded, with adjustments made to the statistical caliber. For details, please refer to the section "Customer Service - Customer Satisfaction Management" in the report.

Dimension	Secondary Heading	Indicator	Unit	2025	2024	2023	
Social Performance	Employee Rights and Development	Number of fresh graduates recruited	Person(s)	12,108	/	/	
		Total number of employees	Person(s)	370,272	361,249	382,894	
		Total number of full-time employees by gender	Total number of male employees	Person(s)	298,108	288,495	309,540
			Total number of female employees	Person(s)	72,164	72,754	73,354
		Total number of full-time employees by age	Total number of employees under 30	Person(s)	122,975	143,619	153,968
			Total number of employees aged 30-50	Person(s)	215,963	188,617	198,738
			Total number of employees above 50	Person(s)	31,334	29,013	30,188
		Employee education and training expenditure	RMB 100 million	7.4	10.2	11.3	
		Total number of training participants	Person-times	Approx. 2.37 M	Approx. 2.21 M	Approx. 2.19 M	
		Percentage of employees admitted to trade unions	%	100	100	100	
	Percentage of subsidiaries with a trade union	%	100	100	100		
	Social security coverage rate	%	100	100	100		
	Contract signing rate	%	100	100	100		
	Community Communication and Engagement	Rural revitalization	Number of beneficiaries	Person(s)	644,102	507,890	317,175
			Total investment	RMB 10,000	14,010.15	14,893.27	15,849.9
			Non-repayable capital investment	RMB 10,000	13,769.05	14,814.21	15,496
			Value of materials donated	RMB 10,000	241.1	79.06	353.9
		Community investment	Total investment in external donations and public welfare projects	RMB 10,000	16,119.43	15,443	15,989.9
			Investment in education	RMB 10,000	3,261.2	512	998
Investment in cultural undertakings			RMB 10,000	785	458	140	
Volunteer activities		Number of volunteer organizations	Unit(s)	1,681	Over 1,900	Over 1,800	
		Number of volunteers	Person(s)	Approx. 76,000	Over 90,000	Approx. 120,000	
		Number of volunteer service activities	Session(s)	Over 11,000	Over 10,000	Over 10,000	
	Total volunteer service hours	Hour(s)	Approx. 180,000	Over 110,000	Over 110,000		
Governance Performance	Enhancing Governance Effectiveness	Number of Board meetings held	Time(s)	20	19	23	
		Number of shareholders' meetings held	Time(s)	2	4	3	
		Number of Strategy and Investment Committee meetings held	Time(s)	14	10	15	
		Number of Nomination Committee meetings held	Time(s)	3	4	4	
		Number of Remuneration and Appraisal Committee meetings held	Time(s)	2	3	3	
		Number of Audit and Risk Committee meetings held	Time(s)	7	8	6	
		Number of directors	Person(s)	7	7	7	
		Number of independent directors	Person(s)	4	4	4	
		Number of female directors	Person(s)	1	1	1	
		Average tenure of Board members	Year(s)	3.0	2.4	3.0	
		Number of financial experts in the Audit and Risk Committee	Person(s)	1	1	1	
		Number of conflict of interest incidents that occurred in the Company during the reporting period	Case(s)	0	0	0	
		Number of money laundering or insider trading incidents that occurred in the Company during the reporting period	Case(s)	0	0	0	
		Standardizing Integrity-Based Operations	Number of directors receiving anti-commercial bribery and anti-corruption training	Person(s)	7	7	7
Proportion of directors receiving anti-commercial bribery and anti-corruption training	%		100	100	100		
Number of employees (including management personnel) receiving anti-commercial bribery and anti-corruption training	Person(s)		370,272	361,249	382,894		
Proportion of employees (including management personnel) receiving anti-commercial bribery and anti-corruption training	%		100	100	100		
Taxes and fees paid	RMB 100 million		684	766	770		

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	Safe Production, Sustainable Supply Chain, Community Communication and Engagement		Quality Assurance
	Employee Rights and Development, Community Communication and Engagement		Feature Two: Climate Change Response and Green Development Responsibility
	Employee Rights and Development		Biodiversity Conservation
	Resource Utilization, Emission Reduction and Pollution Control		Biodiversity Conservation
	Feature Two: Climate Change Response and Green Development Responsibility, Resource Utilization, Green Development		Enhance Governance Effectiveness, Risk and Compliance Management, Promote Standardized and Honest Operations
	Employee Rights and Development		Quality Assurance, Sustainable Supply Chain
	Feature One: Gathering Voices of "Quality Homes", Crafting Quality with Dedication, Quality Assurance		

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Third-Party Assurance Statement

Independent Assurance Statement

To: Stakeholders of China State Construction Engineering Corporation Limited
China Quality Certification Centre Co., Ltd. (CQC), commissioned by China State Construction Engineering Corporation Limited (hereinafter referred to as CSCEC), conducted the independent assurance of China State Construction Engineering Corporation Limited 2025 Environmental, Social and Governance Sustainability Report (hereinafter referred to as the ESG Report).

CSCEC was responsible for collecting, summarizing, analyzing, and disclosing the information and data mentioned in the ESG report. CQC implemented report verification within the scope specified in the agreement with CSCEC.

This statement was based on the assurance activities conducted on the ESG report prepared by CSCEC with reference to the Guiding Opinions on Central State-Owned Enterprises Fulfilling Social Responsibilities to a High Standard in the New Era issued by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), the Corporate Sustainability Disclosure Standards - Basic Standards (Trial) issued by the Ministry of Finance, the GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), the Guidelines No. 14 for Self-Regulation of Listed Companies - Sustainability Report (Trial) and the Guide No. 4 for Self-Regulatory Supervision on Listed Companies - Completion of Sustainable Development Reports (Revised in January 2026) issued by the Shanghai Stock Exchange (SSE), the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB), the United Nations 2030 Sustainable Development Goals (SDGs), and the Ten Principles of the United Nations Global Compact (UNGC). CSCEC is responsible for the authenticity, accuracy, and completeness of the report content.

Scope of Assurance
The key data and information disclosed in the ESG report.

Basis for Assurance
AA1000 v3, Type 2, Moderate Assurance

Assurance Methods
The methods used in this assurance include but are not limited to:
a) Report review;
b) Interviews;
c) Verification of documents, records, certificates, bills, and other materials;
d) Field verification;
e) Trusted information source verification;
f) Verification against disclosure basis;
g) Recalculation/estimation; and
h) Confirmation of statistical, calculation/estimation processes.

Limitations
■ This assurance was conducted using sampling methods based on quantitative and qualitative risk analysis and the sampling scope was limited to the data and information selected in the ESG report, not fully tracing or independently recalculating all raw data of CSCEC.
■ This assurance only covered interviews and/or document review with CSCEC, and did not involve external stakeholders.
■ The data and information audited/verified by a third party in the ESG report were not subject to repeated verification during this assurance process.
■ Some of the data and information in the ESG report cannot be compared and verified through independent sources. This assurance only evaluated their reasonableness.

■ Activities outside the scope of information disclosure were not included in this assurance.
■ The statement regarding the position, viewpoints, goals, future development directions, and commitments of CSCEC was not included in this assurance.

Statement on Independence and Verification Capability
China Quality Certification Centre Co., Ltd. (CQC) is a third-party certification body with independent legal status, possessing professional qualifications and experience in providing in this assurance process, and possesses the technical capabilities and industry-specific knowledge required to conduct ESG sustainability report assurance, in compliance with the requirements of AA1000 Assurance Standard v3 for an assurance provider. The assurance team is composed of experienced AA1000 Practising Certified Sustainability Assurance Practitioners (PCSAAP), CCAA (China Certification and Accreditation Association) registered quality, environment, energy, occupational health and safety, compliance, anti-bribery and other management system auditors and APSCA (Association of Professional Social Compliance Auditors) registered auditors.

CQC ensured that there were no conflicts of interest with CSCEC and its stakeholders during the assurance process of the ESG report. All information in the ESG report was provided by CSCEC. CQC and the personnel conducting this assurance of the ESG report were not involved in the preparation process.

Assurance Conclusions
The report reflects the ESG performance of CSCEC in 2025, which meets the requirements of AA1000 v3 and AA1000AP.

Inclusivity: CSCEC has identified both internal and external stakeholders, including shareholders/investors, government/regulatory agencies, employees, customers (owners), suppliers, subcontractors, communities, partners, media, and academic institutions, etc. In the report preparation process, the expectations and needs of stakeholders have been considered. Materiality: Based on the double materiality evaluation framework, CSCEC conducted a systematic evaluation of the selected topics from impact importance and financial importance. By identifying the actual and potential impacts of topics, as well as associated major risks and opportunities, CSCEC has established a research mechanism that covered key internal functional departments and internal and external stakeholders. Generate quantitative and qualitative analysis results, which were reviewed and verified by internal and external ESG experts, ultimately supporting the assessment of topic importance and prioritization.

Responsiveness: CSCEC has established a governance structure, management system and processes, as well as a communication mechanism with stakeholders, capable of taking action to respond to the material issues of high financial importance and impact importance on CSCEC and its stakeholders.

Impact: Through quantitative or qualitative methods, or a combination of both, CSCEC has disclosed the main impacts on itself and its stakeholders in terms of ESG.

Specific performance information: Based on the process and results of this assurance, we have not found any deficiencies in the reliability and quality of key data and information in the ESG report.

Recommendations
The specific opinions regarding the assurance of this report have been communicated to the management of CSCEC in written form and will not be further elaborated in this section.

President of CQC:
April 16, 2026
Beijing, China

Note: In case of any inconsistency or discrepancy, the Chinese version of this assurance statement shall prevail, while the English translation is used for reference only.

Feedback

Dear reader,

Thank you very much for spend time in reading the CSCEC 2025 *Environmental, Social and Governance and Sustainability Report*. We eagerly look forward to your comments and suggestions on the report and our work. Your attention and support make important impetus for us to continue to promote our sustainability management and practice.

We are looking forward to your reply!

Multiple Choice (Please tick the corresponding box.)

> Which category of CSCEC's stakeholders does your organization belong:

Shareholders/ Investors/ Potential Investors Employees Contractors/ Suppliers
Customers (Owners) Government and Regulators Communities and the Public Media
Industry Associations, Non-profit Organizations, Academic Institutions, ESG Practitioners, etc.
Others (please specify) _____

> Is all the information you are concerned about reflected in the report?

Yes Partly No

> Your overall evaluation of CSCEC 2025 *Environmental, Social and Governance and Sustainability Report*:

Readability (It is presented in an easy-to-understand way, with aesthetically pleasing design and convenient access to required information.)

High Medium Low

Credibility (The information reported is truthful and reliable.)

High Medium Low

Completeness of information (Both positive and negative information is covered, meeting your needs for information.)

High Medium Low

> Is it easy for you to locate the information you are concerned about in the report?

Yes Partly No

> Do you expect paper or electronic reports in the future?

Paper Electronic

Other comments and suggestions on CSCEC 2025 *Environmental, Social and Governance and Sustainability Report* are welcome.

Name:

Organization:

Contact Info:



Scan the QR code and fill out the feedback forms



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