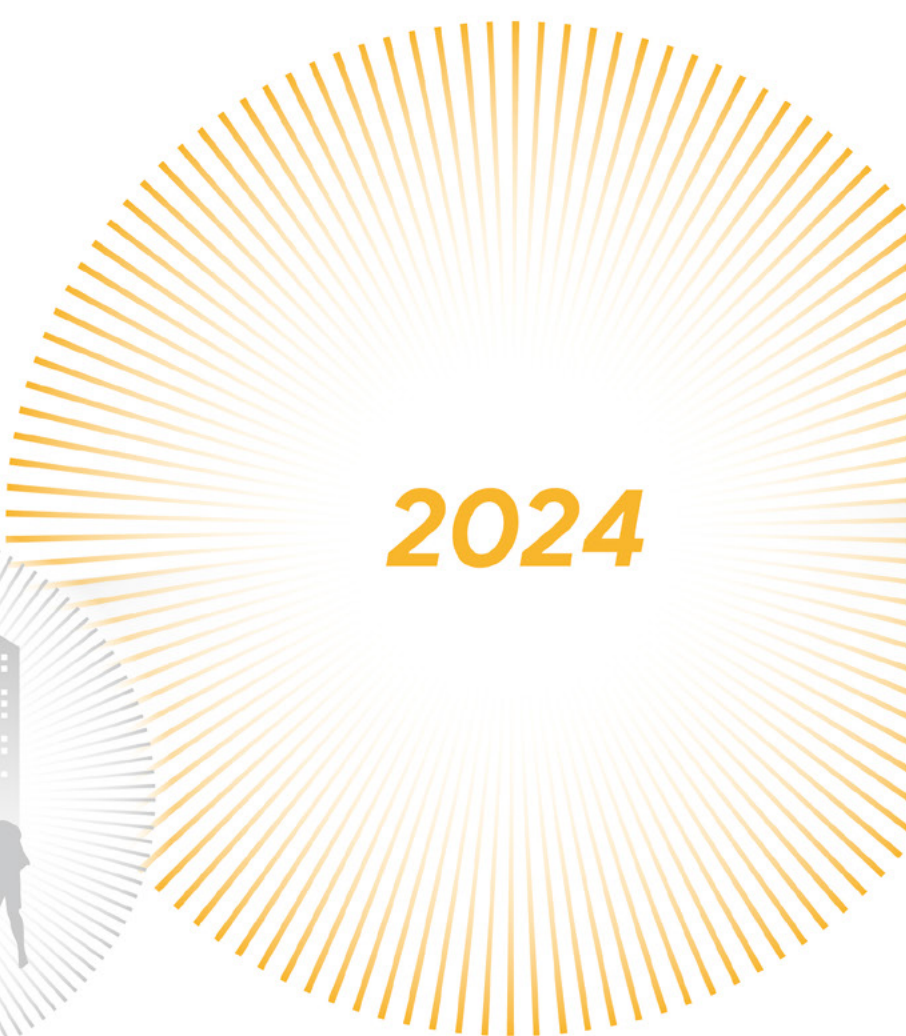




CHINA
COMMUNICATIONS CONSTRUCTION
GROUP COMPANY LIMITED



2024



**SOCIAL
RESPONSIBILITY
REPORT**

Report Description

Scope of Organization

This report covers China Communications Construction Group Company Limited (hereinafter "CCCG", "the Group", "CCCC", "We", "the Company") and its affiliated branches and subsidiaries.

Timeframe

This is an annual report covering the period from January 1, 2024, to December 31, 2024; some content may extend beyond this timeframe.

Publication Details

This is the 18th Annual Social Responsibility Report released by CCCG since 2007.

Content Description

This report does not contain any false or misleading information. CCCG guarantees the authenticity, accuracy, and completeness of its contents.

The financial data disclosed in this report is for reference only, with final figures subject to the Company's annual report. Unless otherwise stated, all amounts are reported in RMB.

All images of engineering equipment featured in this report are from projects undertaken by the Company or represent its own equipment or products.

Reference Standards

The report is prepared based on industry background and with an emphasis on the Company's unique characteristics, aiming to conform to industry standards for sustainable development information disclosure. Key reporting standards referenced include:

The State-owned Assets Supervision and Administration Commission of the State Council's Guiding Opinions on Central Enterprises' Fulfillment of High-Standard Social Responsibility in the New Era.Guidelines for the Preparation of Social Responsibility Reports by Central State-Owned Enterprises (Trial)

The Chinese Academy of Social Sciences' China Corporate Social Responsibility Reporting Guidelines (CASS-CSR 4.0)

The China Enterprise Reform and Development Society and the Responsibility Cloud Research Institute's China Corporate Sustainability Report Guidelines (CASS-ESG 6.0)

The Global Reporting Initiative (GRI) Standards

The United Nations 2030 Sustainable Development Goals (SDGs)

Access

This report is available in both printed and electronic formats and can be downloaded from the Social Responsibility section of the CCCG website at www.ccccltd.cn.

If you have any suggestions or feedback regarding this report, please contact us at:

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The covers of the social responsibility report from 2021 to 2025 feature a "road" as its motif. Connected by roads, each of the five covers features a large circle representing the nation and a small circle representing CCCG. This design symbolizes that CCCG is keeping pace with national development and the progress of the times, energetically advancing on the new journey of high-quality development during the 14th Five-Year Plan period (2021-2025), with relentless momentum and flourishing growth.

The circle also signifies harmony and completeness, integrating elements such as urban landscapes, bridges, buildings, and everyday life. This reflects CCCG's commitment, in its pursuit of building a world-class enterprise, to always keep the nation's priorities in mind, remain true to its original mission, and strive to make the vision of "making the world more connected, cities more livable, and life more beautiful" a reality.

CONTENTS



Message from the Board of Directors 04

Topic I 06

Revitalize Growth Momentum,
Serv as the "Vanguard" of
Technological Innovation

Topic II 14

Focus on Core Responsibilities
and Main Businesses, Serve as a
National Industry Leader

Topic III 20

Engage in Emergency Rescue,
Serve as the "Stabilizing Anchor"
for Safety

Inside CCCG 104

Responsibility Management 116

Future Outlook 124

Appendix 126

Build New Momentum

Fulfill the Commitment to Safety and Quality

Focus on Enhancing Core Business Strengths	28
Establish a Strong Technological Foundation	37
Promote the Integrated Development of "Three Chains"	44
Strengthen Accountability for Safety and Quality	47
Operate with Legal Compliance and Integrity	54

Forge ahead in a New Direction toward Greater Strength

Uphold the Commitment to Green and Shared Development

Accelerate Green Development	58
Optimize the Green Industry Layout	62
Jointly Protect Ecological Resources	68
Belt and Road Cooperation	74

Pursue Quality in the New Era

Uphold the Commitment to Harmonious Development

Partner for Win-Win Cooperation	84
Build Harmonious Labor Relations	86
Support Comprehensive Rural Revitalization	92
Actively Serve Public Well-being	100

Message from the Board of Directors

History forges ahead through perseverance, and the times are written through struggle. The year 2024 marks the 75th anniversary of the founding of the People's Republic of China, is a critical year for achieving the objectives of the 14th Five-Year Plan, and is also CCCC's "Year of High-Quality Development Enhancement." Guided by Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era, we have forged ahead amid challenges and taken responsibility in serving the overall national interest. Our corporate market competitiveness and brand reputation have been continuously enhanced, writing a new chapter in building a world-class enterprise

The direction led by the banner has always been the foundation of our faith and the source of our strength. We have consistently upheld the strengthening of our "roots" and the forging of our "soul," uniting our efforts to strive for excellence. We have been persistently learning, implementing, and applying the important speeches and directives delivered by General Secretary Xi Jinping, who has visited CCCC projects 26 times and witnessed our company's signing ceremonies on 13 occasions, gained a deep understanding of the decisive significance of establishing Comrade Xi Jinping's core position on the Party Central Committee and in the Party as a whole and establishing the guiding role of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. We have enhanced consciousness of the need to maintain political integrity, think in big-picture terms, follow the leadership core, and keep in alignment with the central Party leadership; stayed confident in the path, theory, system, and culture of socialism with Chinese characteristics; upheld Comrade Xi Jinping's core position on the Party Central Committee and in the Party as a whole and upheld the Central Committee's authority and its centralized, unified leadership. We have vigorously advanced the "Seven Focuses" initiative and actions to improve party building, actively carried out party discipline education, and implemented the "first agenda" system through comprehensive coverage at all levels, full-process coordination, and full-chain management. We have also steadfastly promoted the "12+6" special governance for inspection rectifications, resolutely assumed the political responsibility of state-owned enterprise party building contact points, and led high-quality corporate development through high-quality party building!

Embarking on a journey with dreams in our hearts has always meant overcoming challenges and surpassing ourselves. We have always kept the matters of national significance in mind and been determined to build a strong transportation nation. General Secretary Xi Jinping, in his reply letters, commended Kenyan students and praised the Mombasa–Nairobi Standard Gauge Railway; he also sent congratulatory messages on the completion and opening of the world-class cross-sea cluster project, the Shenzhen–Zhongshan Passage, and attended the opening ceremony of Port of Chancay. Premier Li Qiang attended the groundbreaking ceremony at the Malaysia East Coast Rail Link (ECRL) Project's Oumai Station. The world's longest highway tunnel, the Tianshan Shengli Tunnel, has been fully connected, and a series of major national projects such as the Pinglu Canal, Zhoushan National Reserve Base, and the Sichuan–Xizang Railway have emerged. Pioneering equipment, including the "Tian Kun Hao""Shouchuang TBM,""Yun He Hao," and "Yihang Jin'an No.1", has become a powerful engine for modern construction, winning the State Scientific and Technological Progress Award (First Prize) among other honors. Projects such as the Mombasa–Nairobi Standard Gauge Railway, the Maldivian China–Maldives Friendship Bridge, the Port City Colombo in Sri Lanka, and the Turgusun Hydropower Station in Kazakhstan, are considered "Wealth Road,""Heart-Connecting Bridge,""Development Port,""City of Happiness," and "Clean Electricity", helping build a community with a shared future for mankind. Throughout the year, the new contract signing value in the Giant Traffic and Ultra Cities sectors maintained a trillion-level scale, achieving 19 consecutive A ratings in the performance evaluation by the SASAC. For 18 consecutive years, CCCC has remained the top Chinese enterprise among the world's largest international contractors according to ENR. In the Fortune Global 500 ranking, we are placed 63rd; we have been rated Grade A for the Reform Deepening and Enhancement Action for three consecutive

years and recognized as an outstanding unit in the pilot project for building a strong transportation nation. Our core functions and core competitiveness have been further enhanced, fully demonstrating our proactive approach in serving the overall national interest and our sense of mission and responsibility.

Our home of green mountains and clear waters has always been central to the well-being and aspirations of the people. We have steadfastly adhered to the carbon peaking and carbon neutrality goals. Firmly establishing and practicing the concept that "lucid waters and lush mountains are invaluable assets," our new business achieved a fourfold year-on-year increase in newly signed contract value, while domestic river, lake, and maritime business grew by 20.8% year-on-year, ranking first among central enterprises in the evaluation by the SASAC on promoting the digital, intelligent, and green transformation and upgrading of traditional industries. A designated center for original research and development of green and low-carbon transportation infrastructure technologies was approved, a green and intelligent future transportation R&D center was unveiled, and the state-owned enterprise consortium for marine engineering technology innovation was officially formed. The world's first integrated platform vessel for ecological dredging and intelligent operation, "Taihu Star," has been put into service, helping Taihu's annual average water quality reach the "good" lake standard for the first time in 30 years. The Wulingshan service area was selected as one of the first pilot zero-carbon highway service areas by the Ministry of Transport. The Dubai Hassyan Clean Coal Power Station, the Middle East's first clean power plant, constructed by us, was praised by General Secretary Xi Jinping as the world's largest and most technologically advanced concentrated solar power station. The company was also successfully selected as one of the "pioneering" enterprises in the third batch of China's industrial carbon peaking, with continuous improvements in its green content, innovation content, and value.

The aspiration for a happy and beautiful life has always come with the weight of responsibility and a deep commitment to the nation. We have consistently upheld the principle of "People First" and painted a vibrant picture of development. We are deepening the "Build Your Future Dream" series of initiatives, adhering to the principle of "what is entrusted by the central government, what is needed by local governments, and what CCCC can deliver," and have established the "351" designated assistance work system, which is characterized by sincere partnerships, real financial investments, and practical, hands-on efforts. For seven consecutive years, we have received a "good" rating in the effectiveness evaluation of designated assistance by the Central Rural Work Leading Group, ranking first among central enterprises managed by SASAC. In total, we have participated in over 70 social rescue operations, deployed more than 2,100 employees, restored over 700 kilometers of roads, and cleared more than 250,000 cubic meters of earth and rock. We have further advanced our global responsibility by actively integrating into local community development. The Mombasa–Nairobi Standard Gauge Railway "China–Kenya Hearts Connected" volunteer service project won the Silver Award at the 7th China Youth Volunteer Service Project Competition, and the CCCC Guangzhou Dredging's "Jun Yang 1" rescue operation in the Maldives received the highest national honor in the field of maritime search and rescue. We have further refined a vision-driven approach to social responsibility management, adhering to the responsibility concept of "vision-driven, goal-oriented, and brand-promoted," and established seven management systems covering vision, organization, objectives, systems, training, communication, and branding. We have taken the lead in research on the "ESG Work Guidelines for Central Enterprise Construction Overseas" and released the group standard "Project ESG Evaluation Guidelines (Highway Operation Projects)." In addition, we hosted a CCCC ESG series outcomes and "Build Your Future Dream" responsibility brand outstanding cases conference, and released a total of 20 ESG reports for CCCC and its listed companies, brand enterprises, key countries, and major projects. The company received an "AAA" rating from China Securities Index and QuantData, was selected for the State-owned Assets Supervision and Administration Commission's "Pioneer 30 Index for Central Enterprise Responsibility Management," and was listed in CCTV's "China ESG Listed Companies Pioneer 100", etc.

All that has passed is merely a prologue; with hope in our hearts, we shall reach distant horizons. The year 2025 is not only the concluding year of the 14th Five-Year Plan but also the planning year for the 15th Five-Year Plan period (2026-2030). CCCC will always be guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and remain firmly committed to the goal of high-quality development, work diligently on the road of pursuit, join hands in the journey of seeking dreams, win the concluding battle of the 14th Five-Year Plan, and lay a solid foundation for a successful start of the 15th Five-Year Plan period, making new and greater contributions to the construction of a strong nation and the great rejuvenation of the Chinese nation through the tangible achievements of high-quality development.

Topic I

Revitalize Growth Momentum, Serve as the "Vanguard" of Technological Innovation

Currently, global technological innovation has entered an intensive and active period, characterized by interdisciplinary integration, high complexity, and multiple breakthroughs, enabling new forms of productive capacity to showcase a technological core far more powerful than that of traditional productivity. CCCG has always placed technological innovation at the forefront, adhering to its strategy on "leading with core technology" and establishing a clear orientation of "strengthening the foundation through technology and talent." Based on the "national strategic needs, industry development trends, and CCCG's own capabilities," the Group has deeply integrated into the national problem-solving system, sparing no effort to serve as the vanguard in high-level technological self-reliance and strength.



» Utilize the "Key Move" to Deepen Institutional Reform

We are actively reforming and improving our technological innovation system and R&D layout, striving to create an innovation ecosystem with global competitiveness.

Dual-Wheel Drive of Innovation of both Technological and Institutional

We adhere to both innovation by issuing over 20 policies, including the Implementation Opinions on Technological System Reform and Innovation System Construction, mapping out a comprehensive "panoramic view" of the Group's R&D projects and funding, and implementing mechanisms such as the "Leaderboard Accountability System," "Cabinet Formation System," "Racing System," and mid-to-long-term incentive schemes. CCCG's dredging technology achievements have been selected as part of the first batch of pilot projects for empowering job-related technological outcomes under the reform by the SASAC.

Internal Innovation and External Collaboration

We have established the CCCG Association for Science and Technology, formed a Technology Information Research Center and a Smart Port And Shipping Industry High-Quality Development Alliance, and secured formal approval for the National Engineering Research Center of Dredging Engineering and Equipment as well as the National Engineering Research Center for the Construction of Long Bridges on Highways. Furthermore, we have set up a designated center for original research and development of green, low-carbon transportation infrastructure technologies among central enterprises and formed a marine engineering technology innovation consortium, unveiled the Green Smart Future Transportation Research Center, had six platforms included in the first batch of central enterprise pilot testing and verification directories, joined nine central enterprise innovation alliances, and issued two ISO international standards.

Corporate and Employee Innovation in Tandem

We have implemented the Hundred-Thousand and Ten-Thousand Talents Project, the "One Person, One Policy" training program for reserve scientists (academicians and masters), and the young talent program, which result in high-level innovation teams led by Academicians Zhang Xigang and Lin Ming.

Domestic and Global Innovation in Dual Support

We have coordinated the construction of four overseas R&D centers in South Asia, West Africa, East Africa, and Ethiopia, initiated the formation of the Global Sustainable Transportation Innovation Alliance, led 300 port and shipping industry chain enterprises in iterating "going-out" standards, and revised 20 international, national, and industry standards throughout the year.



Heavy Self-Propelled Cutter Suction Dredger "Tian Kun Hao"



Star of Taihu

» Keep the "Major Interests of the Nation" in mind to Serve National Strategy

Since the onset of the 14th Five-Year Plan, CCCG, focusing on the "Four Focal Points", has leveraged high-level innovation to create new products, develop new industries, and generate new business models. We have been committed to establishing a source of original technology and serving as the "chain leader" of modern industrial chains, gradually becoming an important rule-maker and key leader in new arenas. General Secretary Xi Jinping has fully affirmed the Shenzhen-Zhongshan Passage and Port of Chancay supported by our technological innovations! The company has also ranked among the top in the SASAC's "Chain Leader Construction" evaluation.



General Secretary Xi Jinping Sent a Congratulatory Letter on the Completion and Opening of Shenzhen-Zhongshan Passage

CASE

On June 30, 2024, the cross-river passage connecting Shenzhen and Zhongshan was completed and opened. General Secretary Xi Jinping sent a congratulatory letter and extended sincere greetings to all comrades involved in its planning and construction. He pointed out that the Shenzhen-Zhongshan Passage is another ultra-large-scale transportation project in the Guangdong-Hong Kong-Macao Greater Bay Area following the Hong Kong-Zhuhai-Macao Bridge, having overcome multiple world-class technical challenges and set numerous world records. All participants have completed the project with diligent effort and steadfast determination, achieving high-quality results.

The Shenzhen-Zhongshan Passage is a world-class cross-sea project that integrates bridges, islands, tunnels, and underwater interchanges, and is currently the most complex cross-sea cluster project in the world. CCCG was fully involved in its design and construction, successfully completing landmark projects over seven years, including the Western Artificial Island, Immersed Tube Tunnel, Shenzhen-Zhongshan Bridge, Zhongshan Bridge, and the non-navigational pier bridge, thus delivering a satisfactory result to the Party and the people.



Shenzhen-Zhongshan Passage



Scan the QR code to view CCCG's Super Projects and equipment

Focus on High-Standard Construction of Major Projects

Leveraging internationally leading technologies such as high-altitude permafrost highway construction, long-bridge tunnels, offshore deep-water ports, immersed tube tunnels, and rapid island and reef land reclamation, we have supported the construction of demonstrative and leading transportation infrastructure. We have also promoted innovation in construction models, technologies, and equipment through major project development. For example, in the Pinglu Canal, we have conducted research on key technologies for the massive coordination and comprehensive utilization of earth and rock, and promoted the adoption of digital operation and monitoring platforms, such as large-volume concrete temperature control systems. The Shenzhen–Zhongshan Passage project has established a set of internationally leading equipment and technologies for cross-sea passage construction, contributing a "China Solution" to global immersed tube tunnel construction. Additionally, the China–Malaysia Friendship Bridge was built using Chinese technology, driving the coordinated "going-out" efforts of the entire industry chain of Chinese enterprises.



Panoramic View of the Pinglu Canal Foundation Pit

Focus on High-Target Breakthroughs in Key Technologies

Centered on smart, green, and digital transportation, we have overcome multiple "bottleneck" technologies and achieved domestic substitution. We have developed internationally leading techniques, including a complete set of rapid bridge dismantling and construction methods with intelligent equipment and key technologies for intelligent multifunctional paving vessels. The "Long-Distance, Large-Diameter Horizontal Directional Drilling Technology for Tunnel Geology and Precise Exploration" has been selected as one of the top ten new construction technologies for 2024 by the China Construction Enterprise Management Association. We have supported the issuance of industry standards, such as the Green Design Guidelines for Port Engineering, to achieve carbon reduction at the source; promoted green, carbon-reducing technologies like prefabricated assembly construction, resulting in an annual carbon reduction of approximately 109,300 tonnes on the Chengping Expressway; and deployed carbon-reduction maintenance materials in multiple scenarios (e.g., the Hainan Tourism Highway) to further enhance the overall green development capability of the transportation sector.



The First Highway Engineering Group's Wear-Resistant and Tough Tooling and Production Process Won the 2024 Engineering Construction Science and Technology Award

ocus on High-Level Development of Major Equipment

Highways: The "Shouchuang TBM" set a new world record for the deepest hard rock vertical shaft in the Tianshan Shengli Tunnel. Ports: The first automated quay container crane, designed for ultra-long, ultra-high, and ultra-large quay bridges to accommodate 24,000-container super-sized container ship, has propelled a leap in quay crane technology. Dredging: A series of pioneering equipment, including "Xin Hai Xun Vessel," "Tian Kun Hao," "Yihang Jin'an No.1," and "Taihu Star," have played key roles. Offshore Engineering: New sets of marine engineering exploration equipment have reached an international leading level.

Focus on High-Value Innovation in Management Models

We have vigorously innovated in business, operations, and financing models: Business: By promoting the integration of "transportation + technology," we support the transformation towards smart connectivity, new energy vehicles, and smart cities; the "Digital Application Innovation and Practice in the Design Phase of the Shiziyang Passage" received the Special Award in the "Tiangong Cup" from the China Highway Society And Transportation Society. Operations: We have established the first unmanned convenience store and launched "Yunzhengtong," achieving uniform standards for government affairs across the Beijing-Tianjin-Hebei region. Financing: We developed application guidelines for highway REITs, issued the first central enterprise public REITs for highways, and introduced the market's first full-cycle, one-off PPP project long-term receivables ABS. Quality and Safety: We have built a digital quality and safety monitoring platform for transportation infrastructure, established a national-level tunnel emergency rescue team, and supported the issuance of a series of guidelines for safe century-quality engineering construction, forming a normalized mechanism for such projects.



At the Hangzhou Bay Cross-Sea Railway Bridge, the first main pier cap at the south channel bridge has been capped



The west anchorage of the Shiziyang Passage project bridge has completed core filling construction

» Stimulate the "Primary Driving Force" to Cultivate New Quality Productive Forces

We insist on leading with core technology and resolutely pursuing a path of high-quality development driven by independent innovation. In 2024, the company held a Technology Innovation Conference, unveiling the core technologies, core equipment, and digital achievements of the 14th Five-Year Plan, demonstrating the robust support of our commitment to becoming a world-class enterprise.

Scan the QR code to view CCCG's 14th Five-Year Plan core technologies, core equipment, and digital achievements



Core Technological Achievements



Immersed Tube Tunnel Construction Technology



Offshore Intelligent and High-Efficiency Island Construction Technology



Offshore Large-Scale Suction Dredging Technology



High-Altitude Qinghai-Xizang Permafrost Highway Construction and Maintenance Technology



Super-Large Span Bridge Construction Technology



Ultra-Long Tunnel Construction Technology



Offshore Wind Power Foundation Construction and Turbine Installation Technology



Green and Intelligent Port Construction Technology



Next-Generation Intelligent Container Terminal Technology



Green and Intelligent Inland Waterway Construction Technology



Green Construction and Carbon Accounting Technology for Highways and Waterways



River, Lake, and Reservoir Ecological Management Technology



Low-Carbon and High-Efficiency Membrane Technology

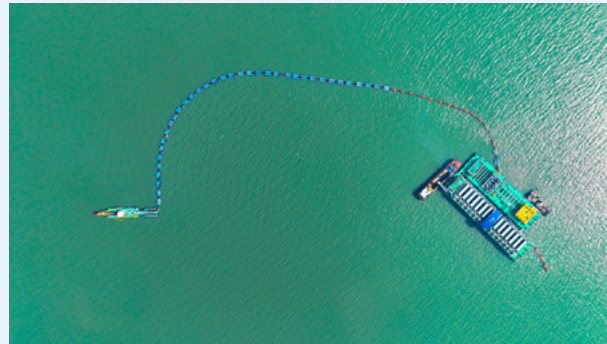


Industrialized and Intelligent Construction Technology for Transportation Infrastructure



Rapid Response and Emergency Access Technology for Transportation Infrastructure

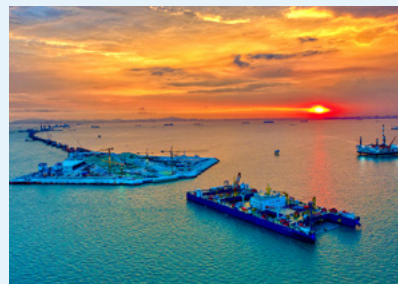
Core Equipment Achievements



"Taihu Star" intelligent all-in-one eco-dredging platform vessel



"Tian Kun Hao" self-propelled cutter suction dredger



"Yihang Jin" an No.1" self-propelled integrated pipe laying and positioning vessel



"Shouchuang TBM" ultra-large-diameter hard rock vertical excavation machine



"Xin Hai Xun Vessel" dual-fuel trailing suction hopper dredger



"Yun He Hao" ultra-large-diameter slurry balance shield machine



Integrated intelligent tower construction machine



Complete set of offshore intelligent exploration equipment



Offshore Wind Power Installation Platform "Haifeng 1001"



Intelligent Offshore Vibroflotation Stone Column Piling Barge

Digital Achievements



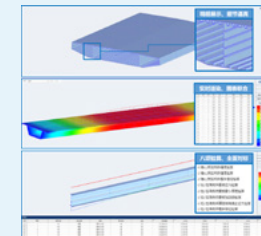
Integrated Business and Financial Collaboration Platform



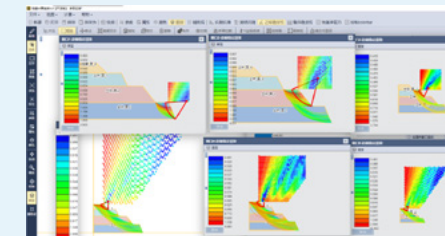
Transportation Blue Path BIM Platform



Highway Digital Survey and Design System



Bridge and Tunnel Structural Analysis and Design Software



Foundation Calculation System



Concrete Cloud Factory



Shield Construction Monitoring System



Bridge Structural Health Monitoring System



Expressway Smart Operation Integrated Management Platform



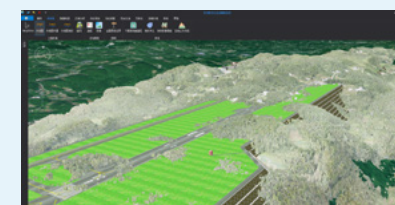
Dredger Intelligent Operation System



Offshore Wind Power Infrastructure Intelligent Monitoring and O&M System



Container Terminal Integrated Production and Control System



Airport Digital Site Selection System



Urban Industrial Big Data Platform



Urban Gas Smart Monitoring and Safe Operation Integrated Service Platform

Topic II

Focus on Core Responsibilities and Main Businesses, Serve as a National Industry Leader

From the clinking of camel bells and billowing sails along the ancient Silk Road, to the sea voyages during the Age of Exploration, and now to today's expansive transportation networks, the evolution of transport has long propelled economic integration and cultural exchange, transforming the world into a tightly connected global village. Over more than a century of growth, CCCG, now a global leader in large-scale integrated infrastructure services, has continuously consolidated the foundation, cultivated the way, and carried out its mission, reshaping the spatial-temporal landscape of the vast land and standing firm as the backbone of national progress.

» Advance Hand-in-Hand with the Country, Forge a Glorious History with Sincere Devotion

As an integral part of the modern economic system and a pioneering force in China's modernization, transportation is a fundamental, leading, and strategic industry. From the arduous construction era of the past to the grand wave of reform and opening up, and onward along the path toward a strong nation, we have always kept the major interests of the nation in mind. We have built numerous super projects that witness many "China Firsts" and "World's Best," serving the goal of building a country with a strong transportation network through CCCG's wisdom and strength.

Strive to Contribute to Building a Strong Nation

Landmark projects undertaken by CCCG include the world's first high-altitude permafrost highway, the Qinghai-Tibet Highway, the Medog Highway, which connected Medog, China's last isolated county, to the national road network, the world's longest highway tunnel, the Tianshan Tunnel, and the world's longest, highest-standard high-speed railway, the Beijing-Shanghai High-Speed Railway.

As a global leader in the design, construction, and operation of highways as well as railways and urban transit, CCCG has cumulatively designed and built over 120,000 kilometers of highways and more than 10,000 kilometers of rail transit lines. We have also constructed and operated signature Belt and Road Initiative (BRI) projects such as the Mombasa-Nairobi Standard Gauge Railway and the China-Laos Railway, setting Chinese railway construction standards on the global stage.



Menghua Railway (also known as the Haoji Railway)



Scan the QR code to view CCCG's "China Roads" Special Feature



Shenzhen-Zhongshan Link

Transform Impassable Barriers into Open Thoroughfares

Bridges span mountain, valleys and traverse rivers, lakes, and seas. Landmark bridge projects undertaken by CCCG include China's first urban elevated bridge, the Renmin Viaduct in Guangzhou, Africa's largest suspension bridge, the Maputo Bridge in Mozambique, the world's longest cross-sea bridge, the Hong Kong-Zhuhai-Macao Bridge, and China's first bridge over the Beipan River in Guizhou. As the world's largest bridge design and construction enterprise, CCCG has designed or built 5 of the world's top 10 cable-stayed bridges, 7 of the top 10 suspension bridges, 8 of the top 10 bridges built in high mountains and deep canyons, and 9 of the top 10 cross-sea bridges. Each majestic bridge, standing like a "rainbow on earth," not only bears witness to the remarkable growth of China's transportation sector but also conveys a sincere wish for a seamlessly connected world.



Scan the QR code to view CCCG's "China Bridges" Special Feature



Baling River Bridge

Ports Connect the World

Port projects undertaken by CCCG include Tangu New Port, China's first self-upgraded deep-water port, Tianjin Port, the world's highest-rated artificial deep-water port, Shanghai Port, the world's largest container port, and the Ningbo-Zhoushan Port, the world's busiest port in terms of cargo throughput. Over the past 75 years, CCCG, hailed as the "Cradle for Harbor Builders" in China, has undertaken the design and construction of most coastal ports above a certain standard and carried out extensive channel dredging tasks. From creating "China's First" to setting records as the "World's First" and "World's Largest," our journey mirrors the evolution of China's port construction: from initially learning from abroad, to self-reliant development, and finally to repeatedly breaking world records.



Tianjin Port



Scan the QR code to view CCCG's "China Ports" Special Feature

Building Equipment for the World

Engineering equipment projects undertaken by CCCG include China's first asphalt distributor, the country's first set of LB-30 asphalt concrete mixing equipment, China's first ultra-large-diameter shield machine "Tianhe," the world's most intelligent heavy self-propelled suction dredger "Tian Kun Hao," the world's largest and China's first dual-fuel-powered suction dredger "Xin Hai Xun," and the world's largest piling vessel "Erhang Changqing." As a world-leading engineering equipment design and manufacturing service provider, CCCG is accelerating the cultivation of new quality productive forces. We continue to maintain our research and manufacturing advantages in large offshore construction vessels, including dredgers, port machinery, shield machines, tower cranes, and other equipment, setting multiple records such as "China's First" and "World's First" in the field of equipment manufacturing.



The CCCG "Tianhe"



Keep Pace with the Times, Pour the Foundation of Development with Hard Work

As one of the first central enterprises selected to take part in a pilot program to build a country with a strong transportation network, we adhere to the principle of "dedicating ourselves to transportation and building a country with a strong transportation network." We have advanced the pilot tasks for building a country with a strong transportation network at a high level and have been honored as an "Outstanding Unit in the Pilot Project for Building a Country with a Strong Transportation Network," while our "Global Competitiveness Enhancement" pilot task has been rated as excellent.

Strengthen Systematic Planning, Advance Coordinated Execution

A leading group for the pilot program was established, and both the pilot work plan and the implementation plan were issued, setting out a clear "timetable" and "roadmap."

Emphasize Innovation, Strengthen Process Control

We have set up a process management mechanism combining "dual task documents + an online supervision system + performance evaluation," achieving transparent management, digital control, and comprehensive supervision throughout the process.

Be Proactive, Focus on Core Practices

Leveraging major demonstration projects such as the Shenzhen-Zhongshan Link, Pinglu Canal, and Sichuan-Tibet Railway, we have undertaken cross-sector research and practical applications involving new technologies, models, and industries.

Emphasize Diversity, Ensure Support from Various Aspects

Leveraging the strength of national-level innovation platforms such as the Key Laboratory for Road Engineering, we promote coordinated regional transportation development.

ENR 2024 Global Best Projects Award



Qinzhou Port Dalanping Port Area received the Best Project Award in the Airport and Port category



Dalian Bay Undersea Tunnel received the Best Project Award in the Bridge and Tunnel category



Tianhan Grand Theatre received the Best Project Award in the Cultural Venue category



Ethiopia's Wenchi Dendi Ecotourism Road Project (Phase I) received the Best Project Award in the Special Project category

Build Projects that Connect Rivers to the Sea, Strive for Strength Through the Sea CASE

On August 28, 2022, construction commenced on the "Century Project": the Pinglu Canal. Fifteen units under CCCG, including the Waterway Research Institute, CCCG First Harbor Engineering, CCCG Second Harbor Engineering, and CCCG Fourth Harbor Engineering, actively engaged in the project. They undertook overall design, three major hub construction bids (including the first and last bid sections), six bridge construction bids, and other contracts, which used CCCG's wisdom and strength to help the canal achieve a magnificent transformation. Over the past two years, CCCG's builders have pursued the goals of high-quality, green, and clean construction, meticulously crafting this "Century Project." The Pinglu Canal is the first grand canal connecting rivers to the sea since the founding of the People's Republic of China, a key backbone project for the New International Land-Sea Trade Corridor, and a landmark project accelerating the construction of a country with a strong transportation network. Once operational, it will provide the most direct, economical, and convenient channel for regions in Guangxi and Southwest China to access ASEAN countries.



Pinglu Canal

»» Share a Common Destiny with the People, Illuminate the Path Forward with Love for the Country

In 2024, the company strategically planned a new batch of pilot tasks for building a country with a strong transportation network, achieving more pioneering and signature results and striving to be the pioneer of the Chinese path to modernization.

Scan the QR code to view CCCG's Annual Major Projects (Equipment) Showcase



The first BOO-mode freight railway led and constructed by CCCG: the Jiangjunmiao-Naomaohu Railway in Xinjiang



Senegal's first Bus Rapid Transit system: the Dakar BRT Project



The world's largest LNG dual-fuel-powered dredger: the "Xin Hai Xun" Vessel



China's first high-latitude, harsh-cold ring metro: the Harbin Metro Line 3



The world's first eco-friendly intelligent integrated dredging platform vessel with complete independent intellectual property: the "Taihu Star"



South America's first smart and green port: Chancay Port in Peru



The world's first bridge built in a wind-blown sand gorge and the world's highest, longest-span PC beam multi-tower cable-stayed bridge: the Xilamulun Grand Bridge in Inner Mongolia



The world-class cross-sea cluster project integrating a tunnel, islands, bridges, and underwater interchanges: the Shenzhen-Zhongshan Link



A major cross-sea project in the Guangdong-Hong Kong-Macao Greater Bay Area: the Huangmao Sea Channel Bridge



The world's longest and highest-altitude highway tunnel: the Guigala Tunnel in Xizang

Topic III

Engage in Emergency Rescue, Serve as the "Stabilizing Anchor" for Safety

True capability shines in times of crisis; real strength reveals itself at critical moments. With love for the motherland, CCCG firmly establishes a people-first and life-first development philosophy. With a sense of responsibility, we never shrink back in the face of major challenges and always press forward in emergencies, ready to carry out rescue missions with unshakable willpower and deal with disasters with strong capability.



》》 Fulfill Responsibilities, Take Part in Rescue Efforts

Influenced by climatic conditions, geographical location, and topographical features, China faces a wide array of meteorological disasters that occur frequently and inflict heavy losses. The history of the Chinese civilization is also a chronicle of the nation's relentless struggle against natural calamities. CCCG fully implements General Secretary Xi's important instructions on emergency rescue work, actively participates in social rescue efforts, and continuously strengthens the "1+100" rescue system. We spare no effort to safeguard the lives and property of the people. In 2024, the company participated in over 70 social rescue operations, deploying more than 2,100 personnel, clearing over 700 kilometers of roads, and removing over 250,000 cubic meters of earth and rocks, earning multiple commendations and expressions of gratitude from local governments.

》》 Race against the Clock to Save Lives on Frontline

📍 In Yunnan

Following a landslide at Liangshui Village in Zhenxiong County, Zhaotong City, rescue forces were mobilized at once. The CCCG Second Highway Engineering Group, CCCG Construction Group, and the National Tunnel Emergency Rescue Team from Chongqing (a total of 67 personnel with 45 sets of rescue equipment) rushed to the scene. They submitted more than 90 sets of monitoring data and demolished 5 hazardous structures.



CCCG Second Highway Engineering Group participates in the Zhaotong landslide rescue



CCCG actively participates in post-disaster reconstruction in Shigatse, Xizang

📍 In Hunan

Following the breach of the first-line embankment in Dongting Lake waters of Huarong County, Yueyang City, which resulted in the flooding of Tuanzhou dike region, CCCG swiftly mobilized disaster relief efforts. CCCG Tianjin Dredging deployed 5 flat-bottomed barges and 14 employees to urgently transport 5,000 tonnes of stone materials, contributing significantly to the successful sealing of the breach. Simultaneously, the National Tunnel Rescue Chongqing Team traveled nearly 500 kilometers overnight to the disaster zone, operating drainage equipment 24/7 with personnel working in two shifts around the clock. Other CCCG subsidiaries including the CCCG Second Harbor Engineering Company and CCCG Construction Group participated in levee patrols and emergency duty, while CCCG Investment Company Limited promptly procured relief supplies and assisted in resettlement operations. These efforts earned commendations from the National Safety Production Emergency Rescue Center and received written acknowledgment from the Hunan Provincial Committee of the CPC and the Provincial Government for their exemplary disaster response.



CCCG Tianjin Dredging transports stone materials to the disaster relief site in the Dongting Lake region

📍 In Guangdong

After severe flooding and geological disasters struck multiple areas in Pingyuan County, Meizhou City, Guangdong, the Fourth Highway Engineering Group, China Road and Bridge Corporation (CRBC), and South China Construction rapidly rushed to rescue. They dispatched 61 rescue personnel and mobilized 46 sets of equipment for the rescue mission. Within 10 days, they cleared road access at 54 locations (covering approximately 63.1 kilometers), excavated around 58,000 cubic meters of earth, repaired 2 roads, and rectified 36 landslide sites. These achievements earned commendations from national ministries and written gratitude from local governments.



CRBC fully participates in rescue operations in Meizhou, Guangdong

In Sichuan

After a catastrophic mountain flood and mudslide struck Guzan Town in Kangding City, Garze Tibetan Autonomous Prefecture, Kangxi Project Team under CCCC Construction Group launched a full-scale rescue operation. They deployed 20 rescue personnel and 10 sets of machinery and equipment. Over 4 days and nights of relentless effort, they cleared 70 meters of water channel in the affected area and removed approximately 2,500 cubic meters of mud, stone, and debris, repaired a temporary access road on National Highway 318 by clearing 280 meters, removed about 5,000 cubic meters of stone debris, and cleared 380 meters of hillside drainage ditches while providing 40 meters of riverbank slope protection. These efforts received high praise from the rescue command center.



CCCC Construction Group Kangxin Project Team rushes overnight to Guzan Town, Kangding City, to take part in emergency rescue and disaster relief efforts

In Liaoning

In August 2024, Huludao City experienced the strongest rainfall recorded since 1951. CCCC First Harbor Engineering Group Huludao Regional Second Project Department and Xudabao Project Department immediately mobilized and rushed to the most severely affected Jianchang County. They deployed 96 rescue personnel and 16 sets of equipment, repairing 45 road sections, restoring 10 kilometers of roads, excavating and transporting 25,000 cubic meters of earth, and clearing 1,500 meters of road surface. Their efforts earned written gratitude from the Liaoning Provincial Committee of the CPC and the Provincial Government, while more than 10 mainstream media outlets tracked the repair rescue process, which showcased the responsibility of CCCG as a central enterprise.



CCCC First Harbor Engineering Company rushes to aid in the Huludao flood disaster

In Hainan

After Typhoon Capricorn (the 11th super typhoon) made landfall in Hainan in 2024, causing widespread road blockages and communication outages, CCCG immediately mobilized 665 volunteers from the First Highway Engineering Group, CRBC, CCCC Construction Group, and the CCCC Third Highway Engineering Group. They established 21 emergency rescue teams, deployed 116 sets of large machinery and equipment along with over 300 smaller tools, and overcame challenges posed by interrupted communication and power outages. The teams assisted local governments in clearing post-disaster debris and obstacles from roads, conducted disinfection and fault inspections, gradually restored water and power supplies, and reopened roads, thereby ensuring public travel safety. These efforts received written gratitude from the Hainan Provincial Committee of the CPC and the Provincial Government.



CCCC Second Highway Engineering Group Xinhai Port Project Department rushes to assist in clearing the scenic ring road in Hainan



China International Engineering Consulting Corporation's Hainan Yangpu Shugang Expressway Project Department combats Typhoon Capricorn

In Xizang

At 9:05 a.m. on January 7, 2025, a 6.8-magnitude earthquake struck Dingri County, Shigatse City, Xizang Autonomous Region. In this race against time to save lives, CCCG demonstrated the responsibility of a "pillar" and the steadfast role of a "stabilizing anchor." With "CCCC speed," they showcased the noble mission of "people first, life first." With the warmth of CCCG, they paved a road of hope, leaving a lasting mark of the 'Build Your Future Dream' social responsibility brand on the 4,200-meter-high snowy plateau, and laying the cornerstone of hope and faith in this sacred land.



The first batch of containerized modular houses, overseen by the First Highway Engineering Group, arrives at the resettlement site in Lhaze County



CCCC Second Harbor Engineering 's Project from the Lhasa Nyetang Super Major Bridge Project dispatches 5 excavators and 13 personnel to the disaster area

Build Your Future Dream, Light Up the Light of Hope on the Snowy Plateau CASE

Immediately after the 6.8-magnitude earthquake struck Dingri County, Shigatse City, Xizang, CCCG swiftly sent 17 construction management personnel stationed in Xizang and 14 design personnel to Dingri. They urgently prepared 21,622 sets of winter supplies and transported 950 prefabricated modular houses. The teams entered the disaster zone to conduct rescue, search, and relief operations as well as to assist with the resettlement of affected residents. Not only did the rescue team build temporary shelters, they also created a "sanctuary for the soul" by preparing meals for 300 relocated residents in Cuo'ang Village, Quluo Township, celebrating a 6-year-old's birthday, and assisting local people with cleaning. In doing so, "CCCC Blue" became a "star" safeguarding countless homes.

As of January 20, 2025, CCCG-affiliated units had cumulatively deployed 470 rescue personnel and 133 sets of equipment, and provided 17,083 sets of relief supplies to the disaster area. They completed the procurement, transportation, and installation of 1,958 prefabricated modular houses in severely affected areas; inspected 1,740.47 kilometers of roads, 228 bridges, and evaluated 2,607 damaged households; assisted 623 affected households in cleaning their houses, transferring properties, relocating and retrieving properties. They leveled approximately 90,000 square meters of land in Lhaze, Sagya, Angren, and Dingri counties. These efforts earned high praise and unanimous recognition from governments at various levels in Xizang and department-level agencies, receiving 4 letters of gratitude from the Ministry of Transport and disaster-stricken county governments, as well as 26 banners.

“

I didn't expect we could move into new modular houses so quickly! We can finally spend the long, cold nights after the earthquake in peace. We are so grateful to the CCCG builders. Because of you, we have a warm winter! ”

——From An Affected Resident

“

Back then, CCCG opened the road for us to connect with the outside world. Now, I am willing to stand shoulder to shoulder with CCCG to safeguard our homeland. ”

——From Tibetan youth Awang Ciren

Overseas

In its overseas projects, CCCG actively participates in local emergency rescue efforts, fully showcasing a positive national and corporate image. The CCCG Guangzhou Dredging's "Jun Yang 1" saved 4 Filipino fishermen who had fallen overboard, and in 2024, it received one of the highest honors in national maritime search and rescue, the "2023 National Maritime Search and Rescue Award." In the Maldives, CCCG rescued an out-of-control belt sand ship, attracting widespread attention from mainstream media. Several divisions of the Malaysia East Coast Rail Link (ECRL) Project actively participated in rescue operations during major floods in Kelantan and Terengganu; the Second Division deployed 53 rescue vehicles, assisted in relocating over 2,700 affected people, transported 25 truckloads of rescue supplies, successfully rescued 5 trapped fire trucks, and promptly relocated valuable goods from 17 affected shops, winning widespread praise from local residents.



Jun Yang 1 rescues the out-of-control belt sand ship



Thank-you letter from the belt sand ship's management unit



Tanzania Branch urgently rescues victims from the collapse at Kariakoo Market



Malaysia East Coast Rail Link Project Second Division participates in social rescue

Leverage Advantages and Advance Technological Innovation to Empower Disaster Prevention and Mitigation

We actively harness technological innovation in emergency rescue as well as in disaster prevention and mitigation. During the rescue operations for the Zhaotong landslide in Yunnan, the National Tunnel Emergency Rescue Team from Chongqing employed the "Slope Radar Early Warning System MDSR." This system achieves sub-millimeter non-contact deformation monitoring, offers three-dimensional visualization pairing of the monitored area, and automatically compensates for environmental errors, enabling faster and more precise monitoring of slope instability and collapse risks. In the Wuqiao River Flood Control and Disaster Reduction Project in Wanzhou, Chongqing, an initiative to construct socially beneficial flood control infrastructure, these measures have further enhanced urban safety, bolstered overall flood control capacity, and safeguarded the lives and property of residents within the watershed.



The diversion tunnel of the Wuqiao River Flood Control and Disaster Reduction Project in Wanzhou, Chongqing, has been completed

01



Build New Momentum

Fulfill the Commitment to Safety and Quality

The mighty river of history surges forward. Sometimes it's quietly deep, but sometimes magnificently turbulent. In 2024, CCCG's steady momentum was effectively maintained and its advances were both solid and forceful. From bustling major project sites to the sequential rollout of safety and quality measures, from researchers striving in laboratories to equipment workshops operating at full throttle, the footprints of hard work across our vast land not only reflect the courageous service to national strategies but also a deep-rooted commitment to people's livelihood. They embody both the ever-renewing brilliance of progress and the great strength of united effort.

- 28 Focus on Enhancing Core Business Strengths
- 37 Establish a Strong Technological Foundation
- 44 Promote the Integrated Development of "Three Chains"
- 47 Strengthen Accountability for Safety and Quality
- 54 Operate with Legal Compliance and Integrity



Changtai Yangtze River Bridge Panoramic View

Focus on Enhancing Core Business Strengths

Build China's Strength in Transport

By continuously establishing an investment holding platform in the fields of infrastructure and modern comprehensive transportation, the transportation business secured new contract orders totaling RMB 4741.9 billion. A series of "Century Projects" with large investment scales, rapid impact, excellent comprehensive benefits, and strong catalytic effects have become the "anchors" safeguarding national development and security.

China Road

Keeping a sharp focus on the country's comprehensive transportation corridors, major hubs, integrated multidimensional transportation networks, and logistics networks, we are determined to be the pioneer in charting the course toward Chinese modernization. In 2024, the world's longest highway tunnel under construction – the Urumqi-Yuli Tianshan Shengli Tunnel – was fully connected, setting a domestic record of 12,800 meters for single TBM (Tunnel Boring Machine) excavation in a highway tunnel; the Jiangjunmiao-Naomaohu Railway, an essential channel for transporting coal from Xinjiang, was put into operation; China's first high-latitude subway loop under frigid weather – Harbin Metro Line 3 – was put into operation ; the world's longest ultra-high-altitude highway tunnel – the Guigala Tunnel – was officially put into service; and China's first fully integrated automobile testing ground – the Shangrao Automotive Comprehensive Test Site in Jiangxi –entered trial operation.



Jiangjunmiao-Naomaohu Railway put into operation



Shangrao Automotive Comprehensive Test Site

Tianshan Mountain Range Divides Xinjiang into North and South, and a Tunnel Connects it CASE

On December 30, 2024, the world's longest highway tunnel – the Tianshan Shengli Tunnel in Xinjiang, built by CCCC under the management of its General Contracting Subsidiary with participation from the First Highway Engineering Group, the CCCC Second Highway Engineering Group, and the production and manufacturing equipment of CCCC Tianhe Machinery and Equipment Manufacturing – completed tunneling.

The Tianshan Shengli Tunnel is the most challenging and longest-duration key control project along the 320-kilometer Urumqi-Yuli Expressway, measuring about 22.13 kilometers in length with a maximum cover depth of 1,112.6 meters. The tunnel adopts a "three-tunnel, four-vertical-shaft" construction method , with simultaneous opposing construction at the two portals, and passes through 16 geological fault zones. As a vital channel for resource interconnectivity between northern and southern Tianshan and a major national defense route, the completion of the Urumqi-Yuli Expressway will reduce the travel time from Urumqi to Yuli from over 7 hours to about 3 hours, powerfully advancing Xinjiang's goal of more convenient transportation.



Tianshan Shengli Tunnel



Scan the QR code to witness the engineering miracle of CCCC breaking through the Tianshan Shengli Tunnel in Xinjiang

China Bridge

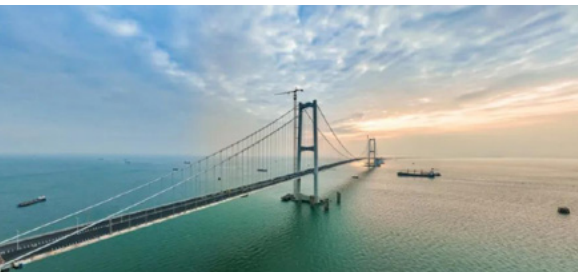
For many years, CCGG has been at the forefront of the super-large bridge construction industry. A host of world-class bridges spanning across rivers, seas, high mountains, and deep gorges have carried the aspirations for a better life and the national dream of prosperity. In 2024, all 16 key bridges of the Pinglu Canal, a landmark project for building China's strength in transport and the backbone of the new International Land-Sea Trade Corridor, were completed and opened to traffic; the Huangmaohai Sea-crossing Channel in the Guangdong-Hong Kong-Macao Greater Bay Area was opened to traffic; and three participating bridges received awards at the 2024 International Bridge Conference (IBC).



Fuzhou-Xiamen High-Speed Railway 's Quanzhou Bay Cross-Sea Bridge received the Theodore Cooper Award (Railway Bridge Award) and the FIDIC Excellence Award



Shixi Expressway Danjiangkou Reservoir Bridge received the International Association for Bridge and Structural Engineering's Award for Large Highway and Rail Bridges



The Lingdingyang Bridge of the Shenzhen–Zhuhai Passage was awarded the George Richardson Award



The Qilu Yellow River Bridge in Jinan– the longest bridge over the Yellow River and the inland highway bridge with the largest steel structure usage – was opened for operation



The Shaxi Bridge was honored with the Eugene Figo Award



The Shuangbao Bridge, with the world's largest dual-cable-stayed span featuring independent towers and unprecedented construction weight for such structures, set a global record



The Changtai Yangtze River Bridge was closed with "millimeter-level" precision



The Longli River Bridge, the world's first alpine canyon landscape cable-stayed bridge



The Wenzhou Oujiang Beikou Bridge Project received the NCE International Bridge Award



Huangmaohai Sea-crossing Channel Clears Final Inspection

CASE

On November 25, 2024, the Huangmaohai Sea-crossing Channel – as the extended section of the Hong Kong–Zhuhai–Macao Bridge, a major national project set out in the 13th Five-Year Plan, and the first cross-sea project to commence after the release of the Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area – passed final acceptance. With a total length of approximately 31 kilometers, the project connects with the Hezhou-Gaolan Port Expressway in the east, links with the Xinhui-Taishan Expressway in the west, and intersects with the Western Coastal Expressway. It features two main bridges: the Gaolan Port Bridge and the Huangmaohai Bridge. Once in service, the travel time from Zhuhai to Jiangmen will be reduced from over one hour to about 30 minutes.



China Port

As the world's largest company in port design, construction, and dredging and reclamation, CCGC has an integrated service capability covering port investigation and design, land reclamation by dredging, channel dredging, construction of wharves and ancillary facilities, and manufacturing and installation of port machinery and equipment, representing the highest level of port construction globally. In 2024, Huanghua Port, visited by President Xi Jinping, is being developed into a world-class port with complete functions, sound facilities, smart and green technologies, and high economic efficiency. One of the nation's largest integrated cruise homeport complexes – Guangzhou's Nansha International Cruise Homeport– was officially opened. Ningbo-Zhoushan Port became the only modern mega-port in China, and indeed in the world, with two "ten-million TEU-level" single container terminals.



Scan the QR code to see how CCGC continues to polish the national "China Port" brand card



Guangzhou Port International General Cargo Terminal



Shenzhen Yantian Port Container Terminal



Guangxi Beihai Port Tieshan Port



Guangzhou's Nansha International Cruise Homeport Officially Opens

CASE

On June 25, 2024, Guangzhou's Nansha International Cruise Homeport was officially opened, with the first 600-plus passengers embarking on a 5-day, 4-night journey on the "Guangzhou's Nansha – Vietnam's Ha Long Bay – Guangzhou's Nansha" route. As CCGC's first full-process involvement in a cruise homeport project, the terminal is one of the nation's largest integrated cruise homeport complexes, with its number of port inspection facilities ranking among the highest for domestic cruise ports. CCCC Urban Investment Holding Company was responsible for the project's planning, design, investment, construction, and operations.



China Airport

We have participated in the construction of major civil airports such as Beijing Daxing International Airport, Shanghai Pudong International Airport, and Guangzhou Baiyun International Airport, establishing critical nodes where "people enjoy smooth journeys and goods flow freely." In 2024, the Shenzhen Airport Third Runway Expansion Project's land and soft foundation treatment was completed; the third runway at Hong Kong International Airport was officially activated; and the reclamation project for the expansion of Macao International Airport was initiated.

Participated in the design or construction of over **90%** of China's large-scale civil airports



Lhasa Gongga Airport Expansion Project – Bid Section 2

China Equipment

With nearly 800 watercraft of various types and 60,000 sets of land-based equipment, CCCG has become an important participant, witness, and contributor in global port dredging, offshore heavy industry, and super projects. In 2024, the company continued to accelerate the upgrade of port machinery and equipment, dredging equipment, shield tunneling machines, offshore equipment, and infrastructure maintenance technology. Key equipment such as the "Xin Hai Xun" and "Er Hang Chang Qing" were delivered in succession. ZPMC's heavy industry shore crane products maintained the world's largest market share for 27 consecutive years.



The "Wensu" TBM set off

World's Largest Pile-driving Vessel "Er Hang Chang Qing" Achieves Smooth Delivery

On January 5, 2025, the world's largest pile-driving vessel – "Er Hang Chang Qing," mainly invested developed by CCCC Second Harbor Engineering and built by ZPMC – was delivered. As the pile-driving vessel with the world's highest pile frame, greatest lifting capacity for piles, longest pile driving length, and strongest wind and wave resistance, its delivery marked a new milestone for China in the field of offshore engineering equipment manufacturing.



Build Livable Cities

2024 marked the 5th anniversary of President Xi Jinping's important concept that "people's cities are built by the people and for the people." CCCG has focused on strategically important regions such as the Beijing-Tianjin-Hebei region, Guangdong-Hong Kong-Macao Greater Bay Area, Yangtze River Delta region, and Hainan Free Trade Zone, and is advancing high-quality development of our business of "cities" with equal emphasis on heritage and innovation, scale and efficiency, speed and quality. In 2024, the our business of " cities" secured new contract worth RMB 10,742.8 billion, maintaining a trillion-level scale.



Northeast · CCCG Urban Investment



Xiaogan Dengjiahe Park District D Art Shopping Park

Coordinated Development in the Beijing-Tianjin-Hebei Region

By deeply serving the coordinated development of the Beijing-Tianjin-Hebei region, multiple projects were rolled out including the integrated transportation hub at Beijing's sub-center, the East Sixth Ring Road renovation, and Tianjin Metro Line 11. A new "land plus spot cash" cooperation mechanism was explored in Shijiazhuang; an urban village renovation project was implemented in Wuqing, Tianjin; and through delivering projects with the "highest strategic positioning, optimal resource input, the latest solutions, best quality construction, and the strongest sense of responsibility," high-standard and high-quality construction in Xiong'an New Area was supported. Xiong'an New Area described CCCG as the central enterprise with the most innovative concepts, the most outcomes, the best service, and the greatest contribution: a most trustworthy and dependable partner.



Yongding River Project Construction Site



The government-subsidized rental housing project "CCCC Qi Yuan" in Xiong'an New Area



Beijing Sub-center Project

Development in the Guangdong-Hong Kong-Macao Greater Bay Area

Deeply integrating into the development of the Guangdong-Hong Kong-Macao Greater Bay Area, CCCG has continuously synchronized with the development of the Hengqin Guangdong-Macao Deep Cooperation Zone. In the past three years, new contract orders totaling approximately RMB 430 billion have been secured, with mega urban comprehensive development projects such as Shantou East Coast New City, Guangzhou Nansha Free Trade Zone's Mingzhu Bay Area, and the reconstruction and expansion of the Guangzhou and Shenzhen sections of the Beijing-Hong Kong-Macao Expressway being developed.



Macao Waste Incineration Center Phase III Expansion



Shenzhen Metro Line 8 Phase II



CCCC Huitong Hengqin Plaza Project



Window of Guangzhou

Integrated Development in the Yangtze River Delta

In Shanghai's Yangpu Riverside, where the concept of "People's Cities" was first proposed, CCCG participated in constructing an integrated greenway system along the waterfront and the platform pier. An "4+1" cooperation intention was reached with Jiangsu Province, and systematic collaboration was launched with cities such as Nanjing, Hefei, and Suzhou, with the model further extended to other provinces and cities. The upgrading project of Jinhua's Huhaitang Park in Zhejiang attracted over 100,000 visitors.



Jinhua's Huhaitang Park in Zhejiang Province



Yangzhou Airport Film and Television City



Xiamen Jimei New City Bailu West Tower

Optimize Investment Models to Build a New Ecology for "Future Cities" CASE

On December 28, 2024, "Hemeihui," the first commercial project in Beijing's Shijingshan District invested, constructed, and operated by CCCG Investment Company Limited, was officially opened. Hemeihui is not only a comprehensive commercial complex integrating shopping, dining, entertainment, and leisure but also a vibrant and warm public community space serving nearly 500,000 people. In September 2020, CCCG Investment spearheaded the urban renewal project in the western Shijingshan area, and over 20 sub-projects, such as Hemeihui, Wulitua Folk Exhibition Hall, and CCCG Ying·Tiantaishan Nature Camp, have since transformed the area year by year.



Western Development

The picturesque Western regions have been embellished over the past decade. In the high mountains and deep valleys of the West, CCCG has constructed control projects on the Guiyang-Qianxi Expressway, the world's largest span cable-stayed bridge in mountainous areas – the Yachi River Bridge, the world's highest bridge – the Beipanjiang Bridge, and many other bridges in the mountains. The comprehensive treatment project of the Jinjiang River Basin in Chengdu created the "Night Tour of Jinjiang" brand, contributing the strength of a central enterprise to the overall Western Development and to the development of the Chengdu-Chongqing dual cities in the New Era.



Scan the QR code to see how CCCG is driving Western Development and building bridges across mountains and rivers



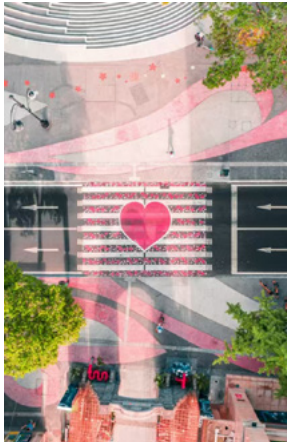
Guizhou Fourth China Green Expo Park



Chongqing CCCC Jincheng



Dazhou First People's Hospital, Sichuan



Chengdu "1314 Love Express"

Hainan Free Trade Zone Construction

Since constructing the Sanya-Haikou Central Highway in 1952, CCCG has been rooted in and developing Hainan. The company has designed and built the majority of Hainan's port berths, reclamation projects, highways, and bridges, from the Sanya-Haikou Central Highway to the Wenchang-Lingao Expressway, from Haikou Xiuying Port to Sanya Cruise Port, and from the Haiwen Bridge to the Hainan coastal highway for sightseeing, participating in over 1,500 projects and directly creating more than 100,000 jobs.



Jiangdong New Area Qibu Zone Water System Comprehensive Treatment Project



Sanya Nanshan Port Public Scientific Research Terminal

Establish a Strong Technological Foundation

Ignite the Momentum of Innovation

Technological self-reliance is the foundation of national strength and security. Amid intense international competition, CCCG is venturing into new fields and new tracks and is cultivating new drivers and advantages for development, which fundamentally relying on technological innovation.

Improve Innovation Management

A special action has been implemented to optimize and upgrade the technological innovation system. A complete innovation management system has been established, along with the release of the Opinions on Accelerating High-Level Technological Self-Reliance and Strengthening the Main Role of Corporate Technological Innovation and the "Special Work Plan for the Development of New Quality Productive Forces." Annual R&D intensity reached 3%, and CCCG was recognized as an excellent organization in the 2024 National Science and Technology Workers Day activities by the China Association for Science and Technology.

Advance Standard Setting

Standards serve as the "common language" in technology, underpinning technological innovation and guiding industrial synergy. In 2024, two ISO international standards, led and participated in by CCCG, were officially released. In addition, CCCG has taken a leading or participatory role in drafting numerous international, national, and industry standards, continuously achieving breakthroughs such as "firsts in China" and filling industry gaps.

The number of international standards led and released increased from **5 to 10**

The number of national standards primarily (or jointly) compiled increased by **67.5%**

The number of industry standards primarily (or jointly) compiled increased by **136%**



CCCC Second Harbor Consultants led and served as the chief editor for the publication of "IFC International Standard (Maritime Infrastructure Section) (ISO 16739)"



CCCG Dredging led the drafting and revision of ISO international standards such as Suction Dredger Dredging Monitoring System, Trailing Suction Hopper Dredger Dredging Monitoring System, and Grab Dredger Dredging Monitoring System, etc.



ZPMC led the drafting and revision of the international standard for cranes



CCCG Second Harbor Engineering participated in drafting and the release of the national standard "Technical Requirements for Welding Supervision of Steel Structures"



CCCG Fourth Harbor Engineering participated in drafting the first international guiding document in the field of marine engineering material exposure testing, "Design and Operation Guidelines for Long-term Marine Exposure Test Stations"

Collaborative Innovation Ecosystem

Technological innovation requires open cooperation and the aggregation of collective strength. CCCG promotes the deep integration of industry, academia, research, and application, working in concert with stakeholders to build national strategic technological power and convert more scientific and technological achievements into real productive forces.



Jointly established the CCCG-Macau University of Science and Technology Industrial Transformation Center with Macau University of Science and Technology and Nobel laureate Novoselov



Smart Port and Shipping Modern Industrial Chain "Co-Chain Action" Conference

Cultivate the Soil for Innovation

New quality productive forces are the product of productivity development and technological progress. As their constituent elements, workers, production materials, and objects, inevitably evolve, CCCG is committed to honing its internal capabilities, building platforms, providing stages, and gathering talent, thereby further unleashing its innovative vitality.

Strengthen Innovation Platforms

We've optimized the list of Key Incentive and Guarantee Measures for National-level Innovation Platforms, implemented a special action to enhance the capabilities of technological innovation platforms, and launched the CCCG Technology Achievement Transformation Pilot Verification Platform to boost the overall level of innovation platforms.

★ National-level Innovation Platforms ★

- National Key Laboratory for Green Longevity Road Engineering in Extreme Environments
- National Engineering Research Center for Dredging Technology and Equipment
- National Engineering Research Center for Highway and Bridge Construction
- National Engineering Technology Research Center for Core Offshore Crane and Pipe-laying Equipment
- National Engineering Technology Center for Environmental Protection Membrane Bioreactors and Wastewater Resource Recovery

Cultivate Innovative Talent

Deepening the strategy of strengthening enterprises and the nation through talent in the new era, the 2024–2025 Implementation Plan for Talent Strengthening was issued, and the "Ten-Hundred-Thousand-Ten Thousand" technology talent cultivation project was implemented to nurture a group of strategic scientists, leading technological talents, outstanding young talents, and innovative teams.

1 individual received the 15th **Guanghua Engineering Technology Award**

5 individuals were selected for the 10th Youth Talent Support Project by the **China Association for Science and Technology**

3 people received the 2023 **Mao Yisheng Science and Technology Award**

1 individual was selected for the National Major Talent Project **"Chang Jiang Scholars Program"**

3 individuals were selected as **"Top-notch Technology Talents"** in Central Enterprises

1 individual won the title of **"National Excellent Engineer"**



Protect Intellectual Property

We vigorously promote the spirit of scientists and smooth the green channels for long-term incentive mechanisms such as the reform of in-service technology achievement rights, ensuring that innovation outcomes are not confined to the "laboratory" but are applied on the "production line."The company received 2 National Science and Technology Progress Awards (First Class) and 1 Second Class Award, and 6 projects received the Zhan Tianyou Award.

A cumulative total of **121** projects have received the China Civil Engineering Zhan Tianyou Award

A cumulative total of **57** National Science and Technology Progress Awards and **5** National Technological Invention Awards have been received



The Hong Kong–Zhuhai–Macao Bridge cross-sea cluster project received the National Science and Technology Progress Award (First Class)



Key technologies in offshore wind power received the National Science and Technology Progress Award (First Class)



Key technologies and applications for intelligent sensing and proactive management of highway traffic conditions received the National Science and Technology Progress Award (Second Class)

Develop a Smart Industry

The CCCG Green Smart Future Transportation R&D Center was established to fully integrate "technological innovation + investment guidance + industrial development," thereby creating a high-quality advanced technology testbed and emerging industry incubation platform in the smart transportation field, and building an important talent hub and innovation highland for the development of the smart transportation industry to support the nurturing and development of the company's strategic emerging industries and new quality productive forces.

Build an Intelligent Manufacturing Industrial Chain to Empower Urban Industrial Development CASE

The CCCC Smart Industry Park project, jointly invested and constructed by CCCC Investment and CCCC Fourth Harbor Engineering, is centered around Jinan's top ten trillion-level industrial development clusters. It focuses on smart transportation, intelligent manufacturing, equipment manufacturing, new materials, and modern inspection and testing industries, serving as a headquarters R&D and manufacturing base that integrates technology development with industrial cultivation. With superior branding, a prime location, quality products, and strong enabling capabilities, it is poised to become a new highland for intelligent manufacturing in Jinan.



CCCC Smart Industry Park

Build "Digital CCCC"

We've implemented the "Digital CCCC" strategy and formulated the 14th Five-Year Digital Development Plan, the AI+ Special Action Plan, and the Three-Year Digital Development Implementation Plan. We've also established a digital construction and operation system composed of the "main responsible department + secondary units" to promote digital management, industrial digitalization, and digital industrialization.

Digital Management

An integrated system was built covering over 80% of business scope, with the "Finance Cloud" system achieving an online rate of 98.19%; the project management system was fully deployed, covering 19 secondary units and 225 tertiary units; contract approval processes were integrated from the project level to the legal entity, with 1.96 million documents archived; the human resource system won the Second Prize of the China Communications and Transportation Association's Science and Technology Progress Award; and the R&D technology platform received the First Prize for the first engineering construction enterprise technology innovation achievement awards from the China Association of Construction Enterprise Management.

Industrial Digitalization

Actively promoting the widespread application of digital technology throughout the lifecycle of engineering construction, the CCCC Lantu BIM Platform was successfully launched, replacing over 20,000 sets of DBD; the Dredging Research Center's first dredging control software supporting the LINUX operating system was successfully applied; one achievement received the SAIL Star Award at the World Artificial Intelligence Conference; the Bogotá Metro Line 1 project was awarded the Best Infrastructure Construction Award at the 2024 openBIM Awards; and the "ultra-large trailing suction hopper dredger intelligent equipment localization" project was selected as one of the top 100 projects in the "New Strategic Industries" by SASAC.



CCCC Asset Management's Shizhu West Smart Toll Station Renovation



China Communications Construction Group's Zhongwei "DualCarbon" Service Platform



CCCC Urban Investment Holding Company's Hengli General Contracting Smart City Project in Nansha received the First Prize for Guangdong Provincial Enterprise Management Modernization Innovation Achievement

Digital Industrialization

A "CCCC Cloud" primarily private with public cloud as a supplement has been basically established, the SM dedicated network has been upgraded, and an advanced integrated cybersecurity defense platform for central enterprises has been initially built. The CCCC (Zhongwei) Cloud Data Center project was implemented, setting a benchmark for digital transformation among central enterprises in the construction sector. An AI infrastructure framework was established, and work was undertaken to build IEEE standards for large models in transportation infrastructure.



CCCC Yangtze River Construction & Development Group completed the first registration of smart parking data assets

For the first time, CCCG hosted a sub-forum of the 3rd National Data Governance Annual Conference

Received a data asset registration certificate for the engineering construction industry at the Beijing International Big Data Exchange

The industrial big data platform and invoice data analysis system, among others, have been incorporated into the data asset register

Overseas network construction experience was selected for inclusion in the *State-owned Data Special Issue*



CCCC Lantu BIM Platform Successfully Launched CASE

On June 28, 2024, the CCCC Lantu BIM Platform, jointly developed by 20 specialized BIM sub-centers within the group under the coordination of the CCCC BIM Center was launched at the 2024 World Transportation Convention. As China's first domestically produced transportation BIM platform, it is designed for highways, waterways, airports, and municipal sectors, with over 50 planned products covering planning, design, construction, and operation stages, and has already played a key role in several national-level key projects.



Promote the Integrated Development of "Three Chains"

CCCC extends its social responsibility and ESG philosophy throughout the entire industrial chain, supply chain, and subcontract chain, in accordance with international practices, rules, standards, norms, and laws, and deepens the Guiding Opinions on Enhancing the Management Quality of the "Three Chains" and the Implementation Plan for the Integrated Development of the "Three Chains", continuously promoting their integration to enhance core competitiveness.

Strengthen Integrated Management

In deep implementation of the strategic deployment to enhance the resilience and safety of industrial and supply chains of the 20th National Congress of the Party, a framework document titled Top-level Design for the Integrated Development of the "Three Chains" was issued, comprehensively reviewing the supply chain management system and 23 related management policies, and introducing new measures such as the Service Procurement and Supply Management Measures and the E-commerce Procurement and Supply Management Measures. An "innovative, collaborative, safe, green, smart, and efficient" supply chain management system was established, and a Supply Chain Management Committee was formed to incorporate supply chain safety into the company's overall sustainable development strategy and promote the sharing of high-quality global supplier resources.

 Empower the Transformation and Upgrading of the Construction Industry Supply Chain CASE

CCCC Xiong' an Investment and the Materials Company jointly launched an innovative business model of "Joint Procurement + Financial Empowerment + Value Sharing." By actively participating in the procurement and sales process, CCCC Xiong' an Investment leveraged its strong financing credibility and risk control capabilities to secure low-cost financing from financial institutions through a novel financing method that separates the roles of the issuer and the acceptor of commercial acceptance bills, thereby significantly reducing supply chain financing costs in the joint procurement process and forming an advantage of large procurement scale and low supply chain financing costs. This innovative business model has built a win-win value ecosystem, reducing supply chain financing costs by nearly 2% compared to the industry average, thereby addressing the pain points of high financing costs in bulk material procurement and insufficient industrial chain coordination; it not only ensures the adequacy and timeliness of material supply for projects but also extends payment terms and alleviates the financial pressure on material companies from large prepayments.

Strengthen Procurement Management

Expand Centralized Procurement

Using procurement management as an entry point, joint procurement is conducted across enterprises and regions; strategic partnerships are established with upstream and downstream supply chain enterprises to promote centralized procurement of bulk commodities. Through multi-level cooperation among governments, industry associations, and enterprises, single-enterprise supply chain management is upgraded to an industry-wide ecological collaboration, transforming supply chain safety into a core competitive advantage for sustainable enterprise development.

Achieved an **"A"** rating in the benchmarking assessment for procurement and supply chain management among central enterprises

Launched the **"CCCCG Equipment Dispatch Management Platform"**

The transaction concentration of first-tier centralized procurement partners reached **82.91%**, with **64%** of transactions on the red list

The proportion of open subcontracting procurement amounted to **63%**, an increase of **41.2** percentage points compared with 2023

Overall procurement costs were reduced by approximately **2.3%**



Strengthen Supplier Management

Adhering to the principles of fairness, justice, and openness, we've improved the Supplier Management Measures, Supply Chain Risk and Compliance Management Measures, and the Management Measures for the Blacklist and Key Attention List of Cooperative Units were improved, and conducted regular supply chain safety risk assessments to establish a supplier management system with "three levels, three grades, and three types." For suppliers found to engage in unethical behavior, we've implemented a joint penalty system of "one breach, restrictions everywhere." We've also included occupational health and safety, environmental protection, and wage payment requirements for migrant workers clearly in procurement contracts to ensure suppliers fully fulfill their social responsibilities.

Over **2,600** dishonest or unethical subcontract suppliers were included in the blacklist system

The percentage of suppliers/subcontractors certified under quality, environmental, and occupational health and safety management systems reached **100%**

Two social responsibility training sessions were conducted for suppliers

Strengthen Supply Chain Resilience

Green Supply Management

We've remained committed to establishing a leading green supply chain management model in the infrastructure industry. "Green clauses" have been added to contracts, green material procurement and the application of new materials have been increased, and the supplier database for "green factories" and "green products" has been expanded. ZPMC has introduced 1,100 new suppliers with environmental certification into its potential supplier database. China International Engineering Consulting Corporation, in its subcontract procurement, changed asphalt heating conditions from heavy-oil heating to a more environmentally friendly natural gas heating mode, thereby reducing environmental pollution.

5 projects were recognized as **"2024 International Engineering Green Supply Chain Management Demonstration Projects"**

9 projects were recognized as **"2024 International Engineering Green Supply Chain Management Benchmark Projects"**



Supply Chain Digitalization

We prepared the Integrated Digital Construction Plan for the "Three Chains" and the Supply Chain System Data Security Management Plan, unified the planning and construction of a "Three Chains" transaction sharing platform, and established an integrated supply chain digital platform covering both operations and finance to achieve full-process visualization and real-time monitoring. The subcontract management system platform was upgraded, enabling end-to-end online management of procurement and supply processes and full-scenario integration of operations and finance for domestic project subcontracting, thereby improving market-oriented efficiency.

Equal Treatment for SMEs

The equal status of small and medium-sized enterprises (SMEs) in procurement and cooperation was clearly defined, with active acceptance of non-internal suppliers and subcontractors promoted and incorporated into relevant performance indicators. Efforts to assist SMEs in overcoming difficulties and promoting collaborative development were diligently carried out, a total of RMB 25.2 billion in arrears were cleared for SMEs and upstream/downstream suppliers and subcontractors,building a development ecosystem in which large, medium, and small enterprises mutually depend on and promote each other.

Strengthen Accountability for Safety and Quality

A profound recognition of the extreme importance and urgency of ensuring production safety is maintained, adhering to the principle of "putting safety above all," prioritizing both safety and development, and truly taking on safety production responsibilities at all levels to ensure that all measures for safeguarding safety are effectively implemented.

Improve Safety Management

The company remains mindful of the "three must-never overestimate" principles, further strengthening its red-line and crisis awareness, rigorously implementing the "five must-be-in-place" requirements, reinforcing the "dual responsibility for one post," and strengthening the "three controls and three musts," while advancing the construction of the primary safety production responsibility and supervision sequences, and continuously perfecting the safety production responsibility system.



The All-Staff Safety Production Responsibility System manual

Company leadership delivered a public lecture on work safety conducted over **30** "four no's and two direct" inspections, and held **10** safety-themed meetings

The headquarters established an independent safety management organization staffed with **16** full-time safety management personnel

Established **49** safety production systems



Implement Safety Standards

The Safety Management Standard Guidelines 1.0 and On-site Operation Standardization Guidelines were comprehensively promoted, with 17 projects recognized as nationally standardized safety production sites, a historic high. Throughout the year, a total of 1,211 provincial- and ministerial-level safety, quality, and environmental honors were awarded, driving standardization.



Standardized management at the Chengdu Metro Line 30 track laying base

Advance Hazard Inspection

The Internal Reporting and Accident Reporting Reward Measures, the Overall Emergency Plan for Sudden Incidents, and hazard lists for 8 domains were formulated, and major risk control lists were established at each level. An Essential Knowledge and Skills Handbook was compiled, and all levels studied the standards for identifying major accident hazards. A rigorous three-year action plan to address the root causes of safety production was implemented, conducting a thorough inspection and rectification of safety hazards, strengthening full-chain "one item" remediation, and enhancing "penetrating" safety supervision. The "red, white, and black" list system was strictly enforced, and the internal reporting and reward mechanism for accident hazards and production safety incidents was effectively utilized to encourage employees to actively identify potential hazards.

A "10+2" working group was established to conduct comprehensive inspections of projects in **all provinces (regions, cities) nationwide**

Safety supervision evaluations were completed for **49** Class-I safety production enterprises

Focusing on high-risk areas such as confined spaces, **6,251** hazards and **1,400** operational highway risks were inspected and rectified

Through coordinated efforts at all levels, **911** major accident hazards were inspected and rectified



Strictly Control Overseas Risks

The Country-Specific Safety Management Center Operation Work Measures and the Country-Specific Overall Emergency Plan for Sudden Incidents were formulated, and pilot projects were initiated to standardize the QHSE system documentation for overseas operations, promoting the establishment of safety committees and management centers in 62 overseas country-specific organizations. CCCC assumed the role of the central enterprise's lead unit for safety emergencies in 18 countries and regions, and its "joint prevention and protection" efforts were commended by SASAC.

Implement Technology-Driven Safety

A regional safety inspection center was established to enhance the effectiveness of smart construction site applications. A framework agreement was signed with the China Meteorological Administration to enhance natural disaster early-warning capabilities; efforts to continuously advance the emergency management platform were made, integrating various modules of the safety supervision and production operation platforms, establishing a solid digital foundation, and vigorously promoting CCCC's digital transformation.



Utilizing the precise early-warning function of the emergency management platform, over **139,000** warning messages and **29** major meteorological special reports were promptly dispatched to grassroots projects in warning areas

CCCC Second Harbor Consultants promoted the smart safety management for ongoing projects



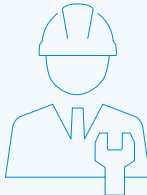
Create a Safety Culture

Through Education to Promote Management and Strengthen Safety Training

For 8 consecutive years, training courses for key leaders in secondary and tertiary units were held; in 2024, over 420 key leaders were trained. Retraining and further study on the Safety Management Standard Guidelines 1.0 were conducted, with 30,000 employees participating in the online course "Everyone Talks Safety, Everyone Can Respond to Emergencies."



Project safety core personnel rotation training session



Use Drills to Promote Readiness and Strengthen Emergency Preparedness

Six group-level emergency drills were conducted, and the comprehensive emergency drill for sudden waterway engineering incidents received high praise from relevant authorities. The Chongqing Rescue Team was organized to participate in a national-level emergency drill, and the Ministry of Emergency Management highly commended the participating team. Two typhoons that exceeded historical extremes were successfully prevented, with no casualties.



CCCC Real Estate Group Emergency Drill



Comprehensive Emergency Drill for Sudden Waterway Engineering Incidents



Hosted the 2024 Safety Production Month Emergency Capability Competition in Xiong'an New Area

Use Cultural Initiatives to Enhance the Safety Atmosphere

Activities such as "Safety Production Month" and "Safety Promotion and Consultation Day" were conducted, with participation reaching a record high. The "Safe Project" was advanced, 38 excellent video works on "I Take Charge of Labor Protection" were recognized; 2 outcomes received the National Transportation Construction System "Ankang Cup" Award for Safety Management Excellence; and a nationwide online "I Commit to Safety Production" campaign was held, garnering solemn signatures and commitments from over 800,000 participants.



Strengthen Quality Support

CCCG actively implements the quality-first strategy to build a quality-strong nation through meticulous management and premium construction, fostering an advanced quality culture that elevates the comprehensive quality strength of its products, projects, and services to a higher level.

Establish First-Class Quality

Adhering to the principles of quality first and efficiency priority, and implementing the Three-Year Action Plan for Quality Excellence and Enhancement, the application of the new quality management system, which encompasses all employees, all elements, the entire process, and all data, was continuously deepened to drive quality transformation and innovation, thereby enhancing core quality competitiveness. In 2024, the project acceptance rate reached 100%, and the first-time project handover pass rate was 100%.



CCCC Fourth Harbor Engineering's machinery technician verified the drawings to ensure the safe and high-quality completion of ship construction



CCCC Yangtze River Construction & Development received a letter of thanks from the Ministry of Water Resources' Construction Management and Quality Safety Center

Build Quality Projects

National strategic projects and livelihood projects are being developed into exemplary quality projects; quality construction is incorporated into quality assessments; the quality award evaluation and assessment measures have been revised; the Three-Year Action Plan for Quality Excellence and Enhancement is rigorously implemented; and full-process management before, during, and after project execution is strengthened to provide quality assurance for achieving higher benefits, greater efficiency, stronger market competitiveness, and enhanced brand influence.

Pre-Project Excellence in Planning

We strengthen business briefings and solidify project management economic responsibilities. We select and assign key positions, such as project manager, party secretary, chief engineer, and business manager, and optimize project organizational structure.

In-Process Excellence in Contract Performance

We uphold integrity in contract fulfillment, strive for excellence, promote the application of project management systems in CCCG brand projects, strictly control costs, safety, and quality, and adhere to bottom-line standards, strengthening the quality foundation of the "Brand CCCG".

Post-Completion Improvement

We focus on final management, conduct project review, emphasize secondary operations, strengthen incentives, timely assess and fulfill evaluations, and create a positive cycle of continuous improvement.

The New Airport Expressway Connector (Shuangbu-Xia Zhuang Section) and 7 other projects were selected for the list of projects achieving the highest quality level in municipal engineering as evaluated by the China Municipal Engineering Association in 2024



The Phase I project of the Shenzhen Honghu Water Purification Plant by the Southwest Institute, known as the "Shenzhen He Water Culture Science Popularization Base," received the 2024 Global Project Excellence Award (Silver) in the ultra-large/large infrastructure category, marking the first IPMA award in China's water industry to date



China International Engineering Consulting Corporation received the China Quality Association Quality Technology Award



CCCG Actively Carried Out "Quality Month" Activities

CASE

In September 2024, CCCG actively carried out the nationwide "Quality Month" activities under the theme "Strengthening Quality Support to Build a Strong Nation in Quality," deepening the national quality campaign through a variety of launch ceremonies, on-site quality exchange meetings, quality-themed training sessions, quality culture days, themed speech contests, and quality knowledge and skills competitions across multiple units and levels, thereby widely enhancing the quality literacy of all employees and promoting the construction of a strong nation in quality.



ZPMC Holds Flag-Raising Ceremony and Launch Event for "Quality Month"

Enhance Service Quality

With a customer-centric approach and a focus on meeting customer needs, a multi-dimensional customer service network has gradually been established among the headquarters, regional centers, and subsidiaries to ensure stakeholder satisfaction.

Improve the Service System

Customer requirements and expectations are translated into product requirements, process requirements, and QHSE management system requirements that comply with relevant laws and standards, and are embodied in the products. CCCC Urban Investment Holding Company carries out responsible marketing based on the principles of honesty, transparency, fairness, and sustainability. CCCC Asset Management deployed self-service ticket machines and smart toll robots, improving on-site passage efficiency by over 40%.



CCCC Real Estate introduce the project publicity documents in detail to customers



CCCC Science and Technology City Customer Service Center in Shenzhen

Respect Stakeholder Demands

Customer complaints are treated seriously and responded to promptly, with after-sales service and customer complaint management systems improved to safeguard customer rights. CCCC Second Harbor Engineering conducted periodic customer follow-ups through its customer tracking management network system. The Finance Company visited 106 second- and tertiary-level units and project departments within the group during the year, with customer managers conducting 287 follow-ups and resolving 382 customer issues. The Vehicle Company continuously improved the staffing of its market service department to quickly and accurately address customer inquiries and provide effective solutions.

Protect Customer Privacy

Customer privacy is given high priority, with a strict confidentiality system established to ensure that customer rights are not compromised. Relevant units and projects have formulated confidentiality policies, specified the confidentiality levels for customer information, and established and dynamically maintained customer databases to strictly protect customer privacy.

Shanghai Zhenhua Heavy Industries (ZPMC) was Awarded the "Annual Best Outsourced Engineering Service Provider" Award

In April 2024, at an awards ceremony held by Hambantota International Port Group (HIPG) at Hambantota Port in Sri Lanka, outstanding partners from the past year were recognized. ZPMC's joint venture in Sri Lanka was honored as the "Annual Best Outsourced Engineering Service Provider" due to its excellent service quality and professional capability. This honor not only serves as recognition for ZPMC LANKA's performance over the past year but also affirms its professional competence and service level. ZPMC LANKA has always adhered to a customer-oriented approach, continually enhancing its technical capabilities and service quality to provide efficient and reliable engineering services for port users.



CRBC Conducts Customer Satisfaction Surveys

CRBC implements project-based customer satisfaction surveys, conducting them bi-annually for ongoing projects. The surveys assess performance across key areas including pre-construction services, project construction quality, staff professionalism and responsiveness, project personnel problem-solving capabilities, project construction preparation and development of various plans, project schedule, safety management, project site housekeeping and orderliness, environmental protection measures, project coordination with surrounding areas/parties. Throughout 2024, approximately 450 projects were covered by these surveys, achieving an overall customer satisfaction score of 98 (on a 100-point scale).

Operate with Legal Compliance and Integrity

Deepen Corporate Governance

We've steadily advanced the establishment of a sound board of directors, standardized meeting organization, regularized matters subject to review, and systematized process management. We've conducted revisions of the articles of association at all levels, improved authorization schemes and lists, and established a standardized and effective corporate governance structure to ensure that the board of directors effectively fulfills its role in "setting strategy, making decisions, and preventing risks." All subsidiary boards have been established, and the governance mechanisms of all entities, with legally defined responsibilities, transparent authority, coordinated operations, and effective checks and balances, have been further strengthened.

Operate in Compliance with the Law

The Implementation Plan for Building a World-Class Rule-of-Law Enterprise was formulated to achieve full coverage of assessments for secondary units. Emphasizing integrated information, dynamic sharing of rule-of-law information resources within the group was achieved. Annual key points for legal education were issued, a compliance lecture series was conducted, and 129,000 people signed a compliance declaration online.



CCCC Second Harbor Consultants held the Employee Legal Mini-Class

Strengthen Risk Prevention and Control

A global risk prevention and control system was established, a Comprehensive Risk Management Committee was set up, and documents such as the Internal Control Manual and the Internal Control Evaluation Manual were compiled to strengthen the integrated risk prevention and control system for risk, compliance, legal, and internal control, and an annual major business risk assessment covering all levels and operations was conducted, ensuring that risks remain under control throughout the year.

Strengthen Audit and Supervision

The Internal Audit Management Measures were formulated, and a supervision and management system guided by risk control, supported by internal control, and secured by internal auditing was established. A pilot Chief Auditor system was implemented, the audit center configuration was optimized, and multiple departments were coordinated to form a more centralized, comprehensive, authoritative, and efficient audit supervision mechanism. Audit problem revelation and audit problem rectification were advanced in an integrated manner, ensuring that both the "first half" and the "second half" are addressed.

02



Forge ahead in a New Direction toward Greater Strength

Uphold the Commitment to Green and Shared Development

The Chinese path to modernization is a modernization in which people and nature coexist in harmony. CCCG spares no effort to be the leader in the green and low-carbon transformation of the construction industry, the promoter of green and low-carbon development in key regions, the builder of high-quality green projects, the frontrunner in green and low-carbon technological innovation, and a contributor to global ecological civilization values, enabling fresh air, clean water, and beautiful mountains and rivers to epitomize the vitality and dynamism of the Chinese path to modernization.

- 58 Accelerate Green Development
- 62 Optimize the Green Industry Layout
- 68 Jointly Protect Ecological Resources
- 74 Belt and Road Cooperation



Shuangbao Grand Bridge

Accelerate Green Development

We thoroughly implement Xi Jinping Thought on Ecological Civilization, protect mountains and rivers, which are invaluable assets, and find a green development path featuring harmony between man and nature with CCCC characteristics.

Strengthen Green Management

We strive to lead the green and low-carbon transformation of the construction industry, integrate the green and low-carbon development concept throughout the entire production and operation process, continuously improving CCCC's green and low-carbon development path.

Strengthen the Work System

We implemented the Three-Year Action Plan for Energy Conservation and Environmental Protection (2023–2025), the Guiding Opinions on Green and Low-Carbon Development Management, and the Ecological Environment Protection Assessment Measures. We compiled three guidelines including the Guidelines for Identifying and Evaluating Environmental Factors in Equipment Manufacturing Business, and summarized and promoted typical practices and successful experiences.

Enhance Top-level Design

We launched the Three-Year Action Plan for Energy Conservation and Environmental Protection, advanced the "Five Must-Be-in-Place" in environmental supervision and management, and fully leveraged management innovation and capacity building to lead the rapid implementation of new paths and models in environmental supervision and management.

Build a Fully Staffed and High-performing Team

Key enterprises established dedicated posts for ecological and environmental protection, drew ecological protection red lines, enforced strict accountability mechanisms, and conducted internal environmental supervision inspections for the first time.

Improve Professional Standards

We compiled 75 national standards, 90 industry standards, 37 group standards, and 65 enterprise standards in the field of transportation infrastructure construction, and released carbon emission calculation, evaluation standards, and technical guidelines for 6 fields (including highways and waterways).



Maluan Bay Ecological Park in Fujian, Xiamen

"Three Goals" for Energy Conservation and Carbon Reduction

By **2025**, carbon emissions in key business areas will decrease dramatically

By **2030**, carbon emissions in the infrastructure construction sector will reach its peak

By **2060**, the overall goal of carbon neutrality will be fully achieved

CCCC Issued 5 Green and Low-carbon Enterprise Standards

CASE

CCCC formally released 5 green and low-carbon enterprise standards, including the Green and Low-Carbon Design Evaluation Standard for Port Projects, Green and Low-Carbon Design Guidelines for Port Projects, Green and Low-Carbon Construction Technology Guidelines for Waterway Projects, Green and Low-Carbon Construction Evaluation Standard for Waterway Projects, and the Carbon Emission Estimation and Calculation Standard (Trial) for Urban Comprehensive Development Projects. These standards cover the design, construction, and evaluation of waterway projects as well as the calculation of carbon emissions in urban comprehensive development, providing comprehensive technical support and standardized guidance for the industry's green and low-carbon transformation. As an important measure to implement the national dual carbon strategy, the release and implementation of the 5 standards will help improve the company's green and low-carbon standard system, enhance the green and low-carbon technological level in its waterway and urban businesses, and promote efficient resource utilization and precise carbon emission control.

Promote Green Technologies

We released the Action Plan for Accelerating Green Development and Advancing the Construction of a Beautiful China and formulated 27 tasks across 6 major areas to integrate technological innovation with industrial upgrading, striving to be a trailblazer in green and low-carbon technological innovation.

We obtained **8** green equipment patents, **7** green technology awards, **218** national patents, and **2** green environmental certifications

We participated in the study on the layout of the green and low-carbon technology system by the SASAC as the only central enterprise in the transportation infrastructure sector

We participated in formulating the Ministry of Ecology and Environment's first CCER methodology in the transportation field

2 technologies were selected for the energy-saving and low-carbon technology promotion catalog in the transportation industry

5 tasks were chosen as part of the first batch of pilot projects for building a green and low-carbon transportation powerhouse

17 green and low carbon projects were recognized as exemplary cases by relevant ministries



Highway Engineering Sector

The Wulingshan service area was selected as one of the first pilot projects for zero-carbon highway service areas by the Ministry of Transport and was honored as an excellent case at the 2024 People's Daily Carbon Peak and Carbon Neutrality Green Development Forum. Guidelines for the construction technology of using construction waste to fill roadbeds were also prepared and issued.

Waterway Engineering Sector

The "Taihu Star" project established an intelligent ecological demonstration benchmark for dredging. "Er Hang Zhuo Yue" and "Er Hang Chang Qing" debut at the Zhangjinggao Yangtze River Bridge and the Hangzhou Bay Cross-Sea Railway Bridge, reducing fuel consumption by 15%. Green and intelligent construction technologies and equipment have been successfully applied to projects such as Dafeng Port in Yancheng, Jiangsu, and berth projects (No. 18–20) in Ningde, Fujian.

Construction Engineering Sector

By adopting biomimetic technology that simulates human digestion, a biological device has been developed to rapidly degrade kitchen waste at the source, and environmentally friendly new products such as intelligent bio-toilets and kitchen waste treatment equipment were developed. The circular utilization of biomass has been expanded to form a replicable industrial development path.

Marine and Water Affairs Sector

The SC series of ultra-pure water reverse osmosis membranes were developed, breaking the international monopoly on semiconductor membranes. Retrofit and mass production of ultrafiltration membrane production equipment were completed, reducing carbon emissions by over 350,000 kilograms. Achievements in MBR technology helped reduce the investment cost per tonne of water by about 30%. OriginWater was awarded the title of Manufacturing Single-Item Champion by the Ministry of Industry and Information Technology, named one of Beijing's third batch of Hidden Champions for two consecutive years, and entered the China Top 500 Brands list for two consecutive years. 4 enterprises were recognized as innovative SMEs that use special and sophisticated technologies to produce novel and unique products.



CCCC Second Highway Engineering's Fourth Company's "Key Technologies and Standards for the Comprehensive Application of Construction Waste in Highway Projects" received the First Prize of the Shaanxi Province Science and Technology Progress Award



CCCC XI'AN ROAD CONSTRUCTION MACHINERY(XRMC)'s kitchen waste degradation equipment reduced the volume of restaurant waste by more than 95% within 24 hours

The "Xin Hai Xun" Vessel Was Successfully Delivered

CASE

In September 2024, the "Xin Hai Xun" Vessel, the world's largest and China's first LNG (liquefied natural gas) dual-fuel trailing suction hopper dredger, was delivered. Invested by CCCC Shanghai Dredging, with overall contracting by the Dredging Technology Research Center and construction by ZPMC Heavy Industries, the vessel's main engine, auxiliary generator, and boiler are all LNG dual-fuel types. In gas mode, it can reduce nitrogen oxide emissions by 80% and carbon dioxide emissions by 20%, while eliminating sulfur oxides and particulate emissions, marking that China's dredging industry is at the forefront of green, environmentally friendly, and energy-saving technological applications worldwide.



Enhance Energy Conservation and Emission Reduction

We strictly implemented the "dual control" measures, comprehensively enhanced the control of volatile organic compound emissions, and coordinated efforts to reduce carbon, control pollution, expand greenery, and promote growth. We promoted an ecological-first, resource-saving, intensive, and green and low-carbon development model, practiced green design, and strengthened resource recycling. The company was selected as one of the top runners in the third batch of China's industrial carbon peak initiatives, and CCCC Second Harbor Engineering's Science and Technology Company was recognized as a "Zero-Waste Factory" in Wuhan. China International Engineering Consulting's innovative achievement on the "High-Value Utilization of Multi-Source Solid Waste on Pavements and Low-Carbon Maintenance Technologies" received the Second Prize of the Energy Conservation and Emission Reduction Science and Technology Progress Award from the China Energy Conservation Association.



Selected as one of China's Top Runners for Industrial Carbon Peaking

Zero Carbon, Green Design



CCCC Investment's Tianjin Design Capital Project Ecological Science and Technology Pavilion achieved an overall building energy saving rate of 64% and a building envelope energy saving rate of 51%, and obtained a near zero-energy building design stage certification from the China Association of Building Energy Efficiency.

Purify Water through Wastewater Recycling



The First Harbor Engineering Group assisted in establishing an ecological circulation water system at Huanghua Port, achieving zero wastewater discharge and full reuse of outlet water in the port area



The General Contracting Subsidiary's Tianshan Shengli Tunnel project built 3 smart sewage treatment plants that process 17,500 cubic meters of wastewater daily, with all treated water used for construction production and dust suppression

Land Remediation Turns "Waste" into Treasure



The Third Harbor Engineering Institute's Xiamen Metro Line 4 project achieved the reuse of inorganic raw materials and water resources



The supporting project (Section One) of the Fourth Harbor Engineering's Huizhou Phase III Ethylene Project reduced earth and rock extraction by approximately 180,000 cubic meters, achieving resource recycling

Blue Sky, Fresh Air



In the Jiangsu Yilu Expressway project by CCCC Second Harbor Engineering, steam was used to replace diesel during boiler combustion, and clean energy biomass fuel was adopted, so that net CO₂ emissions approached zero

Uphold Green Development Concept in Mining Site Restoration in Jizhou, Tianjin

CASE

The Jizhou Mine Remediation Project by CCCC Tianjin Dredging is an important achievement of CCG's commitment to "ecology first, green development" through deep cooperation with Jizhou District, Tianjin. During the mine restoration process, it presents the "CCCC solution" for Jizhou's high-quality green development and delivers the "CCCC answer," enriching and expanding the new connotation of a beautiful Jizhou through practical actions, and becoming a vivid CCCC practice in implementing Xi Jinping Thought on Ecological Civilization.



Optimize the Green Industry Layout

Focusing on the clear orientation of "green and low-carbon," we strived to strengthen the transformation of traditional industries and the strategic layout of emerging industries by developing green and low-carbon projects such as the Pinglu Canal and the Sino-French Wuhan Ecological Demonstration City. Over the year, the revenue share of emerging industries reached 24.89%, with a year-on-year growth of 43.7%, ranking among the top central construction enterprises.

CCCC Guangzhou Dredging completed the country's first self-elevating offshore fish farming platform and Guangdong Province's largest deck-type truss intelligent aquaculture platform, "Zhan Nong No.1," which has been put into operation, assisting in the modernization of Guangdong's offshore fish farms and promoting the transformation and upgrading of China's marine fishery towards informatization, intelligence, and modernization



Sharpen a Sword in 10 Years, Usher in a New Chapter of Green Development

CASE

2024 marked the 60th anniversary of the establishment of China-France diplomatic ties. Ten years ago, the governments of China and France signed the "Cooperation Letter of Intent on Constructing a Sino-French Ecological City in Wuhan" in Paris. Over the past 10 years, the ecological city has gradually transformed from a blueprint into reality. During this period, CCGC actively participated in the construction of the ecological city. In July 2019, it signed an investment framework agreement with the People's Government of Caidian District, Wuhan. In January 2020, CCCC Urban Investment (Wuhan) was established to be responsible for the investment and construction of supporting projects in the eastern area of the Sino-French Wuhan Ecological Demonstration City. CCCC Urban Investment, together with CCCC Second Harbor Engineering, CCCC Fourth Harbor Engineering, and other units, steadily advanced the construction of the ecological city and explored practices in livability, resilience, and smart city development, helping the ecological city become a brilliant showcase for high-level opening-up and sustainable green development in Wuhan. On November 6, 2024, the Cultural and Sports Activity Center building project of the Sino-French Wuhan Ecological Demonstration City passed the preliminary evaluation for the third batch of star-rated green building label (preliminary) in Hubei Province in 2024.



Prioritize Protection of Rivers, Lakes, and Oceans

Rivers, lakes, and seas are the lifeblood of the Earth, the source of life, and the cradle of civilization, and they are also key areas of focus for CCGC. As the leading force in domestic offshore construction, CCGC possesses world-class offshore resources and a complete industrial chain. It successively implemented treatment projects in ten major river basins covering an area of 135,000 square kilometers and benefiting nearly 100 million people. It carried out landmark projects such as the governance of Baiyangdian and the Yongding River, contributing to the construction of a beautiful China.

The Wuliangsu Lake treatment project in Inner Mongolia was included in the IUCN Global Standard for Nature-based Solutions.

The "Blue Bay" rectification action project in Qinzhou was awarded the "Ecological Value Realization Typical Case" honor by the Ministry of Natural Resources

The Xiaoyi River estuary wetland water purification project was selected as an Excellent Case of Green and Low-Carbon Practices by Central Enterprises

The Shahe Comprehensive Rectification Project in Yichang was included as a model case in the "Decade-Long Achievements of China's Sponge Cities" exhibition

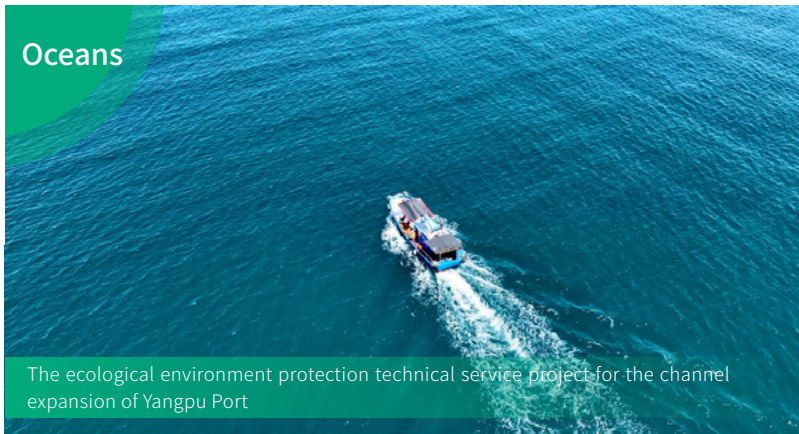


A leadership group for cultivating and developing future industries within CCGC was established

The Shanghai Deep-Sea Exploration and Mining Industry Development White Paper (2024) was released, and a future experimental field project in deep-sea exploration and mining was approved

Huategyuan under China Urban and Rural was selected in the second batch of "Startup Enterprises for Initiation" by the SASAC





10th Anniversary of the Grand Canal's Inclusion on the UNESCO World Heritage List, CCCC Grows Along with the Grand Canal CASE

2024 marks the 10th anniversary of the Grand Canal's inscription as a World Heritage Site. As the main artery of the Grand Canal, the Beijing-Hangzhou Grand Canal, stretches 1,794 kilometers and is the longest artificially excavated canal in the world. CCCC successively carried out important projects including the Xianghe Section Ecological Comprehensive Rectification PPP project on the North Canal, the dual-channel lock project at the Wannian navigation lock along the Beijing-Hangzhou Grand Canal, the Huai'an Canal Bridge in Jiangsu, and the third-class channel renovation project (Jiaxing section) on the Hangshen Line, making significant contributions to the restoration, protection, and development of the Beijing-Hangzhou Grand Canal.



10th Anniversary of the South-to-North Water Diversion Project, A Glimpse of CCCC Power in a Clear Pool of Water CASE

2024 marked the 10th anniversary of the official water supply of the first phase of the Middle and East routes of the South-to-North Water Diversion Project. Over the past 10 years, CCGG has actively participated in projects such as the Hebei Langfang Yongding River Water System Connectivity Project, the South-to-North Water Diversion Museum, the Zhangwan Super Bridge, and the Danjiang Small Three Gorges Bridge, delivering water for livelihoods, ecosystems, and development to hundreds of millions of people.



Accelerate Integration of Energy and Transportation

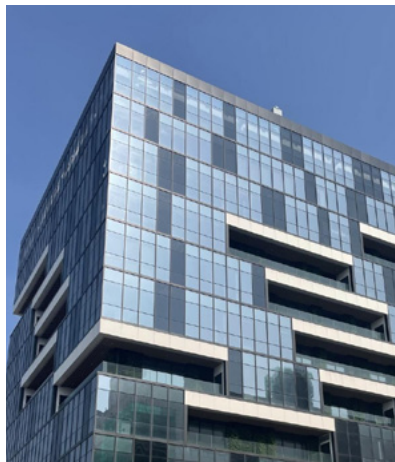
We implemented the integration of energy and transportation business model in an innovative manner with CCCC Photovoltaic as the main entity to build CCGG's only photovoltaic professional investment and operation platform and to construct a series of new energy demonstration projects featuring photovoltaic systems, energy storage, and charging piles with distinct CCCC characteristics. The company has become a leading enterprise in China's offshore wind power construction sector, ranking first in the domestic market for 15 consecutive years.



Jilin Da'an Wind Power Project



Guangxi Fangchenggang Offshore Wind Power Demonstration Project



CCCC Third Harbor Consultants hosted the design of Macao's first administrative office building integrated with photovoltaic systems



Hebei Fengning Fengsheng 100MW Agrivoltaic Project



CCCC Photovoltaic completed a green electricity certificate transaction

The CCCC Photovoltaic Energy Integration project now covers **9** provinces, autonomous regions, and municipalities, spanning over **4,000** kilometers

The cold chain photovoltaic project at CCCC Cold Chain Fuzhou Smart Industry Park has been grid-connected

The Rudong Offshore Wind Farm in Jiangsu received the highest honor in the power construction industry: the **"China Power Excellent Project Award"**

The Distributed Photovoltaic Demonstration Project of Shaanxi CCCC Yujia Expressway Co., Ltd." was selected as one of the **"2024 National Cases of Transportation and Energy Integration Innovation"** by the China Highway and Transportation Society.



Advance Green Finance

We actively used green credit, green bonds, green leasing, green insurance, and other green financial tools to support green development and technological breakthroughs. We edited the Implementation Guidelines for Financial Transformation in the Highway Engineering Construction Field, signed the first highway engineering construction transformation loan project contract with the Beijing branch of the Bank of Communications, and issued the largest green PPP-ABS product in the market, achieving win-win results across environmental, social, and economic benefits.



The first green bond issued by a central enterprise in the construction field achieved the lowest face value interest rate for a non-financial enterprise's three-year dim sum bonds



The Chongqing Jiulongpo-Yongchuan Expressway Held-to-Asset Real Estate ABS Special Plan was listed, marking the first market issuance by book-building and the first held-to-asset real estate ABS with a clear expansion mechanism

Support the Dual Carbon Goals of Peaking Carbon Emissions and Achieving Carbon Neutrality

We used carbon asset management and carbon emission performance evaluation as the pathway for reducing carbon throughout the entire lifecycle of infrastructure projects, and proactively built a carbon trading mechanism tailored to the industry, forming a carbon asset management system, a carbon monitoring system, and a carbon trading system that align with the characteristics of the transportation sector.

Carbon Asset Management

We launched carbon monitoring and carbon asset management platforms, conducted annual carbon emission accounting, and initially established a framework of construction carbon emission calculation standards for 10 types of projects. We completed China's first carbon footprint verification for port machinery loading and unloading equipment and obtained a verification certificate from an internationally recognized certification body.

Carbon Trading Management

We further accelerated the market-oriented progress of carbon trading in the infrastructure sector, and in collaboration with the Beijing Green Exchange, hosted the company's first internal pilot carbon trading activity, marking the first successful practice of carbon trading in China's infrastructure industry.

Jointly Protect Ecological Resources

We integrated the concept of green development into every aspect of production and operation, built a high-quality green development system, and spare no effort to be the "builder of high-quality green projects" for major projects, continuously enhancing the green foundation of high-quality development.

Construct Green Projects

In accordance with the overall deployment of the "Year of Enhancing High-Quality Development" and the overall requirements for advancing the three major projects, the Green Project System Construction Plan was formulated to rapidly form a resource-saving and environmentally friendly industrial structure and mode of production, and to build green projects.

 The country's first rebuilt and expanded zero-carbon highway fully opened CASE

In January 2025, the rebuilt and expanded project on the Jinan-Heze section of the Jinan-Guangzhou Expressway undertaken byCCCC Second Harbor Engineering and CCCC Construction, was fully opened. This project is the country's first rebuilt and expanded zero-carbon highway, with a total length of 152.7 kilometers. Among this, two bid sections implemented by CCCC Second Harbor Engineering and CCCC Construction have a combined length of 22.7 kilometers, involving the construction of roadbed, pavement, bridges, culverts, and facilities along the way. Through emission reduction measures, the total carbon emissions during the operation of the entire route are less than or equal to the total carbon reduction, achieving "near zero" emissions.



 CRBC Built Africa's First All-electric Bus Rapid Transit System CASE

On January 14, 2024, China Road & Bridge Engineering Co., Ltd. held a ceremony for the opening and operation of the all-electric Bus Rapid Transit (BRT) network in Dakar, Senegal. This is Senegal's first urban rapid transit line, Africa's first all-electric rapid transit system, and one of Africa's "most innovative energy transformation projects." During its operation, it will provide 1,000 direct jobs locally and reduce carbon emissions by 95,000 tonnes , which is of great significance for Africa's green, low-carbon, and sustainable development.



Improve Green Construction

We integrated the concept of environmental protection throughout project planning, design, construction, operation, and maintenance. We issued the On-site Cost Reduction and Green & Smart Enhancement Plan and the Guidelines for Green and Smart Construction at Project Sites (Trial), and continuously ensured standardized, regulated, green, and intelligent construction at project sites, reducing wastewater and exhaust emissions, controlling dust, and reusing recyclable resources, with a total of 21 standardized project site constructions completed.

The Zhangjinggao Yangtze River Bridge project established the country's first green and low-carbon construction standard for super-large span bridges, using digital and intelligent construction technologies to achieve green and low-carbon construction.

The Pinglu Canal project site adopted integrated domestic wastewater treatment equipment, achieving a water saving of approximately 600 cubic meters per month and reducing carbon emissions by 120 kilograms

CCCC Second Harbor Engineering developed green construction technology to address the adhesion characteristics and treatment of shield slurry cakes, solving the challenge of decomposing shield slurry cakes

The Jinan Chuanhuang Tunnel project team of the First Highway Engineering Group established a dust and sewage control system, deploying innovative dust suppression equipment and green materials

The first phase of the CCCC-built Yaoundé-Douala Expressway by the First Academy adhered to the principles of route selection based on natural terrain and ecological considerations, preserving as much of the original tropical rainforest as possible.



The Ethiopia RG Road Project protected and optimized the pristine condition of the Sof Omar Caves along the route



The Xilamulun Bridge in Chifeng, Inner Mongolia

XRMC, serving as the technical support and manufacturer of green intelligent products for project sites, implemented project construction in various application scenarios and promoted a series of environmental protection products

The Jiaoping Project of CCCC Third Highway Engineering focused on using coal gangue as fill material in abandoned mine areas, processing approximately 280,000 cubic meters of coal gangue waste and receiving the Second Prize of Engineering Construction Science and Technology Achievements in Henan Province

The Rail Transit Division's projects, Xiamen Metro Line 6, Xiamen Metro Lines 3/4, and Chongqing Metro Line 15, piloted the application of intelligent rotary spray piles to achieve comprehensive, multi-dimensional dust control

The Shaoxing project by CCCC Construction adopted an intelligent dust spray linkage system to effectively protect the surrounding environment

China Highway Vehicle & Machinery Company gives priority to low-noise equipment and installs noise reduction devices such as acoustic enclosures and anti-vibration pads on high-noise machinery, reducing disturbances to surrounding environments.



The Nagqu project in Xizang built a green and smart project site



The Meishan Waterway Bridge of the Liheng Expressway Project in Ningbo, Zhejiang



Carry Out Ecological Protection

Cherishing clear waters and green mountains is the foundation for attaining great wealth. CCCG is committed to advancing modern development in which people and nature coexist in harmony, ensuring that a sound ecological environment becomes a source of growth for people's livelihoods and a support for sustainable socio-economic development.

Focus on Ecological Restoration

We coordinate the management of mountains, rivers, forests, fields, lakes, and grasslands, and vigorously promote ecological restoration so that barren mountains turn into green slopes, deserts become forests, and abandoned mines transform into wetlands. Such inspirational transformation cases continuously emerge across China. The "Ecological Restoration Project for the Pristine Alpine Meadow Along the Highway Corridor in the High-Altitude Regions of Northern Xizang" by CRBC North was selected for the Central Enterprises' Excellent Practices in Green and Low-Carbon Development collection by the SASAC.



The Guangxi China-Malaysia project was recognized as a climate-friendly enterprise case, and the Peacock Bay "Blue Bay" rectification action project was included as a typical case for marine ecological protection and restoration by the Ministry of Natural Resources in 2024



The Senburi Ecological Restoration Project in Shannan City, Xizang, by CCCG Shanghai Dredging, has established a 10.6-kilometer high-altitude oasis



CCCG Tianjin Dredging's participation in the ecological environment management of Baiyangdian has helped Baiyangdian become recognized as one of the nation's good lakes



The First Harbor Engineering Group's project for ecological control of smooth cordgrass and optimization of bird habitats in the Chongming Dongtan National Nature Reserve in Shanghai successfully restrained the spread of the invasive smooth cordgrass



The Jinshishan Mine Park Project by the First Highway Engineering Group conducted ecological restoration on 1,278 mu of abandoned mine land



China Urban and Rural Taiyuan Botanical Garden in Shanxi was renovated by repurposing 420,000 square meters of coal storage pits and restoring 957,000 square meters of damaged mountain surfaces



The Ningbo Xiangshan Marine Ecological Protection and Restoration Project by the Guangzhou Dredging Bureau cleared a total of 16.48 million square meters of smooth cordgrass and restored 1,740 hectares of sea area, improving the local ecosystem and helping seaweed farmers increase their income



The "Xiamen Practice" by CCCG Shanghai Dredging received high attention

CASE

On February 21, 2024, People's Daily featured a special column titled Xi's thought on ecological civilization guides Xiamen's green shift, reporting on Xiamen's in-depth implementation of Xi Jinping Thought on Ecological Civilization through comprehensive management of Yundang Lake and marine ecological protection. The article mentioned that CCCG Shanghai Dredging has undertaken several ecological and environmental protection projects in Xiamen, including the Yundang Lake project, the Maluan Bay ecological restoration project, and the Chinese White Dolphin ecological restoration project, fully leveraging its water-related business advantages to help Xiamen create a high-aesthetic "city reception hall."



Promote Green Concept

We actively practice green office concepts by embracing the idea of "saving every kilowatt-hour of electricity, every drop of water, and every sheet of paper." We continuously strengthen daily water and electricity management, improve the energy efficiency of heating, air conditioning, and power distribution equipment, promote green travel, and actively engage in green public welfare activities to reduce environmental pollution and enhance environmental protection.



CCCG Second Harbor Consultants' "Building a Green Dream Together" volunteer tree planting activity



CCCG Urban Investment responded to the "Green Beautiful Guangdong" initiative by carrying out tree planting activities



Ecological and environmental protection education and publicity activities



The Tanzania branch carried out a "Beach Clean-Up Action"

Strengthen Ecological Protection

From the vivid scene at Croatia's Peljesac Bridge, where dolphins swim by as the bridge rises, to the sight of baby sea turtles crawling across the sand at Ghana's new container terminal in Tema, from the artificial fish reefs at the Guoxin national-level marine ranch in Qingdao, Shandong, to egrets soaring above the Dongshan Bay marine ecological restoration project in Zhangzhou, Fujian—each moment reflects the wisdom, responsibility, and dedication of CCCC builders.

The Bogota Metro Line **1** project was invited to attend the United Nations World Biodiversity Conference to share its practical experiences; the Saudi Red Sea project routinely surveys coral health, protecting and transplanting corals affected in the construction area; the Chancay Port in Peru has set up an animal rescue office, cumulatively rescuing **3** penguins, **7** seals, **220** birds, and **37** reptiles.

CCCC Water Transportation Consultants designed the country's first animal passage for a large-span, high-clearance, and complex terrain canal for the Pinglu Canal, constructed **36** ecological conservation zones, and created a canal wetland gallery characterized by clear water, green banks, swimming fish, and flying birds.

The Research Institute of the Guangzhou Dredging has cumulatively designed and created over **3,700** hectares of mangroves. The reclamation project in the Philippines was awarded the "Outstanding Environmental Management Project" by the Philippine authorities.

The Rucalhue Hydropower Station Project in Chile developed an animal migration plan, relocating animals from the construction area to other safe and suitable locations.

China Harbour Engineering and CCCC Fourth Harbor Engineering's Riyadh Mukab Four Directions City Project in Saudi Arabia received the Green Practice Award at the 6th "Belt and Road – One Hundred Countries' Imprint" Short Video Contest for the short film Relocating the Lizards.



Dolphins are seen near the protected construction area of the Shebala Island dredging and reclamation project in Saudi Arabia



Turtle Incubation Center at Ghana's new container terminal in Tema



The CR205 King Albert Park MRT Station interchange station project of Singapore's second-phase Cross-Island MRT Line underwent ecological environment relocation in its marsh area



The Da'an Wind Power Project and the project that diverts water from the Nenjiang River to Baicheng city, Jilin Province launched a bird protection campaign



Scan the QR code to view CCCC builders' wildlife protection solutions

Belt and Road Cooperation

Adhering to an overseas-first strategy with high standards, sustainability, and people-oriented benefits as goals, CCCG actively participates in key "Belt and Road" projects with high quality, striving to be the "value contributor" to green development along the Belt and Road Initiative (BRI). In 2024, the overall contribution of overseas business increased to 22.3%, and the new signed contract value and operating income of BRI projects remained the highest among central construction enterprises.

Promote Upgrading and Expansion

We accelerate the deep reform of "Internationalization 2.0" by formulating the Overseas Business Management Measures and optimizing the overseas operating structure "1+4+N" (where "1" represents the group headquarters, "4" represents 4 platform companies, and "N" represents several leading third-level overseas subsidiaries) as well as the overseas management structure "1+4+O+P" (where "O" represents country/region organizations and "P" represents project management departments). We optimize the layout of the top ten overseas industrial chains, announce key third-level overseas companies, promote the selection and support of top engineering bureaus and institutes going abroad, accelerate the construction of country/region organizations, and form a favorable situation with a total of 62 country organizations across three batches advancing "business—construction—operation" comprehensively, thereby creating a new development pattern for "CCCC New Overseas" in the new era.

Build Flagship Projects

Adhering to the principle of "Based in China, Going Global, and Serving the World", CCCG conducts substantive business in 158 countries and regions worldwide, implementing projects such as Kenya's Mombasa–Nairobi Standard Gauge Railway, Pakistan's Pakistan Karakoram Highway, the China-Maldives Friendship Bridge, the Port City Colombo in Sri Lanka, and Kazakhstan's Turgusun Hydropower Station as representatives of the "Wealth Road", "Heart-to-Heart Bridge", "Development Port", "City of Happiness", and "Clean Power", thereby powerfully promoting economic development and social prosperity in partner countries. General Secretary Xi Jinping attended the opening ceremony of the Chancay Port in Peru, the first smart port in South America, which was jointly built by China Harbour Engineering, CCCC Forth Harbor Engineering Company and others. The completion rate of Malaysia's East Coast Rail Link project, in which China Harbour Engineering Company, CCCC First Harbor Engineering Company and others participated, exceeded 75%, and Premier Li Qiang attended the groundbreaking ceremony of Gombak Integrated Terminal Station.

A total of **22** projects that were built and delivered with the signatures of party and state leaders have been completed.

For **18** consecutive years, the company has ranked No. 1 among Chinese enterprises in ENR's Top **250** International Contractors.

For **19** consecutive years, it has been included in the lists of "Top 80 Chinese Contractors and Top 60 Engineering Design Enterprises", and it ranked first on the "2024 Most Internationally Expandable Contractor" list.

The case study Building a New International Economic and Trade Cooperation Platform along the Belt and Road—Port City Colombo Project in Sri Lanka ranked first among the **Top 100 Best Practice Cases of Chinese Listed Companies in Co-building the Belt and Road over Ten Years**



"Wealth Road"



Pakistan's Karakoram Highway Phase II Project



Cambodia's Phnom Penh-Sihanoukville Expressway

"Heart-to-Heart Bridge"



Croatia's Peljesac Bridge



China-Maldives Friendship Bridge

"Development Port"



Chancay Port, Peru



Nigeria's Lekki Deep Sea Port

"City of Happiness"



Port City Colombo, Sri Lanka



UAE Ajman Beach Phase I Project

"Clean Power"



Turgusun Hydropower Station, Kazakhstan



Nam Lik 1-2 Hydropower Station, Laos

President Xi Jinping Attended the Opening Ceremony of Chancay Port in Peru CASE

On November 14, 2024, President Xi Jinping, together with Peruvian President Boluarte, attended the opening ceremony of the Chancay Port in Peru, constructed by CCCG, via video link in Lima. Xi Jinping pointed out that within just a few years, a modern port has emerged, which is both inspiring and uplifting. The Chancay Port is not only a deep-water port but also the first smart and green port in South America. This connection means more than just the Belt and Road cooperation taking root in Peru. From Chancay to Shanghai, we are witnessing the birth of a new Asia-Latin America land-sea corridor in the new era.



President Xi Jinping and President Dina Boluarte of Peru jointly attended via video link the inauguration ceremony of Chancay Port at the Presidential Palace in Lima

Provide the "Chinese Solution"

As one of the earliest central enterprises to "go global" and a pioneer in the Belt and Road construction, CCCG adheres to green planning, green construction, and green operation overseas, vigorously promotes energy conservation and emission reduction, and co-builds a clean and beautiful world, thereby providing a high-quality, safe, and green "Chinese Solution" to countries around the world.



The Terengganu River Bridge in Malaysia

Promote the "Chinese Solution" through Standardization and Internationalization

In the construction and operation of over 3,000 infrastructure projects, the company has taken the lead in formulating more than 100 important international standards in areas such as dredging, hydropower, and cranes, and, relying on major projects such as Kenya's Nairobi–Malaba Standard Gauge Railway and Colombia's Bogota Metro, has propelled the internationalization of Chinese green standards, green technologies, and green equipment. Cambodia's Phnom Penh-Sihanoukville Expressway project, by integrating sensors with a digital platform, reduced project management costs by 5%, lowered carbon emissions by 15%, and increased equipment utilization efficiency by 10%.



Malaysia East Coast Rail Link Project



Lead Engineering Construction through Green Technological Processes

In the Ethiopia Riverside Green Development Project, by practicing the concept that "lucid waters and lush mountains are invaluable assets", the Sheger Park Friendship Square became a new landmark in the country's capital and received the ENR Global Best Projects Awards in the environment category and the "2024 Excellent ESG Practice Case" at the ESG China Innovation Annual Conference. During the construction of Kenya's Mombasa–Nairobi Standard Gauge Railway, 14 large animal passages, 600 culverts, and 61 bridges were specifically set up for animal crossing, earning the ENR Global Best Projects 2018 Award of Merit, Rail. In addition, the first clean power plant in the Middle East—Dubai's Hassyan Clean Coal Power Station, was built, and it was praised by President Xi Jinping as the world's largest and most technologically advanced concentrated solar power plant, demonstrating Chinese green processes and green standards to the world.



Ethiopia Riverside Green Development Project



China International Engineering Consulting Corporation's "Key Technology for Green and Smart Maintenance of Asphalt Pavements on High-Speed Roads in Humid and Hot Environments in the Belt and Road Countries" received the Second Prize of the China Highway & Transportation Society Science and Technology Award.

Enhance Win-Win Cooperation through Collaborative Exchange Platforms

We deeply participate in international exchanges and cooperation on green technology experiences, becoming the first Chinese enterprise representative on the Strategic Advisory Council of the buildingSMART International. We collaborate with multinational companies globally to carry out international innovation acceleration activities, promote the establishment of joint laboratories, and advance global development of green technologies. We organize media and brand communication activities to vividly tell the "small yet smart" stories about China and build a competitive brand for going global.



A park commemorating the China-Maldives Friendship Bridge was inaugurated



The Singapore T235 project received the 2024 Annual Construction Safety Excellence Award, Construction Safety Innovation Award, and Safe and Civilized Construction Award from the Singapore Land Transport Authority, while the CR109 project received the Construction Safety Excellence Award



Talanta Sports City Project in Kenya

The Malaysia RTS project received the 2024 Outstanding Gold Award for Occupational Safety and Health Risk Management in the Construction and Heavy Engineering Industry	The Malaysia Sarawak Methanol Plant Terminal BEPC project was recognized as a "Demonstration Project" in international engineering green supply chain management	CCCC Tianjin Dredging entered the developed Northeast Asian (South Korea) dredging market for the first time
CCCC Shanghai Dredging achieved new breakthroughs in the markets of Malaysia, Guinea, and the Middle East	The CCCC Guangzhou Dredging has continuously deepened its presence in the markets of Maldives and the Philippines, winning multiple projects consecutively and steadily increasing its market share	Through the Malaysia Sarawak Offshore Natural Gas Pipeline Laying Project, in collaboration with CCCC Fourth Harbor Engineering, it has entered the new field of submarine pipeline laying
Through the Oman OQ Strategic Fuel Reserve EPC project, in collaboration with CCCC Third Harbor Engineering, it has entered the new field of single-point mooring and submarine pipeline laying	Through the Nicaragua photovoltaic project, in collaboration with CCCC First Harbor Engineering, it has entered the field of overseas new energy design	

 Australia's John Holland Won the Operating Rights for Melbourne's Tram Network..... CASE

The joint venture Yarra Journey Makers (YJM), formed by CCGG's subsidiary John Holland and Transdev, successfully won the operating rights for Melbourne's tram network with an initial contract term of 9 years. YJM began taking over the 250-kilometer tram network from December 2024, providing Melbourne residents with more reliable and efficient tram services, thereby effectively enhancing the service quality of the city's rail transit.

03



Pursue Quality in the New Era

and Uphold the Commitment to Harmonious Development

The people are not only the ultimate beneficiaries of Chinese modernization but also the strongest bedrock and force behind this historic undertaking. CCCG aligns the "national priorities" with "people's concerns," harmonizes the "grand blueprint" of development with the "small goals" of countless households, and integrates its corporate vision of "making the world more connected, cities more livable, and life more beautiful" into the lives and well-being of the people.

- 84 Partner for Win-Win Cooperation
- 90 Build Harmonious Labor Relations
- 98 Support Comprehensive Rural Revitalization
- 106 Actively Serve Public Well-being



The activity of "Caring for Nujiang and Spreading the Fragrance of Books" under CCCG's "Build Your Future Dream" social responsibility brand

Partner for Win-Win Cooperation

Adhering to the principles of integrity in business and fair competition, we embrace an inclusive vision, assume a great responsibility to set an example, and adopt the wisdom of win-win cooperation to jointly build an open, mutually beneficial, and symbiotic development pattern with global partners.

High-Level Engagement and Exchanges

Upholding high-end leadership, throughout the year we planned and organized 345 high-level matchmaking sessions and conducted 81 bilateral meetings. We hosted 29 heads of state from countries such as Brazil, Sri Lanka, and Kenya. Major projects were frequently launched, and the external environment continued to improve.

Deepen Reciprocal Cooperation

Focusing on enhancing public relations management, we deepened exchanges and cooperation with governments at all levels, enterprises, and higher education institutions through high-level business matchmaking events, extensive strategic cooperation arrangements, and multi-dimensional brand promotion, thereby building a strong competitive advantage.

Government–Enterprise Cooperation

We have always regarded serving regional economic development and supporting local construction as a major mission. By extensively deepening central-local collaboration and coordinated progress, we held over 340 high-level business matchmaking events nationwide, covering 30 provincial-level administrative regions, with significant results.

Enterprise–Enterprise Cooperation

Adhering to a customer-centric approach, we proactively engage in marketing, establishing high-level dialogue mechanisms with more than 30 key clients such as China Energy Investment, State Power Investment Corporation Limited, Industrial and Commercial Bank of China, and Shenzhen Smart City Technology Development Group. Domestically, 35 company-level strategic agreements were signed, enhancing cooperation efficiency around major projects.

Enhance Industry Communication

We are committed to building comprehensive, cross-domain, and deep partnership networks. We actively participated in 18 major foreign affairs events, including the 2024 Global Sustainable Transport Summit, the APEC Summit, and the China–Latin America Entrepreneurs' Summit. We achieved 47 cooperation outcomes with a total contract value of USD 12.4 billion at the Beijing Summit of the Forum on China–Africa Cooperation. During the 7th China International Import Expo, we signed procurement contracts or agreements with 26 international suppliers, with a total value exceeding RMB 2.6 billion.



CCCC Shanghai Dredging hosted the 2024 China–Latin America and Caribbean Media Cooperation Forum, earning wide recognition



Showcased at the 24th China International Fair for Investment and Trade

University–Enterprise Cooperation

We continue to deepen exchanges with higher education institutions and research institutes. By diversifying cooperation with institutions such as Dalian Maritime University, Macau University of Science and Technology, Hohai University, Nanjing Institute of Environmental Science under the Ministry of Ecology and Environment, and the BRI International Green Development Coalition, we actively promote the deep integration of industry, academia, research, and application.



Receiving a letter of thanks from Three Gorges University for creating employment opportunities through university–enterprise cooperation

Build Harmonious Labor Relations

CCCC has always regarded its employees as its greatest asset. By continuously improving the employee responsibility management system and issuing the Human Resources Management Manual, the company strives to build harmonious labor relations and create a happy and beautiful CCCC family.

Safeguard Employee Rights

We adhere to the bottom line of legal employment, safeguarding, protecting, and developing the legitimate interests of our employees. In 2024, both the labor contract signing rate and the social insurance coverage rate reached 100%.

Legal and Equal Employment

In strict compliance with the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, and other relevant laws and regulations, we resolutely eliminate discrimination based on nationality, gender, age, race, religion, or pregnancy and disability. We treat all employees equally, fully respect employee privacy, and protect personal information. We attach great importance to safeguarding the wage rights and benefits of migrant workers and have signed a Special Collective Contract for the Protection of Female Employees' Special Rights to ensure female employee rights. Forced labor and the employment of child labor are strictly prohibited. In 2024, there were no incidents of employing child labor or forcing employees to work, and 100% of new hires were recruited through transparent channels.

Improve Compensation and Benefits

We have established a comprehensive compensation and benefits system and developed a full-process performance management system based on the "PDCA closed loop," implementing a remuneration system that balances internal fairness with market competitiveness. The management system for overseas and labor dispatch employees' compensation has been improved to ensure equal pay for equal work according to job levels. Annual leave, sick leave, marriage leave, maternity leave, and personal leave are provided to guarantee employees' rest and vacation rights. Additionally, a supplementary pension scheme has been standardized and its coverage continuously expanded.

Average annual paid leave per employee: **10.5** days

Promote Democratic Management

We continuously improve the democratic management system based on employee congresses and workplace transparency. The Implementation Measures for Workplace Transparency have been issued, and a leadership group chaired by the Party Secretary and Chairman has been established to conduct mid-term supervision over 764 employee congress proposals and 1,624 suggestions from 57 units. We actively build harmonious labor relations by forming a mediation committee for labor disputes. Three units have been recognized as national model units for workplace transparency and advanced democratic management.

Support Employee Growth

We have fully implemented the "Talent Strengthening" initiative, adhering to the principle of "valuing value creators." The 2024-2025 Implementation Plan for Talent Strengthening have been issued, focusing on five key enhancements in talent work, strengthening five foundational pillars, and striving to build a large-scale, well-structured, and highly skilled talent team.

Smooth Career Pathways

We've endeavor to create a powerful magnetic field for nurturing, attracting, and retaining talent by establishing an "H-shaped" career development channel. We have developed four major career development tracks including management, technical, project, and skills, with vertical integration and horizontal mobility. The Overseas Localized Employee Job Grade Management Measures have been formulated to build an internationally competitive talent team. By promoting two-way exchanges between headquarters at all levels and grassroots units, employees have gained multi-position experience and enhanced problem-solving skills, elevating overall talent quality.



The CCCC Second Highway Engineering held the 2024 Engineering Surveyor Skills Competition



CCCC Urban Investment hosted an advanced training class to enhance the quality of mid-level managers

Deepen Talent Cultivation

We are fully committed to building three highlands for talents in a strong transportation nation, encompassing talents for rivers, lakes, and seas, as well as international business professionals. Coordinating the breakthroughs in cultivating technological experts, entrepreneurial leaders, new industry talents, outstanding young talents, and skilled craftsmen, we are implementing six talent development projects to strengthen six talent teams and improve overall capabilities.

Strengthening CCCC Online Institute: Over **8,814** new course resources added throughout the year, with **1,038** internal and external instructors and **2,013** test banks developed

2,106 individuals were certified in 2024, with high-skilled talents (senior technician level and above) accounting for **74%**

The pilot reform for the recruitment of engineering master's and doctoral candidates was completed with 317 enrollments

National Graduate College for Engineers was co-established with Dalian University of Technology and other institutions

Six international talent exchange centers were promoted, with overseas management and technical personnel accounting for no less than **20%** of total exchanges

Pilot projects for a Malaysian national human resources shared service center and a Kenyan local skills training base were launched, and recruitment activities for international students in China were held at **12** domestic universities

The total training investment reached approximately RMB **414.05** million, benefiting **851,633** training sessions, with an average training duration of 112 hours per person





CCCC Second Harbor Consultants conducted employee training



CCCC First Highway Engineering Group's Seagull Talent Development Project Phase I won the first prize for the Belt and Road International Cooperation Innovation Achievement at the Annual Report on Innovations in State-Owned Enterprise Management

Build a Skilled Industrial Workforce

We continue to promote the "Threefold Project of Soul-Shaping, Empowerment, and Rights Protection" for the industrial workforce by formulating a three-year action plan for the construction of our own industrial workforce. We have established training bases, practical training centers, and piloted the "captain system" for major equipment, vigorously promoting the establishment of skills master studios at various levels. The labor competition has been accelerated, fully motivating employees to enhance production efficiency.

CCCC First Harbor Engineering's "Chen Zhaohai Skills Master Studio" became the **4th** national-level skills master studio within CCCC

2 individuals were selected as candidates for national master craftsmen

6 groups and **7** employees received the National May 1 Labor Medal and National Workers' Pioneer honors

12 employees from **7** units were awarded honors as outstanding groups and model workers among central enterprises

3 outstanding high-skilled talents were awarded special government allowances by the State Council

Competitions covering more than 7,000 projects across **48** units and 6 major business segments were successfully implemented

1 employee was recognized as a National March **8th** Red-Banner Pacesetter

Create a Happy Enterprise

We have earnestly implemented the Guiding Opinions on Caring for Employees to ensure that every employee feels valued. Our services continue to enhance employees' sense of gain, happiness, and security.

Occupational Health

We developed the Implementation Measures for Labor Protection Supervision and Inspection by the Federation of Trade Unions, continuously advancing the "Healthy CCCC – Walking Together" employee service system. Facilities such as a psychological stress-relief room, a health station, and a maternal and child room have been established, and health lectures, free medical consultations, and Employee Assistance Program (EAP) services have been conducted. CCG has obtained the GB/T 45001 and ISO 45001 certifications for Occupational Health and Safety Management Systems, with 100% business coverage.

Occupational health files now cover **100%** of employees

A total of **338** labor protection supervisory committees have been established at various levels, with **2,836** labor protection inspectors assigned

We have built **32** national model "Employees' Homes," **14** national model "Employees' Small Homes," **20** group-level model "Employees' Homes," and **1,796** health stations," "care stations," or "employee service points"

20 "Healthy CCCC Industrial Worker Service Stations" have been established



Sotown Industrial Workers' Apartment



Medical teams from CCCC Second Highway Engineering providing health examinations for project employees

Employee Care

We have strengthened humanistic care for employees by promoting the first batch of 20 model union service projects for employees. Assistance funds totaling RMB 734,000 were distributed to workers in need; RMB 32 million was raised to provide care during two major festivals for 34,000 employees and over 600 outstanding model workers; and RMB 1.386 million in rescue funds was provided for 158 employees at Beijing-based units.

The Retirement Party Branch of CCCC Shanghai Dredging's Headquarters Was Received by General Secretary Xi Jinping

CASE

On December 31, 2024, Chinese President Xi Jinping, also General Secretary of the CPC Central Committee, and Chairman of the CPC Central Military Commission warmly received representatives of outstanding retired groups and officials and at the Great Hall of the People in Beijing. The retired Party branch of CCCC Shanghai Dredging Headquarters was received as an advanced collective of retired cadres across the country.

The retirement Party branch of CCCC Shanghai Dredging's headquarters, established in 1994, has 20 Party members with an average age of 71.7 years. In recent years, the Party branch has made caring, affectionate and precise service its primary responsibility, and actively promoted the high-quality development of the work of retired officials, was recognized as a national model outstanding group for retired officials and a demonstration Party branch for retired officials in the transportation system in Shanghai.



Cultural Life

We have actively deepened cultural construction for employees, striving to balance work and life. Events such as the 5th Men's Basketball and Women's Cheerleading Competition, the inaugural Employee Culinary Contest, original song contests, themed essay competitions, youth social gatherings, children's daycare classes, and employee collective weddings have been organized to promote vibrant cultural development among staff.

Three employee bookrooms were recognized as "National Employee Bookrooms."

More than **12,000** cultural and sports activities were held, engaging over **300,000** participants

One case study was selected as an innovative example for "Trade Union Services for Employees" by the All-China Federation of Trade Unions

The female employee care room of CCCC First Highway Engineering Group's fourth company was awarded the title of "Model Female Employee Care Room" by the Guangxi Zhuang Autonomous Region Federation of Trade Unions

CCCC Second Harbor Consultants was recognized as a pilot unit for enhancing employee quality of life in Tianjin



Employee collective birthday celebration



Organized a summer daycare program for employees' children



The 5th Men's Basketball and Women's Cheerleading Competition



Sports meeting in Henan



Social gathering for single employees

Support Comprehensive Rural Revitalization

Advancing Chinese modernization requires promoting comprehensive rural revitalization. CCCG remains deeply rooted in rural areas, connecting with thousands of households, and writing a grand narrative on the vast fields with unwavering passion.

Firmly Uphold the Correct Direction

We have thoroughly implemented the decisions and deployments of the CPC Central Committee and the State Council on comprehensive rural revitalization. By coordinating the "Build Your Future Dream" initiatives and advancing the "Four Hundreds and Thousands" project, we have assisted rural revitalization in Nujiang Lisu Autonomous Prefecture (Yunnan) and Yingjisha County (Xinjiang). For seven consecutive years, the company has been rated "Excellent" in the targeted assistance evaluation by the Central Rural Work Leading Group and has ranked first among central state-owned enterprises under SASAC.

Since the 18th National Congress of the CPC, approximately RMB **1.7** billion of non-repayable assistance funds have been invested, and over **1100** assistance projects under the "Build Your Future Dream" series have been implemented

Xinhua News Agency's article, From the Changes in Nujiang to the CCCG Model of targeted Assistance, was circulated among relevant central designated assistance units stationed in the Yunnan Provincial Rural Work Leading Group

Improve the Assistance System

Rural revitalization has been incorporated into the "14th Five-Year" strategic plan. Adhering to the principle of "what the central government needs, what the locality requires, and what CCCG can offer," we have established a "351" targeted assistance work system. Focusing on "industry, talent, culture, ecology, and organization," we have advanced the series of actions under Build Your Future Dream, covering industrial revitalization, connectivity for the future, educational enhancement, talent revitalization, harmonious countryside, cultural revitalization, medical security, employment promotion, consumption assistance, and foundation consolidation. In 2024, a total of RMB 267.54 million in assistance funds was invested, 11 personnel to temporary posts were dispatched, and comprehensive rural revitalization was further advanced.

Implement "Build Your Future Dream"

Advance Industrial Revitalization to Change from "Blood Transfusion" to "Blood Generation"

Industrial revitalization is the core of rural revitalization. CCCG integrates the local resource endowments with its own industry advantages, writing three comprehensive articles on local "land," local "specialties," and "industries." Through the "State-Owned Enterprise Consumer Assistance Spring Campaign," a "United in Dream-Building a Beautiful Future" shopping festival was co-hosted, with procurement assistance amounting to approximately RMB 75.82 million to boost rural industrial development.

The CCCG Nujiang Industrial Park completed a construction output value of RMB **7.301** billion, accounting for 62.85% of the total output value of Nujiang's construction industry, creating **7,760** jobs. As of 2024, the industrial park has contributed RMB **11.29** billion in construction output value, paid RMB **110** million in taxes, and for three consecutive years led the growth in Nujiang's construction industry output value in Yunnan Province

10 village collective economies were developed into "Million-Yuan-Village" models.

The Nujiang Spices Industrial Park was established to promote green industries, supporting **20** rural cooperatives and assisting workshops

For **8** consecutive years, the "China Communications Construction Group Cup" Nujiang Widespread Kayak Open Race has been sponsored

A tourism brand "Nujiang Canyon – Heart's Haven" and a rural cultural tourism project at Yingjisha CCCG Wuyia Creek Scenic Area were cultivated



The State-Owned Enterprise Consumer Assistance Action



The Nuijiang Industrial Park of Spices aided by CCG



CCCG Guangzhou-Lianzhou Expressway's "Hundred-Thousands Project" rural fair



The case of CCCG Nuijiang Industrial Park was rated as a "Typical Case of Social Responsibility of Rural Revitalization Empowerment Plan"

Initiative to Protect Oranges: Revitalizing Ganzhou

Located in Ganzhou, Jiangxi, Qili Ancient Town is a cultural tourism project developed, invested in, and operated by the First Highway Engineering Group in the southeast regional market, integrating tourism, culture, exhibitions, and educational tours. The project team ingeniously leveraged Ganzhou's brand as the "orange capital of the world" to launch an initiative to protect oranges and proposed an agri-tourism integration model featuring "farm assistance for harvesting + cooperative bases + navel orange tourism packages." During the cultural festival, a navel orange market was established, offering a rich array of activities, including cultural experiences, interactive games, gourmet zones, and a music festival, and a series of navel orange experiential products were developed and widely promoted via a social media matrix. In its inaugural weekend, the "Qili Navel Orange Cultural Festival" attracted over 10,000 visitors, achieving a win-win outcome by boosting both fruit farmers' incomes and visitor traffic at the scenic area.



Advance Talent Revitalization and Focus on Increasing People's Confidence and Enriching their Knowledge

Through the "Build Your Future Dream · Talent Revitalization" initiative, we have effectively stimulated the endogenous development of the assisted regions. In recent years, approximately RMB 614 million in non-repayable education assistance funds have been invested. We have supported the reconstruction of 56 schools, including the CCCG Lanping Cuiping Nine-Year Integrated School and Bingzhongluo Middle School in Gongshan County, donated 163 "Dream Classrooms" and over 16,000 sets of various educational facilities, and provided about RMB 133 million in scholarships such as the "CCCG Scholarship" and "CCCG Gardener Award," benefiting more than 230,000 students.

Over **20,000** people participated in talent training and job transfers

All **50** students in the "CCCG Class" at Nuijiang Nationalities Middle School exceeded the first-tier university admission cutoff in Yunnan Province

The "Build Your Future Dream Workshop" helped over **5,000** people out of poverty become "Golden Canyon Workers"

Zhenhua Heavy Industries recruited **1,157** technicians from Yunnan

In collaboration with the Ministry of Education's Department of Teacher Education, Beijing Normal University, Tsinghua University, and others, a teacher professional development initiative in Nuijiang was implemented, with **22** activities training **4,551** participants



“Thanks to CCCG's support and assistance, I was able to leave the mountains and fulfill my dream of attending a university. I will study hard to repay the kindness.”

—From Duo Macan, the first university graduate from Heisulu Village Group, Beidian Village, Nuijiang Prefecture

“During my 16 years of teaching, I have witnessed the transformation of the kindergarten in Citskai Town, Gongshan County. The establishment of CCCG Citskai New Era Kindergarten has significantly enhanced the overall level of early childhood education and played a crucial role in providing high-quality preschool education for children.”

—From Director Yin Xiuming, CCCG Citskai New Era Kindergarten



CCCG Second Highway Engineering held the "10,000 Engineers Enter the Classroom" event at Xingtian Middle School in Yingjisha County



CCCC Second Harbor Consultants donated scholarships and school supplies to Ega Wanquan Primary School in Luobenzhuo Bai Ethnic Township



CCCC Third Harbor Engineering conducted charity donations at Zilijia Primary School in Fugong County

Care for the growth of primary and secondary students in Xizang

CASE

2024 marked the 30th anniversary of state-owned enterprises' paired assistance to Xizang. From September 18 to 24, the 10th "Build Your Future Dream · Keep Moving Forward" event, hosted by CCCC Tianjin Dredging, was successfully held. Outstanding student and teacher representatives from Riwoche County in Changdu city traveled to Beijing, Tianjin, Chengdu, and other cities for a six-day study tour.

Jointly organized by CCCC Tianjin Dredging, the Riwoche County Education Bureau, and the "Qixing" Scholarship Fund, the event aimed to provide opportunities for Tibetan primary and secondary school students from Riwoche County to broaden their horizons, expand their knowledge, and enhance exchanges, thus promoting the revitalization of Xizang's education and forging a sense of the Chinese nation as one community. To date, ten editions have been held, with a total of 162 teacher and student representatives participating.



Advance Cultural Revitalization, Shape Appearance and Nurture Roots

Assisting in the construction of CCCC Park in Yingjisha County, the company has built ethnic cultural sites, including well-off border villages and cultural plazas, and supported the development of ethnic art troupes and large-scale community stages. In doing so, it has established nine model sites for rural revitalization to foster a refined rural ethos. The "Build Your Future Dream · United in a Shared Dream" model studio for forging a sense of the Chinese nation as one community has expanded to eight studios, and experts in agriculture have been invited to Nujiang to conduct the "Expert Lectures to the Border" initiative.

Inherit a Millennia-Old Cultural Heritage CASE

From the Pre-Qin philosophers to the splendors of the Han and Tang dynasties, and the elegance of the Song and Ming dynasties,

cultural heritage is inseparably linked with national destiny. In urban construction and community service, CCCG emphasizes the inheritance of cultural spirit, the use of cultural elements, and the preservation of cultural heritage. Ancient cities and old streets bear vivid historical memories and local sentiments, showcasing diverse local customs and humanistic charm that ignite boundless passion and beautiful expectations.



Scan the QR code to view At CCCG, Discover the Intangible Cultural Heritage Around You.



The inaugural "Build Your Future Dream · United in a Shared Dream – Expert Lectures to the Border" event was held in 2024

Advance Ecological Revitalization and Make Places Desirable to Live and Work in

Every village possesses its unique natural character. The company has invested an initial RMB 29.70 million to assist in constructing the Nujiang Jiakeidi Bridge, the Nujiang Shiyueliang Bridge, and other projects, continuously opening up travel routes, tourism corridors, and pathways to prosperity. In terms of improving the living environment in rural areas, ongoing efforts in sanitation and nighttime lighting are underway; for example, the modernization of Zibian Wangji Village into a "Happy Border Village" has passed provincial-level evaluations under the National Sanitary Township Initiative. Meanwhile, initiatives in developing beautiful rural areas continue with Qiunatong Village, which has earned titles such as "National Forest Village" and "Provincial-level Green and Beautiful Village," thus creating a modern rendition of a picturesque pastoral landscape that celebrates diverse beauty.

“

Ever since CCCG began assisting us in building a beautiful village, our lives have changed dramatically. Our living environment has become more livable, the number of visitors has increased, and our incomes have grown accordingly. We are extremely grateful to CCCG for giving us hope for prosperity. ☺

——From Party Secretary Yu Guilin, Qiunatong Village

Pavement engineering for natural villages in Zhanyi District, Qujing



Projects in progress include the road hardening and lighting project for Neijiao Village in Jiepao Town, Suixi County

Advance Organizational Revitalization and Strengthen Foundations and Spirit

Focusing on joint Party-building, 53 grassroots Party organizations have been paired with organizations in assisted regions to conduct "Five Ones" themed activities. These initiatives have helped transform Party activity venues and promote patriotic education for the youth. The Party branch of the Tuanjie Community on Liuku Subdistrict in Lushui City was recognized as the "Yunling Vanguard Red Flag Party Branch" in Yunnan Province. In addition, proactive medical assistance has been provided to help improve public health.

“ Joint construction and co-building have continuously guided CCCG staff, migration management police, traffic police, and members of the Dulong ethnic group to work together in propelling the Dulong Township toward a bright path for rural revitalization, thereby inspiring an intrinsic drive to build a beautiful homeland and achieve development. ☺

——From Zhao Dingzhang, Head of the Dulong Township Traffic Police Detachment

Support Rural Medical Revitalization and Demonstrate the Responsibility of State-Owned Enterprises CASE

Since 2022, CCCG Second Harbor Consultants has established the "CCCC Angel Award" in Lushui City for three consecutive years, donating RMB 200,000 annually in medical assistance funds to support grassroots healthcare. This initiative has continuously boosted the morale of local healthcare workers and improved public health, contributing to the development of Lushui City's medical services.



Actively Serve Public Well-being

Firmly upholding a people-centered development philosophy, CCG continuously spreads warmth and advances global responsibility, working closely with the public to deliver an excellent answer to the challenges of people's livelihood in the new era.

Engage in Social Welfare

The delicate emotions accumulated over time are deeply moving, and the warmth of everyday acts of kindness is invaluable. Over 24,000 "Blue Vest" volunteers from CCG have actively engaged in activities such as elderly and disability support, educational assistance, civility promotion, emergency rescue, and environmental protection, contributing over 133,000 volunteer hours. The volunteer service projects for the Mombasa–Nairobi Standard Gauge Railway and the Chancay Port in Peru have won the silver and bronze awards, respectively, at the 7th China Youth Volunteer Service Competition, with five young volunteers honored as "Outstanding Youth Volunteers in International Exchange."

Employee volunteer count: **24,298** persons

Total volunteer participation hours: **133,065** hours

Volunteer activity participation instances: **42,663**



CCCC Asset Management's Yunnan Headquarters Volunteer Service Team conducted safety education sessions



China Road & Bridge's Mombasa–Nairobi Standard Gauge Railway "China-Kenyan Heart-to-Heart" volunteer service project won the silver award at the 7th China Youth Volunteer Service Competition



CCCC Marine Construction & Development "Blue Vest" volunteers provided Special Olympics support



CCCC Shanghai Dredging conducted Lei Feng-style volunteer activities

International Volunteer Day, lovely "blue vest" CASE

They write stories of dedication and love in ordinary things; they measure the value of life with their feet covered in mud; they stick to their posts and safeguard the warmth of myriad homes...On International Volunteer Day, December 5, 2024, CCCC volunteers donned their charming "Blue Vests" and demonstrated the responsibility and commitment of state-owned enterprises through their actions.



Sixty-five builders from various units stationed in Xiong'an organized a voluntary blood donation campaign



Volunteer services were carried out at the Tianjin Spring Scenery Project



Volunteers of the Pinglu Canal project distributed yellow hats to local students

Shoulder Overseas Responsibility

Deeply engaging in the "Build Your Future Dream" global responsibility actions, CCGG collaborates with peoples in countries along the Belt and Road to conduct extensive cultural exchanges and philanthropic activities, actively engaging in community development. In 2024, the company's overseas localized employee count reached 53,000, with a localization rate of 75%; at the Phnom Penh-Sihanoukville Expressway project, the localization rate was approximately 91%, marking a shift from focusing solely on numbers to balancing both quantity and quality. China Road & Bridge has donated over USD 7 million to Cambodia, contributing to the establishment of a training center to cultivate local infrastructure talent.



CCCC Second Highway Engineering's Tanzania Branch held a book donation event



The Phnom Penh-Sihanoukville Expressway project implemented a deep localization strategy



CCCC Guangzhou Dredging's Philippines Project Department organized a Mid-Autumn Festival-themed cultural activity

CCCC's First Overseas Localized Employee Skills Training Base Was Unveiled in Nairobi, Kenya

On September 22, 2024, the unveiling ceremony was held in Nairobi, marking the company's first overseas skills training facility, an important milestone in localized talent development. The training base will nurture a group of highly skilled professionals, enabling CCGG to build a well-sized, high-quality, and stable localized workforce that meets demand, and to contribute further to building a world-class enterprise and a high-level China-Africa community with a shared future.

Care for Women and Children

Under the Caring for Women and Children initiative, a temporary relief fund, "Build Your Future Dream · Women and Children Care", has been established annually since 2021, with cumulative disbursements exceeding RMB 2 million, benefiting over 1,000 disadvantaged women and children. In addition, initiatives to support children with autism have been implemented through volunteer accompaniment, the development of engaging courses, and other innovative support measures, in collaboration with public welfare organizations and medical institutions. These efforts have not only improved the living conditions and health of women and children but also conveyed social warmth and care, creating a favorable environment for their growth and development.



CCCC First Harbor Engineering has conducted autism children care activities for six consecutive years



CCCC Second Highway Engineering's Tanzania Branch hosted a charity donation event themed "Walking with Love, Removing Barriers, Supporting Children's Growth with Compassion."

Inside CCG

About Us

Company Profile

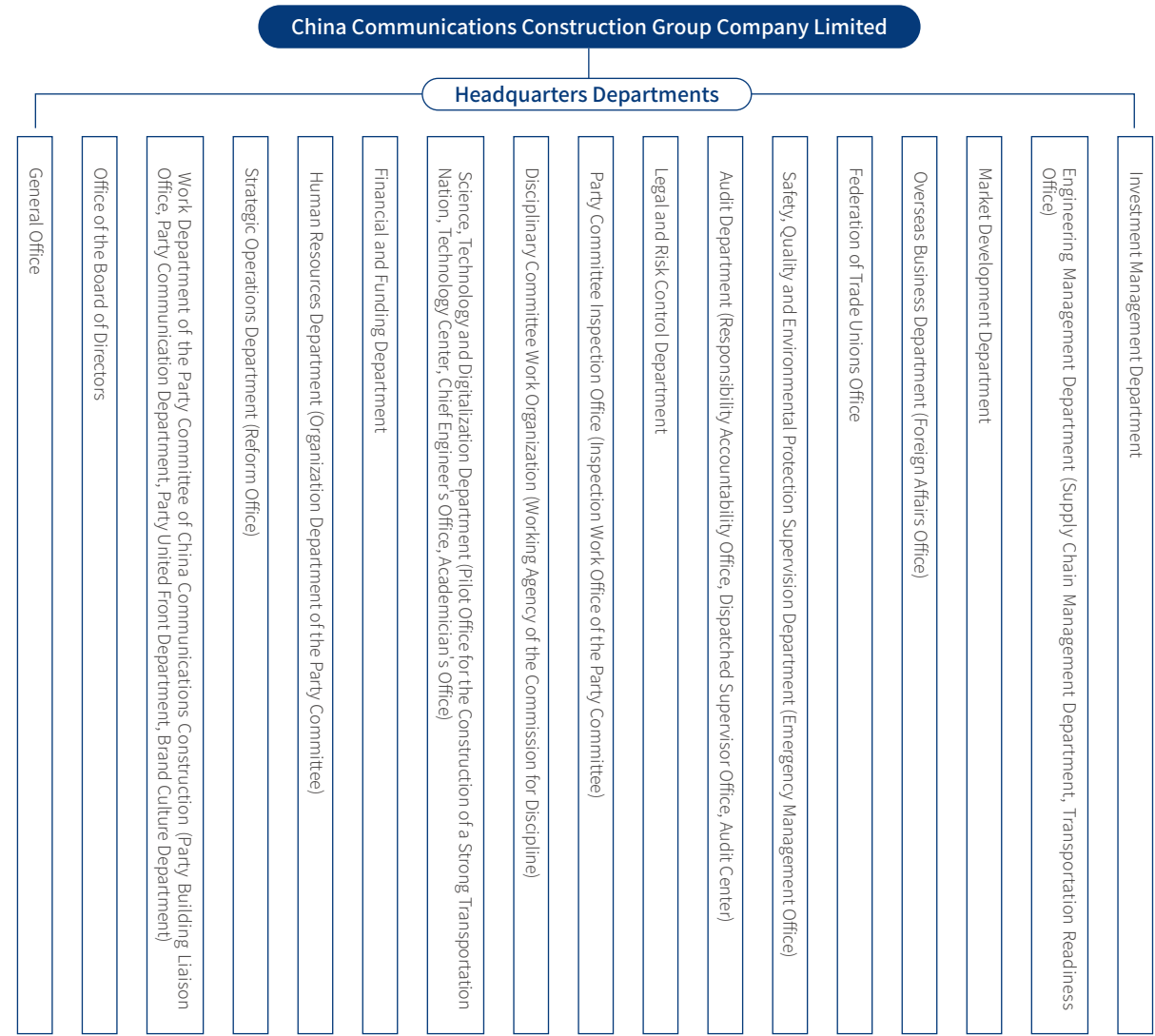
China Communications Construction Group (CCCC) is a global leading ultra-large infrastructure comprehensive service provider primarily engaged in the investment, construction, and operation of transportation infrastructure, equipment manufacturing, and real estate and urban comprehensive development. It offers integrated package solutions covering investment and financing, consulting and planning, design and construction, as well as management and operation services.

CCCC operates in 158 countries and regions around the world. It has ranked as the No.1 Chinese company among ENR's Top 250 Global Contractors for 18 consecutive years and holds the 63rd position on the Fortune Global 500 list. The group has built numerous transportation infrastructure projects that represent the pinnacle of global and contemporary standards, providing customers with mature and comprehensive services and establishing a world-leading technological system. It owns over 60 major wholly-owned or controlled subsidiaries and internationally renowned brands such as CCCC (China Communications Construction Company), CHEC (China Harbour Engineering Company), CRBC (China Road & Bridge Corporation), ZPMC (Shanghai Zhenhua Heavy Industries), and CWE (China International Water & Electric Corp). CCG's comprehensive strength, brand influence, profitability, and value creation capabilities are recognized as leading globally.

CCCC's "Most"

- ✦ The world's largest port design and construction company
- ✦ The world's largest highway and bridge design and construction company
- ✦ The world's largest dredging company
- ✦ The world's largest container crane manufacturing company
- ✦ A global leader in offshore drilling platform design and equipment provider
- ✦ Asia's largest international engineering contracting company
- ✦ China's largest integrated expressway service provider

Organizational Structure



List of Major Subsidiaries

1. China Harbour Engineering Co., Ltd.

2. China Road & Bridge Corporation Co., Ltd. (CRBC)

3. Chuwa Bussan Co., Ltd.

4. CCCC First Harbor Engineering Co., Ltd.

5. CCCC Second Harbor Engineering Co., Ltd.

6. CCCC Third Harbor Engineering Co., Ltd.

7. CCCC Fourth Harbor Engineering Co., Ltd.

8. CCCC Dredging (Group) Co., Ltd.
9. China First Highway Engineering Group

10. CCCC Second Highway Engineering Co., Ltd.

11. China Road & Bridge Construction Co., Ltd.

12. CCCC Third Highway Engineering Co., Ltd.

13. CCCC Construction Group Co., Ltd.

14. CCCC Mechanical & Electrical Engineering Co., Ltd

15. CCCC Infrastructure Maintenance Group Co., Ltd

16. CCCC South China Construction & Development Co., Ltd.

17. CCCC Yangtze River Construction & Development Group Co., Ltd.

18. CCCC Design & Consulting Group Co., Ltd.

19. Southwest Municipal Engineering Design & Research Institute of China Co., Ltd.

20. CCCC Urban Energy Research & Design Institute Co., Ltd.

21. CCCC Water Transportation Consultants Co., Ltd.

22. CCCC First Harbor Consultants Co., Ltd.

23. CCCC Second Harbor Consultants Co., Ltd.

24. CCCC Third Harbor Consultants Co., Ltd.

25. CCCC Fourth Harbor Consultants Co., Ltd.

26. China Highway Engineering Consulting Corporation

27. CCCC Railway Design & Research Institute Co., Ltd.

28. CCCC Xi'an Road Construction Machinery (XPMC) Co., Ltd.

29. China Highway Vehicle & Machinery Co., Ltd.

30. CCCC Tianhe Machinery & Equipment Manufacturing Co., Ltd.
31. CCCC Investment Co., Ltd.

32. CCCC Urban Investment Holding Co., Ltd.

33. CCCC Marine Investment Holding Co., Ltd.

34. CCCC Western Investment Co., Ltd.

35. CCCC Asset Management Co., Ltd.

36. CCCC Haixi Investment Co., Ltd.

37. CCCC Finance Co., Ltd.

38. CCCC Capital Holding Co., Ltd.

39. CCCC Materials & Equipment Co., Ltd.

40. China International Water & Electric Corp.

41. China Airport Construction Group Co., Ltd.

42. Shanghai Zhenhua Heavy Industries Co., Ltd. (ZPMC)

43. CCCC Real Estate Group Co., Ltd.

44. China Urban-Rural Holding Group Co., Ltd.
45. CCCC Xiong' an Investment Co., Ltd.

46. China Communications Information Technology Group Co., Ltd.

47. CCCC Tianjin Dredging Co., Ltd.

48. CCCC Shanghai Dredging Co., Ltd.

49. CCCC Guangzhou Dredging Co., Ltd.

50. CCCC Highway Consultants Co., Ltd.
51. CCCC First Highway Consultants Co., Ltd.

52. CCCC Second Highway Consultants Co., Ltd.

53. China Northeast Municipal Engineering Design & Research Institute Co., Ltd.

54. CCCC Financial Leasing Co., Ltd.

55. GREEN TOWN CHINA HOLDINGS LIMITED

Corporate Culture

- Corporate Mission

Consolidate the foundation, cultivate the way, and carry out the CCGG's mission
- Corporate Vision

Make the world more smooth, make the city more livable, make the life more colorful
- Corporate Spirit

Blend with the world and build without borders

Party Building Leadership

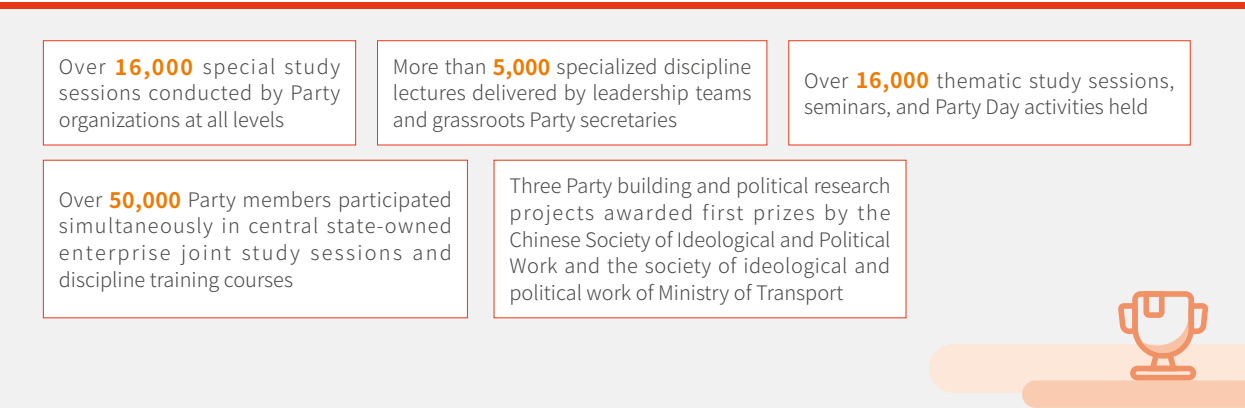
Upholding the great banner of Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era, we have thoroughly implemented the decisions and deployments of the Party Central Committee and the directives of the SASAC Party Committee. We consistently adhere to the important guidance provided by General Secretary Xi Jinping's "2·26" instruction and "11·6" directive, taking his important thought on Party building as our guide and aiming to establish a model window for state-owned enterprise Party building in the new era. The company will, through high-quality Party building, ensure high-quality enterprise development, and work to rectify issues identified in inspection and auditing report. We have continuously advanced the construction of Party building contact points in state-owned enterprises by establishing a Party work framework that matches the comprehensive, strict governance system of the Party, aligns with the modern enterprise system with Chinese characteristics, and adapts to the central tasks of enterprise reform and development. This paves the way for the company to become a world-class, enterprise at the earliest opportunity.

Strengthen the Roots, Forge the Spirit and Shoulder Responsibility

Always placing political development as the top priority, we have advanced the integration of Party leadership into the company's governance system. By implementing the "first agenda" system through comprehensive coverage at all levels, overall process coordination, and full-chain management, we have established a work system comprising "one institutional foundation + four sets of work templates + five work mechanisms." This effectively reflects the Party Committee's leadership role in "setting direction, managing the overall situation, and ensuring implementation" to drive high-quality development, and demonstrates a conscious commitment to the "Two Upholds."

In-depth Study, Comprehension and Grasp the Truth

We have continuously followed up and deeply studied the "latest chapters" and the "state-owned enterprise chapters" of Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era, and formulated an implementation plan to consolidate and expand the achievements of themed education on this Thought, as well as to promote the normalization and long-term effect of Party discipline study. Persistently, we have continued to study, implement, and put into practice the important speeches, instructions, and directives delivered by General Secretary Xi Jinping during his 26 visits to CCCC's projects and 13 appearances at company signing events, to ensure that his guidance permeates projects, workshops, ships, and work teams.



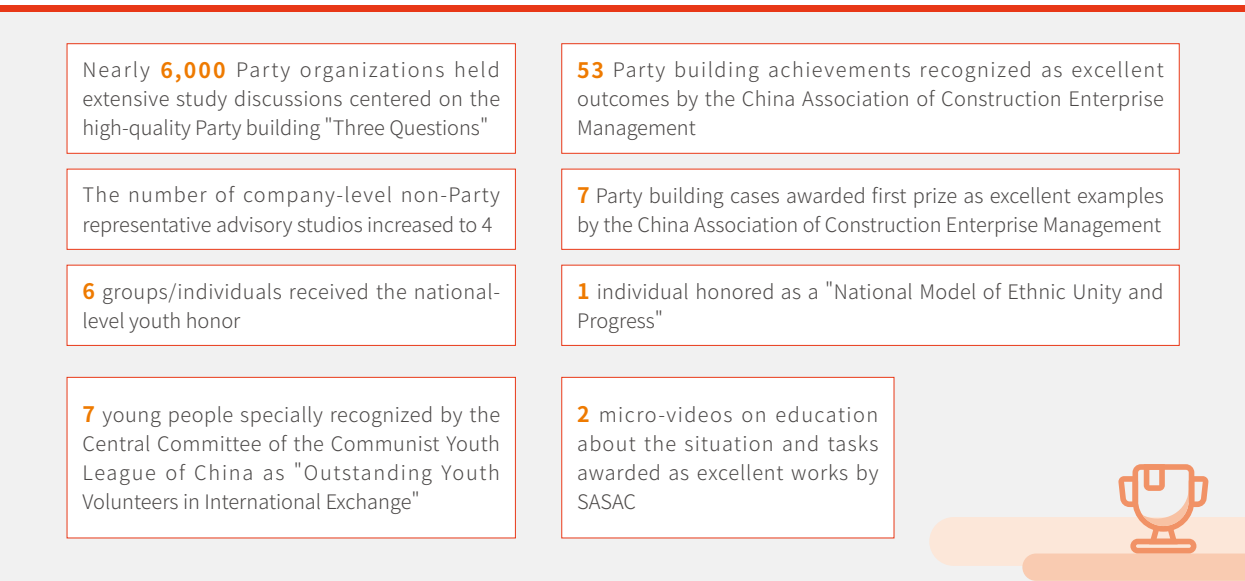
Select Talents, Gather Elites

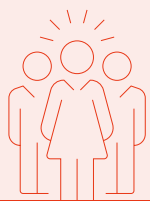
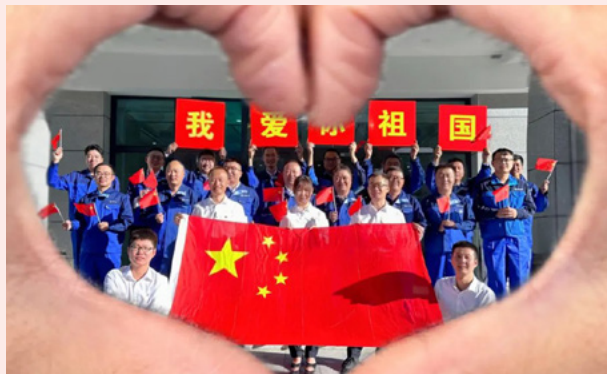
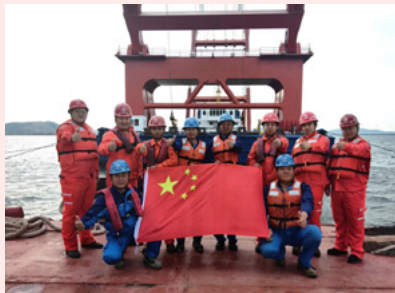
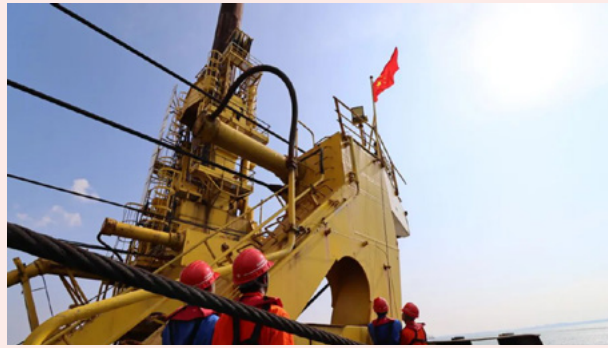
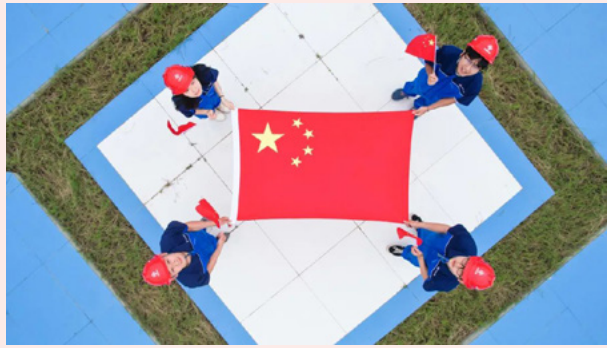
We have formulated and revised documents such as the Management Measures for Corporate Leaders and the Implementation Opinions on Strengthening All-round Management and Regular Supervision of Cadres, thereby building a high-caliber, professional cadre team capable of shouldering the heavy responsibilities of managing and revitalizing the enterprise. We have carried out a series of measures, such as conducting evaluations for outstanding leadership teams, improving the four-tier co-building management mechanism for cadres, updating and refining an elite candidate pool on a graded basis, giving more play to young cadres, and establishing platforms for cadre exchange and development.



Strengthen the Foundations and Build a Strong Fortress

We have deeply carried out the "Seven Focuses" initiative and advanced extensive study discussions on the high-quality Party building "Three Questions" at all levels. We formulated documents such as the Grassroots Party Organization Work Manual, adopted differentiated Party building responsibility agreements, and established the third batch of grassroots Party building benchmarks and Party member demonstration posts. By enhancing the quality and efficiency of Party building, we lead comprehensive governance in the construction industry, exploring initiatives such as industrial chain co-construction, innovation-chain empowerment through Party building, and the "Five Ones" themed education practice. We have also established an association for non-Party intellectuals to continuously contribute to the united front work themed on "Tongxin Mengyuan."





Establish model benchmarks for grassroots Party building and exemplary posts for Party members



First-Class Branding to Showcase Our Image

Focusing on five key approaches: solidifying the foundation of the CCGG brand, empowering its value, aggregating its momentum, spreading its influence, and contributing to its strength, we are building a world-class enterprise brand with global competitiveness. We have vigorously implemented a three-year brand management enhancement initiative, established a brand construction leadership group, and linked brand work with Party building accountability assessments and operational performance evaluations. This has led to comprehensive improvements in brand strategic leadership, professional operation capability, support and assurance, organizational control, and overall brand influence. By participating in national events such as China Brand Day, hosting the China Quality Association's National Brand Story Competition, launching the "Jiao Jiao" and "Rong Rong" cartoon mascots along with a series of cultural-creative products, and publishing a standard manual for employee behavior identification systems, our brand's visual application rate and coverage have increased by 50% year-on-year.

Leading projects on the spirit of the builders of the two plateau highways and brand were awarded first prize by SASAC and the Ministry of Transport, respectively

Ranked **8th** among central enterprises for brand construction capabilities

The "China Communications Construction" brand selected among the Top **500** most valuable brands 2024

Shanghai Zhenhua Heavy Industries recognized as an excellent enterprise brand under SASAC's "Four Batches" initiative

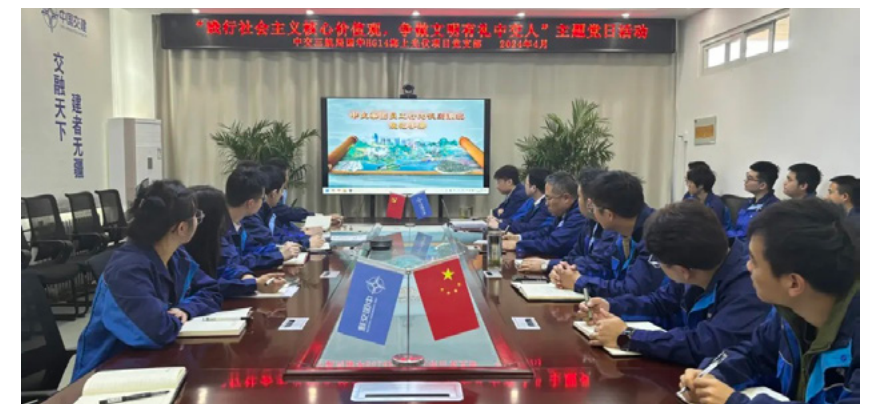


Cultural Empowerment to Nurture Our Foundation

Guided by the core socialist values, we are leading our corporate culture development and continuously upgrading our core cultural concepts. We have recognized 30 exemplary corporate culture demonstration bases, promoted the upgrade and renovation of company exhibition halls, launched the "Ten Thousand Engineers Step into the Classroom" initiative, produced the popular science book Chasing Dreams on the Lingdingyang (inspired by the Hong Kong-Zhuhai-Macao Bridge), and organized a series of events commemorating the 10th anniversary of the spirit of the builders of the two plateau highways. These efforts ensure that our advanced corporate spirit becomes deeply internalized and visibly expressed.



Four works from CCGG selected as outstanding entries in the 5th Central Enterprises Socialist Core Values Themed Micro-film (Micro-video) Competition



CCCC Third Harbor Engineering held themed study sessions under "Practicing the Core Socialist Values and Striving to be Civil and Courteous CCCC Member"

Positive Communication to Amplify Our Impact

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics in the New Era, we have fully implemented the spirit of the 20th CPC national congress as well as the second and third plenary sessions of the 20th CPC Central Committee. We have focused on core tasks, serve the overall situation, unite efforts to boost morale, and explore innovative approaches while upholding our principles. We have continued to tell the CCCC story and disseminate its positive voice, consistently consolidating and strengthening mainstream public opinion and showcasing the dynamic, progressive, and innovative spirit of central state-owned enterprises in the new era.



Zhoudeng Ji'nianguan Station on Tianjin Metro Line 3 selected as a patriotism education base for central enterprises



The documentary The Roof of the World: 70 Years of the Sichuan-Xizang and Qinghai-Xizang Highways has received over 50 million views online

Over **10,000** articles published on company websites, newspapers, official WeChat account, and other platforms with a total readership exceeding 76 million

The global live broadcast event of Ningbo-Zhoushan Port rated as a "China Positive Energy Network Excellence" by the Cyberspace Administration of China

For three consecutive years, recognized as one of the "Top Ten Excellent Cases in International Image Building of Chinese Enterprises" by SASAC and the China Foreign Languages Publishing Administration

Ranked **23rd** in the People's Daily Overseas Communication Influence Index, third among central enterprises and first in the engineering and construction sector

11 works awarded in the 10th "Good Press Releases of State-owned Enterprises" Awards

6 works listed in the 7th Central Enterprises Outstanding Stories and the inaugural AIGC Creative Communication Works

10 works received awards at the 6th Belt & Road Initiative (BRI) Short Video Competition with the company winning an Outstanding Organization Award

Strict Management and Profound Care to Promote Integrity

We enhanced the implementation of measures such as the Implementation Opinions on Constructing a System to Prevent Corruption and the Guiding Opinions on Clean Governance and Risk Prevention (Trial) to continuously advance the construction of a comprehensive and strictly governed Party system that is well-equipped, fully functional, scientifically standardized, and efficiently operated. We strengthened our commitment to the "Two Upholds," took a tougher stance on corruption and misconduct, more targeted and effective corrective actions, more coordinated and rigorous inspections and oversight, and implemented a stronger, more refined supervision system.

We have conducted the Party Conduct and Clean Governance Education Month for **10** consecutive years

For the first time, we carried out special inspection checks on units under review

Inspection work earned a streak of four consecutive **"A"** ratings in SASAC evaluations.

Disciplinary inspection cadres conducted over **2,000** sessions of discipline education at the grassroots

We held more than **500** sessions of integrity and ethics lectures at all levels

State-Owned Enterprise Reform

The CCCC story is rich and dynamic, with its chapters on reform standing out as especially remarkable. CCCC has always steadfastly pursued the overall goal of strengthening, optimizing, and expanding state-owned capital and enterprises, focusing on two approaches to enhance core competitiveness and capabilities. Adhering to the "1336" reform model and the "8+X" full-process reform mechanism, we have deepened and enhanced state-owned enterprise reform. Through responsibility, mechanism and outcomes that penetrate through all levels, we have built an integrated, united reform attack system. Benchmarking against world-class value creation, the company has been rated "A" and maintained an "A" rating in the SASAC's reform assessments for three consecutive years. For 19 consecutive years, it has held an "A" rating, making it the only central enterprise in the construction industry to achieve an "A" rating for 19 consecutive years.

Annual completion rate of main reform tasks: **70%**

Both the headquarters and **45** secondary units have established reform responsibility systems with leadership team members as reform guarantors

We compiled the Guidelines for Reform Work Norms and the Reform Study Q&A (Volumes I and II)

We hosted Reform Roundtable, with over **190,000** central enterprise employees watching online

We guided seven underperforming or slow-to-transform subsidiaries in formulating Special Work Plans for Deepening Reform

5 grassroots exemplary cases selected for the SASAC's Case Collection of Deepening and Enhancing Reform Actions and "Double-Hundred Enterprises" training materials

Modern Enterprise System with Chinese Characteristics

CCCC has set the goal of becoming "a showcase for comprehensively enhancing the quality of Party building in central enterprises in the new era," leveraging Party building to guide the development of a modern enterprise system with Chinese characteristics.

Improving the Corporate Governance System and Mechanisms

The company has thoroughly reviewed its internal deliberation and decision-making processes and issued the Guiding Opinions on Further Improving the Corporate Deliberation and Decision-Making Mechanism. These efforts have clarified the boundaries of responsibilities among the "three committees and one management" (the Party committee, the board of directors, the board of supervisors, and the management), and clearly defined the subjects, authorities, procedures, methods, and requirements for collective decision-making on major corporate matters. This has standardized the operational system and mechanisms, ensuring organic coordination, synergy, and high efficiency among all corporate governance entities.

Clarifying Decision-Making Authorities

Based on the List of Responsibilities and Authorities for Major Decisions, Important Personnel Appointments and Removals, Major Project Arrangements, and Large-Sum Fund Use ("Three Majors and One Large"), the company has revised the Party Committee Meeting Agenda List, Board of Directors Meeting Agenda List, List of Board Authorizations to the General Manager, and the General Manager's Meeting Agenda List. These revisions have enabled clear categorization and tabulation of decision-making items. The "multi-list and single-table" format for deliberation and decision-making has received high praise from the State-owned Assets Supervision and Administration Commission of the State Council.

Standardizing Decision-Making Procedures

The company's Party committee conducts prior research and discussion on major business and management matters, with a focus on political direction, policy compliance, strategic orientation, and core principles for major decisions in corporate reform and development. This approach has established a corporate governance mechanism characterized by legally defined responsibilities, transparency, coordinated operations, and effective checks and balances. The company has completed the delegation of authority plans and adjustments for some "Double Hundred" and "Sci-Tech Reform" enterprises, and has advanced the formulation of "delegation-management-service" authorization plans for three subsidiaries piloting simulated board of directors operations.

Reform of State-Owned Capital Investment Companies

Focusing on the transformation and upgrading of traditional industries, the cultivation of strategic emerging industries, and the sectoral integration of core businesses, we are effectively leveraging the functions of state-owned capital investment companies.

Optimize Platform Company Structure

We integrated resources of China Urban and Rural Construction Development and CCCC Industrial Investment to create a main platform for strategic emerging industries. We restructured CCCC Asset Management and CCCC Infrastructure Maintenance to build a specialized operation and management platform. We established the CCCC Railway Operation Company to integrate investment, construction, and operations in the railway business, consolidated CCCC Design & Consulting with China Zhibao to build a renowned overseas design consulting brand, and formed an Equipment Division and a Dredging Division to achieve deep integration with hydropower projects.

Vigorously Develop Future Industries

We issued the Implementation Rules for New Business Development Assessment (Trial) and the First Batch of Support Policies for Accelerating the Development of Strategic Emerging Industries (2024 Edition), and formulated a comprehensive plan and industry catalog encompassing 8 key directions and 25 specialized areas for emerging industries. In the SASAC assessment on "Promoting the Digital, Intelligent, and Green Transformation of Traditional Industries," we ranked first among central enterprises.

Professional Integration of State-Owned Capital

We supported CCCC Guangzhou Dredging in increasing capital to acquire water conservancy construction resources, assisted the Airport Construction Group in its acquisition of China Aviation Systems, and promoted participation by CCCC Guangzhou Dredging in Guangdong Port & Maritime Investment and by CCCC Shanghai Dredging in Guangdong Agricultural Construction. Many grassroots units, such as CCCC Pipeline and CCCC Property Service Group, have been optimized and restructured for more precise resource allocation.

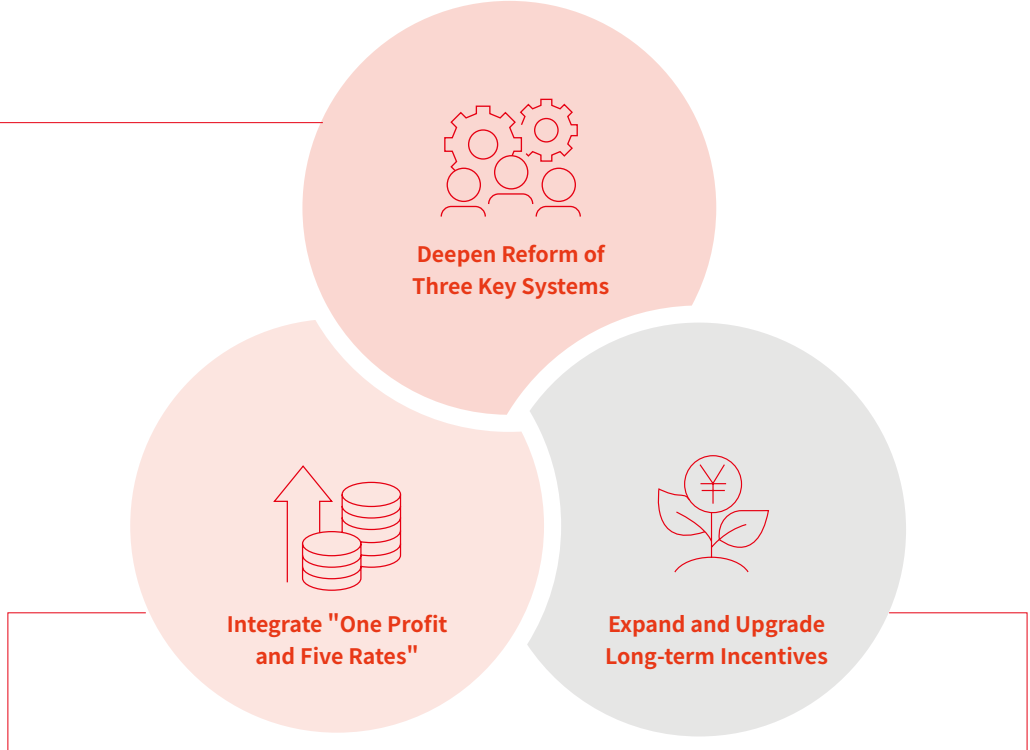
Optimize Investment Returns for Listed Companies

We launched various products including publicly offered REITs, REIT-like funds, and Pre-REITs funds, thereby preliminarily establishing a multi-tiered REITs system. We successfully completed the three-year special campaign for quality enhancement of SASAC-controlled listed companies. CCCC Design & Consulting achieved a backdoor listing via the restructuring of Gansu Qilianshan Cement Group, becoming the only listed company in the infrastructure design industry to complete refinancing.

Improve Market-oriented Operating Mechanism

We actively improved the market-oriented operating mechanism, built an institutional environment conducive to high-quality development and transformed state-owned enterprises into truly independent market entities.

We enhanced term-limit and contractual management, issued the Notice on Intensifying Efforts to Enhance and Expand Term-Limit and Contractual Management and refined the management system ensuring cadres can be promoted or dismissed, personnel can enter or exit, and income can adjust accordingly, linking economic benefits, labor cost efficiency, and total wages, so that overall labor productivity and labor cost profit margins remain top among central construction enterprises.



Our annual operating revenue reached RMB 987.9 billion, marking a 2.11% year-on-year increase. Innovative reforms in wage management have driven performance-based wage fluctuations of over 50% across subsidiaries, strengthening cyclical management and better linking labor efficiency with a "surpluses offsetting shortcomings" mechanism. Over the past three years, we have revitalized and disposed of assets with a combined net value of RMB 219.8 billion.

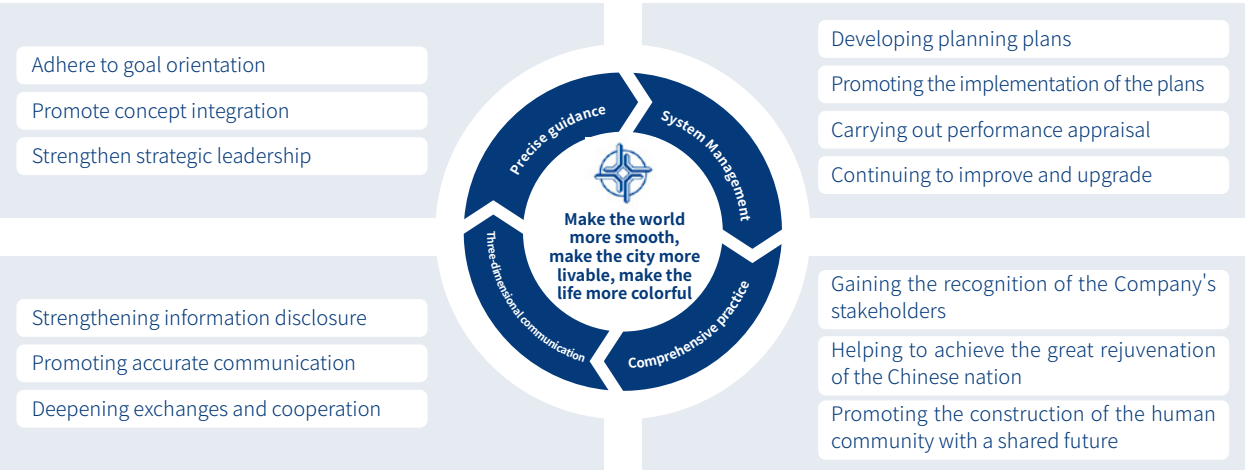
We deepened reforms by formulating the Performance Assessment Measures for Subsidiaries and the Guidelines for Project Excess Profit Sharing, and promoted mandatory distribution in reform assessments. Incentive tools now cover equity and dividend incentives for technology-driven enterprises, co-investment in strategic emerging business projects, and medium-to-long-term incentives for scientific research. The implementation of the China Communications Construction restrictive stock incentive plan has extended the incentive scope to cover 132 talents from the top 20 third-tier companies, including high-level technology R&D, project management, and high-skilled professionals, thus fully leveraging the dual constraints of stock option incentives.

Deepen Special Reform Initiatives

We formulated the Work Plan for Implementing Special Governance of Assets and launched eight special reform initiatives, covering asset solidification, loss prevention and reduction, institution reduction, management fee reduction, and adaptive downsizing, along with "one enterprise, one policy" loss remediation plans. The Guiding Opinions on Supporting and Encouraging 'Technology Reform Enterprises' and 'Double-Hundred Enterprises' to Fulfill Their Functional Missions through Deepening Reform and Innovation have led 12 such enterprises (included in the 2023 assessment) to achieve 8 benchmark and 4 excellent results, with overall performance rated second among central enterprises for two consecutive years.

Responsibility Management

CCCC upholds the "Three-Motion" responsibility philosophy—"Vision-Driven, Goal-Oriented, and Brand-Promoted." It established seven systems covering philosophy, organization, objectives, policies, training, communication, and branding, shaping a vision-driven approach to social responsibility management.



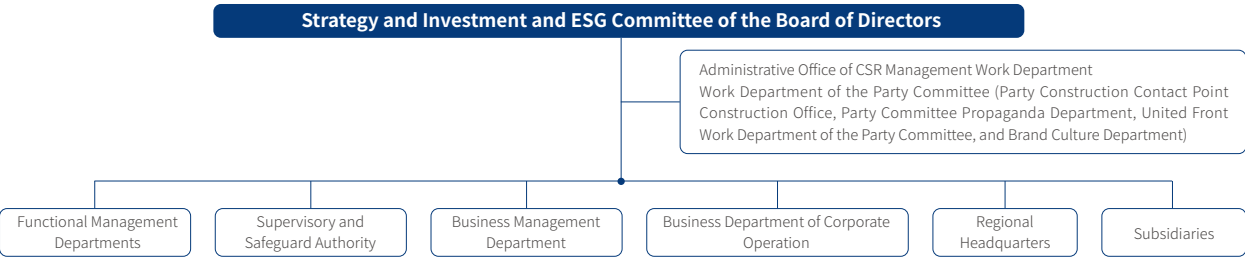
Responsibility System

Concept System

Always mindful of the responsibilities and mission of central enterprises and upholding the corporate vision of "Making the World More Connected, Cities More Livable, and Life More Beautiful" as well as the corporate spirit "Embracing Global Integration, Building Without Boundaries," we have distilled our social responsibility work into a vision-driven management model. This has been refined into the "Three-Motion" responsibility philosophy and integrated into our corporate strategy and culture, forming a unique, vision-driven approach to social responsibility management.

Organizational System

Enhancing the construction and operation of our social responsibility/ESG system is key to elevating our social responsibility work. We have established a comprehensive, compliant, and equitable management framework along with an indicator system tailored to our and the industry's characteristics. The company has set up a Social Responsibility Management Working Committee with leadership from both the Party Committee and the Board, coordinated by the Strategic, Investment, and ESG Committee. The Party Work Department is responsible for compiling social responsibility and ESG reports, while the Board Office handles their publication, with various departments and units executing the work.



Target System

Focusing on issues that concern stakeholders, we engage in global responsibility practices and disclose our social responsibility and ESG information authentically and effectively. We strive to become a model enterprise in social responsibility and ESG, achieving the goal of becoming a respected enterprise where investors are assured, customers are satisfied, stakeholders trust us, operators are at ease, employees are happy, and society commends us.

Social Responsibility Work Goals

By 2025	By 2030
The company's social responsibility system has become more standardized and mature, with the concept of social responsibility further integrated into production and operations. A number of outstanding role models have emerged, establishing exemplary practices for fulfilling social responsibility. The foundation for the company's high-quality development has grown even more solid. Technological innovation, industrial leadership, and safety support are playing increasingly prominent roles, and the company's functional value in the overall national modernization effort is becoming even more pronounced.	The company's functional value has been further enhanced, enabling it to serve economic and social development more robustly and effectively, and to better meet the people's needs for a high-quality life in a more comprehensive and sufficient manner. It is poised to achieve even greater development and play a more significant role in the comprehensive construction of a modern socialist country and in achieving the second centenary goal.

Institutional System

We have successively formulated the Social Responsibility Management Measures, Build Your Future Dream Action Plan, ESG Report Compilation and Publication Implementation Guidelines, ESG Construction Improvement Plan, and the Work Plan for High-standard Fulfillment of Social Responsibility by CCCC in the New Era to clarify the top-level design, organizational structure, responsibilities, authority, and work processes for social responsibility and ESG. Simultaneously, we have linked social responsibility and ESG performance with senior management remuneration, promoting deep integration of these efforts with business operations. In response to issues such as environmental protection, green and low-carbon development, safety and quality, and technological innovation, we have developed specialized regulatory measures to guide our subsidiaries in standardizing their social responsibility and ESG work.

Under the SASAC's guidance, we led high-quality research on the "ESG Work Guidelines for Overseas Construction State-owned Enterprises" project, which received commendation from the SASAC Social Responsibility Bureau, and participated in the formulation of standards such as the ESG Disclosure Guidelines, ESG Evaluation System, and ESG Report Verification Guidelines. We also published the country's first ESG Evaluation Guidelines for highway operation projects, titled Project ESG Evaluation Guidelines (Highway Operation Projects), and jointly developed group standards for ESG information disclosure and evaluation with institutions including the Chinese Academy of Social Sciences, the China Enterprise Reform and Development Society, and the China Quality Association, thereby contributing to an ESG standard system aligned with national conditions and international practices.



The ESG Evaluation Guidelines for Projects (Highway Operation Projects) was released

Training System

We have strengthened social responsibility and ESG training by establishing courses covering concepts, standards, practices, information disclosure, and rating/evaluation. Since 2022, annual training sessions have been held companywide, with periodic sessions on ESG report compilation and ESG seminars. Actively participating in training organized by professional institutions, we have trained 1,200 employees through online and offline sessions. Special courses on key issues continuously enhance our capacity and competence in social responsibility and ESG work.

Communication System

We have established a regular, multi-channel communication mechanism by setting up dedicated sections for social responsibility and investor relations on our official website and participating in high-level social responsibility and ESG forums, ensuring prompt and accurate responses to stakeholder concerns. Since 2008, we have published social responsibility reports for 18 consecutive years, receiving a "Five-Star Excellent" rating for four consecutive years. China Communications Construction has released ESG reports for four consecutive years, and we have published the Belt and Road Social Responsibility and ESG Report twice. All our listed subsidiaries issue ESG reports, and our overseas platform companies and independent brand enterprises publish social responsibility or ESG reports on key countries and major projects. Actively participating in rating and evaluation, we have been selected as a "Pioneer in Central Enterprise Responsibility," a "Chinese ESG Demonstration Enterprise," and have been included in the "Central Enterprise ESG Pioneer 50 Index" and the "Chinese ESG Listed Companies Pioneer 100," receiving AAA ratings from China Securities Index and QuantData, and an A rating from Wind.

Company leaders have been invited to attend social responsibility events hosted by various ministries **8** times

China Communications Construction has been rated as having the highest A-level information disclosure (Excellent) for **11** consecutive years and received the "Golden Bull Award – Most Investment-worthy" and "Golden Information Disclosure Award" from China Securities Journal



ESG information of **6** holding listed companies, including

China Communications Construction 2023 ESG Report

CCCC Design & Consulting 2023 ESG Report

Shanghai Zhenhua Heavy Industries 2023 ESG Report

CCCC Real Estate 2023 ESG Report

Green Town China 2023 ESG Report

OriginWater 2023 ESG Report

6 key country ESG reports, including

CCCC Laos Country Sustainable Development Report (2023)

China Communications Construction Ethiopia Country ESG Report (2023)

China Communications Construction Uganda Country ESG Report (2023)

China Communications Construction Tanzania Sustainable Development Report

Shanghai Zhenhua Heavy Industries Latin America Regional Center Sustainable Development Report (2023)

Shanghai Zhenhua Heavy Industries Europe Regional Center Sustainable Development Report (2023)

ESG reports for **3** brand enterprises:

China Harbour Engineering 2023 ESG Report

CRBC 2023 ESG Report

CCCC Xiong'an Social Responsibility Report

4 key project ESG reports, including

China Communications Construction Malaysia East Coast Rail Link (ECRL) Project 2023 ESG Report

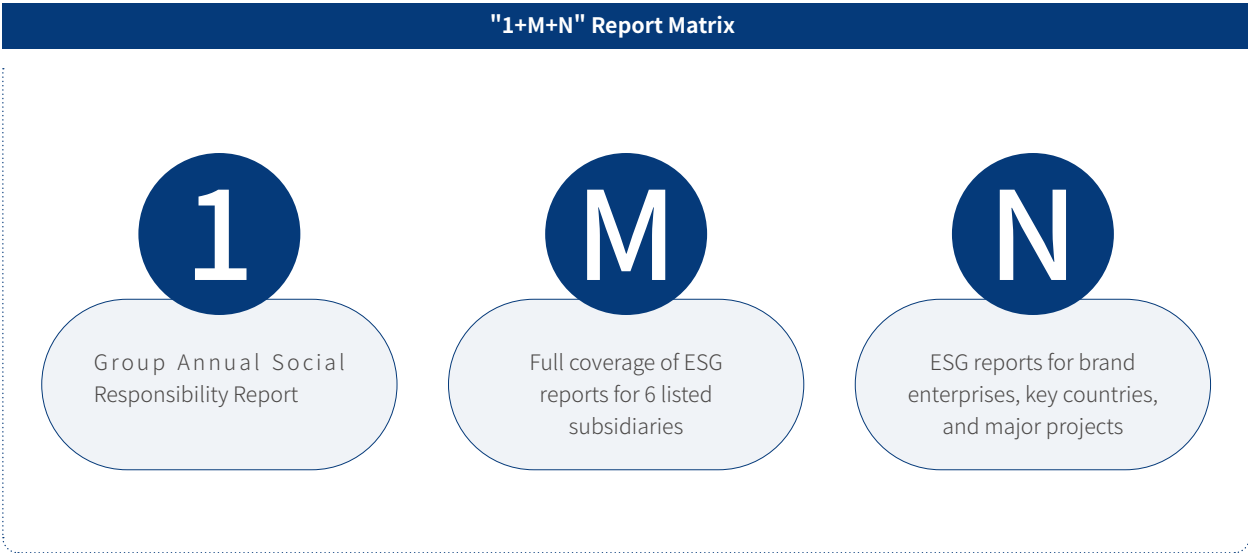
Port City Colombo ESG Report (2014-2024)

2023-2024 "Clean Serbia" Project ESG Report

CRBC (Qingyuan Project) 2023 ESG Report



In 2024, the ESG series reports were released collectively as the CCCC



We actively implemented policies such as the *Information Disclosure and Major Information Internal Reporting Management Measures*, *Insider Information Management System*, *Shareholding Change Management System for Shareholders, Directors, Supervisors, and Senior Management*, and the *Investor Relations Management Measures* to enhance investor relations management and standardize information disclosure.

Stakeholder	 Regulatory Agencies (SASAC)	 Governments (Local)	 Shareholders	 Owners and Customers	 Suppliers	 Employees	 Communities and the Public	 NGOs and Other Third Parties
Communication Mechanisms/Formats	Implementation of documents and meeting instructions Targeted departmental communications Work reports, statements, and forms	Thematic meeting reports, information submissions Strategic cooperation High-level business meetings	Regular/ad hoc reports. Shareholder meetings, written notifications Investor meetings	Contract execution Visits, meetings, and correspondence Owner evaluations and management	Tendering, business negotiations Contract execution, business correspondence	Employee representative meetings Suggestion solicitation Training sessions Daily communications	Various forms of communication, visits Participation in public welfare activities	Maintaining close contact and information sharing Collaboration
Our Response	Comprehensive evaluation at A level Enhanced corporate governance Fulfillment of social responsibility Participation in various initiatives	Compliance with laws and regulations Implementation of national policies Operating with integrity Practicing clean business conduct Signing strategic cooperation agreements	Maintaining stable profitability Safeguarding shareholder rights Upholding a good credit rating	Ensuring 100% contract fulfillment and delivery qualification Continuous technological and product innovation Providing satisfactory services.	Upholding integrity, mutual benefit, and equitable negotiation Maintaining good cooperative relationships	Providing stable compensation and incentives Safeguarding employee rights Focusing on career development Organizing various activities.	Promoting environmental protection and civilized co-construction Supporting harmonious local development Engaging in charitable donations.	Participating in and organizing social contribution activities Keeping communication channels open

Brand System

The "Build Your Future Dream" responsibility brand is positioned as a sub-brand of China Communications Construction. Since 2022, an annual "Build Your Future Dream" responsibility brand outstanding case selection and commendation event has been held to identify advanced examples of social responsibility and ESG, making the "Build Your Future Dream" brand a prominent calling card for central enterprises. By integrating our responsibility philosophy, model, brand, goals, and actions into the corporate culture, we have formed a distinctive CCCC responsibility culture.

Responsibility Honors

★★★ Ratings ★★★

We received AAA ratings from China Securities Index and QuantData
Social Responsibility Report has received a "Five-Star Excellent" rating for 4 consecutive years
ESG Report has received a "Five-Star" rating for 2 consecutive years

★★★ Indices ★★★

Included in the SASAC's "Central Enterprise Responsibility Management Pioneer 30 Index (2024)" and ranked first among construction central enterprises for the third consecutive year
China Communications Construction and Zhenhua Heavy Industries were included in the "Central Enterprise Listed Companies ESG Pioneer 100 Index (2024)"
Selected in the "Top 300 Chinese Enterprises Social Responsibility Development Index (2024)" and the "Top 100 State-owned Enterprises Social Responsibility Development Index (2024)," and has consecutively ranked first in the "Construction Industry Social Responsibility Development Index (2024)"

★★★ Case Studies ★★★

Over 20 cases were recognized as excellent in rural revitalization and ESG, with one case selected as a Top 10 case in the Central Enterprise Social Responsibility Blue Book (2024)
Cases from China Communications Construction, Zhenhua Heavy Industries, and OriginWater were selected as Best Practice Cases for Sustainable Development among Chinese listed companies (2024)
Cases from the First Highway Engineering Group and CCCC Tianjin Dredging were recognized as excellent in the Central Enterprise Overseas ESG Blue Book (2024) and the Central Enterprise Listed Companies ESG Blue Book (2024), respectively
Illuminating a New Landmark in Ethiopia's Capital – The Green Assistance Journey of CCCC First Highway Engineering Group won the "2024 China ESG Outstanding Practice Case"
The China Road & Bridge Phnom Penh-Sihanoukville Expressway case was selected as an annual case in both the People's Daily Enterprise Social Responsibility Conference 2024 ESG Annual Case and the 2024 Traffic Enterprises Social Responsibility (ESG) "Outstanding Case"

Identification of Practical Issues

Issue Identification

Based on industry trends, regulatory guidance, stakeholder opinions, macro policy requirements, domestic and international evaluation systems, and key contemporary issues, the company has established a pool of social responsibility issues tailored to its development and positioning.

- 1 Industrial Transformation and Upgrading, and New Industry Layout

2 Creating Safe and High-Quality Projects

3 Technological Innovation

4 Supply Chain Management

5 Overseas Development

6 Propelled by Party Building
- 7 Law-abiding and Compliant Operations

8 Governance Mechanisms for Sustainable Development

9 Addressing Climate Change

10 Accelerating Green Development

11 Reducing Pollutant Emissions

12 Ecosystem and Biodiversity Conservation
- 13 Resource Utilization and Circular Economy

14 Occupational Health and Safety

15 Talent Development

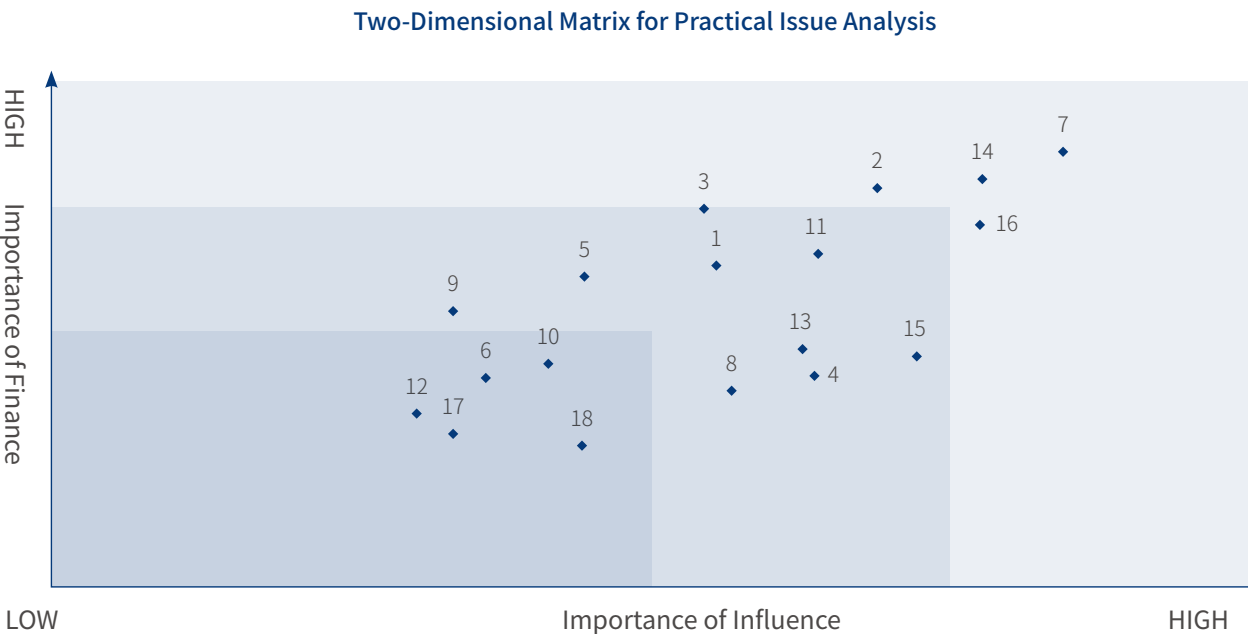
16 Serving National Strategies

17 Social Contribution

18 Overseas Responsibility Fulfillment

Issue Analysis

The company conducted a special stakeholder survey, collecting 1,800 questionnaires. We rated the importance of various issues and, combined with assessments from external experts, established a two-dimensional matrix model of "financial significance" and "impact significance" to help identify practical social responsibility issues and guide accurate, comprehensive disclosure of our responsibility philosophy and actions.



Future Outlook

The infinite past converges in the present, and the boundless future begins from this very moment.

Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, CCCC will remain steadfast in honoring and putting into practice General Secretary Xi Jinping's earnest instructions, fully implementing the requirements set forth by higher-level Party committees. We will resolutely align our thinking, will, and actions, and advance high-quality development with unwavering confidence, a strong sense of urgency, and unyielding perseverance. We will adhere to the general principle of pursuing progress while ensuring stability, remain committed to integrity and innovation, and strive for excellence both internally and externally. We aim to achieve greater and more substantive results in implementing national strategies, driving stable and high-quality growth, fostering technological innovation, deepening reform, coordinating development and security, and enhancing high-quality Party building.

We will raise the banner of high-quality development even higher, sound the trumpet of innovation even louder, take the initiative in navigating the changing landscape of challenges and opportunities, and open up new prospects through the synergy of stability and progress. In doing so, we will deliver a solid performance in fulfilling the "three roles" and taking the lead in the "three key areas," striving to make greater contributions through a renewed image and concrete actions as a world-class enterprise to the early realization of Chinese modernization.

Appendix

Key Performance Table

Indicator	Unit	2022	2023	2024
Environmental Performance				
Total Energy Consumption	10,000 tonnes of standard coal	183.83	167.43	162.51
Fossil Energy Consumption	Tonnes of standard coal	1,458,713.18	1,299,679.69	1,263,805.80
Proportion of Non-fossil Energy Usage	%	20.65	22.37	22.23
Energy Consumption Intensity	Tonnes of standard coal per 10,000 RMB (current price)	0.0198	0.0171	0.165
Total Greenhouse Gas Emissions	10,000 tonnes	516.25	453.84	439.73
CO ₂ Emissions per 10,000 RMB of Operating Revenue(current price)	Tonnes per 10,000 RMB	0.0556	0.0464	0.0436
Annual Electricity Consumption	10,000 kWh	304,405	298,920	288,303
Annual Gas Consumption	10,000 standard cubic meters	4,534	2,572	2,621
Annual Fuel Consumption	10,000 tonnes	94.96	86.16	83.94
Social Performance				
Total Number of Employees	Persons	165,075	170,157	164,674
Annual Number of New Hires	Persons	16,622	16,316	11,927
Number of New Female Employees	Persons	2,879	2,826	1,810
Number of New Male Employees	Persons	13,473	13,490	10,117
Number of Employees from Hong Kong, Macao, Taiwan, and Overseas	Persons	24,223	25,445	25,492
Number of Graduates Recruited	Persons	8,572	8,010	6,643
Number of Jobs Created During the Reporting Period	Persons	18,284	17,948	13,120
Number of Employees of Ethnic Groups	Persons	7,429	8,189	8,590
Labor Contract Signing Rate	%	100	100	100
Collective Contract Signing Rate	%	99	100	100
Trade Union Membership Rate	%	100	100	100
Social Insurance Coverage Rate	%	100	100	100
Employee Paid Leave Rate	%	97	97	100
Average Number of Paid Leave Days per Employee	Days	10.4	10.4	10.5
Physical Examination Coverage Rate	%	100	100	100
Occupational Health Record Coverage Rate	%	100	100	100
Proportion of Female Employees	%	18.6	18.5	18.3
Proportion of Female Managers	%	19.9	28.9	30.7
Number of Employees with Graduate Degrees or Above	Persons	19,859	21,911	23,258
Number of Employees with a Bachelor's Degree	Persons	113,055	117,884	115,504
Number of Employees with a College Diploma	Persons	20,750	18,843	14,857

Indicator	Unit	2022	2023	2024
Number of Employees with Technical Secondary School Education or Below	Persons	11,411	11,519	10,055
Employee Satisfaction Rate	%	97	97	97
Employee Turnover Rate	%	2.42	2.88	3.39
Employee Training Investment	10,000 RMB	30,841.40	52,946.60	41,405.05
Number of Employee Training Sessions	Persons	1,607,090	717,010	851,633
Coverage Rate for General Employee Training	%	100	100	100
Coverage Rate for Middle Manager Training	%	100	100	100
Coverage Rate for Senior Manager Training	%	100	100	100
Average Training Hours per Employee	Hours	112	112	112
Average Training Hours per General Employee	Hours	105	105	105
Average Training Hours per Middle Manager	Hours	145	146	145
Average Training Hours per Senior Manager	Hours	143	143	143
Number of Senior Managers Trained	Persons	647	637	637
Number of Middle Managers Trained	Persons	10,245	10,255	10,260
Number of General Employees Trained	Persons	154,183	159,265	153,777
Number of Workplace Accidents	Cases	5	4	4
Number of Work-related Fatalities	Persons	6	6	9
Number of Major and Catastrophic Safety Fatalities	Persons	0	0	0
Number of Safety Training Sessions	Persons	129,786	250,923	270,462
Safety Production Training Duration	Hours	2,985	1,816	3,012
Localization Rate of Overseas Employees	%	70.8	79.5	82
Total Donations	10,000 RMB	32,460.40	28,908.40	25,249.41
Local Procurement Rate	%	32.65	32.04	31.6
Number of Employee Volunteers	Persons	22,535	23,388	24,298
Number of Volunteer Activity Participations	Persons	37,932	40,056	42,663
Cumulative Volunteer Activity Participation Duration	Hours	115,320	130,496	133,065
Economic Performance				
Total Assets	100 million RMB	23,637.00	25,655.19	26,787.13
Net Assets	100 million RMB	5,956.90	6,343.36	6,340.22
New Contract Value	100 million RMB	22,756	25,380	26,356
Operating Revenue	100 million RMB	9,280.08	9,675.24	9,879.32
Total Profit	100 million RMB	432.51	436.94	346.18
Taxes Paid	100 million RMB	424.23	433.36	358.43
Asset-Liability Ratio	%	74.79	75.27	76.33
Operating Cash Ratio	%	2.3	4.8	1.04
Return on Net Assets	%	5.65	5.6	3.95
Labor Productivity per Employee	10,000 RMB per person	64.23	67.08	64.75
Operating Cash Collection Ratio	%	94.05	97.62	98.89
Land Reclamation Area	10,000 m ³	3,322	6,076	12,611
Dredged Earth Volume	10,000 m ³	45,000	48,119	36,300
Completed Single-line Railway & Rail Transit Mileage	Kilometers	382	1,263	630

Indicator	Unit	2022	2023	2024
Project Acceptance Qualification Rate	%	100	100	100
First-time Project Handover Acceptance Rate	%	100	100	100
Product Recall Percentage	%	0	0	0
Total R&D Investment	100 million RMB	256.73	282.01	296.09
Number of Provincial/Municipal or Higher-level Technology Awards (including first-level association awards)	Items	268	457	692
Number of New Patents (Granted)	Items	8,468	7,467	7,700
Total Number of Patents	Items	30,479	35,787	41,194
Customer Complaint Rate	%	0	0	0
Number of Corruption Litigation Cases against the Group or Employees	Cases	0	0	0
Economic Contract Performance Rate	%	100	100	100
Number of Suppliers	Items	2,736	2,965	3,357
Ratio of Suppliers/Subcontractors Certified for Quality, Environment, and Occupational Health & Safety Management Systems	%	100	100	100
Number of Supplier Social Responsibility Training Sessions	Times	0	2	2
Number of Potential Suppliers Rejected Due to SR Non-compliance	Items	0	0	0
Number of Suppliers Suspended for SR Non-compliance	Items	8	14	16
Proportion of Employees Receiving Anti-Bribery and Anti-Corruption Training	%	100	100	100
Number of Concluded Corruption Litigation Cases	Cases	0	0	0
Number of Directors Receiving Anti-Bribery and Anti-Corruption Training	Persons	7	5	5
Proportion of Directors Receiving Anti-Bribery and Anti-Corruption Training	%	100	100	100
Number of Management Personnel Receiving Anti-Bribery and Anti-Corruption Training	Persons	10,892	10,892	10,897
Proportion of Management Personnel Receiving Anti-Bribery and Anti-Corruption Training	%	100	100	100
Number of Employees Receiving Anti-Bribery and Anti-Corruption Training	Persons	165,075	170,157	164,674
Proportion of Employees Receiving Anti-Bribery and Anti-Corruption Training	%	100	100	100
Amount Involved in Litigation or Major Administrative Penalties Due to Unfair Competition by the Company during the Reporting Period	10,000 RMB	0	0	0
Economic Contract Performance Rate	%	100	100	100
Compliance Training Investment	10,000 RMB	30	33.8	33
Compliance Training Duration	Hours	21	20	26
Number of People Participating in Compliance Training Sessions	Persons	1,000	1,690	2,043
Number of Compliance Training Events	Times	2	4	2

Indicator Index

Report Section		Guidelines for the Preparation of Social Responsibility Reports by Central Enterprises (Trial)	CASS-CSR4.0 for Engineering and Construction Industry	GRI Standards
Report Description		1-2	P1	2-1/2-2
Message from the Board of Directors		3-4	P2	/
Stimulating Growth Revitalize Growth Momentum, Serv as the "Vanguard" of Technological Innovation Technological Innovation		9-10/64-66/75-76/84	P3	/
Focus on Core Responsibilities and Main Businesses, Serve as a National Industry Leader		9-10/86-87	P3	/
Engage in Emergency Rescue, Serve as the "Stabilizing Anchor" for Safety		88	P3	/
Build New Momentum, Fulfill the Commitment to Safety and Quality y	Focus on Enhancing Core Business Strengths	22/75/78-81	/	/
	Establish a Strong Technological Foundation	16	M2.10/M2.11	/
	Promote the Integrated Development of "Three Chains" of "Three Chains"	80-81/85/118-119	M3.6/M3.7/M3.9/M3.10	414
	Strengthen Accountability for Safety and Quality	21-29/33-38/43	M2.1/M2.6/M2.9/S3.1/S3.2/S3.4/S3.7/S3.8/S3.9	403
	Operate with Legal Compliance and Integrity	11-15/17-18/133	M1.1/M1.3/M1.4/M3.1/S1.1/S1.2	205/206
Forge ahead in a New Direction toward Greater Strength, Uphold the Commitment to Green and Shared Development	Accelerate Green Development	89-90/93/108-112/114-115/117	E1.1/E1.5/E1.7/E2.2/E2.8/E2.12/E2.14/E2.16/E2.18/E2.19	302/303/305-1/305-2/305-3/305-4/305-5/306-1
	Optimize the Green Industry Layout	82-83	E2.6/E2.14	101-1/303-1/305
	Jointly Protect Ecological Resources	94-107/116/120-121	E2.2	101/304-3
	Belt and Road Cooperation	134-135/138	/	/
Pursue Quality in the New Era, Uphold the Commitment to Harmonious Development	Partnering for Partner for Partner for Win-Win Cooperation Cooperation	19/44-63	M3.5	/
	Build Harmonious Labor Relations	39-41	S2.2/S2.6/S2.12/S2.13/S2.17/S2.19/S2.21	2-7/2-19/401/402/403/404/405
	Support Comprehensive Rural Revitalization	122-126	S4.10/S4.11/S4.12	203-1/413-1
	Actively Serve Public Well-being	129/131-132/136/139	S4.5/S4.8/S4.9	/
Inside CCCG	About Us	5-8	P4/G1	2-1/2-2/2-6/2-9
	Party Building Leadership	/	/	/
	State-Owned Enterprise Reform	/	/	/
Responsibility Management		140-168	G2/G3/G4/G5/G6	2-22
Future Outlook		169	A1	/
Appendix	Key Performance Table	20/30-31/42/67-69/72-74/128/170	A2	205-2/302-1/302-3/305-1/305-4/305-7/401-1/404-1/403-9
	Indicator Index	171	A5	/
	Rating Report	/	A4	/
	Feedback	172	A6	/

Rating Report

Rating Report on the 2024 Social Responsibility Report of China Communications Construction Group Company Limited

Commissioned by China Communications Construction Group Company Limited, the China Expert Committee on CSR Report Rating formed a panel of selected experts to evaluate the 2024 Social Responsibility Report of China Communications Construction Group Company Limited (hereinafter referred to as the "Report").

I. Rating Basis

The rating is based on the Chinese Academy of Social Sciences (CASS)'s China Corporate Social Responsibility Reporting Guidelines (CASS-CSR 4.0) for Engineering and Construction Sector, and the China Expert Committee on CSR Report Rating's China Corporate Sustainability Report Rating Standards (2025).

II. Rating Process

- 1.The expert panel reviewed and validated the Confirmation Letter for the Process Evaluation Materials of the Corporate Sustainability Report and related supporting documents submitted by the Report drafting team;
- 2.The expert panel evaluated the preparation process and content of the Report and drafted this rating report;
- 3.The vice chair of the China Expert Committee on CSR Report Rating, the leader of the expert panel, and the panel experts jointly reviewed and approved this rating report.

III. Rating Conclusion

Process (★★★★★)

The Group established the Social Responsibility Management Working Committee, forming a comprehensive ESG governance framework led by the Work Department of the Party Committee of China Communications Construction and the Office of the Board of Directors, with each department and unit responsible for implementation. The Report is positioned as a key tool for disclosing responsibility practices, enhancing social responsibility management, strengthening stakeholder communication, and shaping a responsible brand image, with a clear value orientation. Material topics were identified in alignment with national macro policies, regulatory requirements, industry trends, mainstream domestic and international standards, benchmarking with leading enterprises, and stakeholder consultations. The "1+N+M" CSR Disclosure Mechanism was established, driving subsidiaries, brand enterprises, and key projects to publish standalone ESG reports, deepening the integration of responsibility. The Report is scheduled to be released via the Group's official website, in both Chinese and English, in formats including e-book, printed copy, and infographic, demonstrating outstanding process performance.

Materiality (★★★★★)

The Report discloses key topics in the engineering and construction sector, including implementation of macro policies, construction quality management, technological innovation, on-time project delivery, protection of migrant workers' rights, workplace safety, supply chain management, green building practices, and control of noise, dust, and construction waste. It exhibits excellent materiality.

Completeness (★★★★★)

The Report systematically discloses 95.27% of core indicators relevant to the engineering and construction industry through themes such as "Build New Momentum, Fulfill the Commitment to Safety and Quality," "Forge ahead in a New Direction toward Greater Strength, Uphold the Commitment to Green and Shared Development," and "Pursue Quality in the New Era, Uphold the Commitment to Harmonious Development." It demonstrates outstanding completeness.

Balance (★★★★★)

The Report discloses negative data including "Employee Turnover Rate," "Number of Major and Catastrophic Safety Fatalities," "Number of Workplace Accidents," "Number of Work-related Fatalities," "Customer Complaint Rate," and "Number of Potential Suppliers Rejected Due to SR Non-compliance," along with brief explanations of risk and hazard identification and mitigation, reflecting excellent balance.

Comparability (★★★★★)

The Report presents three-year comparative data for 99 key indicators, such as "Land Reclamation Area," "Dredged Earth Volume," "Completed Single-line Railway & Rail Transit Mileage," "First-time Project Handover Acceptance Rate," "Total Number of Employees," "Physical Examination Coverage Rate," "Total Donations," "Total Energy Consumption," and "Total Greenhouse Gas Emissions." It also includes horizontal comparisons such as the inclusion in the CSOE Responsibility Management Pioneer 30 Index (2024) and ranking first among central SOEs in the construction sector for the third consecutive year, demonstrating excellent comparability.

Readability (★★★★★)

The Report adopts a topic-based framework to systematically present the company's practices and achievements in core responsibilities, technological innovation, safety, compliance, green development, supply chain management, employee care, community engagement, and overseas operations. High-resolution full-page images enhance visual impact and brand identity. QR codes embedded throughout the Report extend content interpretation, improving readability and engagement. The language is concise and the use of rich case studies enhances its readability.

Innovation (★★★★★)

The Report opens with three themed sections—"Revitalize Growth Momentum, Serve as the 'Vanguard' of Technological Innovation", "Focus on Core Responsibilities and Main Businesses, Serve as a National Industry Leader", and "Engage in Emergency Rescue, Serve as the 'Stabilizing Anchor' for Safety"—highlighting key responsibilities and achievements of central SOEs. It features multiple stakeholder testimonials to vividly demonstrate CSR outcomes, enhancing credibility and communication. Events were held to release a series of ESG achievements by the Group and outstanding cases of the "Build Your Future Dream" responsibility brand, significantly boosting the report's communication value. The Report demonstrates outstanding innovation.

Overall Rating (★★★★★+)

Based on comprehensive evaluation, the 2024 Social Responsibility Report of China Communications Construction Group Company Limited achieves five-star ratings in process, materiality, completeness, balance, comparability, readability, and innovation, with an overall rating of "Five-Star Excellence," standing as a benchmark in corporate sustainability reporting.



中国企业社会责任报告
评级专家委员会
Chinese Expert Committee on CSR Report Rating

CCCG's social responsibility report has received a five-star rating for four consecutive years, and a "Five-Star Excellence" rating for five consecutive years

IV. Suggestions for Improvement

Enhance the depth and breadth of stakeholder participation to further improve the process management of the Report.

黄群慧

Vice chair of the China Expert Committee on CSR Report Rating

张洪忠 钟宏武

The leader of the The Panel Expert expert panel

Date of Issue: June 18, 2025



Scan the QR code to view the enterprise rating profile

Feedback

This report is the 18th Corporate Social Responsibility Report publicly released by CCCG. In order to continuously improve CCCG's social responsibility performance and enhance our ability and capacity to fulfill our social responsibilities, we sincerely welcome your comments and suggestions. Please kindly complete the questions in the feedback form below and choose one of the following methods to submit your feedback.

Contact Number: +86-10-82016824

Contact Address: Party Committee Work Department of CCCG (Party Building Liaison Office, Party Publicity Department, Party United Front Department, Brand Culture Department), No. 85 Deshengmen Outer Street, Xicheng District, Beijing, China

Name:

Contact Number:

Employer:

Fax:

Job Title:

E-mail:

1. What is your overall evaluation of this report?

- ☐ Good
- ☐ Fairly Good
- ☐ Average

2. To what extent do you think this report reflects CCCG's significant impact on the economy, society, and the environment?

- ☐ High
- ☐ Relatively High
- ☐ Average
- ☐ Relatively Low
- ☐ Low

3. How would you rate the clarity, accuracy, and completeness of the information, data, and indicators disclosed in this report?

- ☐ Good
- ☐ Fairly Good
- ☐ Average
- ☐ Poor
- ☐ Not Sure

4. Which aspect of this report are you most satisfied with?

5. What additional information would you like to learn about?

6. Do you have any suggestions for our future reports?



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