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(A joint stock limited company incorporated in the People's Republic of China)

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The Board of Directors and all directors of the Company hereby warrant that this announcement contains no false statements, misleading representations or material omissions, and take legal responsibility for the truthfulness, accuracy and completeness of the contents hereof.

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- Equity incentive method: A-share restricted shares.
- Source of shares: the Company will repurchase A-share common stocks from the secondary market.
- Total number of equity incentives and total number of underlying shares involved: the Scheme proposes to

development, technical consulting, technical exchange, technical transfer, technical promotion; construction project design; earth and stone work construction; various engineering construction activities; mechanical and electrical equipment manufacturing; electrical and mechanical equipment sales; mechanical equipment leasing; solid waste treatment; goods import and export; technology import and export; import and export agency; domestic trade agency; sales agency; foreign contracted projects; general cargo warehousing services (excluding projects requiring license approval such as hazardous chemicals); warehousing equipment leasing services; domestic cargo transportation agency; international cargo transportation agency; loading and unloading handling; mineral resources (non-coal mines) mining; bio-based material manufacturing; bio-based material sales; bio-based material technology research and development; chemical product sales (excluding licensed chemical products); special chemical product manufacturing (excluding hazardous chemicals); special chemical product sales (excluding hazardous chemicals); software development; internet data services; supply chain management services; labour services (excluding labour dispatch).

The Company's performance over the past three years is as follows:

Unit: Yuan Currency: CNY

Revenue	34,217,347,727	33,757,087,272	30,470,382,363
Net profit attributable to shareholders of the Company	2,416,280,487	2,762,116,715	2,698,868,510
Net profit attributable to shareholders of the Company after extraordinary items	1,784,428,724	2,322,113,737	2,578,634,452
Net cash flow from operating activities	5,977,317,233	6,235,555,071	4,567,694,220
Net assets attributable to shareholders of the Company	30,291,427,176	28,932,949,847	27,446,305,028
Total assets	69,512,689,187	68,800,268,263	64,241,676,265
Basic earnings per share (CNY/share)	1.16	1.33	1.30
Weighted average return on net assets (%)	8.16	9.82	10.03

As of the date of this Announcement (i.e., 9 October 2025, the same applies hereafter), the Company's Board of Dy

executive directors, 4 non-executive directors, and 3 independent non-executive directors. The Company has a total of 11 senior management personnel, consisting of 1 president and 10 vice presidents. The details are as follows:

Items	Name	Title
1	Li Yeqing	Executive Director and Chief Executive Officer
2	Chen Qian	Chief Financial Officer and Vice President
3	Liu Fengshan	Executive Director and Vice President
4	Du Ping	

The incentive tool adopted in this Incentive Scheme is A-share restricted shares, which come from the A-share ordinary shares that the Company will repurchase from the secondary market.

The number of restricted shares proposed to be granted to the Participants under this Incentive Scheme will not exceed 25 f

management personnel.

The Participants covered by this Scheme do not include independent directors, supervisors, shareholders or actual controllers who individually or collectively hold 5.00% or more of the Company's shares, nor their spouses, parents, or children.

The executive directors and senior management personnel of the Company who are Participants must be elected by the Company's Shareholders or appointed by the Board of Directors. Each Participant must have an employment or service relationship with the Company at the time the Company grants A-share restricted shares and during the validity period of this Scheme.

The allocation of restricted shares granted under this Scheme among the Participants is shown in the following table:

Li Yeqing	Executive Director and President	91.59	35.53%	0.044%
Chen Qian	Chief Financial Officer and Vice President	17.86	6.93%	0.009%
Liu Fengshan	Executive Director and Vice President	16.77	6.51%	0.008%
Du Ping	Vice President	17.05	6.61%	0.008%
Mei Xiangfu	Vice President	17.05	6.61%	0.008%
Yang Hongbing	Vice President	16.50	6.40%	0.008%
Xu Gang	Vice President	17.86	6.93%	0.009%
Wang Jiajun	Vice President	16.77	6.51%	0.008%

Ye Jiaxing	Board Secretary and Vice President	16.77	6.51%	0.008%
Lu Guobing	Vice President	14.07	5.46%	0.007%

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restricted shares. If the Company repurchases the restricted shares that have not yet been unlocked, such shares shall also be repurchased together with the restricted shares.

If the conditions for unlocking are not met in the current period, the restricted shares shall not be unlocked or the unlocking of which shall be deferred to the next period. After the expiry of the lock-up period, the Company shall process the unlocking for the Participants who meet the unlocking conditions, and the restricted shares held by those who do not meet the conditions shall be repurchased by the Company.

The unlocking period and unlocking schedule for each phase of the A-share restricted shares granted under this Scheme are as follows:

First Unlocking Period	From the first trading day after 36 months from the completion of the registration of the granted restricted shares to the last trading day within 48 months from the completion of the registration of the granted restricted shares	50%
Second Unlocking Period	From the first trading day after 48 months from the completion of the registration of the granted restricted shares to the last trading day within 60 months from the completion of the registration of the granted restricted shares	50%

For the restricted shares that have not been applied for unlocking within the agreed period or cannot be applied for unlocking due to failing to meet the unlocking conditions, the Company shall repurchase and cancel the corresponding restricted shares that have not yet been unlocked in accordance with the principles stipulated in this Scheme.

The lock-up restrictions under this Scheme shall be subject to the Company Law, the Securities Law, and other applicable laws, administrative regulations, normative documents, and the Articles of Association, with specific provisions as follows:

1. For Participants who are directors or senior management of the Company, the

shares that may transfer annually during their tenure shall not exceed 25% of their total shares holding in the Company; they may not transfer any share of the Company they hold within six months after the resignation.

2. For Participants who are Directors or senior management of the Company, if they sell the Company's shares within six months after the purchase thereof or repurchase the Company's shares within six months after the sale thereof, the resulting profits shall belong to the Company and shall be recovered by the

distribution was not conducted in compliance with laws, regulations, the Company's Articles of Association, or public commitments;

(4) Where laws and regulations prohibit the implementation of equity incentives;

(5) Other circumstances as determined by the China Securities Regulatory Commission.

2. The Participant has not been involved in any of the following circumstances:

(1) In the past 12 months, having been deemed unsuitable by the stock exchange;

(2) In the past 12 months, having been deemed unsuitable by the China Securities Regulatory Commission and its local offices;

(3) In the past 12 months, having been subject

Re[illegible]mission and its local offices;

[illegible]n the past 12 mont[illegible] having been subje[illegible] administrative penalti[illegible]r market [illegible]ntry bans imposed by [illegible]e China Securiti[illegible]latory Commission and its local [illegible]es due to [illegible]ca[illegible]lations of l[illegible]d regu[illegible];

(4) Having circumstances stipulated by the Company Law that prohibit serving as a company director or senior management personnel;

(5) Where laws and regulations prohibit participation in equity incentives of listed companies;

(6) Other circumstances as determined [illegible] S[illegible]latory Commission.

If the Company encounters any of the circu[illegible]nces [illegible]cified i[illegible], all Participants shall have their restricted shares, which have been granted but not yet unlocked, repurchased and canceled by the Company at the grant pr s ƨ 1خم

× A-share Weight + Overseas Share Benchmark Group Percentile × Overseas Share Weight, where the weights for A-shares and overseas shares are 65% and 35%, respectively.

"Relative Total Shareholder Return" employs a benchmarking method that compares against the percentile level of the peer group.

As a leading enterprise in the building materials industry listed on both the A-share and Hong Kong stock markets, the Company's core business is the production and sale of cement, while also covering related upstream and downstream operations such as concrete and aggregates. Leveraging its global presence, the Company is expanding its overseas cement and innovative building materials businesses. According to the China Securities Industry Classification, the Company operates in the building materials sector. Considering core characteristics such as specific product segments, domestic and overseas production capacity, regional market size, and business models, the Company has selected listed companies with comparable main operations and business models to accurately reflect its dual-listing platform attributes and global development strategy. The benchmark group comprises two subsets: the "Overseas Share Benchmark Group" and the "A-Share Benchmark Group". Specifically, the Overseas Share Benchmark Group includes nine leading cement companies listed in H-share market (including Huaxin Cement) and globally prominent cement firms. The A-Share Benchmark Group consists of twelve leading cement and building materials companies listed on the A-share market (including Huaxin Cement).

② Compound annual growth rate of earnings per share

First Unlocking Period	3%	5%	7%
Second Unlocking Period			

Note 1: Earnings per share = (Net profit ± Post-tax gains and losses from the Company's disposal of assets ± Post-tax impairment of goodwill and long-term assets) / Weighted average number of shares outstanding.

(2) Calculation of assessment scores

Company-level performance assessment score = ∑(Assessment indicator score × Assessment indicator weight), where the scoring criteria and weights for each assessment indicator are as follows:

X < Threshold	0
X = Threshold	25
Threshold < X < Target	25 + [(Actual value of assessment indicator – Threshold) / (Target – Threshold)] × (50 – 25)
X = Target	50
Target < X < Challenge	50 + [(Actual value of assessment indicator – Target) / (Challenge – Target)] × (100 – 50)
X ≥ Challenge	100

assessment indicators for unlocking of the Company's restricted shares are ded into two levels: company-level performance assessment and personal ormance evaluation.

mpany-level performance indicators are "Relative Total Shareholder Return" and Compound Annual Growth Rate of Earnings Per Share". The relative total shareholder return (TSR) indicator is a core indicator of shareholder returns, which intuitively reflects the Company's comprehensive competitiveness in the capital market and its level of return to shareholders, while being highly aligned with the shareholder value management requirements of the Company's dual "A+H" listing platform. The compound annual growth rate (CAGR) of earnings per share serves as a key indicator of both the quality and pace of the Company's profitability, directly demonstrating its capacity for sustained profit growth, and objectively reflects the Company's tangible achievements in core operational areas including core business operations, cost control and market expansion, which aligns with the Company's strategic objective to become a globally leading multinational building materials enterprise. The aforementioned target level was set by the Board of Directors following a comprehensive review, taking into account the Company's current try strategic plans, core business objectives and industry development trends. The assessment indicators set in this Scheme are



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Company's shares shall be separately counted and disclosed. Shareholders proposed as Participants or those with associated relationships should abstain from voting.

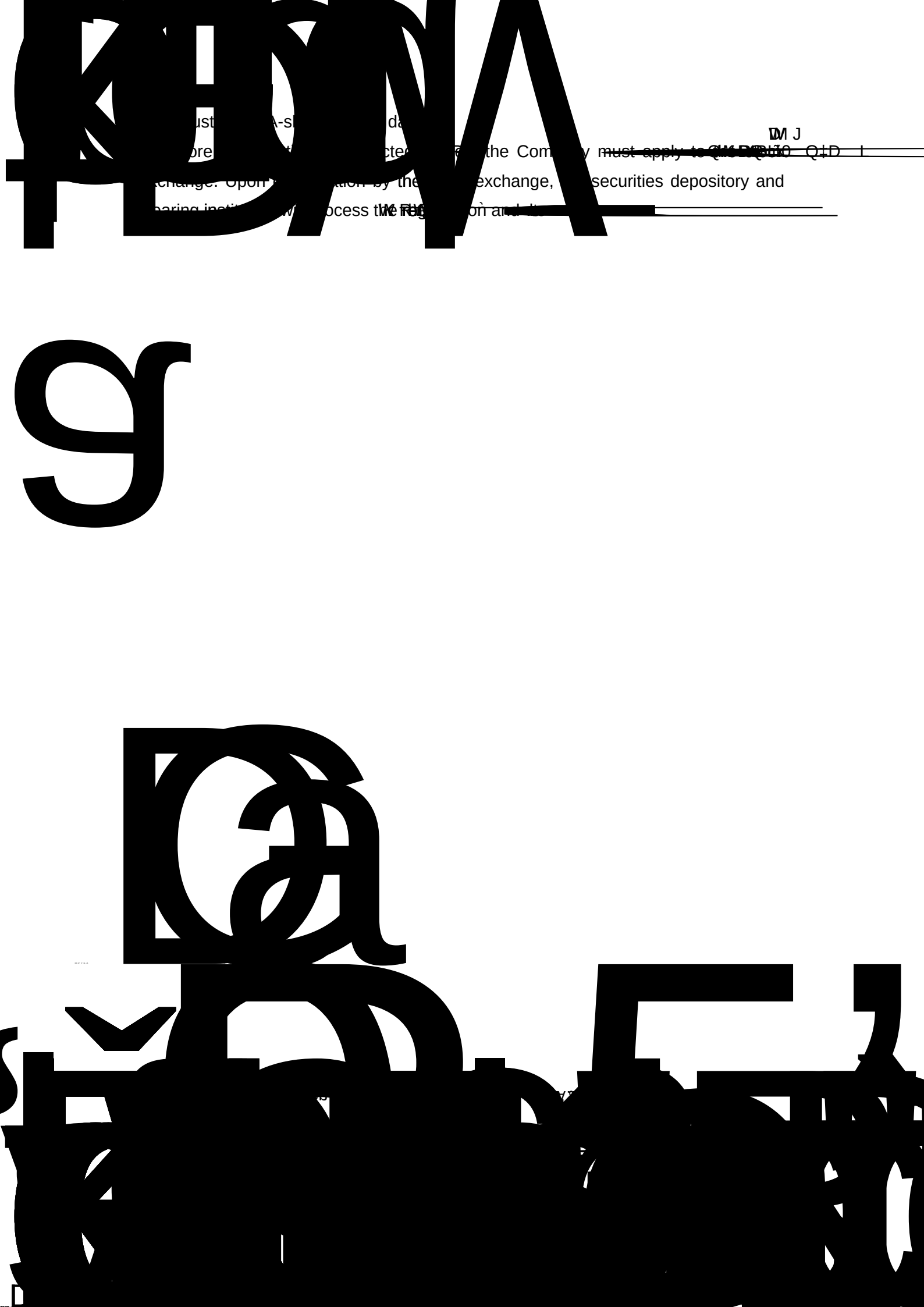
9. When the Shareholders reviews and approves this Scheme and the grant conditions specified in this Scheme are met, the Company shall grant A-share restricted stocks to the Participants within the specified timeframe. After being authorised by the Shareholders, the Board of Directors is responsible for granting, adjusting, unlocking, and repurchasing and canceling restricted shares.

1. Upon approval of this Scheme by the Shareholders, the Board of Directors shall confirm the grant date and make an announcement accordingly. The Board of Directors shall review whether the grant conditions set out in this Scheme have been satisfied, and the Remuneration and Assessment Committee of the Board of Directors shall concurrently issue a clear opinion thereon. The law firm shall issue a legal opinion on whether the grant conditions have been satisfied. On the grant date, the Remuneration and Assessment Committee of the Board of Directors shall verify the list of Participants and give its opinion.

2. If there is a discrepancy between the Company's grant of A-share restricted shares to the Participants and the arrangements under this Scheme, both the Remuneration and Assessment Committee of the Board of Directors and the law firm shall issue their clear opinion at the same time.

3. Within 60 days from the date on which the Shareholders approves this Scheme and the grant conditions are satisfied, the Company shall convene a board meeting and make the grant in accordance with the relevant regulations, completing procedures such as announcements and registration. If the Company fails to complete the aforementioned tasks within the specified period, it shall promptly disclose the reasons for such failure, terminate the implementation of this Scheme, and shall not reconsider the equity incentive scheme within three months. The period during which A-share restricted shares cannot be granted under the Administrative Measures and other applicable laws and regulations shall not be counted within the aforementioned 60 days.

4. After the Shareholders approves this Scheme, the Board of Directors shall handle the specific matters regarding the granting of A-share restricted shares in accordance with the authorities given by the Shareholders, and the Company shall enter into grant agreements with the Participants in accordance with this Scheme. The grant



decided by the Shareholders and shall not include:

① Circumstances leading to the early unlocking;

② Circumstances resulting in a reduction of the grant price.

(3) If the granting of A-share restricted shares to Participants is approved by the Company's Board of Directors' Remuneration and Assessment Committee, the Board of Directors, and/or the Shareholders (as applicable), any subsequent modifications to the terms

(6) Before the Company repurchases restricted shares, it must submit an application to the Shanghai Stock Exchange. Upon confirmation by the Exchange, the securities depository and clearing company will process the relevant registration and settlement procedures.

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Stock Exchange, the Hong Kong Stock Exchange, or the securities depository and clearing company, the Company shall not be held liable.

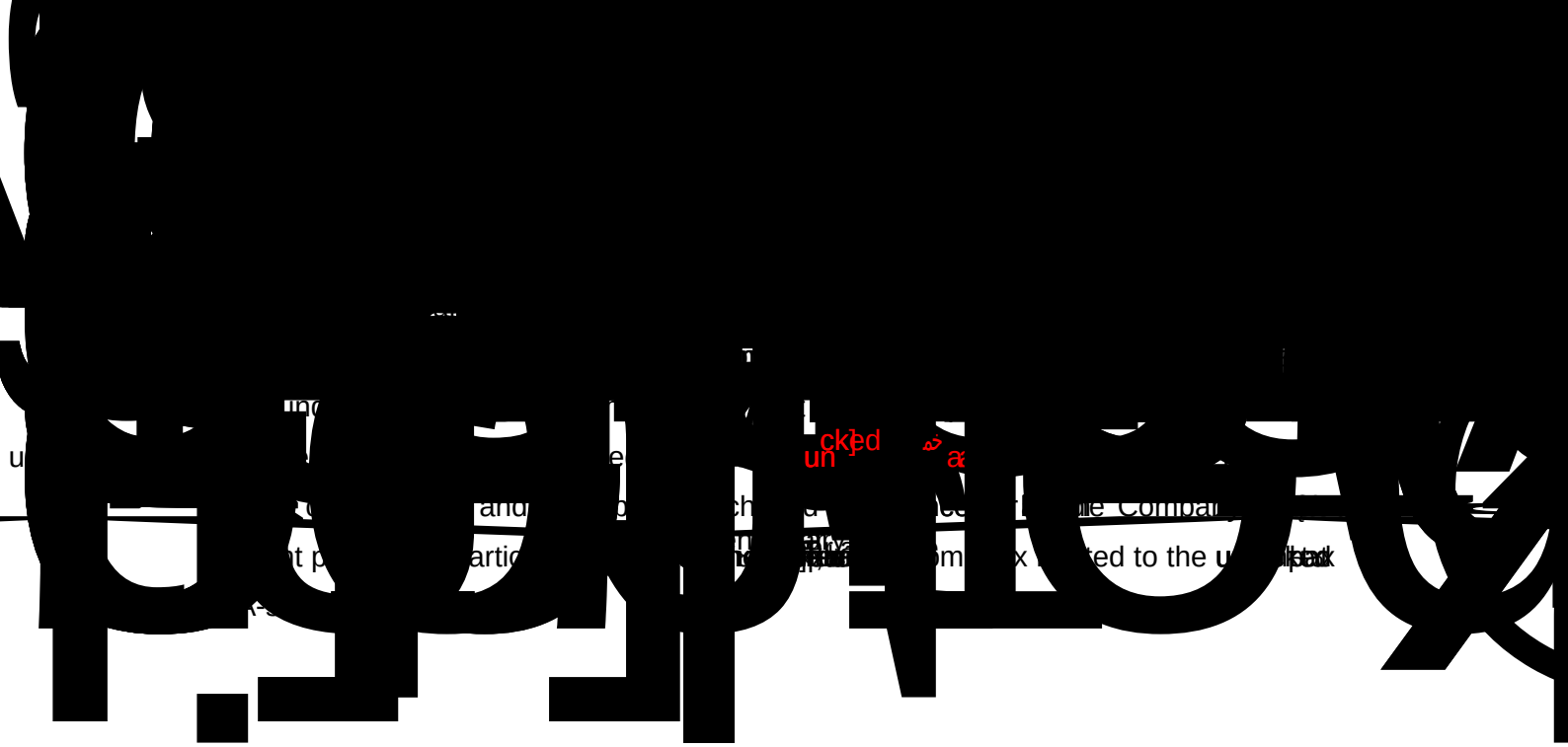
7. The Company's determination of the Participants under this Scheme does not imply that the Participants have the right to continue serving the Company, nor does it constitute a commitment by the Company regarding the employment period of the employees. The employment relationship bet

Participant, specifying the rights and obligations of parties thereto and other relevant matters under this Scheme.

9. Other relevant rights and obligations stipulated by laws and regulations.

early with the approval of the Company's Shareholders. In such cases, the A-share restricted shares that have been granted but not yet unlocked shall be repurchased by the Company at the grant price plus the interest on bank deposits for the same period.

1. If the Participant becomes ineligible to participate in this Scheme due to any of the following circumstances, the A-share restricted shares that have been unlocked will remain unchanged, while those that have not been unlocked will be repurchased and canceled by the Company at the grant price:
(1) Deemed unsuitable by the stock exchange within



occurrence, the A-share restricted stocks and dividends of the Participant shall be held by their designated successor of property or legal heir, and shall be processed in accordance with the procedures stipulated in this Scheme as carried out prior to the death, with the personal performance assessment conditions no longer being included in the unlocking conditions.

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(3) Unlocking date

On the unlocking date, if all the unlocking conditions are met, the lock-up can be fully unlocked; if all or part of the shares are not unlocked and become invalid or void, they shall be handled in accordance with accounting standards and relevant regulations.

2. Fair value and determination method of restricted shares

In accordance with the relevant provisions of the Accounting Standards for Business Enterprises No. 11-Share-based Payments and the Accounting Standards for Business Enterprises No. 22-Recognition and Measurement of Financial Instruments, the fair value (cost) of each A-share restricted share = A-share market price on the grant date - grant price. Assuming the closing price of RMB 18.48 per A-share on the trading day preceding t date m
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In accordance with the requirements of Chinese Accounting Standards, assuming the Company grants restricted shares on 30 November 2025, the impact of the A-share restricted shares granted under this Scheme on the accounting costs for each period is shown in the table below:

Expenses to be amortised (in 10,000 CNY)	59.01	694.79	694.79	661.07	272.48

the potential dilution effect.

2. The final impact on the Company’s operatin

(i.e., the ratio of the number of shares offered to the Company's total share capital prior to the rights issue); Q is the number of restricted shares after adjustment.

(3) Share consolidation

$$Q = Q_0 \times n$$

Where: Q_0 is the number of restricted shares before adjustment; n is the consolidation ratio (i.e., 1 share of the Company's stock is consolidated into n shares); Q is the number of restricted shares after adjustment.

(4) Dividend distribution and secondary issue

In the event of secondary issue the number of restricted shares will not be adjusted.

2. Repurchase price adjustment method

(1) Capital reserve converted into share capital, bonus issue, stock split

$$P = P_0 \div (1 + n)$$

Where: P is the adjusted repurchase price per restricted share, P_0 is the grant price per restricted share; n is the ratio of capital reserve to share capital increase, bonus issue, or share split per share (i.e., the number of additional shares per share following the capitalisation, bonus issue, or split).

(2) Rights issue

$$P = P_0 \times (P_1 + P_2 \times n) \div [P_1 \times (1 + n)]$$

Where: P is the adjusted repurchase price per restricted share, P_0 is the grant price per restricted share; P_1 is the closing price on the record date; P_2 is the rights issue price; n is the ratio of the rights issue (i.e., the ratio of the number of shares issued to the Company's total share capital prior to the rights issue)

(3) Share consolidation

$$P = P_0 \div n$$

Where: P is the adjusted repurchase price per restricted share, P_0 is the grant price per restricted share; n is the share consolidation ratio per share (i.e., 1 share is consolidated into n shares).

(4) Dividend distribution and Secondary issue

In the event of secondary issue of new shares or dividend distribution, the repurchase price of restricted shares will not be adjusted.

3. Adjustment procedures for repurchase quantity and price

(1) The Company's Shareholders authorises the Board of Directors to adjust the repurchase quantity and price of restricted shares for the reasons stated above. After the Board of Directors adjusts the repurchase quantity and price in accordance with the above regulations, it shall make an announcement promptly.

(2) If it is necessary to adjust the repurchase quantity and price of restricted shares for other reasons, a resolution shall be passed by the Board of Directors and



are restricted share incentive scheme.

The Remuneration and Assessment Committee of the Board of Directors of the Company is responsible for leading and organizing the assessment process and for evaluating the

sale of cement, while also covering related upstream and downstream operations such as concrete and aggregates. Leveraging its global presence, the Company is expanding its [illegible] cement and [illegible] According to the China Securities Industry Classification, the Company operates in the building materials sector. Considering the characteristics such as product segments, domestic and overseas production, and business models, the Company has selected [illegible] companies with similar businesses and comparable business models to appropriately reflect its value. platform attributes and global development [illegible]. The benchmark group comprises two subsets: the "Overseas Share Benchmark Group" and the "A-share Benchmark Group". The Overseas Share Benchmark Group includes nine leading cement companies listed in H-share market (including Huaxin Cement) and globally leading cement companies. The A-share Benchmark Group consists of twelve leading cement and building materials companies listed on the A-share market (including Huaxin Cement).

(2) Compound annual growth rate of earnings per share

First Unlocking Period	3%	5%	7%
Second Unlocking Period			

Target < X < Challenge	50 + [(Actual value of assessment indicator – Target value) / (Challenge value – Target value)] × (100 – 50)
X ≥ Challenge	100

Relative total shareholder return	50%
Compound annual growth rate of earnings per share	50%

Assessment score and unlocking ratio

The relationship between the Company-level performance assessment score and the corresponding annual unlocking ratio is:

Annual unlocking ratio = Company-level performance assessment score / 100

If the Company fails to meet the aforementioned performance assessment targets, all A-share restricted shares eligible for unlocking in the assessment year for the Participants shall not be unlocked. These shares shall be repurchased and canceled by the Company at a repurchase price equivalent to the sum of the grant price and the corresponding bank deposit interest for the same period.

Personal Performance Evaluation Requirements

Provided that the Company-level performance assessment meets the required standards, in accordance with the Company's relevant remuneration and assessment regulations, the average personal annual performance assessment result of the Participants during the three-year performance period of this Scheme must reach or exceed 0.8 for unlocking in accordance with the unlocking ratio stipulated in this Scheme. If the target is not met (i.e., below 0.8), the granted A-share restricted shares eligible for unlocking under the Scheme will not be unlocked. The restricted shares that cannot be unlocked will be repurchased and canceled by the Company at a repurchase price equal to the sum of the grant price and the corresponding bank deposit interest for the same period.

The performance targets for the first and second unlocking periods will be uniformly

determined based on the assessment results at the end of the 2027 fiscal year, with a single assessment conducted.

The Company's Human Resources Department is responsible for conducting specific assessments under the guidance of the Board's Remuneration and Assessment Committee. It shall maintain the assessment records and, based on these records, prepare a performance evaluation report for submission to the Board's Remuneration and Assessment Committee.

A. Feedback and appeals regarding assessment results

The Participants being assessed have the right to know the assessment results. After the annual assessment carried out for each year, the relevant performance evaluation officer of the Company will formally communicate the assessment results to the Participants. If the Participants have any objections to the annual performance assessment results, they may appeal to the Company's Human Resources Department. If communication fails to resolve the issue, the assessed Participant may appeal to the Remuneration and Assessment Committee, which must review and determine the final assessment result or grade within 10 working days.

B. Archiving of assessment results

After the assessment, the results of which will be archived and stored as confidential material.

1. These Management Measures are formulated and shall be interpreted and revised by the Board of Directors of the Company.

2. These Management Measures shall come into effect upon review and approval by the Company's general meeting and the commencement of the Scheme.

Board of Directors of Je

1. # are the Company's executive directors, all of whom are involved in the Company's daily operations. When the Board of Directors deliberates on this Scheme and related proposals,

Chairman

As of the date of this announcement, the Board of Directors of the Company comprises Mr. Li Yeqing (President) and Mr. Liu Fengshan (Vice President), as executive Directors; Mr. Xu Yongmo (Chairman), Mr. Martin Kriegner, Mr. Olivier Milhaud and Ms. Tan Then Hwee, as non-executive Directors; Mr. Wong Kun Kau, Mr. Zhang Jiping and Mr. Jiang Hong, as independent non-executive Directors.