中梁控股集团
ZHONGLIANG HOLDINGS GROUP

ZHONGLIANG HOLDINGS GROUP COMPANY LIMITED
中梁控股集團有限公司

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立之有限公司)
(Stock Code 股份代號：2772)

# 2025
# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
# 環境、社會及管治報告



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# 關於本報告
# ABOUT THIS REPORT

## 概覽

本報告是中梁控股集團有限公司(「本公司」)發佈的《環境、社會及管治報告》(以下簡稱「ESG」報告或「本報告」),面向本公司各持份者,重點披露本集團在環境、社會及管治(「ESG」)方面的管理、實踐與績效。

## OVERVIEW

This Report is the Environmental, Social and Governance Report (hereinafter referred to as the "ESG Report" or the "Report") issued by Zhongliang Holdings Group Company Limited to its stakeholders for the purpose of disclosing, particularly, the management, practice and performance of the Group in terms of environment, society and governance ("ESG").

## 報告周期

本報告覆蓋的周期為2025年1月1日至2025年12月31日(即報告期內)。

## REPORTING PERIOD

The period covered by this Report is from 1 January 2025 to 31 December 2025 (the "Reporting Period").

## 報告範圍

本報告覆蓋中梁控股集團有限公司及其附屬公司(以下簡稱「本集團」或「中梁控股」)。

## SCOPE OF THE REPORT

This Report covers Zhongliang Holdings Group Company Limited and its subsidiaries (hereinafter collectively referred to as the "Group" or "Zhongliang Holdings").

## 編製依據

本報告編製遵循香港聯合交易所有限公司(「聯交所」)《證券上市規則》(「上市規則」)附錄C2所載的《環境、社會及管治報告守則》(「環境、社會及管治報告守則」)進行編製。本公司已遵守環境、社會及管治報告守則C部分所載「不遵守就解釋」條文及D部分:氣候相關披露。

本報告按照識別和排列重要的持份者及ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編製報告和對報告中的資料進行檢視等步驟進行釐定,以確保報告內容的完整性、實質性、真實性和平衡性。

## BASIS OF PREPARATION

This Report is prepared in accordance with the Environmental, Social and Governance Reporting Code (the "ESG Reporting Code") as set out in Appendix C2 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange" or "HKEX"). The Company has complied with the "comply or explain" provisions as set out in Part C and the Climate-related Disclosures as set out in Part D of the ESG Reporting Code.

This Report is prepared through steps such as identifying and prioritising major stakeholders and relevant major ESG issues, determinating ESG reporting boundary, collecting relevant materials and data, preparing report based on materials and reviewing the reporting information, so as to ensure that the content of this Report is complete, substantial, true and balanced.

## 資料來源

本報告披露的信息和數據來源於本集團統計報告和內部文件，並通過相關部門審核。本報告的最後一章有完整的內容索引，以便讀者快速查詢。本集團承諾本報告不存在任何虛假記載或誤導性陳述，並對內容真實性、準確性和完整性負責。

## SOURCES OF DATA

The information and data disclosed in this Report are sourced from the statistics reports and internal documents of the Group and have been reviewed by relevant departments. A complete content index is appended to the last section hereof for quick reference. The Group undertakes that there was no false record or misleading statements, and takes responsibility for its truthfulness, accuracy and completeness of the contents.

## 報告語言及發佈形式

本報告設有中文和英文版兩個版本，並以電子版形式發佈。您可訪問集團官方網站www.zldcgroup.com或聯交所披露易網站www.hkexnews.hk獲取本報告的電子文稿。如您對本集團的環境、社會及管治表現有任何意見或建議，歡迎電郵ir@zldcgroup.com。

## REPORTING LANGUAGE AND FORM OF ISSUE

This Report is available in Chinese and English, which are issued in electronic versions. You can visit the websites of the Group (www.zldcgroup.com) and HKEX News of the Stock Exchange (www.hkexnews.hk) for the electronic version of this Report. If you have any comments or suggestions concerning the ESG performance of the Group, you are welcome to contact us via email at ir@zldcgroup.com.

## 報告編製流程

本報告經過工作小組組建、持份者訪談、持份者問卷調研、資料收集、框架確定、報告編寫、報告設計、部門於高層審核等環節完成編製。

## REPORT PREPARATION PROCESS

This Report is a product after going through sections including working group establishment, stakeholder interview, stakeholder questionnaire, information collection, framework determination, report preparation, report design and review by departments and senior management.

## 審閱及批准

本報告已獲得本公司董事會的審閱及批准，予以發佈。

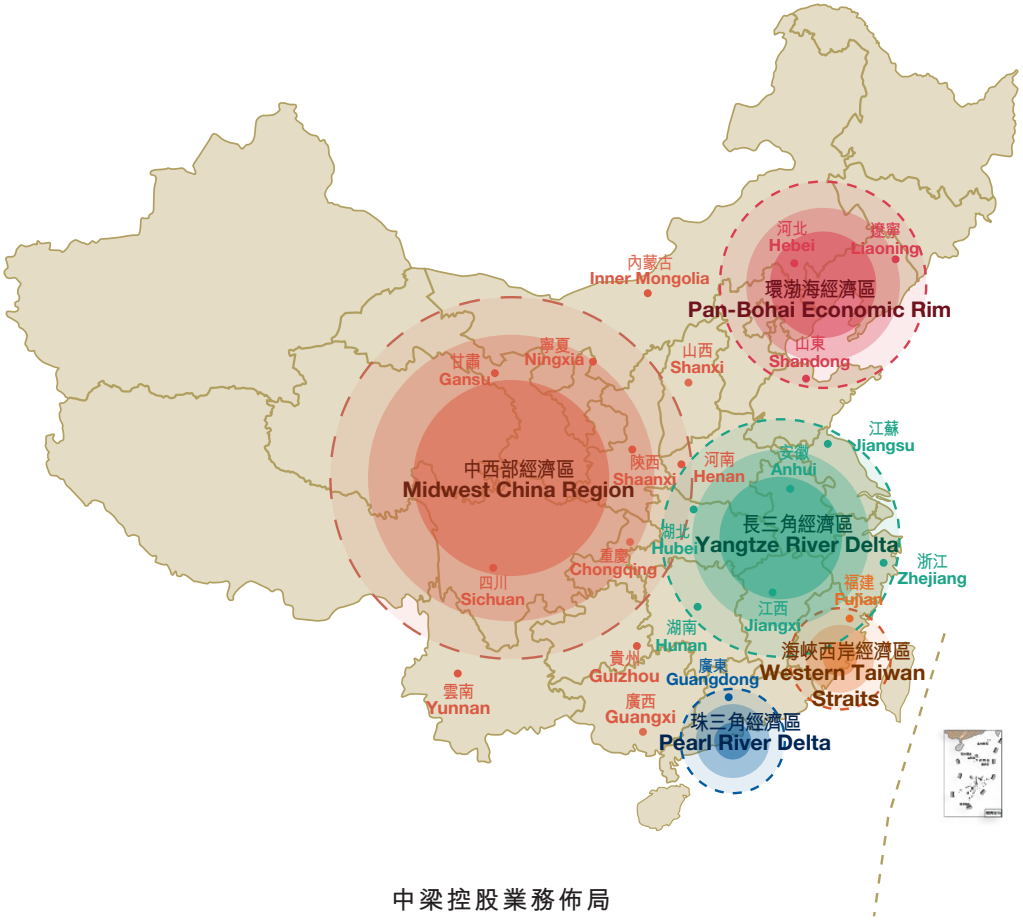
## REVIEW AND APPROVAL

This Report has been reviewed and approved for issue by the Board of the Company.

# 走進中梁
# ABOUT ZHONGLIANG

中梁控股是一家全國性的中國房地產開發企業，於2019年在聯交所上市(股份代號：2772.HK)。本集團憑藉在中國房地產行業的多年經驗，在區域擴展策略的指引下，拓展項目輻射長三角、中西部、環渤海、海峽西岸及珠三角五大核心經濟區域。

Zhongliang Holdings is a nation-wide comprehensive real estate developer in China, whose shares were listed on the Stock Exchange (Stock Code: 2772.HK) in 2019. Leveraging its experience in real estate industry in China for years and under the guidance of regional expansion strategy, the Group's projects have covered five key economic zones, namely the Yangtze River Delta, the Midwest China Region, the Pan-Bohai Economic Rim, the Western Taiwan Straits and the Pearl River Delta.




**中梁控股業務佈局**
**Business Footprints of Zhongliang Holdings**

中梁控股始終堅持「以客戶為本」的初心，不斷提升產品與服務質量，持續夯實核心競爭力與可持續發展能力。本集團秉承「開放、開拓、開創、共識、共擔、共享」的價值觀，以「公開、公平、公正、簡單、務實、有效」的組織文化為基礎，在貫徹「保交樓、保民生、保穩定」的同時，以過硬的開發能力、真誠的服務態度與對社會發展的積極投入，贏得來自市場和業界的認可。根據億翰智庫發佈的2025年中國典型房企交付套數排行榜，本集團位列中國典型房企交付套數與交付面積雙榜第15位，交付實力獲得行業認可。

By staying true to its "customer-oriented" aspiration, Zhongliang Holdings has continuously improved its quality of products and services and continued to strengthen its core competitiveness and sustainability. Adhering to the values of "Openness, Development, Innovation, Consensus, Undertaking, Sharing" and on the basis of the corporate culture of "Transparency, Fairness, Justice, Simplicity, Pragmatism, Effectiveness", the Group had followed the call of "ensuring housing project delivery, safeguarding people's livelihood and securing stability" on one hand and proactively made contributions to social development with its excellent development capability and sincere service attitude on the other hand, receiving recognition from market and industry. According to the 2025 Ranking of Typical Chinese Real Estate Developers by Delivered Units released by EH Consulting, the Group ranked 15th among typical Chinese real estate developers in both delivered units and delivered floor area, reflecting industry recognition of the Group's delivery capabilities.

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

良好的管治水平是企業實現穩健經營與高質量發展的基本保障。中梁控股持續夯實企業管治基礎，致力於高標準的企業治理，踐行精益發展責任。本集團在現有管治架構的基礎之上，不斷完善企業管治體系，深化內部控制、合規管理、風險管理一體化建設，進一步強化企業依法經營意識、促進合規經營、提高防範風險能力、保障企業穩健發展，致力打造廉潔健康的商業環境，與社會各界在可持續發展的道路上共同砥礪奮進、共享發展成果。

Good corporate governance is fundamental to achieving healthy and steady operation and high-quality development for a corporate. Zhongliang Holdings continuously enhances corporate governance with the aim of reaching high-standard corporate governance and maintaining excellent development. Based on the existing governance structure, the Group continues to improve corporate governance system, strengthen integration process of internal control, compliance management and risk management, and further enhance legal operation awareness, facilitate compliance operation, increase risk prevention capacity to secure healthy and steady development. Besides, the Group strives to create an corruption-free and health business atmosphere, forges ahead on the path of sustainable development and shares fruits with all sectors of society.

## 1.1 ESG管治

中梁控股始終秉持可持續發展理念，將ESG管理工作充分融入本集團的運營過程中。我們通過持續完善ESG管治架構，搭建多元化持份者溝通渠道，聆聽各方對本集團ESG方面的建議及期望，以確保我們的戰略方向和行動計劃與持份者期望和需求保持一致，為持份者創造長遠價值，提高中梁控股業務可持續性與競爭力。

### ESG管治架構

中梁控股建立了自上而下、權責分明的ESG管治架構，有效落實各層級ESG工作。本集團持續深化董事會在ESG事務中的參與程度，作為最高決策機構負責審議及批准ESG管理策略，領導和監督本集團ESG工作的開展。董事會下設的ESG委員會負責ESG各項事宜的統籌及推進，並向董事會定期匯報工作成果。ESG工作小組作為協調和執行機構，負責ESG各項事宜相關政策及行動計劃的具體制定及執行。

## 1.1 ESG GOVERNANCE

Upholding the philosophy of sustainable development, Zhongliang Holdings incorporates ESG management into the operation of the Group. Through continuous improvement on the ESG governance structure and building diverse communication channels for stakeholders, we collect ESG recommendations and expectations form all parties to the Group so as to ensure our strategy indirection and implementation plans be in alignment with expectations and needs of stakeholders, create long-term values for stakeholders and reinforce business sustainability and competitiveness of Zhongliang Holdings.

### ESG Governance Structure

By establishing a top-down ESG governance structure with specified responsibilities, Zhongliang Holdings effectively implemented ESG works in all levels. The Group has continuously strengthened the involvement in ESG related matters of the Board, which is responsible for reviewing and approving ESG management strategy and playing a leadership and supervisory role in the implementation, as the highest decision-making body. The ESG Committee of the Board is responsible for coordinating and promoting ESG related matters and reports to the Board on a regular basis. As coordination and implementation body, the ESG Working Group is responsible for the specific arrangement and implementation of ESG related strategies and action plans.

**董事會**
**Board**

- 作為最高決策機構，負責決策ESG事宜相關風險及重要性
  As the highest decision-making body, the Board is responsible for determining ESG related risks and its importance
- 負責審議、批准ESG發展策略及ESG相關政策
  Review and approve ESG development strategies and ESG related policies
- 對ESG相關事宜表現的公開披露進行審議及批准
  Review and approve public disclosure of performance on ESG related matters

**ESG委員會**
**ESG Committee**

- 經由董事會授權，監督和檢查ESG表現及目標達成進度
  Supervise and evaluate ESG performance and goals progress, authorized by the Board
- 識別與分析包括氣候變化在內的ESG風險，根據風險評估結果制定應對策略
  Identify, analyse the ESG related risks such as climate change, and develop corresponding strategies based on risk assessment results
- 定期向董事會匯報ESG相關績效及ESG工作進展
  Report to the Board on ESG related performance and ESG working progress regularly
- 董事會授權的其他事宜
  Other matters authorized by the Board

**ESG工作小組**
**ESG Working Group**

- 作為主要協調和執行機構，負責制定ESG政策及行動計劃、管理日常運營過程的ESG相關風險及事宜的落地執行
  As primary coordination and implementation body, the ESG Working Group is responsible for formulating ESG policies and action plans, managing ESG related risks and implementation of ESG related matters in daily operation
- 收集、整理、編著就ESG相關事宜表現的公開披露
  Collect, compile and prepare the public disclosure of performance on ESG related matters

**中梁控股ESG管治架構**
**ESG Governance Structure of Zhongliang Holdings**

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

董事會聲明 **Statement of the Board**

**董事會職責**
**Responsibility of the Board**

- 董事會作為中梁控股ESG管治的最高決策機構始終肩負引領及指導中梁控股ESG發展的重任。董事會負責審議與批准ESG策略及政策，承擔與ESG事宜相關工作的整體監察、指導及檢討責任。董事會授權ESG委員會制定ESG管理政策，監督並檢討ESG目標達成情況，定期識別並管理ESG相關風險。
  As the highest decision-making body on ESG governance of Zhongliang Holdings, the Board always plays a leadership and guidance role in the ESG development of Zhongliang Holdings. The Board is responsible for reviewing and approving ESG strategies and policies, and the overall monitoring, guiding and reviewing of ESG matters. The Board authorizes the ESG Committee to formulate ESG management policies, monitor and review the ESG goals progress, and identify and manage ESG related risks on a regular basis.

**風險管理**
**Risk management**

- 中梁控股定期針對可持續發展風險開展識別及重大性評估工作，並由ESG委員會向董事會就相關風險的管控提出策略性建議。董事會負責審議本集團日常運營中相關風險及重要性，並對風險管理工作開展情況及成果進行監督，確保公司的內部控制及風險得到有效的管控。
  Zhongliang Holdings regularly identifies and assesses the materiality of sustainability risks, and the ESG Committee makes strategic recommendations to the Board on the management and control of relevant risks. The Board is responsible for reviewing the risks and materiality in daily operation of the Group, and supervising the implementation and results of risk management to ensure effective control on internal controls and risks of the Company.

**ESG事務執行**
**Implementation of ESG matters**

- ESG委員會通過每年定期召開會議，對ESG相關目標、績效及工作進展進行審閱、檢討及指導，並接受董事會的審議。如遇需要決議的重要事項，ESG委員會主席有權要求召開臨時會議。ESG工作小組負責全面推動公司ESG策略和項目的實施與落地，確保各項工作得到有效執行，提高公司整體ESG績效表現。
  The ESG Committee meets regularly every year to consider, review and guide ESG related goals, performance and working progress, and is subject to the Board's review. The chairman of the ESG Committee has the right to convene an extraordinary meeting on its request in the event of important matters to be determined. ESG Working Group is responsible for comprehensively promoting the implementation of ESG strategies and projects of the Company, ensuring all work is effectively implemented, and improving overall ESG performance of the Company.

**重要ESG議題**
**Important ESG issues**

- 中梁控股定期對內外部持份者在ESG方面的議題進行識別、評估及優先級排序。我們與持份者建立了穩定、透明的溝通渠道和反饋機制，並定期舉辦內外部活動與持份者緊密溝通。報告期內，我們通過開展政策及行業趨勢分析，並結合自身運營情況對ESG議題的重要性進行全面評估和排序，最終確定中梁控股2025年的ESG重要議題。
  Zhongliang Holdings regularly identifies, evaluates and prioritizes ESG issues from internal and external stakeholders. We have established stable and transparent communication channels and feedback mechanisms with our stakeholders, and regularly organise internal and external activities to communicate closely with our stakeholders. During the Reporting Period, we have identified material ESG issues for Zhongliang Holdings in 2025, through analysing policies and industrial trends and comprehensively assessing and prioritising the importance of ESG issues based on its own operation.

**持份者溝通**

中梁控股高度重視與持份者的溝通交流，通過設立可行有效的溝通渠道來了解各方訴求和期望，務求保持溝通順暢。本集團的主要持份者包括員工、客戶／業主、投資者／股東、合作夥伴／供應商、社區、政府及監管機構。我們定期匯總各持份者關切的問題，並將其充分納入集團ESG策略，融入制度更新、業務流程檢審和改善、風險識別及應對等各環節。

下表列出報告期內不同持份者組別所關注的議題以及我們的溝通回應方式：

**Communication with Stakeholders**

Zhongliang Holdings attaches great importance to communication with stakeholders, setting up effective communication channels to understand demands and expectations of all parties and ensure smooth communication. The Group's main stakeholders include: employees, customers/property owners, investors/shareholders, partners/suppliers, communities, government and regulators. We collect concerns of stakeholders on a regular basis and fully incorporate them into the Group's ESG strategy, reflecting in system updates, business process review and improvement and risk identification and response.

The following table sets out the issues of concern of different groups of stakeholders during the Reporting Period as well as our communication and response methods:

| 持份者組別<br>Group of stakeholders | 關注議題<br>Issues of concern | 溝通渠道／反饋方式<br>Communication channels/feedback methods |
|---|---|---|
| 員工<br>Employees | 勞工準則<br>員工健康與安全<br>員工培訓與晉升體系<br>員工關愛與溝通<br>薪酬與福利<br>Labour standards<br>Employees' health and safety<br>Employee training and promotion system<br>Employee care and communication<br>Compensation and benefits | 各類員工活動<br>內部刊物（報紙、雜誌）<br>員工績效考核<br>Various employee activities<br>Internal journals (newspaper, magazine)<br>Employee performance appraisal |
| 客戶／業主<br>Customers/property owners | 產品質量與客戶服務<br>客戶滿意度及投訴處理<br>保護消費者信息安全及隱私<br>Product quality and customer service<br>Customer satisfaction and complaint<br>Protection of consumers' information security and privacy | 客戶滿意度調查<br>客戶專線<br>官方媒體平台<br>Customer satisfaction survey<br>Customer service hotline<br>Official media platform |

## 一、合規管治
## I. COMPLIANCE AND GOVERNANCE

| 持份者組別<br><br>Group of stakeholders | 關注議題<br><br>Issues of concern | 溝通渠道／反饋方式<br>Communication channels/feedback methods |
|---|---|---|
| 投資者／股東<br><br>Investors/shareholders | 反貪腐管控<br>反不正當競爭<br>業務發展<br>經濟績效<br>Anti-corruption regulation<br>Anti-unfair competition<br>Business development<br>Economic performance | 股東大會／特別股東大會<br>投資者、分析師會議<br>新聞稿／公告<br><br>General meeting/extraordinary general meeting<br>Investors and analysts meetings<br>Press release/announcement |
| 合作夥伴／供應商<br><br>Partners/suppliers | 供應商管理<br>反貪腐管控<br>綠色供應鏈建設<br>Supplier management<br>Anti-corruption regulation<br>Construction of green supply chain | 供應商資質審核<br>供應商交流大會<br><br>Supplier qualification review<br>Supplier forum |
| 社區<br><br>Communities | 社區發展及社會公益<br><br>Community development and social charity | 新聞稿／公告<br>各類公益事業<br>Press release/announcement<br>Various public welfare undertakings |
| 政府及監管機構<br><br>Governments and regulators | 合理合規營銷<br>反貪腐管控<br>Legitimate and reasonable marketing<br>Anti-corruption regulation | 現場調研<br>會談<br>On-site investigation<br>Meetings |

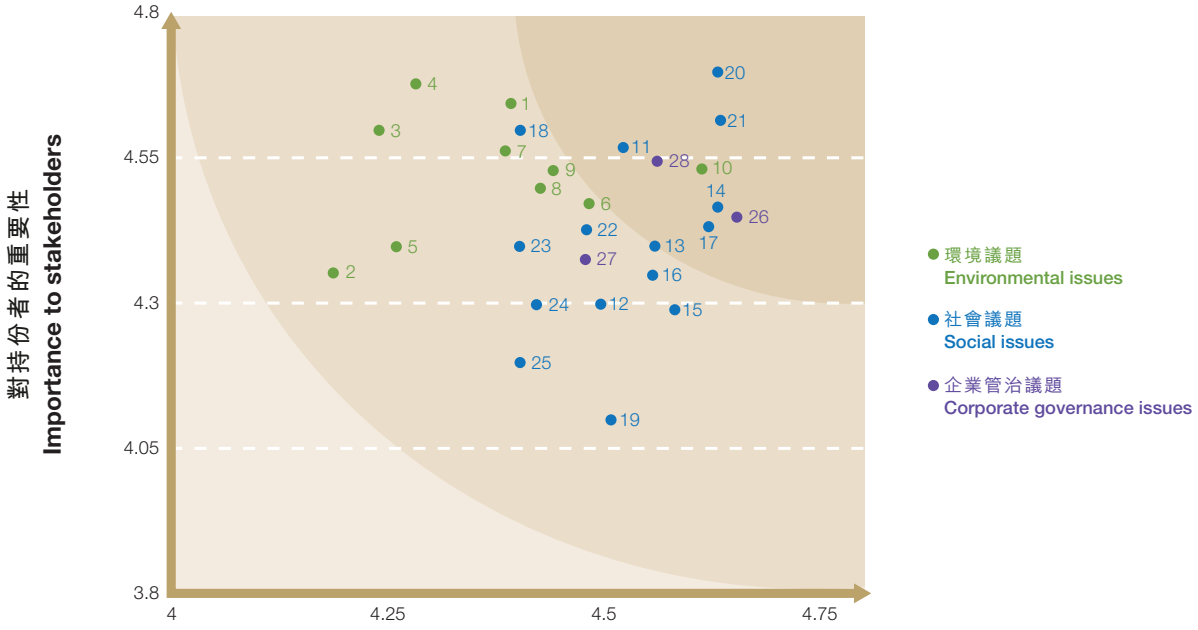
### 重大性議題

報告期內，根據本集團業務佈局和運營發展情況，結合國家政策、行業發展趨勢並綜合各持份者的期待及訴求，對可持續發展議題進行識別和評估，形成中梁控股重大性議題矩陣，最終確定包含8項高度重要性議題、20項中度重要性議題在內的共28項重大性議題。我們向董事會匯報已識別的重大性議題，進行檢討和評估本集團可持續發展風險，並就重大性議題的最終判定結果提出建議。

### Materiality Issues

During the Reporting Period, based on the Group's business footprints and operational development, taking into account the national policies, industry development trends, and the expectations and demands of various stakeholders, sustainability issues were identified and evaluated to form a materiality matrix of issues of Zhongliang Holdings, a total of 28 major issues including 8 issues of high importance and 20 issues of medium importance were finalized. We report the identified materiality issues to the Board for reviewing and assessing the risks of the Group's sustainability and to make recommendations on the final determination of materiality issues.

**中梁控股2025年ESG重大議題矩陣**
**Materiality matrix of ESG Issues of Zhongliang Holdings in 2025**



# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

**序號 重大性議題**
**No. Materiality Issues**

**環境議題**
**Environmental issues**

1 能源管理
Energy management
2 溫室氣體排放
Greenhouse gas emissions
3 污水排放
Sewage discharge
4 廢棄物管理
Waste management
5 水資源管理
Water resources management
6 物料消耗
Material consumption
7 對環境及天然資源的影響
Impact on the environmental and natural resources
8 綠色建築
Green building
9 為適應氣候變化所採取措施
Measures taken to adapt to climate change
**10 考慮氣候變化對業務影響**
**Considering the impact of climate change on business**

**社會議題**
**Social Issues**

**11 勞工準則**
**Labour standards**
12 員工健康與安全
Employees' health and safety
13 員工關愛
Caring for employees
**14 員工培訓與晉升體系**
**Employee training and promotion system**
15 薪酬與福利
Compensation and benefits
16 員工多元化
Diversity in employees
**17 供應商管理**
**Suppliers management**
18 綠色供應鏈建設
Construction of green supply chain
19 研發創新
Research and development and innovation
**20 產品質量與客戶服務**
**Product quality and customer services**
**21 客戶滿意度及投訴處理**
**Customer satisfaction and complaint handling**
22 保護消費者信息安全及隱私
Protection of consumers' information security and privacy
23 尊重和保護知識產權
Respect and protect intellectual property rights
24 社區發展及社會公益
Community development and social charity
25 行業貢獻
Industry contribution

**企業管治議題**
**Corporate governance issues**

**26 反貪腐管控**
**Anti-corruption regulation**
27 反不正當競爭
Anti-unfair competition
**28 合規合理營銷**
**Legitimate and reasonable marketing**

## 1.2 風險管控

中梁控股高度重視風險管理工作，通過建立完善的風險防控體系、科學的風險管理流程，不斷優化風險應對策略，提高風險防範和化解能力，確保公司穩健發展。與此同時，我們亦面向員工組織開展風險防控培訓，建設合規文化，進一步提升全員合規意識水平，鞏固中梁控股持續健康發展的根基。

### 體系建設

我們深知建立健全的風險防控體系是企業長期穩定經營的基本保障。中梁控股通過建立「前台」與「後台」協作配合的風險管理架構，並明確規定風險管理具體職責。基於權責分明的風險管理架構，我們定期對內外部風險進行系統性識別及評估，有效幫助集團規避經營風險、管理缺陷等問題。報告期內，本集團優化風險管理架構，在保持前台與後台的基本組織架構不變的前提下，前台部門劃分為前台一組及前台二組，分別應對集團聯盟管理部門，後台則根據業務模塊劃分為綜合組(訴訟信息)、專項組(工程材料造價類)對接具體業務，並根據工作重心變化，進一步進行整合，以提升集團風險防控水平及管理能力。

## 1.2 RISK MANAGEMENT AND CONTROL

Zhongliang Holdings attaches great importance to risk management. By establishing a complete risk prevention and control system and scientific risk management processes, we continuously optimize risk response strategies, improve risk prevention and resolution capabilities, and ensure steady development of the Company. Additionally, we also organize risk prevention and control training for employees, foster a compliance culture to further enhance the compliance awareness of all employees, and consolidate the foundation for the sustainable and healthy development of Zhongliang Holdings.

### System building

We understand establishing a sound risk prevention and control system is the fundamental guarantee for the long-term stable operation of the Company. Zhongliang Holdings has established a risk management structure with collaboration between "front office" and "back office" and clearly defines specific responsibilities for risk management. Based on a risk management structure with clear accountability, we systematically identify and assess internal and external risks on a regular basis to effectively help the Group in mitigating operational risks, management deficiencies and other issues. During the Reporting Period, the Group optimized its risk management structure. On the premise of keeping the basic organizational structure of the front office and the back office unchanged, the front office department was divided into the front office group 1 and the front office group 2 to deal with the group alliance management department respectively, the back office was divided into the comprehensive group (litigation information) and the special group (engineering material cost) according to the business modules to connect with the specific businesses, and further integration was carried out according to the change of work focus to enhance the Group's risk prevention and control level and management capacity.

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

**前台 — 為公司經營止損及挽損**
**Front office — stop loss and recover loss for the Company's operation**

- 與各區域公司對接，指導法務工作開展
  Matchmaking with regional companies and guide the implementation of legal work
- 對重大案件進行及時跟進
  Timely follow-ups on major cases
- 處理重大非訴訟業務
  Handling major non-litigation business

**後台 — 以預防風險為首要任務**
**Back office — take risk prevention as a top priority**

- 對業務模塊劃分進行整合，強化風險防控能力
  Integrating the division of business modules to strengthen risk prevention and control capabilities
- 統一專業條線對外信息輸出標準
  Unifying external output standards for professional lines
- 制定完善的模式模板，對審核流程嚴格把關
  Developing a proper model and template to strictly check the process review
- 開展專項檢查監督，對專項業務提供支持
  Carrying out special inspection and supervision and providing support for special business

**風險管理架構**
**Risk Management Structure**

### 流程管理

本集團基於中梁控股風險防控體系，制定完善的內部風險防控管理制度，並不斷優化和規範風險管理流程，建立了囊括項目開發、經營管理和訴訟處理在內的全方位、閉環式的風險識別流程，使我們能夠及時有效地識別、預防和控制風險，妥善處理涉及業務到融資各環節的糾紛，確保公司保持穩健的財務狀況的同時，全面提高中梁控股風險管理水平。

### Process Management

In line with the risk prevention and control system of Zhongliang Holdings, the Group has formulated a sound internal risk prevention and control management system so as to continuously optimize and standardize the risk management process. The Group has built comprehensive and closed-loop systems for risk identification embracing project development, operation management and litigation handling, which enables us to identify, prevent and control risk in a timely manner, properly resolve the disputes in all aspects from business to financing. Therefore, we can not only ensure the Company to maintain steady financial position, but also comprehensively improve the risk control and management level of Zhongliang Holdings.

| | |
|---|---|
| **風控管理系統 Risk control management system** | • 針對項目開發過程中可能出現的風險事項，進行實時監測，並採取相應的措施進行預防應對<br>Monitor the risk matters that may be involved in the process of project development in real time, and take appropriate measures to prevent and respond to them<br>• 系統對各類事項風險和風險追責進行預先判定，高風險則觸發業務流程管理(BPM)機制，達到信息及時上報、風險追蹤及有效閉環<br>The system pre-determines the risk of various matters and risk recovery, and triggers the business process management (BPM) mechanism for high risk, so as to achieve timely information reporting, risk tracking and effective closed-loop |
| **不良信息系統 Negative information system** | • 針對經營管理活動中存在違反法律法規的負面信息，法務風控中心定期通過內部網絡平台通報各單位的不良信用信息數量、影響程度及處理情況，督促各區域閉合不良信用信息風險，減少後續不良信用信息事件發生<br>As to the negative information on violation of laws and regulations during the operation and management activities, the legal risk control center periodically reports the quantity, degree of impact, and handling of negative credit information of each unit through internal network platforms, urging all regions to eliminate the risk of negative credit information and reducing subsequent occurrences of negative credit information |
| **訴訟系統 Litigation system** | • 對訴訟案件進行台賬管理，由各區域法務人員在收到案件後三日內填報<br>Conduct ledger management for litigation cases, which shall be filled in and reported by legal personnel in each region within three days after receiving such cases<br>• 即時達到信息對稱、訴訟相關數據整合分析作用，將訴訟案件檔案電子化存檔<br>Achieve information symmetry, integration and analysis of litigation-related data, and electronically archive litigation case files |

**風險識別三大系統**
**Three Major Systems for Risk Identification**

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

為預防高風險事項所導致的重大性風險案件，中梁控股已制定《及時移交訴訟及仲裁資料的通知》，並明確前研討機制及全流程訴訟應對方案，對從案件資料接收到判決生效後的款項支付全程跟進，本集團亦已制定《建設工程索賠與反索賠證據收集指引》及《合作協議糾紛應對指引—墊資篇》，進一步強化重大訴訟案件各階段應對指導方法。在訴訟完結後，通過及時複盤總結，全面提升本集團應對重大風險案件的能力。

In order to prevent major risk cases caused by high risks, Zhongliang Holdings formulated the Notice of Timely Transfer of Litigation and Arbitration Materials, and clarified a discussion mechanism before litigation and a whole-process litigation response solution from the receipt of case materials to the follow-up of the payment under effective judgments. The Group also prepared and issued the Guidelines for the Collection of Evidence for Construction Project Claims and Counterclaims and the Guidelines for Responding to Disputes in Cooperation Agreements — Capital Advances, further enhancing response guidelines for major litigation cases in each stage. Subsequent to the end of litigation, we conducted timely review and summary to comprehensively enhance the Group's ability to deal with major risk cases.

**規範案件材料接收**
**Standardize the receipt of case materials**

- 下發《關於及時移交訴訟及仲裁資料的通知》，明確規定各部門人員在收到案件資料後，須在當日或次日內將資料轉交至法務部門，並按照規定進行信息登記，以確保應訴時間的準確性
  In order to ensure an accurate response time, the Group distributed the Notice of Timely Transfer of Litigation and Arbitration Materials, clarifying that personnel of various departments must transfer the materials to the legal department on the same day or the next day and register the information as required

**訴訟案件信息對稱及業務決策**
**Information symmetry and business decision-making for litigation cases**

- 對於重大訴訟案件，各區域法務人員需在第一時間通過釘釘或微信建立聯繫渠道，確保信息及時互通，推動案件解決
  In terms of major litigation cases, each regional in-house counsel shall be connected through DingTalk or WeChat at the first time, to ensure information symmetry and decision-making in a timely manner

**訴前研討機制**
**Pre-litigation discussion mechanism**

- 涉及重大案件調查時，業務部門需確保提供必要的支持和協助，相關負責人需在訴訟案件舉證期限屆滿前召開溝通研討會，制定明確的應對方案和推進重點
  For major cases under investigation, business units shall provide necessary support and assistance, and the relevant responsible personnel shall hold a communication seminar before the expiration of the time limit for presenting evidence in litigation cases to clarify the response plan and priorities for implementation

**訴訟費用支付**
**Payment of litigation costs**

- 為確保生效判決的有效履行，需明確相關費用的歸口管理部門及支付部門，訴訟仲裁、律師費等相關費用應單獨列支、專款專用，不得納入預算考核，旨在促使費用承擔主體及時支付，確保費用的合理使用和管理
  Aiming to ensure the performance of effective judgments, the related expenses shall be clearly assigned to the management department and payment department, and related expenses such as litigation and arbitration, lawyer fees shall be separately expensed and paid by special funds, and relevant expenses shall not be included in the budget assessment, so as to facilitate timely payment by the cost-bearing entity and ensure the reasonable utilization and management of such expenses

**複盤總結**
**Review and summary**

- 針對投資、融資、營銷、工程、勞動等常見案件類型，通過正反面案例分析，提煉出優質的訴訟方案，並定期組織會議宣貫和專項培訓複盤，確保相關人員對訴訟方案的理解和掌握，提高應對各類案件的能力

  In terms of the common case types such as investment, financing, marketing, engineering and labor, refine high-quality litigation proposals through positive and negative case analysis, and regularly hold meetings for publicity and conduct special training on case review, ensuring relevant personnel to understand and master the litigation solution, as well as improve their capabilities for handling various cases

**重大案件全流程應對機制**
**Responding Mechanism for the Whole Process of Major Cases**

此外，基於明確重大案件全流程應對機制，在應對總包不配合竣工備案的案件時，我們採取政法雙線並行的策略。在取得政府支持的同時，於法律層面上完善證據支撐，旨在推動法院做出先予執行的裁定，從而降低因訴訟程序過長而導致的逾期交付等客戶投訴風險。在針對工程款類糾紛案件，本集團通過積極舉證為項目核減工程款支付。我們通過發送函件和緊急情況書面說明等方式，不斷加強與政府、政法委、住建局和法院的溝通，並全力爭取法院對解除總包合同、移交場地、配合竣工備案、提交竣工驗收備案相關資料等訴訟請求的先予執行[1]。

Besides, for clarifying the responding mechanism for the whole process of major cases, we adopted the parallel political and legal lines to deal with the risk of general contractor not cooperating with the completion of the project, and improved the legal evidence support while obtaining government support, striving to make the court prioritize to enforce the ruling, thereby reducing the risk of customer complaints such as late deliveries due to lengthy litigation procedures. In cases of disputes over construction fees, the Group actively provided evidence to reduce the payment of construction fees for the project. Zhongliang Holdings continuously strengthened the communication with the government, the politics and law committee, the Housing and Urban-Rural Development Bureau as well as the court by explaining through written documents such as letters and emergency statements, striving for the court's advanced execution[1] of the claims for termination of the general contract, handover of the site, cooperation with the completion filing and submission of materials related to the completion and acceptance filing.

[1] 先予執行，是指人民法院在受理案件後、終審判決作出之前，根據一方當事人的申請，裁定對方當事人向申請一方當事人給付一定數額的金錢或其他財物，或者實施或停止某種行為，並立即付諸執行的一種程序。

[1] Advanced execution refers to a procedure whereby a people's court, upon accepting a case and before a final judgement is rendered, on the basis of an application by a party, rules that the other party shall pay a certain amount of money or other property to the party making the application or shall carry out or cease a certain act, and shall immediately put it into execution.

**風控培訓**

中梁控股通過組織各層級風控合規宣貫及培訓活動，增強全員風險控制意識，推動企業風控合規工作有效協同推進。為確保對集團所有風險進行全流程管理以提高決策層對風控的全面把控能力，報告期內，本集團累計在月度高管會上進行法務風控合規宣貫12場次，培訓內容涵蓋訴訟應對、合作方糾紛、非訴糾紛應對及破產項目處理等內容。

同時，本集團將培訓融入每月固定的法務條線工作總結會議中，進行各類典型案例的處理要點分享，使員工可以更好地理解風險管理的重要性，掌握風險應對的方法和技巧，從而確保項目能夠順利推進。

**Risk Control Training**

By organizing risk control compliance publicity events and training activities at all levels, Zhongliang Holdings has increased the risk control awareness of all staff and effectively advanced the corporate risk control compliance in a coordinated manner. In order to ensure whole-process management of all risks of the Group to enhance decision-makers' ability in comprehensive control on the risk control, during the Reporting Period, the Group conducted a total of 12 publicity events on legal risk control and compliance at the monthly executive meetings, and the training content covered litigation response, partner disputes, alternative dispute resolution response and bankruptcy project processing.

At the same time, the Group included trainings in regular monthly summary meeting of legal line to share the key points of various typical cases, which enabled the staff to better understand the importance of risk management and master methods and skills of risk management, thus ensuring the smooth progress of the projects.

## 1.3 商業道德管理

中梁控股致力於打造誠信合規的商業環境和道德文化，杜絕一切賄賂、利益沖突、不正當競爭等行為，倡導建立互相信任的合規夥伴關係，共同營造陽光透明的商業生態。我們恪守《中華人民共和國反不正當競爭法》、《關於禁止商業賄賂行為的暫行規定》、《中華人民共和國刑法》、《中華人民共和國刑事訴訟法》、《中華人民共和國民法典》及《中華人民共和國公司法》等國家法律法規，並於內部制定《中梁廉潔自律八項禁令》、《中梁控股集團火爐法則(2020版)》、《任期審計管理辦法》及《董事會審計管理辦法》等廉潔運營相關規章制度，積極建設廉潔誠信文化，提升廉潔從業能力，強化覆蓋全體員工的商業道德培訓。

## 1.3 BUSINESS ETHICS MANAGEMENT

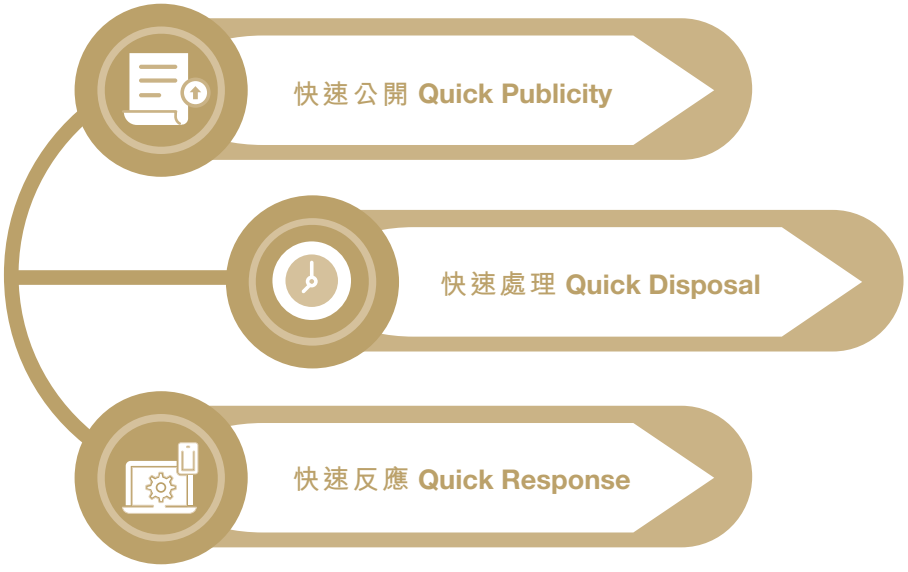
Zhongliang Holdings is committed to creating an honest and compliant business environment and moral culture which eliminates all bribery, conflict of interest and improper competition, and proposes to establish mutually trusting and compliant partnerships to build an open and transparent business ecosystem. We strictly complied with the requirements of national laws and regulations such as Anti-Unfair Competition Law of the People's Republic of China, Interim Provisions on Banning Commercial Bribery, Criminal Law of the People's Republic of China, Criminal Procedure Law of the People's Republic of China, Civil Code of the People's Republic of China and Company Law of the People's Republic of China. And we lay down internal rules and regulations related to integrity such as the Zhongliang's Eight Prohibitions for Integrity and Self-discipline, Furnace Rules of Zhongliang Holdings Group (Version 2020), Administrative Measures for Term Audit and Administrative Measures for Board Audit. By doing so, we strive to build a culture of integrity and honesty, enhance our ability to engage in honest business practices, and strengthen business ethics training for all employees.

**廉潔管理**

中梁控股始終踐行陽光文化，嚴格禁止任何形式的貪腐、賄賂、勒索、欺詐等不法行為，秉承「快速反應、快速處理、快速公開」的「三快」原則，要求所有員工在日常業務過程中遵紀守法，堅守誠信道德底線。一旦發現涉嫌嚴重違規或廉潔舞弊問題，即刻上報相關部門啟動分析調查，及時採取補救措施，在最短時間內將舞弊案件可能造成的影響降至最低。報告期內，本集團已審結1宗貪腐訴訟案件，已移送司法機關依法懲處，並通過內部公式以次為警示，進一步加強廉政制度建設及風險管控。

**Integrity management**

Zhongliang Holdings has always practiced the transparent corporate culture, and strictly prohibits any form of corruption, bribery, extortion, fraud and other illegal behaviours. By adhering to the principle of "Three Quickness" (Quick Response, Quick Disposal and Quick Publicity), we require all employees to observe laws and disciplines in their daily business processes and firmly abide by the bottom line of integrity and morality. Suspected serious violations or corruptions found shall be immediately reported to the relevant departments for analysis and investigation, and remedial measures shall be taken in a timely manner to minimize the possible impact of the fraud case as soon as possible. During the Reporting Period, the Group has concluded 1 corruption litigation cases, which have been transferred to the judicial authorities for punishment according to laws, and have been publicized internally as a warning to further strengthen the construction of the integrity system and risk control.




「三快」原則
**Principle of "Three Quickness"**

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

2025年，本集團繼續遵循《關於修訂離職離崗審計範圍的通知》，明確人員離職離崗審計範圍、報備流程和審計流程，並根據《離任審計管理辦法》開展離職離崗人員的自查自檢工作。

In 2025, the Group continued to follow the Notice on Revision of the Scope of Off-office Audit, to clarify the audit scope, reporting process and audit process of off-office, and conduct self-check and self inspection for the resigned staff in accordance with the Administrative Measures for Resignation Audit.

**離職離崗備案及必審範圍**
**Filing and scope of mandatory review for resignation**

- 地產集團總部各中心負責人及以上
  Heads of each center of the real estate group headquarter and above
- 地產集團總部各專項組組長
  Leaders of the special teams of the real estate group headquarter
- 區域公司董事長、常務副總、營銷副總
  Chairman, executive vice president and vice president of marketing of regional companies

**離職離崗備案及選審範圍**
**Filing and scope of selective review for resignation**

- 地產集團總部各二級部門負責人
  Heads of secondary departments of the real estate group headquarter
- 區域公司平台部門負責人及以上
  Heads of platform department of regional companies and above
- 區域公司事業部總經理
  General manager of business department of regional companies

**離職離崗審計範圍**
**Audit Scope for Resignation**

### 舉報機制

檢舉舉報是反貪腐工作的重要一環，我們秉持「規範、統一、開放、暢通」原則不斷完善反貪腐事件舉報機制，通過本集團官方網站、辦公自動化平台(OA, Office Automation)內部公示，以及「廉潔中梁」微信公眾號、郵箱、電話、信函等多種舉報渠道，鼓勵所有持份者針對發現的貪腐違規行為進行實名或匿名投訴舉報，以零容忍的態度懲治違紀、舞弊、貪腐等問題，糾正一切損害企業利益的不正之風。我們堅持「四不」準則對一切舉報問題進行徹查，持續強化「不敢、不能、不想」的高壓態勢，助力各級組織促進經營管控閉環，著力減少舞弊機會和舞弊條件。

### Reporting mechanism

Reporting is an important part of anti-corruption work. On the principle of “standardized, unified, open and smooth”, we continue to improve the mechanism for reporting anti-corruption incidents. Through the official website of the Group, OA (Office Automation) internal publicity, and the WeChat official account of Integrity Zhongliang, mailboxes, telephone calls, letters and other reporting channels, all stakeholders are encouraged to make real-name or anonymous complaints and reports on corruption and malpractices detected, and we take a zero-tolerance approach in punishing disciplinary offences, malpractices and corruption, so as to rectify any irregularities detrimental to the interests of the Company. We adhere to the principle of “Four Never” for thorough investigation of all reported issues, and continue to strengthen the high-pressure situation of “Don’t Dare, Can Not and Don’t Want”, which will assist organizations at all levels to promote closed loop management and control, and effectively reduce the opportunities and conditions for fraud.




「四不」準則
**Principle of "Four Never"**

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|---|---|---|
| 受理部門 | Acceptance Department | 中梁地產集團審計監察部<br>Audit & Supervision Department of Zhongliang Real Estate Group |
| 舉報郵箱 | Email | sjjc@zldcgroup.com |
| 舉報微信 | WeChat | ZL13122770858 |
| 舉報電話 | Telephone | 13122770858 |
| 信函渠道 | Postal Address | 上海市普陀區雲嶺東路235號長風跨國採購會展中心3號樓16層王先生收<br>16/F, No.3 Shanghai Convention & Exhibition Center of International Sourcing, 235 Yunling East Road, Putuo District, Shanghai, attention of Mr. Wang |

中梁控股依據《投訴舉報管理辦法》，對舉報人信息和舉報內容進行嚴格保密，同時針對舉報線索，本集團指派專人負責對舉報信息進行記錄、匯總與匯報，所有提交的信息都將以保密方式處理且都將受到嚴肅對待，堅決杜絕因舉報而導致員工遭受威脅或負面影響的行為事件，一旦發現任何針對舉報人的威脅報復行為，我們將保留採取適當行動的權利，充分保障舉報人免於遭受不公對待。

Zhongliang Holdings keeps strict confidentiality of the whistleblower's information and report contents in accordance with the Administrative Measures for Complaints and Reports. In addition, for the reported clues, the Group has assigned a special person responsible for recording, summarizing and reporting the reported information, and all the information submitted will be handled in a confidential manner and will be treated seriously, resolutely eliminating any incidents of behaviour that may lead to threats or negative impacts on employees as a result of the report. We reserve the right to take appropriate action if we become aware of any retaliatory threats against the whistleblower, in order to fully protect the whistleblower from unfair treatment.

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| **以避免遭受不公平對待或報復**<br>**To avoid unfair treatment or reprisal** | 投訴舉報信息由指定專人記錄、匯總與匯報，嚴防泄露舉報內容或遺失舉報材料<br>A designated person is responsible for recording, summarizing and reporting complaints and reports, and strictly prevent the disclosure of reported content or loss of reported materials<br>應在保密、封閉場所接受當面舉報，由專人接待並詳細記錄，無關人員不得旁聽或詢問<br>In-person reporting should be carried out in a confidential and closed place by a designated person for record in detail. Irrelevant personnel are not allowed to listen or ask questions<br>專人負責舉報信件的收發、拆閱，需詳細記錄匯總，設立追責到人制度，嚴防舉報信件丟失<br>It is necessary to arrange a designated person to be responsible for the sending, receiving, opening and reading of the report letter, and make detailed records and summary with the tracking responsibility for the letter vested to a person, to prevent the loss of the report letter<br>通過微信、電話、電子郵件等渠道接收的舉報內容，平台指定專人負責詳細記錄匯總，嚴防信息泄露<br>For the reported content received through WeChat, telephone, email and other channels, the platform designates a person to be responsible for the detailed record and summary to prevent information leakage<br>監察組進入調查程序時，嚴禁向該監察組外其他人員泄露舉報內容，其他人員嚴禁探聽、討論<br>When the monitoring team enters the investigation process, it is strictly forbidden to disclose the reported content to other persons outside the monitoring team, and other persons are strictly prohibited from inquiring and discussing |

**舉報人保護舉措**
**Protection Measures for Whistleblowers**

本集團繼續遵循《關於進一步調整舉報獎勵標準的通知》政策，秉持舉報保密、實名優先、查實有獎的原則，對實名舉報、投訴有功者給予精神獎勵及物資獎勵，獎勵對象涵蓋中梁控股內部員工及外部合作夥伴、客戶等相關知情者，積極營造日常監督的廉潔氛圍。

The Group continued to comply with the policy of the Notice on Further Adjustment of Reporting Award Standards, uphold the principles of confidentiality of reporting, priority given to real-name reporting, and reward for verification, and give spiritual and material rewards to those who make real-name reports and complaints. The object of rewards includes employees of Zhongliang Holdings and persons in the know, such as external partners and customers. The Group aims to actively create an environment for integrity and honesty through daily supervision.

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| **獎勵對象**<br>**Object of Reward** | • 對提供重要線索或證據的實名舉報者，將給予精神鼓勵和物質獎勵<br>Spiritual and material rewards shall be given to those who make real-name reports and provide important investigation clues or evidence<br>• 對匿名舉報原則上不予獎勵，但本人申請經核實後，可酌情發放<br>Those make anonymous reports shall not be rewarded in principle, but they may receive rewards if thought fit after their applications have been reviewed<br>• 獎勵對象涵蓋中梁內部員工、外部合作夥伴、客戶等相關知情者<br>The object of rewards shall include employees of Zhongliang Holdings and persons in the know, such as external partners and customers |
| **獎勵標準**<br>**Reward Standards** | • 經查實存在舞弊行為的舉報線索提供者，根據最終結案認定挽損金額給予一定比例的稅後現金獎勵<br>If the reporting clue is verified to have fraudulent behavior, a certain percentage of after-tax cash reward will be given to the providers according to the amount of loss recognized in the final settlement of the case<br>• 獎勵比例不低於10%，實際獎勵比例在10%基礎上，依照提供證據情況及配合程度適時調整增加10%比例<br>The reward ratio shall be no less than 10%, and the actual reward ratio shall be adjusted, on the basis of such 10%, within the increase of 10% in due course according to the evidence provided and the cooperation situation<br>• 對舉報人員應得獎勵於挽損到賬後7日內予以兑付，如涉及司法移送類，以司法判決生效且挽損到賬後7日內予以兑付<br>The reward to whistleblowers shall be paid within 7 days after the receipt of the loss retrieved; if the judicial transfer is involved, the reward shall be paid within 7 days after the judicial judgment coming into effect and the receipt of the loss retrieved |

**舉報獎勵機制**
**Reward Mechanism of Reporting**

# 一、合規管治
# I. COMPLIANCE AND GOVERNANCE

**廉潔宣貫**

為提高員工的反貪腐意識，加強員工對商業行為準則和反腐敗制度的認識和理解，我們於報告期內面向區域董事長、事業總、營銷總、新棟梁等各職級重點人群，涵蓋地產集團營銷、招採、工程、成本、財務等多個條線，組織線下專題廉正宣貫24場，其中向董事及管理人員提供反貪污培訓12次，參與培訓人數56名，向員工提供的反貪腐培訓24次，參與培訓的員工為1,530人。

**Integrity publicity**

In order to raise employees' awareness of anti-corruption and enhance their recognition and understanding of the business code of conduct and anti-corruption system, during the Reporting Period, we arranged 24 sessions of special offline promotion under the topic of integrity for key groups of regional chairmen, heads of business units, heads of marketing units, new pillars and other ranks, covering the marketing, bidding and sourcing, engineering, cost, finance and other lines of Real Estate Group, among which 12 sessions of anticorruption training were provided to Directors and management personnel with participation of 56 persons, and 24 sessions of anticorruption training were provided to employees with participation of 1,530 persons.

**廉潔合規意識宣貫**
**Awareness Promotion of Integrity and Compliance**

中梁控股以案例解析形式，在每月月底通過郵件發送給全體員工進行廉潔合規提醒，傳遞企業正能量，構築陽光透明、公平公開、廉潔自律的企業氛圍。

In the form of case analysis, Zhongliang Holdings reminds all employees of integrity and compliance by email at the end of each month to convey positivity of the enterprise, so as to cultivate a transparent, fair, open, honest and self-disciplined environment.

# 二、品質與服務
# II. QUALITY AND SERVICE

面對市場波動與嚴峻的行業形勢，中梁控股以「品質交付」為首要任務，堅守「保交樓」的工作底線，竭盡全力攻堅克難、全方位落實各項產品與服務質量保障措施，責任到人，堅定兑現項目保交付承諾，切實履行企業責任。

In the face of market fluctuations and severe industry situation, Zhongliang Holdings put "quality delivery" as a priority and adhered to its operating bottom line of "ensuring housing project delivery". It also spared no efforts to overcome difficulties, fully implemented quality guarantee measures for all products and services and specified the responsible persons. All of these are to firmly fulfill our commitment to ensuring project delivery and effectively assume our corporate responsibilities.

中梁控股嚴格遵守《中華人民共和國民法典》、《中華人民共和國城市房地產管理法》、《城市房地產開發經營管理條例》和《城市危險房屋管理規定》等法律法規，將產品與服務的品質放在首位，以匠心為尺，用心鑄造品質人居。從前期項目策劃到品質交樓，中梁控股一直牢牢把握安全質量底線，保障項目全周期的質量與可持續性，確保交付的一磚一瓦皆能滿足用戶對家的期盼。

Zhongliang Holdings strictly abides by the Civil Code of the People's Republic of China, the Law of the People's Republic of China on the Administration of the Urban Real Estate, the Regulations on Urban Real Estate Development and Operation and the Regulations on Urban Dangerous Housing Management. We prioritize the quality of products and services and create quality works with our ingenuity. From preliminary project planning to quality product delivery, Zhongliang Holdings has been sticking to the bottom line of safety and quality to ensure the quality and sustainability in the whole project development cycle, and to ensure that every details of the products we delivered can meet users' expectations.

## 2.1 產品設計

中梁控股始終堅持長期主義，一如既往地秉承匠心精神，聚焦過程與工藝，嚴格對待每一處細節，從園林環境、工程進度、工藝工法等多個維度，規範產品設計管理體系，致力為用戶構築理想棲息地，為中梁家人呈上兑現幸福的歸家之旅。

### 設計管理

中梁控股依據《中梁地產集團「全景二展體驗區」管控指導手冊》、《中梁項目二展案例實操手冊》及《鎏金是怎樣煉成的》白皮書等文件，在產品設計的過程中充分考量用戶使用需求，深度打磨優質產品。同時，通過把控設計圖紙與設計施工現場情況考察，從設計方案落實的角度考核產品完成質量，以匠心作品做好品牌口碑。

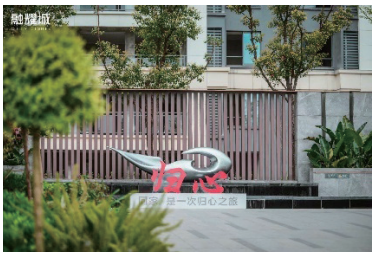
## 2.1 PRODUCT DESIGN

Zhongliang Holdings always pursues long-term development. We, as always, adhere to the spirit of ingenuity, focus on the process and technology, and took every detail seriously. We regulate product design management system from multiple dimensions, such as landscape environment, progress of works, processes and technologies, in a bid to build an ideal home for users and provide our client with happy inspection and acceptance course.

### Design Management

Based on the documents such as the Guide Book for Control of Panoramic Preview Experience Zone of Zhongliang Real Estate Group, the Zhongliang Project Second Exhibition Case Practical Manual and the white paper How the Metropolis Series is Created, Zhongliang Holdings is committed to delivering high-quality products by fully considering users' needs in the process of product design. Meanwhile, Zhongliang Holdings controls the design drawings and inspects the design and construction site to assess the quality of completed products from the perspective of the design plan implementation, so as to establish a good brand reputation with ingeniously crafted work.

## 二、品質與服務
## II. QUALITY AND SERVICE



**融合本地特色的設計**
**Design incorporated local style**



**宜人的綠化景觀**
**Pleasant green landscape**



**配備多項休閒及遊樂設施**
**Equipped with a variety of leisure and amusement facilities**

作為一家負責任的企業，中梁控股牢記「品質交付」的工作重心與「保交樓」的底線，進一步加強項目質量追蹤，實時跟進項目施工進度，並通過落實台賬機制實現實時監控督辦與及時閉環。

As a responsible enterprise, Zhongliang Holdings bears in mind the priority of "quality delivery" and the bottom line of "ensuring housing project delivery" to further strengthen the project quality tracking and follow up the project construction progress promptly, and realize realtime monitoring, supervising and handling as well as closed loop by implementing ledger mechanism.

**優化典型案例**
**Optimizing typical cases**

更新各屬地標準做法，完善設計優化典型案例
Updating standard practices in each territory and improving design and optimization of typical cases

**升級適配標準**
**Upgrading adaptation standards**

固化適配標準，迭代標準適配6.0
Standardising adaptation criteria and iterating adaptation standard 6.0

**製作產品管理手冊**
**Preparing product management manuals**

發佈《PM管理手冊》，為非專業設計人員提供指導，不遺漏涉及資料，不缺少管控節點，從而實現較好的實景呈現
Publishing the PM Management Manual to provide guidance for non-specialized designers without omission of the information involved and without lack of control points, and thus achieving a better presentation of the actual scene

**產品設計優化措施**
**Product Design and Optimization Measures**

同時，中梁控股主動適應市場變化，通過開展市場調查，及時掌握市場動態，以市場為導向優化產品線。2025年，面對整體市場形勢下行，我們開展了一系列的降本增效措施，助力業務經營穩健前行，具體如下：

At the same time, Zhongliang Holdings actively took the initiative to adapt to market changes by conducting market surveys to keep abreast of market dynamics and optimize its product lines in a market-oriented manner. In 2025, in face of the overall downward market situation, we carried out a series of cost reduction and efficiency improvement measures to help our business operations move forward in a steady manner, as described below:

**完善市場調研**
**Improving market research**

- 結合市場情況及競品「現狀」進行適配和建造做法再排摸、再探底
  Re-investigating and re-exploring of adaptation and construction practices in relation to the market conditions and the "current state" of the competing products

**引入新型材料替代方案**
**Introducing new material alternatives**

- 在確保設計的安全性、耐久性和工程質量的基礎上，針對特定材料選用價格更具競爭力、功能符合需求的新材料進行替換，以達到節約成本的目的
  Selecting new alternative materials with more competitive prices and functions that meet the requirements for specific materials while ensuring the safety, durability and engineering quality of the design, in order to achieve the purpose of cost saving

**改進施工工藝方法**
**Improving construction techniques and methods**

- 全面梳理項目施工流程，精細化優化工藝細節，在保障使用功能和安全的條件下，調整非關鍵環節，如永久與臨時結合、材料周轉利用等
  Sorting out the project construction process comprehensively, refining and optimizing process details, and adjusting non-critical procedures such as permanent-temporary integration and material recycling and reuse while ensuring the functional use and safety

**降本增效措施**
**Cost Reduction and Efficiency Improvement Measures**

# 二、品質與服務
# II. QUALITY AND SERVICE

**知識產權管理**

中梁控股高度重視知識產權保護，嚴格依據《中華人民共和國商標法》、《中華人民共和國著作權法》及《中華人民共和國專利法》等法律法規要求，制定《商標管理制度》，進一步規範商標使用與知識產權保護力度。在充分尊重合作方及他人知識產權的前提下，我們積極採取措施保護自身的合法權益，致力攜手各方共同構築公平競爭、協同合作的健康市場環境。

截至2025年12月31日，中梁控股共擁有商標140件。

**Intellectual Property Rights Management**

Zhongliang Holdings attaches great importance to the protection of intellectual property rights. In strict accordance with laws and regulations such as the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China and the Patent Law of the People's Republic of China, Zhongliang Holdings has formulated the Trademark Management System to further regulate the use of trademarks and the protection of intellectual property rights. We actively take measures to protect our own legitimate rights and interests while fully respecting the intellectual property rights of our partners and others, committing to working with all parties to build a healthy market environment for fair competition and cooperation.

As of 31 December 2025, Zhongliang Holdings owned a total of 140 trademarks.

## 2.2 質量

中梁控股深知品質交付是「美好交樓」的內核所在。我們制定了嚴格的質量控制體系，全方位、全周期把控項目交付質量，不斷提升服務力和交付力，為業主營造安心交付體驗。

**質量管理**

中梁控股持續優化工程質量管理架構，以高標準的質量管理要求，為品質保駕護航。2025年，本集團本著「精總部，強管控」的原則，將工程管理架構調整為「2個聯盟管理平台+4個專項組」，繼續延用原來的制度體系、模式模板、工程評估、條線考核、業務培訓、信息化系統升級維護等；專項組集前後台功能於一身，分佈在北方、浙閩粵、蘇魯及中部區域並各自下設工程運營部，管控具體業務；重點項目管理辦公室主要負責重難點項目攻堅。

## 2.2 QUALITY

Zhongliang Holdings recognizes that quality delivery is the core of "good delivery". We have formulated a strict quality control system to control the quality of project delivery in an all-round and full-cycle manner, and continuously improve our service and delivery capabilities to create a reassuring delivery experience for property owners.

**Quality Management**

Zhongliang Holdings continues to optimize the engineering quality management structure and protects the quality with high standard quality management requirements. In 2025, on the basis of the principle of "refining headquarters, strengthening control", the Group adjusted the quality management structure as "2 alliance management platforms + 4 special teams" to continue the adoption of original systems, model templates, engineering assessment, business line assessment, operation training, upgrading and maintaining information system, etc. Integrated front office and back office in one, the special teams are distributed in Northern China, Zhejiang-Fujian-Guangdong, Jiangsu-Shandong, and Central regions with their own engineering operation departments to control specific operations. The key project management office is mainly responsible for the key and difficult projects.

**2個職盟管理平台**
**2 Alliance management platforms**

- 負責制度體系搭建、模式模板制定
  Responsible for system construction and model template development
- 組織開展工程評估
  Organizing engineering assessment
- 進行條線考核、業務培訓
  Conducting business line assessment and operation training
- 升級、維護信息化系統
  Upgrading and maintaining information system

**4個專項**
**4 Special projects**

- 下設的工程運營部主要負責下轄區域及項目的具體業務管控
  The engineering operation department under the Group is mainly responsible for the specific business control of projects in the area under its management

**工程管理架構**
**Engineering Management Structure**

## 二、品質與服務
## II. QUALITY AND SERVICE

為更好地滿足公司業務發展需求，報告期內，我們繼續沿用《中梁地產集團第三方工程過程評估管理辦法》、《中梁地產集團工程條線考核管理辦法》、《中梁地產集團項目交付工程品質評估管理辦法》及《中梁地產集團材料飛檢專項評估指引》等質量管理制度和管理辦法，優化工程過程評估、明確項目考核目標，強化項目質量風險管控力度。

In order to better satisfy the needs of the Company's business development, during the Reporting Period, we continued to implement our quality management system and management measures such as the Management Measures for the Third-party Engineering Process Evaluation of Zhongliang Real Estate Group, the Management Measures for the Engineering Line Assessment of Zhongliang Real Estate Group, the Project Delivery Engineering Quality Evaluation Management Measures of Zhongliang Real Estate Group, and the Special Evaluation Guidelines for Random Inspection of Materials of Zhongliang Real Estate Group, with a view to optimize the engineering process evaluation, clarify the project assessment objectives and make more efforts on project quality risk management and control.

**《中梁地產集團第三方工程過程評估管理辦法》**
**The Management Measures for the Third-party Engineering Process Evaluation of Zhongliang Real Estate Group**

在工程第三方評估方面，由區域公司交叉互檢、集團聯盟工程運營部抽檢及集團審計檢查例行檢查組成，強化強控項及完善評估細則，以確保項目平穩交付作為評估導向

In terms of third-party engineering evaluation, it consists of cross-checking of regional companies, sampling inspection of alliance engineering operation departments of the Group and routine audit inspection of the Group; it also highlights the strict control items and improves the evaluation rules, and takes ensuring the smooth delivery of the project as the evaluation orientation

**《中梁地產集團工程條線考核管理辦法》**
**The Management Measures for the Engineering Line Assessment of Zhongliang Real Estate Group**

下設的工程運營部主要負責下轄區域及項目的具體業務管控明確「平穩交付加減分」的考核維度，考核目標聚焦項目質量風險，增加項目管理團隊的主觀能動性；通過設置扣分紅線，牢固項目管理團隊的底線原則「保交付、保民生」

The engineering operation departments under the Group are mainly responsible for the specific business control of the regions and projects for which they are responsible; to clarify the assessment dimension of "plus or minus points for stable delivery", with the assessment target focusing on project quality risk and increasing the subjective initiative of the project management team; to enhance the bottom-line principle of "ensuring delivery and safeguarding people's livelihood" for the project management team through stipulating points deduction indicators

**質量管理制度和管理辦法**
**Quality Management System and Management Measures**

在考核方面，中梁控股以業務需求為出發點，在守好材料、滲漏、事故三道質量三道紅線的前提下，優化工程質量管理部考核框架，突出交付重點，加重了平穩交付加減分再區域公司經營排名中比重。同時，本集團持續落實執行披露、風險預警、約談整改、經濟獎罰和人員處理五項固化工作，確保項目的品質交付。

In terms of assessment, Zhongliang Holdings takes business needs as the starting point. The Group optimizes the assessment framework of the engineering quality management department while keeping the three quality red lines of material, leakage and accident. Also, it has highlighted the focus of delivery, and increased the proportion of plus or minus points for stable delivery in the regional company's business ranking. Meanwhile, the Group continues to implement five standardized measures of disclosure, risk early warning, interviews and rectification, economic rewards and punishments and personnel management to ensure the high-quality delivery of projects.




**管控目標、思路及動作**
**Goals, Thoughts and Actions of Management**

### 品質保障

中梁控股堅守「質量為本」，致力於「保進度、保品質、保交付」，堅持以精工品質踐諾家的美好。報告期內，本集團進一步完善項目質量問題應對機制，實現項目質量問題高效閉環管理，用實際行動和卓越的服務，給予業主信心和保障。

### Quality Assurance

Zhongliang Holdings adheres to the principle of "quality-oriented" and is committed to "ensuring progress, quality and delivery", insisting on the practice of the beauty of home with the quality of fine work. During the Reporting Period, the Group has further improved responding mechanism for project quality issues and implemented an efficient closed-loop management of project quality issues, with practical measures and excellent services to provide confidence and guarantee to owners.

## 二、品質與服務
## II. QUALITY AND SERVICE

| 信息上浮<br>Information floating | 及時決策<br>Timely decision-making | 快速閉合<br>Rapid closure |
|---|---|---|
| 交叉互檢、聯盟工作組抽檢、巡檢小組由各專項人員組成，針對項目問題全面審查，更加側重完美交付，注重交付品質及體驗。<br><br>The groups of cross-inspection, alliance working group sampling inspection, routine inspection are composed of various personnel from special teams to conduct comprehensive review of project problems, with more emphasis on satisfied delivery and a focus on delivery quality and experience. | 集團通過巡檢督辦統，對於較為嚴重的質量問題進行嚴格監督，同時將相關信息推送至層級負責人，協同推進決策，聯盟中心工作組主場整改，直至整改合格。<br><br>The Group strictly monitors the serious quality problems through the inspection and supervision system. Such information will be synchronized to the leaders to promote decision-making, and the alliance center working group will organize the rectifications until the rectifications are qualified. | 通過多層級的協同，區域和集團持續跟蹤項目問題整改情況。對於整改差、配合度不高的予以全集團通報批評。<br><br>The rectification of project is followed by regional companies and the Group on a continuous basis through multi-level coordination. For poor rectification and low cooperation, those will be circulated within the Group for criticism. |

**項目質量問題應對機制**
**Responding Mechanism for Project Quality Issues**

在項目質量安全風險監管方面，中梁控股延續往年的督辦邏輯，參照質量安全風險清單，通過專項組巡檢、交叉互檢、審計巡檢等方式摸排項目質量安全風險。對於排查發現的質量安全風險事項，實施全面或局部停工，並按照項目質量問題應對機制開展整改。

In terms of supervision of project quality and safety risk, Zhongliang Holdings continues the supervision logics of previous year. It intends to identify the project quality and safety risks through the special team inspection, cross-inspection, audit inspection and other ways with reference to the list of quality and safety risk. For matters of quality and safety risks identified in the investigation, we implement overall or partial shutdown and carry out rectification in accordance with the Responding Mechanism for Project Quality Issues.

同時，我們充分利用信息化的優勢，不斷更新、優化、迭代質量信息管理系統，通過分類清晰的智能化管控，全方位、高效率、系統化地對工程質量進行嚴格監管，將質量管理責任精準落到各區域、各層級，穩步推進項目工程建設與交付。

At the same time, through making full use of the advantages of information technology, we constantly update, optimise and iterate the quality information management system. We strictly supervise the project quality in a comprehensive, efficient and systematic manner through clearly classified and intelligent control, so as to precisely assign the responsibility of quality management to all regions and levels, and steadily promote the engineering construction and delivery of project works.

**工程管理移動平台**
**Mobile platform for project management**

通過區域自查功能，為區域自查提供信息化工具，助力區域巡檢成果上線與成果共享，進一步發揮信息化對工程管理的作用

To provide information technology tools for regional self-inspection by adding a regional self-inspection function, which helps to put regional inspection results go live and share results, and to further play the role of information technology in project management

**數據管理平台**
**Data management platform**

為有效控制成本並提升整體管理效能，工程移動管理平台和風險督辦系統已全面整合并入數據管理平台。通過賦予平台更強的系統化架構與自定義的雙重功能，使其能夠更好地適配不同項目的實際需求，實現高效運作和精準管控，充分發揮數據管理平台的價值。於報告期內，各專項工作組持續推進管理創新，採取綫上綫下相結合的方式，進一步強化數據管理平台的應用，全面提升平台使用效率，優化數據錄入和處理流程，進一步提高信息質量和決策支持能力，為項目管理提供堅實的數據基礎。

To effectively control costs and enhance overall management efficiency, the engineering mobile management platform and the risk supervision system have been fully integrated into the data management platform. By equipping the Group with an enhanced systemized architecture and customizable features, it can be better tailored to the specific needs of different projects, enabling efficient operation and precise control, thereby fully realizing the value of the data management platform. During the Reporting Period, each dedicated task force continuously advanced management innovation by adopting an integrated approach that combined online and offline methods. Efforts were intensified to enhance the application of the data management platform, comprehensively improve its utilization efficiency, and optimize data entry and processing procedures. These initiatives further elevated information quality and decision-support capabilities, thereby establishing a solid data foundation for project management.

**風險督辦系統**
**Risk supervision system**

由於原有的風險督辦系統存在底層邏輯限制，集團將綫上督辦流程改為綫下督辦，提高風險督辦效率，實現「管一級，控一級」，強化區域管控作用，確保質量問題整改及時、到位

Due to the basic logical limitations of the original risk supervision system, the Group has changed the online supervision process to offline supervision in order to improve the efficiency of risk supervision, achieve "hierarchical management and control", strengthen the control of regional roles, and ensure that quality issues are resolved in a timely and appropriate manner

## 質量安全管理信息化體系
## Quality and Safety Management Information System

### 質量評估

中梁控股通過交叉互檢、工作組抽檢與交付綫上評估，加強質量監督力度。報告期內，本集團開展交叉互檢2次、工作組抽檢4次，並按照交付綫上評估需求開展交付項目評估，覆蓋率均達100%。2025年，各類型評估成績均值穩步提升。

### Quality Evaluation

Zhongliang Holdings strengthened quality supervision through cross-inspections, team-based spot checks, and delivery-line assessments. During the Reporting Period, the Group conducted two cross-inspections, four team-based spot checks, and delivery project assessments as per delivery-line assessments requirements, achieving a coverage rate of 100% in each case. In 2025, the results of various assessments have been steadily improved.

## 二、品質與服務
## II. QUALITY AND SERVICE

針對項目評估結果，我們通過複盤分析、優化評估體系等措施，為產品質量安全建立多重保障。

According to the assessment results, we have established multiple guarantees for product quality and safety through measures such as comprehensive analysis and optimization and adjustment to the assessment system.

對每輪的交叉互檢、工作抽檢結果進行全聯盟公告，對於表現較佳的組織予以表揚，表現不佳的組織予以批評。
For each round of cross-inspection and team-based spot check, the assessment results will be announced throughout the Group. The organization with good performance will be praised, and the organization with poor performance will be criticized.

在工程條線會上對季度評估工作進行總結，聚焦交付。對於評估中發現的交付相關短板與問題提出改進建議，表現良好的項目開展經驗分享，待改進的項目進行複盤分析。
We summarize the assessment work of the quarter in the engineering line meeting, focusing on delivery, provide improvement suggestions for the delivery-related weaknesses and problems found in the assessment, share the experience of well-performing projects, and make a comprehensive analysis of the projects that need to be improved.

要求區域公司針對本組織的實際情況，開展針對性的分析，制定措施，揚長避短，表現優秀的交付項目在集團高管會上經驗分享。
The regional companies are required to carry out targeted analysis and formulate measures according to the actual situation of the organization, so as to maximize the advantages and avoid the disadvantages. The well-performing delivery projects will share their experiences at the Group's executive meeting.

### 質量改進舉措
### Quality Improvement Measures

此外，中梁控股持續開展常態化工程培訓，提升工程管理人員、項目管理人員及合作施工單位相關人員的質量、安全與環境保護意識等。在集團層面，我們定期面向工程管理人員開展線上培訓，培訓主題聚焦項目質量、安全與保交付等內容。在區域和項目層面，我們圍繞施工安全、文明作業、環境保護、關鍵工序質量等內容，面向項目管理人員和合作施工單位開展線下培訓。報告期內，集團層面開展工程培訓共12次。

In addition, Zhongliang Holdings continues to conduct regular engineering training to raise the awareness of quality, safety and environmental protection of engineering management personnel, project management personnel and relevant personnel of cooperative construction units. At the Group level, our online training for project management personnel is conducted regularly, with topics focused on project quality, safety and guaranteed delivery. At the regional and project levels, we conduct offline training for project management personnel and cooperative construction units centering on construction safety, the civilized operation, environmental protection, and the quality of key processes. During the Reporting Period, a total of 12 engineering trainings were conducted from the Group level.

## 品質項目

住房是生活中最大的「安全感」來源。安置房建設事關百姓切身利益，參與保障性安置房工程建設是房企的社會責任和使命。高質量的安置房交付亦是夯實房企品牌聲譽的重要方式。中梁控股牢記自身的責任擔當，持續參與安置房代建工程，解決群眾住房需求，以實際行動兑現「為美好生活創造價值」的承諾。

報告期內，本集團已交付安置房項目1項，位於安徽地區，建築面積約5萬平方米。

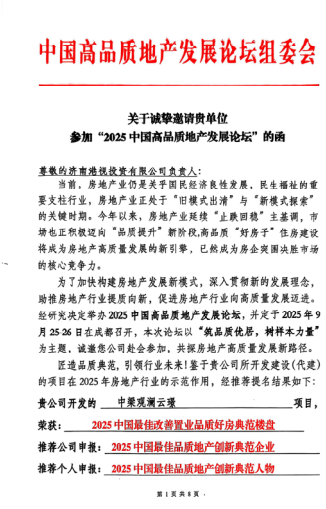
2025年，中梁控股憑借高質量的交付，中梁觀瀾雲璟項目獲得了2025中國最佳改善置業品質好房典範樓盤。

## Quality Projects

Housing is the greatest source of "security" in our life. The construction of relocation housing is a matter of great interest to the people, and it is the social responsibilities and mission of the real estate enterprises to participate in the construction of the government-subsidized housing projects. It is also an important way for the real estate enterprises to consolidate high-quality brand through high-quality relocation housing delivery. With a sense of responsibility, Zhongliang Holdings has continued to participate in relocation housing projects to meet the housing needs of the public and to fulfill its commitment of "creating value for a better life" with practical actions.

During the Reporting Period, the Group participated 1 relocation housing project, located in Anhui, with a construction area of approximately 50,000 square meters.

In 2025, leveraging its high-quality project deliveries, Zhongliang Holdings' Zhongliang Guanlan Yunjing project was recognised as a Model Project for Quality Improved Home Ownership in China 2025.



中国高品质地产发展论坛组委会

关于诚挚邀请贵单位
参加"2025 中国高品质地产发展论坛"的函

尊敬的济南地铁投资有限公司负责人：

当前，房地产业仍是关乎国民经济良性发展、民生福祉的重要支柱行业，房地产业正处于"旧模式出清"与"新模式探索"的关键时期。今年以来，房地产业延续"止跌回稳"主基调，市场也正积极迎向"品质提升"新阶段，高品质"好房子"住房建设将成为房地产高质量发展的新引擎，已然成为房企突围决胜市场的核心竞争力。

为了加快构建房地产发展新模式，深入贯彻新的发展理念，助推房地产行业提质向新，促进房地产行业向高质量发展迈进。经研究决定举办 2025 中国高品质地产发展论坛，并定于 2025 年 9 月 25-26 日在成都召开，本次论坛以"筑品质优居，树样本力量"为主题，诚邀您公司赴会参加，共探房地产高质量发展新路径。

匠造品质典范，引领行业未来！鉴于贵公司所开发建设(代建)的项目在 2025 年房地产行业的示范作用，经推荐提名结果如下：

贵公司开发的 中梁观澜云璟 项目，

荣获：2025 中国最佳改善置业品质好房典范楼盘

推荐公司申报：2025 中国最佳品质地产创新典范企业

推荐个人申报：2025 中国最佳品质地产创新典范人物

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**中梁控股旗下項目榮膺**
**2025 中國最佳改善置業品質好房典範樓盤**
**A project of Zhongliang Holdings was honoured as**
**a Model Project for Quality Improved Home Ownership in China 2025**

## 2.3 客戶增信

中梁控股秉承「以客戶為本」的初心，在保質保量交付的同時，著力提高服務質量，為客戶和業主提供全面、專業、卓越的服務。我們深入踐行「美好生活，用心服務」的理念，基於對客戶品質服務需求的洞察，不斷迭新服務標準和水平，讓高端、貼心的品質服務深入客戶內心。

### 客戶服務

為規範和統一客戶服務標準，中梁控股嚴格落實《銷售前客戶風險檢查作業指引》、《客戶投訴處理實施作業指引》及《中梁地產房修業務作業指引》等客戶服務管理流程，不斷提升客戶服務管理水平，為客戶帶來更好的服務體驗。

## 2.3 CUSTOMER TRUST

Adhering to the aspiration of "customer-oriented", Zhongliang Holdings is committed to improving the quality of service while maintaining quality and quantity of deliveries, so as to provide comprehensive, professional and excellent services to customers and property owners. We are constantly updating our service standards and levels based on our insights into the quality service needs of our customers, so that we can provide high-end, caring and quality services to satisfy the needs of our customers, which demonstrates our commitment to the concept of "Better Life, Service with Heart".

### Customer Service

In order to standardise and unify customer service standards, Zhongliang Holdings has strictly implemented customer service management procedures such as the Guidelines for Presale Customer Risk Checking, Guidelines for Customer Complaint Handling and Operation Guidelines for Zhongliang Real Estate Maintenance and Repair Practice, so as to continuously improve the management level of its services and to bring better service experience to its customers.

中梁控股致力推動客戶合理訴求的解決，提高客訴的響應與處理效率，月度通報客戶投訴處理相關指標，包括關閉率、及時關閉率等。我們在已有的客訴督辦規則的基礎上，進一步明確不同處理等級的督辦部門，推進客訴閉環管理，保障客訴問題的有效解決。具體情況如下：

Zhongliang Holdings is committed to better dealing with customers' reasonable requests and improving the response and processing efficiency of customer complaints. On the basis of the existing supervision rules on customer complaints, Monthly reporting of indicators related to customer complaint handling, including closure rate and timely closure rate, we have further clarified the supervisory departments responsible for processing different levels of complaints to promote the closed-loop management of customer complaints and effectively deal with customer complaints. The details are set out below:

| 處理等級<br>Processing level | 處理等級判定標準<br>Criteria for determining the level of processing | 處理負責人<br>Responsible person | 督辦部門<br>The supervisory department |
|---|---|---|---|
| A級<br>Level A | 超期30天以上一般客訴<br>超期15天以上重要投訴<br>General complaints overdue for more than 30 days<br>Important complaints overdue for more than 15 days | 對客溝通：區域客服負責人<br>協調處理／方案制定:區域常務副總<br>Contact person with customers: regional customer service principal<br>Coordination/solution-making: regional executive vice president | 集團客戶關係部<br>the Group customer relations department |
| B級<br>Level B | 超期一般客訴重要投訴<br>General and important overdue complaints | 對客溝通：項目客服負責人<br>協調處理／方案制定：相關條線負責人<br>Contact person with customers: project customer service principal<br>Coordination/solution-making: business line principal | 區域客戶關係部<br>Regional customer relations department |
| C級<br>Level C | 一般客訴<br>General complaints | 對客溝通：項目客服<br>協調處理／方案制定：相關條線人員<br>Contact person with customers: project customer service staff<br>Coordination/solution-making: business line staff | – |

**客訴處理機制**
**Customer Complaint Processing Mechanism**

備註：

A級，集團客戶關係部每月通過內部聯繫單形式向區域發送督辦單；及

B級，集團客戶關係部牽頭建立超期督辦工作群，每周發送超期清單由區域客關發起督辦。

Notes:

For Level A, the Group customer relations department sends monthly supervision orders to regions in the form of internal contact sheets; and

For Level B, the Group customer relations department takes the lead in establishing an overdue supervision work group, which sends the overdue list for supervision by regional customer relations staff every week.

為提升客戶維修需求的處理效率，提高客戶服務滿意度，中梁控股制定並實施《第三方施工單位使用操作指引》，對於工程質保期內第三方維修單位的使用進行了明確的規定，確保房修委派事項合理與程序合規。該指引明確了項目可啟用第三方維修單位的場景、啟用程序以及履約過程，並配套相應模式模板，進一步規範項目維修服務管理。

In order to enhance the efficiency of processing customers' maintenance needs and improve customer service satisfaction, Zhongliang Holdings compiled and implemented the Operating Guidelines on Engaging Third Party Construction Units, which clearly stipulates the engagement of third-party maintenance units during the warranty period of the projects to ensure that the matters of housing maintenance assignment are reasonable and the procedures are in compliance. The Guidelines specify the conditions under which third-party maintenance units can be engaged, the procedures for engagement, and the process of contract compliance, and are accompanied by corresponding model templates to further standardise the management of maintenance services for the project.

## 二、品質與服務
## II. QUALITY AND SERVICE

中梁控股持續通過在建項目工地、銷售案場及已交付小區官方渠道等多樣化的場景開展推廣，並在客戶主要動線設置了客戶報事渠道推廣物料，增強「薈生活」公眾服務號、企業微信等客戶服務平台的普及度，提升客戶溝通渠道的知曉度與使用率，推進客戶訴求的及時反饋與處理。2025年，我們圍繞交付主題推送11篇公眾號文章，既提供實用的交付信息，更蘊含了中梁控股對「家」的深切關懷與溫暖陪伴，並將中梁「保交房」的正面信息廣泛傳播。

Zhongliang Holdings continuously conducted promotions through a variety of occasions, such as construction sites of projects under construction, sales sites and official channels of delivered small districts, and set up promotional materials for customer reporting channels in the main routes of customer action to enhance the popularity of customer service platforms such as the "Hui Life" WeChat official account and Enterprise WeChat to increase the exposure and utilisation rate of the customer communication channels, and to promote the timely feedback and processing of customers' requests. In 2025, we published a total of 11 articles on our WeChat official account. These articles focused on delivery, provided practical information, and conveyed Zhongliang Holdings' profound understanding of "home" and its warm care. In addition, several mainstream media outlets, including NetEase, Guandian, and the Beijing News, widely spread positive information about Zhongliang's "guaranteed delivery of housing" initiative.




**客戶報事渠道推廣物料**
**Promotional Materials of Customer Reporting Channels**

報告期內，中梁控股共接收投訴總量6,950宗，其中，服務類投訴量6,407宗，產品類投訴量543宗，累計投訴閉合率達98%，及時投訴閉合率達82%。

During the Reporting Period, Zhongliang Holdings received a total of 6,950 complaints, including 6,407 service complaints and 543 product complaints, with a cumulative complaint closure rate of 98% and a timely complaint closure rate of 82%.

### 隱私保護

中梁控股嚴格遵守《中華人民共和國網絡安全法》、《通用數據保護條例(GDPR)》和《中華人民共和國個人信息保護法》等法律法規，制定並實施《客戶信息安全管理制度》及《銷售前客戶風險檢查作業指引》等內部管理制度，覆蓋所有涉及數據安全與個人信息合規的人員、供貨商及第三方等數據安全及隱私保護規範，全方位做好客戶隱私保護工作，提升信息安全保護水平。

我們通過夯實客戶信息使用管理規範、推動隱私保護數字化技術應用、提升後台數據庫安全性等管理舉措，最大程度降低客戶隱私泄露風險。

### Privacy Protection

Zhongliang Holdings strictly abides by the Cybersecurity Law of the People's Republic of China, the General Data Protection Regulation (GDPR), the Personal Information Protection Law of the People's Republic of China and other laws and regulations, and has formulated and implemented the Customer Information Security Management System, the Guidelines for Presale Customer Risk Checking Guide and other internal management systems, which are applicable to all personnel, suppliers, third parties and others involved in data security and personal information compliance, to protect customers' privacy in all aspects and to enhance the level of information security protection.

We minimise the risk of customer privacy leakage through management initiatives such as optimizing regulations on the use of customer information, promoting the application of digital technology for privacy protection, and enhancing the security of back-end databases.

**管理規範**
**Management Regulations**

- 規範客戶信息採集、使用、處理流程、訪問權限，以及承載客戶信息的環境，降低客戶信息被違法使用和傳播的風險
  Regulating the collection, use, processing and access permissions of customer information and the environment in which customer information is stored, to reduce the risk of illegal use and dissemination of customer information

**數字化技術應用**
**Digital Technology Applications**

- 開發無感鑰匙系統、智能手推車等數字化工具，採用鑰匙與房間號匹配的信息處理手段無需採集任何用戶自身的數據信息即可通過物理方式遠程開門，提高用戶隱私安全性
  Developing digital tools such as digital key system and intelligent trolley, and adopting information processing means through which keys and room numbers can be matched so that doors can be opened remotely by physical means without collecting any of the users' own data information to enhance users' privacy security

**後台保障**
**Back Office Protection**

- 通過對建設防火墻等有效措施保障數據庫的安全性，有效預防外界攻擊和數據泄露
  Constructing firewalls to protect database security and prevent external attacks and data leakage effectively

**客戶隱私保護措施**
**Measures for Customer Privacy Protection**

2025年，本集團沒有發生個人信息泄露等重大信息安全事故。

In 2025, the Group had no major information security incidents such as leakage of personal information.

## 2.4 營銷

一直以來，中梁控股將產品和品牌作為本集團的核心競爭力，在堅守品質的同時，致力打造負責任、有擔當的品牌形象，積極適應市場環境變化，破浪前行，不斷優化營銷管理策略，激發市場活力，提升品牌的信譽與市場認可度。

### 合規營銷

中梁控股嚴格按照《中華人民共和國消費者權益保護法》及《中華人民共和國廣告法》等法律法規要求，對《首付分期政策操作指引》、《案場物業費管控指引》、《項目包銷業務管理辦法》及《項目團購業務管理辦法》等政策進行了更新與修訂，並根據一線業務的實際情況，優化部分考核制度及管理辦法，確保案場銷售管理、項目銷售業務管理等方面工作均符合規定。

本集團持續以營銷管理中心為抓手，落實各項負責任營銷管理工作。2025年，我們進一步優化營銷合同檔案管理，加強對營銷前線人員的監督，確保及時發現風險並進行整改，保證營銷工作的合規性、規範性。

## 2.4 MARKETING

Zhongliang Holdings has always regarded its products and brand as the core competitiveness of the Group. While maintaining quality, Zhongliang Holdings is committed to building a responsible and committed brand image by actively adapting to changes in the market environment, overcoming challenges and continuously optimising its marketing and management strategies to stimulate market vitality, and thereby enhancing the brand's credibility and market recognition.

### Compliance Marketing

In strict compliance with the Protection of the Rights and Interests of Consumers Law of the People's Republic of China, the Advertising Law of the People's Republic of China and other laws and regulations, Zhongliang Holdings has implemented updates and amendments on policies, such as Operating Guidelines on Down Payment and Installment Policy, the Guidelines for Site Property Fees Control, the Administrative Measures for Project Underwriting Business, and the Administrative Measures for Project Group Purchase Business. It has also optimised part of assessment systems and management methods according to the actual situation of the frontline business to ensure the compliance with the requirements in respect of the sales management at sales sites and the business management of project sales.

The Group has continued to implement each matter in respect of the Management for Responsible Marketing through the Marketing Management Centre. In 2025, we further optimised the file management of marketing contracts and strengthened the supervision of frontline marketing personnel to ensure timely identification and rectification of risks, which ensured the compliance and regularity of our marketing work.

**合同檔案管理**
**Contract File Management**

- 根據《營銷類商品房買賣合同目錄清單》進行一戶一檔整理，編制《合同檔案台賬》，以有效開展合同文檔的查詢工作
  Organize the files according to the "Marketing Commodity Housing Sales Contract Directory List" on a one-file-per-household basis, and compile the "Contract File Ledger" to efficiently conduct contract document searches
- 保存的合同文檔每季度或半年清理核對一次，售完清查，如有遺失、損毀，要查明原因，及時處理，並追究相關人員責任
  Archived contract documents must be cleaned up and verified quarterly or semi-annually, followed by a thorough check upon sales is completed. Any instances of loss or damage must be investigated to determine the cause, addressed promptly, and relevant personnel will be held accountable

**日常巡查**
**Daily Inspection**

- 增加日常巡查頻次，集團營銷管理中心業務前台組下沉管理，每月進行重點項目巡查，重點針對案場接待、營銷體驗、銷售政策落地等工作進行管理，信息及時上浮總部，確保集團指令落實到位，以達致目標

  Enhance the frequency of daily inspection. The front office of marketing management centre business of the Group permeates its management to lower levels and inspects key projects monthly while attaching great importance to sales sites reception, marketing experience, sales policy and other work management. Information is reported to the headquarter in a timely manner to ensure the Group's directives are implemented, and targets are achieved

**月度披露及違規處罰**
**Monthly Disclosure and Penalties for Non-compliance**

- 通過月度營銷條線會議對業務違規行為進行披露，針對重大違規事件開展專項調研，聯合財務、審計等部門拉通審查，根據違規事件的嚴重程度，實行通報批評、實物處罰、崗位調整等處罰

  Disclose business non-compliance through monthly meeting of marketing lines, carry out special investigations for major non-compliance events, together with financial, audit and other departments, and circulate a notice of criticism, implement in-kind penalties, post adjustment and other penalties according to the seriousness of the non-compliance event

**負責任營銷管理舉措**
**Responsible Marketing Management Measures**

為避免不恰當的輸出對品牌造成的不良影響，本集團持續踐行「16禁」、「營銷十大紅綫」、「營銷十大注意事項」及「項目銷售十大禁止説辭」等營銷合規管理要求，嚴禁虛假宣傳、侵權以及違規承諾和營銷傳播相關法律法規等行為，通過將合規宣傳條款納入供應商合同、業績合規管理、定期披露與處罰等措施，全方位對宣傳內容的真實性、合法性與準確性進行把關，在保證營銷效果的前提下，有效控制風險。

To avoid the adverse impact of inappropriate output on the brand, the Group continues to implement the "16 Prohibitions", "Ten Major Marketing Red Lines", "Ten Major Marketing Concerns" and "Ten Prohibited Statements in Project Sales" and other marketing compliance management requirements featured by prohibiting false publicity, infringement of rights and noncompliant commitments, as well as non-compliance with laws and regulations in respect of marketing and publicity. Through the inclusion of compliance publicity clauses in the supplier contracts, compliance management of performance, and regular disclosure and penalties, the Group fully continues the authenticity, legitimacy and accuracy of the publicity content in order to effectively control risks under the premise of ensuring marketing effect.

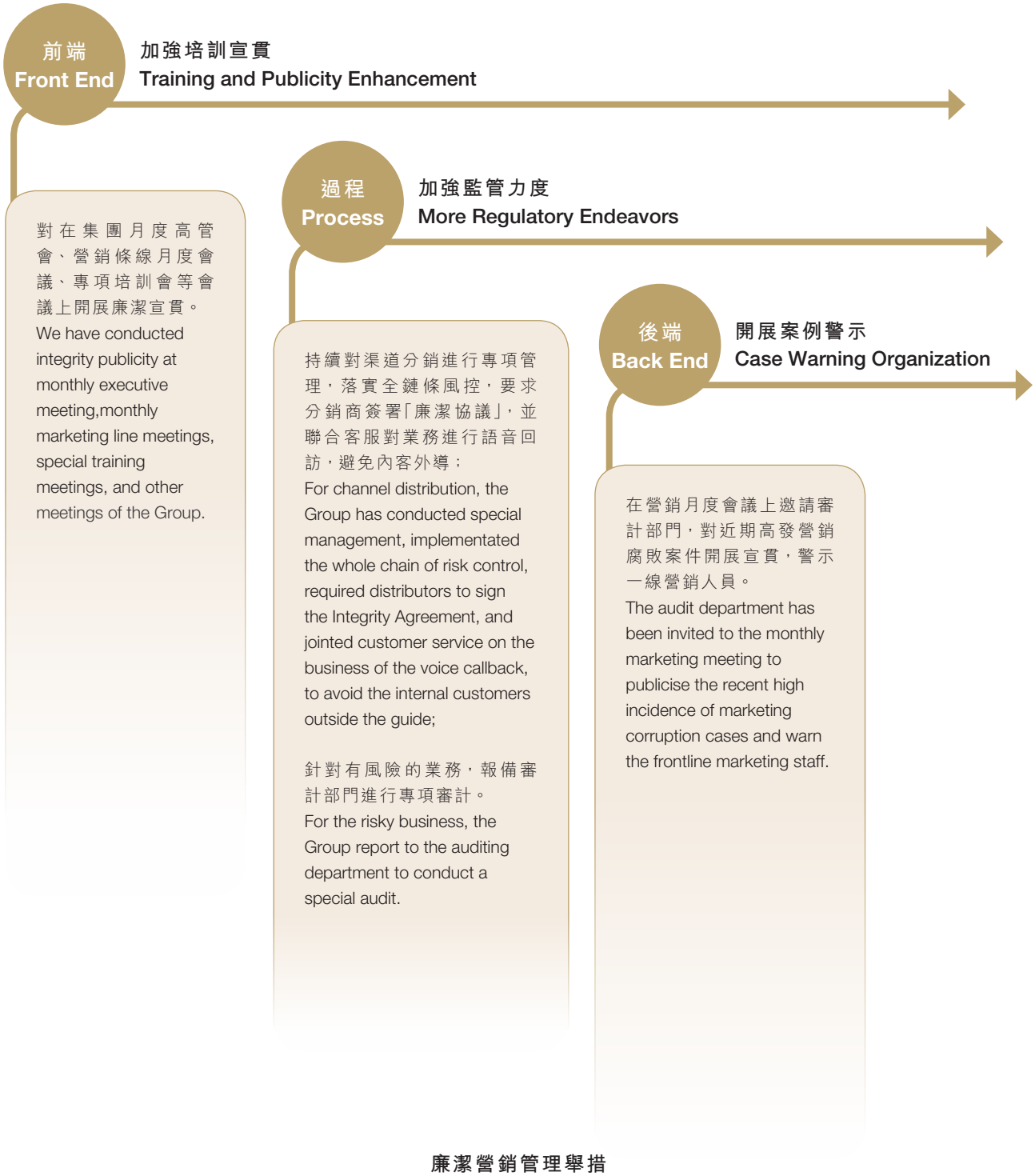
## 二、品質與服務
## II. QUALITY AND SERVICE

在業績合規方面，本集團制定《銷售簽約管理規範制度》，嚴禁無回款錄入簽約，於系統建立最低首期付款比例卡位，由財務部門獨立覆核收款，確保有真實回款的業績錄入。此外，嚴禁無合同錄入簽約，要求雙方簽署買賣合同並簽字蓋章，嚴格審核合同文件。同時，加強退換房環節管理，退房執行閉環後方可退款，嚴禁未退房先退款，全面提升銷售簽約合規性，加強銷售簽約風險管控。

In respect of result compliance, the Group has established the Sales Contract Management Regulations, strictly prohibiting the recording of contracts without actual payment receipts. A minimum down payment ratio checkpoint has been implemented in the system, together with independent verification of payments by the finance department, to ensure that only transactions with genuine payments are recorded. Additionally, entering contracts without formal documentation is strictly prohibited. All parties are required to sign and stamp the sales-purchase agreements, and contract documents are required to undergo rigorous review. Furthermore, management of housing return and exchange procedures has been strengthened. Refunds are only processed after the return process is fully completed and closed-loop verification is done. Pre-refunding prior to formal returns is strictly forbidden. These measures comprehensively enhance compliance level during sales and contracting and strengthen risk control in sales and contracting.

同時，本集團建立了「預防 — 監管 — 警示」三重管理要求，持續加大銷售風控管理力度，嚴厲打擊營銷腐敗行為。我們通過定期組織開展巡盤檢查，加強營銷費用使用管控、強化非標業務風險閉合、強力監管營銷政策落地，多措並舉踐行廉潔營銷。

At the same time, the Group has established a triple management system of "prevention, supervision and warning", to constantly intensify the management of sales risk control and crack down on marketing corruption. Through regular inspection, we strengthen the control on the utilisation of marketing expenses, enhance the inclusion of the non-standard business risk, and strongly monitor the implementation of marketing policies, with such measures to achieve clean marketing.




**廉潔營銷管理舉措**
**Integrity Marketing Management Initiatives**

## 二、品質與服務
## II. QUALITY AND SERVICE

2025年，中梁控股針對負責任營銷開展了專項審計行動，主要針對營銷費用合規使用及業績合規性開展專項審計。

In 2025, Zhongliang Holdings conducted specific audit based on responsible marketing, primarily focusing on compliant use of marketing expenses and result compliance.

### 營銷費用合規使用
### Compliant Use of Marketing Expenses

- 在營銷費用合規方面，要求全面排查營銷費用執行台賬，規避未立項先執行問題，做到綫下台賬與費控系統統一，以保障系統數據的完整性、準確性、真實性，在此基礎上，由審計部門在定期陽光巡視過程中，進行核實反查
- Regarding marketing expense compliance, a comprehensive audit of marketing expenditure execution records is required to prevent unauthorized pre-approval expenditures. Offline records must be fully aligned with the financial control system to ensure data integrity, accuracy, and authenticity. Building on this, the audit department conducts cross-verification during regular compliance inspections

### 業績合規性
### Result Compliance

- 在業績合規上，本集團主導每月會對當月簽約房源業績合規性進行抽查，抽查比例不低于10%，一經發現存在違反銷售簽約管理規範的行為，則根據情節嚴重程度，對相關責任人進行嚴肅處理。全面提升簽約質量，確保業績的真實性，對虛假業績零容忍
- In terms of result compliance, the Group conducts monthly random audits on the result compliance of contracted properties for the current month, with a minimum sampling rate of 10%. Any violations of the Sales Contract Management Regulations identified during these audits will result in strict disciplinary measures against responsible parties, depending on the severity of the breach. This initiative aims to comprehensively enhance the quality of contract execution, ensure the authenticity of sales records, and enforce a zerotolerance policy toward falsified sales data

### 負責任營銷專項審計行動
### Specific Audit Based on the Responsible Marketing

報告期內，本集團審計監察部開展針對地產集團重點風險項目開展專項審計，對集團舉報綫索開展舞弊調查。通過開展重點項目專項審計，構建「不能」防範機制，推動本集團陽光生態治理。重點關注利潤虧損、費用超支等項目，追縱舞弊綫索，查處違規行為，將風險問題及時暴露，針對性地提出改善建議，助力合規經營。審計過程結束後，將審計問題清單和各區域公司進行溝通對稱，要求各區域明確責任人員、落實整改閉環方案。

During the Reporting Period, the Audit and Supervision Department of the Group conducted special audits on the key risk projects of the Real Estate Group and carried out fraud investigations into the whistleblowing clues of the Group. By conducting special audits on key risk projects, the Group has established a “prevention of misconduct” mechanism and promoted the construction of a transparent and sound ecological governance system of the Group. The Group has focused on projects with profit losses and overspending, tracked fraud clues, investigated and dealt with irregularities, timely exposed risks and issues, put forward targeted improvement suggestions, and facilitated compliant operations. Upon the completion of the audit process, the Group has communicated and aligned the audit issue lists with all regional companies, requiring each region to designate responsible personnel and implement closed-loop rectification plans.

### 品牌傳播

在打造高品質產品的同時，中梁控股不斷推動自身品牌價值升級，提升自身的品牌影響力。在品牌傳播層面，中梁控股緊密圍繞公司戰略重心，以「保交房」為核心，通過構建「媒體+集團分發內容平台」的傳播集群，系統展示全國各地項目的交付進展與品質，持續增強客戶信心。同時，結合銷售節點與項目推進，策劃系列傳播內容，突出中梁的產品力與履約能力，有效提升市場信任度。在品牌商譽保護方面，加強商標監測與維權，報告期內，完成多次商標異議處理，切實維護品牌合法權益，充實品牌資產基礎。

### Brand promotion

While developing high-quality products, Zhongliang Holdings keeps improving its brand value to enhance its brand influence. In terms of brand promotion, Zhongliang Holdings closely aligns its efforts with its strategic focus, centering on "guaranteed delivery of housing". By establishing a communication cluster that integrates media and the Group's content distribution platform, it systematically showcases the delivery progress and quality of projects across the country, continuously bolstering customer confidence. Concurrently, in coordination with sales milestones and project advancements, Zhongliang Holdings plans a series of communication content to highlight its product strength and contract performance, effectively enhancing market trust. In terms of brand goodwill protection, Zhongliang Holdings strengthens trademark monitoring and rights enforcement. During the Reporting Period, it successfully handled multiple trademark oppositions, effectively safeguarding the brand's legitimate rights and interests and enriching the foundation of brand assets.




品牌宣傳圖

Pictures of Brand Promotion

## 二、品質與服務
## II. QUALITY AND SERVICE

在產品推廣層面，本集團持續落實節點營銷管控，通過線上線下相結合的方式，利用直播、短視頻等新媒體傳播渠道，開展專項營銷工作，提升營銷效率及產品知名度。我們結合春節、開門紅、五一勞動節、端午節、國慶節及9+10雙月聯動等重要節點以及結合集團戰略及政策方向，統一行動，通過制定統一的宣傳畫面以及宣傳推廣要求，規範線下動作管控，提升營銷策略落地速度，以良好的營銷質量及營銷效果，提升品牌的知名度與形象。

For product promotion, the Group continues to implement node marketing controls. Leveraging on new media channels such as live broadcasting and short videos, we launched specialized marketing campaigns through a combination of online and offline means, so as to enhance the efficiency of marketing and the popularity of our products. Focusing on special days such as the Spring Festival, Opening Red, May Day, Dragon Boat Festival, National Day, and 9+10 bi-month campaigns, and combined with the Group's strategic and policy directions, we, acting in a unified manner, have developed unified promotional images and marketing requirements to regulate the offline promotions and implement marketing strategies at a faster pace, with a view to enhancing the brand reputation and image with good marketing quality and effects.

報告期內，本集團各項目落實營銷活動約3,600場，現場直播接近10,000場，在當前艱難的市場環境中，密切關注政策變化，及時跟進及調整銷售策略，加強集團內部協作，統一布局，確保各區域落實管控要求，充分利用線上渠道和線下活動的結合，借助直播和短視頻等新媒體營銷，增強客戶參與感，有效提高品牌曝光率、營銷效率及營銷用效率，全年營銷費用同比下降了21%。通過上述策略的綜合運用，基本實現年度銷售目標。

During the Reporting Period, the Group carried out approximately 3,600 marketing campaigns and nearly 10,000 live broadcasts for its various programmes. In the current challenging market environment, the Group paid close attention to policy changes and followed up and adjusted its sales strategies in a timely manner. The Group also strengthened intra-group co-operation and standardised its layout to ensure that control requirements are implemented in each region. At the same time, the Group made full use of the combination of online channels and offline activities, with the help of new media marketing such as live broadcasts and short videos, to enhance customers' sense of engagement and effectively improve brand exposure and marketing efficiency. Marketing expenses throughout the year decreased by 21% year-on-year. Through the combined application of the above strategies, the annual sales target was basically achieved.

在銷售策略方面，中梁控股本著「全項目、全環節、全結構、全手段」的四全原則，對項目實施分類管理，應用「一盤一策」的銷售策略，靈活應對市場需求變化。此外，本集團隨時關注政策動向，及時調整銷售策略，制定統一的宣傳計劃，透過不同渠道提升品牌知名度，並把握重要節點，策劃促銷活動，提升銷售。同時，我們切實提升服務品質，保障項目平穩交付，提升交付品質，強化實景展示，以增強客戶的信心。2025年，中梁控股實現了約120.7億年度合約銷售簽約額。

In respect of sales strategy, based on the four-principle of "all projects, all processes, full structure and all means", Zhongliang Holdings has implemented classification management for its projects, applying the sales strategy of "one tactic for each project" to flexibly respond to changes in market demand. In addition, the Group keeps a close eye on policy trends at all times, promptly adjusts its sales strategies, formulates unified promotion plans, enhances brand awareness through various channels. It also seizes key moments and plans promotional activities to boost sales. At the same time, we practically improve the quality of service by ensuring the smooth delivery of our projects, improving the quality of our deliveries, and strengthening our real-life demonstrations in order to increase customer confidence. In 2025, Zhongliang Holdings realized an annual contracted sales amount of approximately RMB12.07 billion.

針對業主對項目交付的擔憂，中梁控股亦積極進行採取措施增強客戶信心。我們通過工地開放、工地直播、公眾號視頻、線下溝通等方式，定期向業主展示項目進展，同時提前釋放項目風險，降低業主預期，將矛盾在前期暴露並解決，確保後期項目順利按期交付，提高客戶滿意度。

In response to property owners' concerns about the delivery of the project, Zhongliang Holdings also takes active measures to enhance customers' confidence. Through site opening, site live broadcast, videos on official account and offline communication, we regularly demonstrate the progress of the project to property owners while releasing the risks of the project in advance to lower the expectations of property owners. By exposing and addressing problems at the early stage, we strive to ensure the smooth and timely delivery of the project at the later stage to enhance customer satisfaction.

在公眾號及媒體端傳播方面，我們聚焦「保交樓、客戶服務、工程進度」等方面開展傳播推廣工作，通過高頻次、高質量的輸出，為用戶提供豐富、有價值的信息。報告期內，延續2024年行業內首創的「年度關鍵字」傳播形式，發布新版年度詞語，獲得廣泛認可，並精心策劃發布了近100篇微信傳播文章，將公司的核心價值觀傳達給大眾，有效提升品牌知名度，為品牌長期發展注入新動力。

In terms of official account and media terminal communication, we focus on the publicity and promotion of "guaranteeing delivery, customer service and project progress" to offer abundant and valuable information to users through frequent and high quality post. During the Reporting Period, the Company continued to build on the "Keyword of the Year" communication format pioneered in the industry in 2024, releasing a new version of the annual keyword that received widespread recognition. In addition, nearly 100 articles on WeChat official account were issued, which communicated the Company's core values to the general public, effectively enhanced brand awareness, and injected new momentum into the long-term development of the brand.

# 三、綠色共建
# III. GREEN DEVELOPMENT

生態環境不僅是萬物生存的基礎，也是人類社會發展的源泉。中梁控股始終踐行綠色、低碳的發展理念，積極應對氣候變化，佈局低碳產業發展。我們綜合考量綠色設計、綠色建設和綠色運營等各環節的環境影響，積極採取雨水回用、材料循環利用等行動舉措，以最大努力減輕業務發展對環境的影響，共享和諧綠色生活。

The ecological environment serves not only as the foundation for the survival of all living things, but also the source of the development of human society. Being committed to green and low-carbon development, Zhongliang Holdings actively responds to climate change and invests in the development of low-carbon industries. We actively take actions such as rainwater reuse and material recycling with reference to the environmental impact of green design, green construction and green operation, with a view to minimizing the impact of business development on the environment to share a harmonious and green life.

## 3.1 環境管理

## 3.1 ENVIRONMENTAL MANAGEMENT

在「十四五」綠色生態發展綱領的引領下，中梁控股將環境保護視作可持續發展的重要支柱，積極承擔環境責任，扎實推進將節能、減碳及增效工作，將綠色低碳發展理念融入日常運營及管理。

Guided by the green development principle under the 14th Five-Year Plan, Zhongliang Holdings regards environmental protection as an important underpinning of sustainable development. Therefore, it actively assumes environmental responsibilities by solidly implementing energy saving, carbon reduction and efficiency enhancement to incorporate green and low-carbon development concept into its daily operations and management.

中梁控股遵守《中華人民共和國環境保護法》及《中華人民共和國清潔生產促進法》等環境相關法律法規，持續搭建、完善我們在房地產開發、物業管理和商業營運等業務中的環境管理體系。報告期內，本集團無因違反當地環境法律及法規而被處以重大罰款或遭受處罰。

Zhongliang Holdings strictly complies with the Environmental Protection Law of the People's Republic of China, the Promoting Clean Production Law of the People's Republic of China and other laws and regulations in relation to environment. Furthermore, we continue to develop and improve our environmental management systems in terms of real estate development, property management and business operations. During the Reporting Period, the Group was not subject to major fines or penalties for violating local environmental laws and regulations.

為進一步提升中梁控股環境管理水平，我們從綠色建築、環境評估、碳排放管理以及環境影響四大維度建立環境目標，並建立以目標為導向的環境管理機制，並積極追蹤目標達成情況。

Aiming to further improve environmental management of Zhongliang Holdings, we have set up environmental objectives covering four dimensions, namely green building, environment assessment, carbon emission management and environmental impact and established an objective-oriented managing system to monitor whether such objectives have been achieved.

對集團開發的項目進行國內外綠色 建築標準對標及認證，逐年提高二 星及以上的認證比例，並優先考慮 獲得綠色建築國際認證。至2025年，中梁控股設計項目達到國家《綠色建築評價標準》一星累計40個、二星累計9個。

To comply with and obtain certification of domestic and international green building standards for projects developed by the Group, increase the proportion of new construction projects with two-star or above green building certification year by year and give priority to obtaining international green building certification where possible. By 2025, the number of projects designed by Zhongliang Holdings that have attained 1-star and 2-star in the national Evaluation Standard for Green Building was 40 and 9 respectively.

定期對公司的環保表現和實踐進行評估和檢討，並推動持續的改進優化，逐年減少單位碳排放強度。

To regularly assess and review the Company's environmental performance and practices, and initiate continuous improvement and optimization to reduce carbon emission intensity per unit year by year.

嚴格遵循國家和地方的政策要求，致力於節能減排、降低建築能耗和溫室氣體排放。為減少對環境及自然資源的負面影響，我們推廣項目土建裝修一體化設計，避免單獨裝修時對現有建築材料的浪費。

To strictly implement requirements of national and local policies on energy saving and emission reduction and reducing building energy consumption and greenhouse gas emissions, and promote the integrated design of the projects' civil construction and decoration, whereby avoiding waste of existing building materials when the decoration is designed separately.

定期對集團的水資源與廢棄物表現和實踐進行評估和檢討，並推動持續的改進優化。

To regularly evaluate and review the Group's water and waste performance and practices, and to promote continuous improvement and optimization.

**中梁控股環境目標／承諾**
**Environmental Goals/Commitments of Zhongliang Holdings**

截至報告期末，中梁控股設計項目達到國家《綠色建築評價標準》一星累計40個、二星累計9個。

As of the end of the Reporting Period, the number of projects designed by Zhongliang Holdings that have attained 1-star and 2-star in the national Evaluation Standard for Green Building was 40 and 9 respectively.

### 綠色建築

中梁控股嚴格遵循《綠色建築評價標準》GB/T 50378-2019、《民用建築節水設計標準》GB 50555和《室內空氣質量標準》GB/T 18883等要求，積極探索內部綠色建築相關標準指引的制定及完善，穩步推進綠色建築建設，致力於提升綠色建築標識認證率。

### Green Building

In strict compliance with the Assessment Standard for Green Building GB/T 50378-2019, Standard for Water Saving Design in Civil Building GB 50555, Indoor Air Quality Standard GB/T 18883 and other relevant regulations, Zhongliang Holdings actively explores the formulation and improvement of relevant standards and guidelines for internal green buildings and steadily promotes the construction of green buildings to enhance the certification rate of green building label.

## 三、綠色共建
## III. GREEN DEVELOPMENT

在建築設計階段，我們實施有效的能源使用策略，以最大程度地減少建築本身的能耗。我們通過合理的空間佈局和自然風的充分利用，採用變頻調節控制技術，有效降低建築耗能。

During the design phase of buildings, we have implemented effective energy use strategies to minimize the energy consumption of the building itself. We have also effectively reduced the building's energy consumption by rationalizing the spatial design, making full use of natural wind, and utilizing variable frequency control technology.

在綠色建材的選擇上，我們嚴格選用符合國家現行綠色產品標準，確保將有害物質控制在限定範圍之內。

In selecting green building materials, we strictly selected building materials in line with the current national green product standards, so as to ensure that harmful substances are controlled within a limited range.

**綠色建築設計**
**Green Building Design**

截至報告期末，中梁控股已累計開發超過350個綠建項目（包括已獲得綠色建築認證或評級的項目），累計綠色建築的總面積超過5,000萬平方米。

As of the end of Reporting Period, Zhongliang Holdings has developed a total of more than 350 green buildings projects (including those which have obtained green building certification or rating), with a total accumulated green building gross floor area of more than 50 million square meters.

### 綠色金融

在「雙碳」的背景下，綠色金融的助力將促進綠色地產市場的迅速擴張，未來綠色低碳建築的發展有望駛入快車道。在這一趨勢中，擁有良好的ESG表現的企業，將在綠色融資領域擁有更大的優勢。

### Green Finance

Against the backdrop of "carbon neutrality and carbon peaking", green finance will facilitate the rapid expansion of the green real estate market, and the development of green and low-carbon buildings is expected to accelerate in the future. In this trend, the companies with good ESG performance will have a greater advantage in green finance.

中梁控股堅決貫徹綠色發展的先進理念，努力推進綠色地產品牌建設，借助良好的ESG業績指標，鑄就企業核心競爭優勢。中梁控股已獲得知名ESG評估機構Sustainalytics基於《2018年綠色債券原則》及《2020年綠色貸款原則》的《中梁控股集團可持續融資框架》專業意見。

Adhering to the advanced concept of green development, Zhongliang Holdings strives to promote the construction of green property brand and establishes its core competitiveness with good ESG performance indicators. Zhongliang Holdings has received professional advice from Sustainalytics, a well-known ESG rating agency, regarding the Sustainable Financing Framework of Zhongliang Holdings Group based on the Green Bond Principles 2018 and the Green Loan Principles 2020.

我們結合自身業務和發展，圍繞質量、綠色、人文以及社會責任等方面不斷優化管理，積極開展持份者溝通，持續強化公司管治，努力實現經濟、社會及環境的協調發展。未來，中梁控股將持續滿足公司投資項目中各持份者對ESG的要求、推動土地的良性開發、防止生態破壞，並參照市場環境、經濟情況，結合本集團融資需求，對綠色債券作出規劃。

In light of our business and development, we continuously optimize our management around quality, green, cultural and social responsibility. Zhongliang Holdings actively communicates with stakeholders and continues to improve corporate governance, with the aim of achieving a harmonious development of economy, society and environment. In the future, Zhongliang Holdings will continue to satisfy the ESG requirements of various stakeholders in the Company's investment projects, promote the healthy development of land, prevent ecological damage, and make plans for green bonds in light of market conditions, economic conditions and the Group's financing needs.

## 3.2 應對氣候變化

中梁控股意識到氣候變化的重要性，一直致力於增強其氣候抵禦力，堅持可持續發展的策略，積極推動低碳營運和綠色創新，並持續優化資源利用及減少碳足跡。

氣候變化增加了全球極端天氣事件的嚴重性和頻率，除實體風險隨之增加外，各國政府亦加強了氣候監管措施並推動技術創新以應對挑戰。中梁控股面臨著因政策轉變、市場趨勢和技術開發等低碳經濟調整過程所帶來的轉型風險，這不僅可能令資產價值波動，還可能影響供應鏈、營運效率和市場需求，進而對企業的整體經營及財務狀況產生影響。儘管氣候變化為企業營運帶來風險，但同時存在發展機遇，中梁控股會通過優化其氣候變化措施及調整營運策略，為企業創造長期價值及實現可持續發展。

## 3.2 RESPONSE TO CLIMATE CHANGE

Zhongliang Holdings recognizes the importance of climate change and has consistently committed to enhancing its climate resilience. Adhering to a sustainable development strategy, Zhongliang Holdings actively promotes low-carbon operations and green innovation, continuously optimizes resource utilization and reduces its carbon footprint.

Climate change has increased the severity and frequency of extreme weather events worldwide. In addition to rising physical risks, governments around the world have strengthened climate regulatory measures and promoted technological innovation to address these challenges. Zhongliang Holdings faces transition risks arising from adjustments in the low-carbon economy driven by policy shifts, market trends, and technological development. These risks may not only lead to fluctuations in asset values, but also affect supply chains, operational efficiency, and market demand, thereby impacting the company's overall operations and financial position. While climate change presents risks to business operations, it also brings development opportunities. Zhongliang Holdings will create long-term value and achieve sustainable development by optimizing its climate-related measures and adjusting its operational strategies.

# 三、綠色共建
# III. GREEN DEVELOPMENT

中梁控股關注氣候變化為企業帶來的機遇和挑戰，並會持續披露氣候相關信息，依據氣候相關財務信息披露工作組(「TCFD」)和國際可持續準則理事會(「ISSB」)的披露框架，建立了管治、策略、風險管理、指標及目標四個方面氣候變化管理體系，並已將應對氣候變化政策及措施融入日常營運中。

Zhongliang Holdings pays close attention to the opportunities and challenges brought by climate change and will continue to disclose climate-related information. In accordance with the disclosure frameworks of the Task Force on Climate-related Financial Disclosures ("TCFD") and the International Sustainability Standards Board ("ISSB"), the Company has established a climate change management system covering four aspects: governance, strategy, risk management, and metrics and targets. It has also integrated climate response policies and measures into its daily operations.

### 治理

中梁控股將應對氣候變化視為長期戰略部署，並已將氣候變化相關事宜融入企業的日常決策與管理，建立了由上而下的氣候變化風險與機遇的管理機制，以持續提升氣候管治水平。董事會負責監督集團氣候相關事宜，並為氣候變化治理的最高治理架構。ESG委員會負責制定ESG策略，持續識別、評估及管理氣候相關風險與機遇，並定期檢討氣候相關指標與目標。ESG工作小組負責協助ESG委員會進行日常工作，組織及支持應對氣候相關風險的行動，並跟進相關進度，協調各職能部門的彼此合作。

### Governance

Zhongliang Holdings regards climate change response as a long-term strategic priority and has incorporated climate-related matters into its daily decision-making and management processes. The Company has established a top-down management mechanism for climate-related risks and opportunities to continuously enhance its climate governance standards. The Board is responsible for overseeing the Group's climate-related matters and serves as the highest governance body for climate change governance. The ESG Committee is responsible for formulating ESG strategies, continuously identifying, assessing, and managing climate-related risks and opportunities, and regularly reviewing climate-related metrics and targets. The ESG Working Group assists the ESG Committee in carrying out its daily work, organizing and supporting actions to address climate-related risks, monitoring progress, and coordinating collaboration among various functional departments.

| 氣候治理架構<br>Climate governance framework | 具體職責<br>Specific responsibilities |
|---|---|
| 董事會<br>Board | • 作為氣候相關事宜的最高治理架構，負責監督氣候相關事宜<br>• 審閱集團對重要氣候風險和機遇的評估和排序<br>• 制定氣候相關議題的通報機制(包括流程、方式及頻率)<br>• 審批氣候相關信息的披露<br>• 監察及檢討氣候相關指標及目標，以及重大行動的執行情況<br>• As the highest governance body for climate-related matters, responsible for overseeing climate-related issues<br>• Review the Group's assessment and prioritization of significant climate risks and opportunities<br>• Establish reporting mechanisms for climate-related matters (including processes, methods, and frequency)<br>• Approve the disclosure of climate-related information<br>• Monitor and review climate-related metrics and targets, as well as the implementation of major actions |

| 氣候治理架構<br>Climate governance framework | 具體職責<br>Specific responsibilities |
|---|---|
| ESG委員會<br>ESG Committee | • 監督氣候相關事宜並向董事會匯報<br>• 負責領導ESG工作小組，持續識別、評估和管理重要的氣候變化風險與機遇<br>• 制定集團的氣候相關策略與優先執行事項<br>• 評估及管理氣候相關議題，並進行定性或定量分析、擬定應對氣候變化相關風險的建議，呈報董事會進行討論及決議<br>• 為識別、管理及監察氣候相關議題而分配相關資源<br>• Oversee climate-related matters and report to the Board<br>• Lead the ESG Working Group in continuously identifying, assessing, and managing significant climate-related risks and opportunities<br>• Formulate the Group's climate-related strategies and priority initiatives<br>• Assess and manage climate-related issues, conduct qualitative or quantitative analyses, and propose recommendations for addressing climate-related risks to be submitted to the Board for discussion and decision-making<br>• Allocate relevant resources for the identification, management, and monitoring of climate-related issues |
| ESG工作小組<br>ESG Working Group | • 負責支持ESG委員會進行日常工作，組織ESG相關會議<br>• 組織及支持應對氣候相關風險的行動，並跟進相關進度<br>• 協調各職能部門的彼此合作<br>• Responsible for supporting the daily work of the ESG Committee and organizing ESG-related meetings.<br>• Organizing and supporting actions to address climate-related risks and following up on relevant progress.<br>• Coordinating the cooperation among various functional departments. |

**策略**

中梁控股從業務類型及營運出發，結合行業發展方向及各持份者關注點等多角度，進行風險識別及分析，並研究相關應對策略，以緩減氣候變化對業務及財務帶來短、中、長期的不利影響。對於氣候變化所帶來的潛在風險，可分為實體風險及轉型風險。極端天氣會帶來急性的與慢性的實體風險，當中急性的實體風險包括颱風、暴雨和洪水、持續乾旱及極寒天氣等，而慢性的實體風險包括氣候暖化及海平面上升等；轉型風險主要是由市場、監管及政策等變化而引起，當中包括政策及法律、技術、市場及聲譽等。

**Strategy**

Zhongliang Holdings conducts risk identification and analysis from the perspective of its business types and operations, taking into account industry development trends and the concerns of various stakeholders. The Company also studies corresponding response strategies to mitigate the short-, medium-, and long-term adverse impacts of climate change on its business and financial performance. Potential risks arising from climate change can be categorized into physical risks and transition risks. Extreme weather events give rise to both acute and chronic physical risks. Acute physical risks include typhoon, rainstorm, floods, persistent drought and extreme cold weather, while chronic physical risks include climate warming and and sea level rise. Transition risks mainly result from changes in markets, regulations and policies, encompassing areas such as policy, laws, technology, markets and reputation.

# 三、綠色共建
# III. GREEN DEVELOPMENT

| 風險類別<br>Risk category | 風險具體描述<br>Specific risk description | 相關風險對業務及／或財務的潛在影響<br>Potential impact of related risks on business and/or finance | 時間維度<br>Time dimension | 應對措施<br>Response measures |
|---|---|---|---|---|
| 颱風<br>Typhoons | 基建及設施被颱風破壞<br>Infrastructure and facilities were damaged by the typhoon | • 颱風可能會破壞基礎設施，造成產品付運或服務中斷，並帶來額外的設備維修和購置成本，以及危害員工健康與安全<br>Typhoons may disrupt critical infrastructure, leading to interruptions in product delivery or service provision. Such events can also incur additional costs for equipment repair or replacement and pose risks to employee health and safety<br>• 若颱風的頻率及程度增加，將導致基建及設備維修成本上升，若干產能或需時間修復<br>An increase in the frequency and intensity of typhoons is expected to elevate infrastructure and asset maintenance costs. In certain cases, full operational capacity may require time to restore | 短、中、長<br>Short-term, medium-term, and long-term | • 制定極端天氣應急預案及購買保險<br>Develop extreme weather emergency response plans, complemented by appropriate insurance coverage<br>• 持續關注地理氣候信息，完善颱風預警及應急預案<br>Continuously monitor geospatial and climatological data to enhance typhoon early-warning capabilities and strengthen resilience planning |
| 暴雨和洪水<br>Heavy Rainfall and Flooding | 河流和溪流泛濫、極端降雨引致水災<br>Flooding caused by overflowing rivers and streams, as well as extreme rainfall | • 持續暴雨可能會帶來洪澇等災害，對基礎設施造成破壞，造成產品付運或服務中斷，從而增加營運成本<br>Prolonged or intense rainfall may trigger flooding, damaging critical infrastructure and disrupting product delivery or service continuity, thereby increasing operational expenditures<br>• 發生物業和資產損毀的機率增加，令資產價值下降<br>The likelihood of physical damage to properties and assets rises, potentially resulting in asset impairment<br>• 安裝防洪設備的資本支出增加<br>Capital expenditure associated with flood mitigation infrastructure is expected to increase | 短、中、長<br>Short-term, medium-term, and long-term | • 辦公室及建築工程項目選址避免暴雨帶或河水氾濫的區域<br>Office and construction project sites should avoid areas prone to heavy rainfall or river flooding<br>• 制定極端天氣應急預案及購買保險<br>Develop extreme weather emergency response plans, complemented by appropriate insurance coverage<br>• 持續關注地理氣候信息，完善暴雨及洪澇下的應急方案，加強應急和安全演練、設備設施防護及員工安全防護<br>Continuously monitor geospatial and climatological data to refine emergency response plans for heavy rainfall and flooding. Enhance emergency and safety drills, equipment and facility protection, and employee safety measures |

| 風險類別<br>Risk category | 風險具體描述<br>Specific risk description | 相關風險對業務及／或財務的潛在影響<br>Potential impact of related risks on business and/or finance | 時間維度<br>Time dimension | 應對措施<br>Response measures |
|---|---|---|---|---|
| 持續乾旱<br>Continuous drought | 持續乾旱及水資源短缺<br>Persistent drought and water shortages | • 供水短缺或影響業務運作及原材料供應<br>Water shortages may affect business operations and raw material supply<br>• 安裝節水和儲水裝置的資本支出增加<br>Increased capital expenditure on installation of water saving and storage devices | 短、中、長<br>Short-term, medium-term, and long-term | • 制定節水目標和管理方案，持續推進常態化節水行動<br>Formulate water conservation goals and management plans, and continuously promote regular water conservation actions<br>• 增加供應商和原材料來源，以緩解水資源短缺對供應鏈的衝擊<br>Increase suppliers and raw material sources to mitigate the impact of water shortages on supply chains<br>• 與上游原材料供應商合作尋找解決方案<br>Working with upstream raw material suppliers to find solutions |
| 極寒天氣<br>Extremely cold weather | 持續暴風雪導致物流及交通中斷<br>Continued snowstorms cause logistics and traffic disruptions | • 原材料供應受影響，對供應鏈及庫存管理有更高要求<br>Raw material supply is affected, requiring stricter supply chain and inventory management standards<br>• 原材料採購、存儲及物流運輸等方面的成本增加<br>Increased costs in raw material procurement, storage, logistics and transportation<br>• 持續低溫影響道路和港口運作，或會導致物流和運輸中斷，影響原材料供應<br>Continued low temperatures affect road and port operations, or cause logistics and transportation disruptions, affecting raw material supplies | 短、中、長<br>Short-term, medium-term, and long-term | • 制定極端天氣應急預案，加強隱患排查，降低極端天氣可能帶來的損失<br>Formulate emergency plans for extreme weather, strengthen hidden danger investigation, and reduce possible losses caused by extreme weather<br>• 通過開展多元化採購，提高供應鏈的氣候應對韌性<br>Improve climate resilience of supply chain through diversified procurement |

# 三、綠色共建
# III. GREEN DEVELOPMENT

| 風險類別<br>Risk category | 風險具體描述<br>Specific risk description | 相關風險對業務及／或財務的潛在影響<br>Potential impact of related risks on business and/or finance | 時間維度<br>Time dimension | 應對措施<br>Response measures |
|---|---|---|---|---|
| 氣候暖化<br>Climate warming | 長時間高溫和高濕度的情況<br>Prolonged high temperature and humidity conditions | • 持續高溫會增加製冷需求，為辦公營運地點空調帶來壓力，製冷設備故障率或會上升，帶來額外維修和增加設備支出成本<br>Prolonged high temperatures can increase cooling demand, putting pressure on air-conditioning systems at office locations. This may lead to higher failure rates of cooling equipment, resulting in additional maintenance and increased capital expenditure<br>• 生產力降低令勞動成本增加<br>Lower productivity increases labor costs<br>• 增加員工的健康風險<br>Increased employee health risks | 中、長<br>Medium-term, and long-term | • 針對高溫天氣制定預案，並配備防暑防曬設備和藥品<br>Develop contingency plans for high-temperature weather and provide heat- and sun-protection equipment and medical supplies<br>• 辦公室可通過優化冷卻系統、提升通風設施，以確保營運干擾降至最低<br>Optimize cooling systems and enhance ventilation at office locations to minimize operational disruptions<br>• 結合物聯網能源智能控制平台，持續優化辦公場所能源及通風系統的節能改造，提高能源使用效率<br>Continuously optimize the energy-saving transformation of office energy and ventilation systems with help of the Internet of Things energy intelligent control platform to improve energy efficiency |
| 海平面上升<br>Sea level rise | 氣候變化導致平均海平面上升<br>Climate change causes mean sea level rise | • 發生物業和資產損毀的機率增加，令資產價值下降<br>Increased probability of property and asset damage, resulting in lower asset values<br>• 遷移辦公場所及基礎設施，增加營運成本及影響員工穩定性<br>Relocation of office space and infrastructure increases operating costs and affects employee stability | 中、長<br>Medium-term, and long-term | • 持續關注地理氣候信息，在洪澇災害發生前對設備及設施加以保護，並啟動相應的應急預案<br>Continue to pay attention to geographical and climatic information, protect equipment and facilities before floods occur, and initiate corresponding emergency plans |

**實體風險對本集團的潛在影響及應對措施**

**Potential Impact of Physical Risks on the Group and Countermeasures**

中梁控股針對已識別的氣候實體風險，採取了相應的措施以降低其影響。對於洪水、颱風等極端天氣，我們及時發佈《關於加強在建項目自然災害風險防範工作的通知》等相關通知，要求項目在惡劣天氣來臨前進行安全檢查和預防，確保風險降至最低。

Zhongliang Holdings has taken corresponding measures to reduce the impact of identified climate physical risks. For extreme weather such as flood and typhoon, we have timely issued the Notice on Strengthening the Prevention of Natural Disaster Risks for Projects under Construction and other relevant notices, requiring safety inspection and prevention carried out for projects before severe weather to ensure that risks are minimized.

在2025年，為了應對節假日以及諸如雨雪、颱風等惡劣天氣的挑戰，全集團鄭重發文，強調各項目必須嚴格執行安全大檢查。我們的目標是徹底排查並消除安全隱患，確保風險得到及時有效的控制，從而將惡劣天氣對項目的影響降至最低限度。2025年7月颱風丹娜絲和竹節草相繼登陸，在區域常務副總和事業總的帶領下，各區域負責人員到施工現場開展安全大檢查，重點排查施工安全、用電安全、洪澇安全及颱風防護安全。負責人要求各項目部門，做好颱風來臨前的檢查和準備工作，施工用電線路檢查，排水通道檢查等，對於存在安全隱患的，要求相關項目部門當天整改完畢。

In 2025, in order to cope with the challenges of holidays and severe weather such as rain, snow and typhoon, the Group as a whole solemnly issued a document to emphasize that all projects must strictly implement safety overhaul. Our goal is thorough identification and elimination of safety hazards to ensure that risks are controlled in a timely and effective manner, thereby minimizing the impact of severe weather on projects. In July 2025, in response to the successive landfalls of Typhoon Danas and Typhoon Co-May, led by the regional executive deputy general manager and the business head, the responsible personnel for each region carried out safety overhaul for the construction site, with focus on construction safety, electricity safety, flood safety, and typhoon resistance safety. The responsible personnel required each project department to conduct inspection and preparation work before typhoon, line inspection for construction electricity and drainage channel checking, etc. For the potential safety hazards, the project department was required to complete the rectification on the same day.




**報告期內應對惡劣天氣的措施**
**Measures Taken in Response to Severe Weather Conditions During the Reporting Period**

# 三、綠色共建
# III. GREEN DEVELOPMENT

| 風險類別<br>Risk category | 風險具體描述<br>Specific risk description | 相關風險對業務及／或財務的潛在影響<br>Potential impact of related risks on business and/or finances | 時間維度<br>Time dimension | 應對措施<br>Response measures |
|---|---|---|---|---|
| 政策及法律<br>Policies and laws | 全球各國和地區對碳排放監管趨向更為嚴格，以及對能源效益實施更嚴格的規管<br>Countries and regions worldwide are adopting stricter regulations on carbon emissions and implementing more stringent oversight of energy efficiency | • 優化營運效益的需求增加，以減少資源消耗及材料使用<br>Increased demand for optimizing operational efficiency to reduce resource consumption and material usage<br>• 安裝更具能源效益的設施和進行綠色改造以符合監管要求，令資本開支增加<br>Installation of more energy-efficient facilities and green retrofits to meet regulatory requirements, leading to higher capital expenditures<br>• 增加未能符合更嚴格法規要求而引起訴訟風險<br>Increased litigation risks due to failure to comply with stricter regulatory requirements | 短、中、長<br>Short-term, medium-term, and long-term | • 積極與行業協會和監管機構進行溝通，優化營運以符合行業標準<br>Proactively engage with industry associations and regulatory bodies to optimize operations in alignment with industry standards<br>• 落實氣候與環保法規的要求，增加節能減碳投入並推進節能項目的實施<br>Implement climate and environmental regulations by increasing investments in energy conservation and carbon reduction initiatives while advancing energy-saving projects<br>• 持續關注國內外政策法規的變化，確保經營活動符合營運所在地的法律法規<br>Continuously monitor domestic and international policy developments to ensure business activities comply with local laws and regulations |
| 技術<br>Technology | 面臨低碳化系統轉型的技術改進<br>Technological improvements in the face of low-carbon system transformation | • 可持續或自動化技術可能導致營運成本上升<br>Sustainable or automated technologies may lead to increased operational costs<br>• 減少碳排放需要引進和應用綠色技術，而相關技術的研發和推廣需投入較多資源，成效亦沒保證<br>Reducing carbon emissions requires the introduction and application of green technologies, whose research, development, and promotion demand significant resources with no guaranteed outcomes<br>• 需要投資於更環保的生產技術和設備，增加資本性支出，在轉型過程中或會影響業務日常運作<br>Investments in more environmentally friendly production technologies and equipment will increase capital expenditures, potentially impacting daily business operations during the transition process | 短、中、長<br>Short-term, medium-term, and long-term | • 控制低碳技術研發投入，與科研機構合作，共同開發新技術<br>Manage investment in low-carbon technology research and development, collaborating with research institutions to jointly develop new technologies<br>• 在可持續材料、工藝和環保技術上的適度投入，以滿足消費者對環保產品的需求<br>Make appropriate investment in sustainable materials, processes, and environmental technologies to meet consumer demand for eco-friendly products |

| 風險類別<br>Risk category | 風險具體描述<br>Specific risk description | 相關風險對業務及／或財務的潛在影響<br>Potential impact of related risks on business and/or finances | 時間維度<br>Time dimension | 應對措施<br>Response measures |
|---|---|---|---|---|
| 市場<br>Market | 不可再生資源和能源的稀缺性及低碳原材料將影響產品的成本和價格，消費者對環保產品或服務的需求上升<br>The scarcity of non-renewable resources and energy, along with low-carbon raw materials, will impact product costs and prices, while consumer demand for eco-friendly products or services is on the rise | • 能源價格上漲令建築及營運成本上升<br>Rising energy prices increase construction and operational costs<br>• 低碳原材料的採購令成本上升<br>Procurement of low-carbon raw materials drives up costs<br>• 客戶日益偏好環保產品或服務，若未能及時為客戶提供此類選項，則將面臨銷售額下滑的風險<br>Customers increasingly prefer eco-friendly products or services. Failure to promptly offer such options risks declining sales | 短、中、長<br>Short-term, medium-term, and long-term | • 引進可再生能源供電，降低對傳統能源的依賴<br>Introduce renewable energy sources to reduce reliance on traditional energy<br>• 採用氣候韌性措施，強化採購管理，確保資源與能源供應穩定<br>Implement climate resilience measures and strengthen procurement management to ensure stable resource and energy supply<br>• 擴充產品或服務範圍以迎合更廣泛的客戶群需求並適應不斷變化的客戶偏好<br>Expand product or service offerings to meet broader customer needs and adapt to evolving customer preferences |
| 聲譽<br>Reputation | 投資者及持份者對氣候變化行動越來越重視，公眾對氣候風險管理及披露的期望不斷提高<br>Investors and stakeholders are placing increasing importance on climate change actions, and public expectations for climate risk management and disclosure continue to rise | • 須投入更多資源實踐氣候變化的對應行動及指標<br>More resources must be allocated to implement climate change response actions and targets<br>• 為滿足持份者及公眾期望而實施氣候風險管理和進行相關披露，令營運成本上升<br>Implementing climate risk management and conducting related disclosures to meet stakeholder and public expectations leads to an increase in operating costs | 短、中、長<br>Short-term, medium-term, and long-term | • 倡導環保及可持續理念的產品及服務，獲取環境相關認證以實踐對可持續發展的承諾<br>Advocate products and services with environmentally friendly and sustainable concepts, and obtain environmental certifications to demonstrate our commitment to sustainable development<br>• 持續關注公眾輿論信息並及時回應<br>Continuously pay attention to public opinion information and respond in a timely manner<br>• 密切關注國內外氣候與環境相關政策，並積極與行業協會和監管機構進行溝通，優化信息披露以符合行業標準及合規要求<br>Closely monitor domestic and international climate and environmental policies, and actively communicate with industry associations and regulatory authorities to optimize information disclosure in compliance with industry standards and regulatory requirements |

**轉型風險對本集團的潛在影響及應對措施**
**Potential Impacts of Transition Risks on the Group and Response Measures**

# 三、綠色共建
# III. GREEN DEVELOPMENT

| 機遇類別<br>Opportunities category | 機遇具體描述<br>Specific description of the opportunity | 相關機遇對業務及／或財務的潛在裨益<br>Potential benefits to the business and/or finances arising from the relevant opportunities | 時間維度<br>Time dimension | 機遇舉措管理<br>Initiatives on opportunities |
|---|---|---|---|---|
| 資源效益<br>Resource efficiency | 環保常規可簡化營運及減少廢棄物<br>Environmental practices can streamline operations and reduce waste | • 減少能源消耗及廢棄物處置可節約成本<br>Reducing energy consumption and waste disposal leads to cost savings<br>• 提高資源使用率及效能可產生更高的利潤率<br>Enhancing resource utilisation and efficiency can result in higher profit margins | 中、長<br>Medium and long term | • 藉著綠色營運理念，在營運中盡量減少產生廢棄物及提倡資源及原材料循環再用<br>Adopting a green operations approach to minimise waste generation and promote the recycling and reuse of resources and raw materials in operations<br>• 投資於降低能源消耗及提高效能的系統及設備<br>Investing in systems and equipment that reduce energy consumption and improve efficiency<br>• 持續優化價值鏈各環節的減排措施，減少能源消耗<br>Continuously improving emission reduction measures across all aspects of the value chain to lower energy consumption |
| 能源來源<br>Energy sources | 低排放能源的來源<br>Sources of low-emission energy | • 轉向可再生和低碳能源以取代傳統化石燃料，長遠而言可幫助減少能源支出及增加對能源供應的韌性<br>Transitioning to renewable and low-carbon energy sources to replace traditional fossil fuels can, in the long run, help reduce energy expenses and enhance resilience in energy supply<br>• 清潔能源預期在未來會有更多的政策支持，並可避免未來碳排放交易成本<br>Clean energy is expected to receive greater policy support in the future and can help avoid future carbon emission trading costs | 中、長<br>Medium and long term | • 考慮採用更多清潔能源，提高可再生能源使用比例，減少辦公營運產生的溫室氣體排放<br>Consider adopting more clean energy to increase the proportion of renewable energy used, thereby reducing greenhouse gas emissions from office operations |

| 機遇類別<br>Opportunities category | 機遇具體描述<br>Specific description of the opportunity | 相關機遇對業務及／或財務的潛在裨益<br>Potential benefits to the business and/or finances arising from the relevant opportunities | 時間維度<br>Time dimension | 機遇舉措管理<br>Initiatives on opportunities |
|---|---|---|---|---|
| 產品／服務<br>Products/ Services | 開發環保相關產品或服務<br>Developing environmentally friendly products or services | • 創造新的業務發展機遇，長遠增加收入來源及分散業務營運風險<br>Creating new business development opportunities, increasing income streams in the long run, and diversifying operational risks | 中、長<br>Medium and long term | • 開拓新業務，引入環保相關產品或服務<br>Expanding into new businesses by introducing environmentally friendly products or services |
| 市場<br>Market | 對綠色解決方案需求增加可能會帶來新的商機<br>The increasing demand for green solutions may give rise to new business opportunities | • 進入新市場可使收入多元化及減少對傳統業務的依賴，預期消費者可能更願意為環保品牌支付溢價<br>Entering new markets can diversify income and reduce reliance on traditional businesses. It is anticipated that consumers may be more willing to pay a premium for environmentally friendly brands | 中、長<br>Medium and long term | • 識別具有可持續增長潛力的客戶群，並針對滿足其需求，構建一個更靈活及更具韌性的供應鏈<br>Identify customer segments with sustainable growth potential and tailor offerings to meet their needs, while building a more flexible and resilient supply chain |
| 抗逆力<br>Climate Resilience | 加強基礎設施及營運抗逆力以防範氣候相關中斷<br>Enhancing the resilience of infrastructure and operations to prevent climate-related disruptions | • 綠色基礎設施及採用節能措施可降低極端氣候事件中停工及價值鏈中斷的風險<br>Green infrastructure and the adoption of energy-efficient measures can mitigate the risk of operational shutdowns and value chain disruptions during extreme weather events | 中、長<br>Medium and long term | • 投資於綠色基礎設施以應對極端天氣<br>Investing in green infrastructure to address extreme weather conditions<br>• 將氣候因素融合業務持續營運計劃<br>Integrating climate factors into business continuity planning |

**氣候變化為企業帶來的機遇**
**Opportunities Brought by Climate Change for Enterprises**

# 三、綠色共建
# III. GREEN DEVELOPMENT

**風險管理**

我們持續關注企業的可持續發展，通過情景分析，來評估氣候變化為企業帶來的風險和機遇，致使能及時發現問題並實施有效的應對措施。

氣候情景分析是一種前瞻性評估方法，通過模擬不同經濟發展模式和能源使用情景下的未來演變路徑，幫助企業識別潛在的氣候風險和機遇。該方法為我們決策提供科學依據，能協助制定有效的氣候應對方案，增強企業應對氣候變化的韌性。

對實體風險評估，我們根據政府間氣候變化專門委員會(「IPCC」)並選擇Representative Concentration Pathway(「RCP」)2.6與8.5作為基準情景。在RCP 2.6的情景下，是假設政府、各產業鏈和社會各界通過立法約束、全球碳定價等綜合措施，能推動生產和消費模式的根本性變革，大幅削減溫室氣體排放，令最終全球溫度上升控制在1.5℃以內；而在RCP 8.5的情境下，政府、各產業鏈及相關機構未能實施充分而有效的政策及措施，導致溫室氣體排放持續上升，使到2100年全球平均氣溫上升超過4°C或更多。

**Risk Management**

We pay continuous attention to our sustainable development, and assess the risks and opportunities that climate change presents to us by using scenario analysis. This enables us to identify issues promptly and implement effective response measures.

Climate scenario analysis is a forward-looking assessment approach that helps companies identify potential climate risks and opportunities by simulating future pathways under different economic development models and energy use scenarios. This approach provides a scientific basis for strategic decision-making, supporting the development of effective climate response solutions and enhancing our resilience to climate impacts.

For physical risks assessment, we refer to the Intergovernmental Panel on Climate Change ("IPCC") and adopt Representative Concentration Pathway ("RCP") 2.6 and 8.5 as the baseline scenarios. Under the RCP 2.6 scenario, it is assumed that comprehensive measures such as legislative constraints and global carbon pricing implemented by governments, various industry chains, and all sectors of society are expected to drive fundamental changes in production and consumption patterns, thereby significantly reducing greenhouse gas emissions, and ultimately limiting the global temperature rise to within 1.5°C. In contrast, under the RCP 8.5 scenario, governments, various industry chains, and related institutions fail to implement sufficient and effective policies and measures, which lead to continuously rising greenhouse gas emissions, resulting in an increase in the global average temperature of 4°C or more by 2100.

| 風險類別<br>Risk Category | 風險描述<br>Risk Description | 氣候情景<br>Climate Scenario | 發生機率<br>Probability of Occurrence | 影響程度<br>Impact Severity | 影響週期<br>Impact Duration |
|---|---|---|---|---|---|
| 颱風<br>Typhoons | 基建及設施被颱風破壞<br>Damage to infrastructure and facilities caused by the typhoons | RCP2.6 | 中<br>Medium | 中<br>Medium | 短、中、長<br>S, M, L |
| | | RCP8.5 | 高<br>High | 中<br>Medium | 短、中、長<br>S, M, L |
| 暴雨和洪水<br>Heavy rain and flooding | 河流和溪流泛濫<br>Rivers and streams overflowed | RCP2.6 | 中<br>Medium | 中<br>Medium | 短、中、長<br>S, M, L |
| | | RCP8.5 | 高<br>High | 中高<br>Medium-high | 短、中、長<br>S, M, L |
| 持續乾旱<br>Persistent drought | 乾旱及水資源短缺<br>Drought and water shortage | RCP2.6 | 中<br>Medium | 低<br>Low | 短、中、長<br>S, M, L |
| | | RCP8.5 | 中高<br>Medium-high | 中<br>Medium | 短、中、長<br>S, M, L |
| 極寒天氣<br>Extreme cold weather | 暴風雪導致物流及交通中斷<br>Disruptions to logistics and transportation caused by blizzard | RCP2.6 | 中<br>Medium | 中<br>Medium | 短、中、長<br>S, M, L |
| | | RCP8.5 | 中高<br>Medium-high | 中高<br>Medium-high | 短、中、長<br>S, M, L |
| 氣候變暖<br>Global warming | 長時間高溫<br>Prolonged high temperature | RCP2.6 | 中<br>Medium | 中高<br>Medium-high | 長<br>L |
| | | RCP8.5 | 高<br>High | 高<br>High | 長<br>L |
| 海平面上升<br>Sea level rise | 平均海平面上升<br>Average sea level rise | RCP2.6 | 中<br>Medium | 低<br>Low | 長<br>L |
| | | RCP8.5 | 中高<br>Medium-high | 低<br>Low | 長<br>L |

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對轉型風險評估，我們採用國際能源署（「IEA」）的「2050年淨零排放情景」（「NZE 2050」）與「既定政策情景」（「IEA SPS」）作為基準分析框架。NZE 2050情景是模擬國際社會為實現1.5°C控制目標所採取的快速減碳路徑，預期全球能源系統將在2050年前達到淨零排放的目標；而IEA SPS情景是各國政府僅考慮當前已實施或公佈的具體政策所產生的影響，預期全球平均氣溫上升遠超過1.5°C的控制目標。

For transition risks assessment, we adopt the International Energy Agency ("IEA")'s "Net Zero Emissions by 2050 Scenario" ("NZE 2050") and "Stated Policies Scenario" ("IEA SPS") as the benchmark analysis framework. The NZE 2050 scenario simulates the rapid decarbonization pathway adopted by the international community to achieve the 1.5°C temperature control goal, projecting that the global energy system will achieve the net-zero emissions goal by 2050. In contrast, the IEA SPS scenario considers only the impact of specific policies that governments have already implemented or announced. Under this scenario, the projected rise in global average temperature significantly exceeds the 1.5°C control goal.

| 風險類別<br>Risk Category | 風險描述<br>Risk Description | 氣候情景<br>Climate Scenario | 發生機率<br>Probability of Occurrence | 影響程度<br>Impact Severity | 影響週期<br>Impact Duration |
|---|---|---|---|---|---|
| 政策及法律<br>Policies and laws | 監管趨向更為嚴格<br>Stricter regulations | NZE 2050 | 高<br>High | 中高<br>Medium-high | 短、中<br>S, M |
| | | IEA SPS | 中<br>Medium | 低<br>Low | 中、長<br>M, L |
| 技術<br>Technology | 低碳化系統轉型的技術改進<br>Technological improvement for the transition to a low-carbon system | NZE 2050 | 中<br>Medium | 中高<br>Medium-high | 中、長<br>M, L |
| | | IEA SPS | 中<br>Medium | 中<br>Medium | 中、長<br>M, L |
| 市場<br>Market | 消費者的偏好變化<br>The change of consumer's preference | NZE 2050 | 中<br>Medium | 高<br>High | 中、長<br>M, L |
| | | IEA SPS | 低<br>Low | 低<br>Low | 短<br>S |
| 聲譽<br>Reputation | 持份者對氣候變化行動日益重視及披露的期望不斷提高<br>Increasing attention of stakeholders to climate change actions, and constantly rising expectations for disclosure | NZE 2050 | 高<br>High | 中高<br>Medium-high | 中、長<br>M, L |
| | | IEA SPS | 低<br>Low | 低<br>Low | 短<br>S |

中梁控股定期識別、分析、評估和應對可能影響業務營運和財務表現的氣候相關風險，並對其進行恆常管理與監督，以保持應對氣候變化的韌性與可持續發展的能力。為針對氣候相關風險進行更有效的管理，我們建立了氣候相關風險的識別與監督機制，形成以下氣候風險管理流程。

Zhongliang Holdings regularly identifies, analyses, assesses, and responds to climate-related risks that may impact its business operations and financial performance. It conducts ongoing management and supervision of these risks to maintain resilience against climate change and the capacity for sustainable development. To facilitate more effective management of climate-related risks, we have established a mechanism for their identification and supervision, forming the following climate risk management process.

| 風險程序<br>Risk management process | 具體事項<br>Specific measures |
|---|---|
| 識別風險<br>Risk identification | • 通過收集和分析氣候風險相關信息，例如氣候變化實際情況、政策法規更新、市場趨勢等，識別可能對業務營運及財務狀況產生影響的實體風險和轉型風險<br>• By collecting and analysing information related to climate risks, such as actual climate change developments, policy and regulatory updates, and market trends, to identify physical and transition risks that could potentially impact our business operations and financial position |
| 評估影響<br>Impact assessment | • 基於內外各持份者的關注事項，結合行業常規和自身營運狀況，分析各類氣候相關風險對業務營運關鍵領域的潛在影響，釐定當中輕重緩急，以便更有效及合理地分配資源<br>• Based on the concerns of internal and external stakeholders, and taking into account industry practices and our own operational context, to analyse the potential impact of various climate-related risks on key areas of our business operations, and prioritise these risks to enable more effective and rational resource allocation |
| 制定策略<br>Strategy development | • 根據評估結果，分別就不同類別風險制定針對性的應對方案，並融合企業文化及業務發展，形成氣候應對策略。將氣候風險管理及應對措施納入日常運作，透過模擬場景預演災難發生時的應對安排，以確保員工能有效應對危急情況<br>• Based on the assessment results to formulate targeted response solutions for different categories of risks. These solutions are integrated with our corporate culture and business development to form climate response strategy. Climate risk management and response measures are incorporated into daily operations. Scenario are simulations conducted to rehearse emergency response arrangements for potential disasters, ensuring employees can effectively handle critical situations |

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| 風險程序<br>Risk management process | 具體事項<br>Specific measures |
|---|---|
| 監督與改進<br>Monitoring and improvement | • 建立動態監督機制，定期審查氣候風險的變化和氣候策略的執行情況，以確保應對措施的有效地執行<br>• 定期收集反饋意見及了解業務所在地的監管要求，並持續優化風險管理流程，以提升氣候適應能力和應對氣候變化的韌性<br>• Establish a dynamic monitoring mechanism to regularly review changes in climate risks and the implementation status of climate strategy, ensuring the effective execution of response measures<br>• Regularly collect feedback and stay informed about regulatory requirements in our operating locations, continuously optimising the risk management process to enhance our climate adaptation capacity and resilience to climate change |

**指標及目標**

中梁控股以2030年前實現碳達峰，以及2060年前實現碳中和的「雙碳」戰略目標。中梁控股意識到企業長遠發展，關鍵在於應對氣候變化的過程中能保持前瞻性與營運韌性。我們每年會對溫室氣體排放及能源消耗進行全面的數據統計與分析，為綠色發展提供科學依據，並考慮自身業務發展及氣候變化趨勢，評估氣候變化帶來的風險與機遇，從而制定短、中及長期減碳的策略與目標。為減少我們的碳足跡，我們會定期檢討應對氣候變化措施的有效性，並更新應對策略，從而持續加強我們應對氣候變化的韌性。

中梁控股已積極開展節能減排行動，減少在辦公和營運過程中的能源和資源消耗，從而減少溫室氣體排放及廢棄物的產生。我們持續監測與氣候相關風險的各項指標，包括直接溫室氣體排放(範圍1)、間接溫室氣體排放(範圍2)及其他間接溫室氣體排放(範圍3)等，為應對氣候變化提供實際數據支持。中梁控股會持續評估及監控其業務價值鏈中的溫室氣體排放，優化相關數據統計及分析，以確保符合監管及披露要求。

**Indicators and Targets**

Zhongliang Holdings is guided by the national "Dual Carbon" strategic goals of achieving peak carbon emissions by 2030 and carbon neutrality by 2060. It recognises that long-term business success hinges on maintaining foresight and operational resilience in the face of climate change. We conduct comprehensive annual data collection and analysis of greenhouse gas emissions and energy consumption, providing a scientific basis for green development. Considering our own business development and climate change trends, we assess the risks and opportunities presented by climate change to formulate short, medium, and long-term carbon reduction strategies and targets. To reduce our carbon footprint, we regularly review the effectiveness of our climate change response measures and update our strategies, thereby continuously strengthening our resilience to climate change.

Zhongliang Holdings has proactively implemented energy conservation and emission reduction initiatives to minimize energy and resource consumption during office operations and business processes, thereby reducing greenhouse gas emissions and waste generation. We continuously monitor key indicators related to climate-related risks, including direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions (Scope 2), and other indirect greenhouse gas emissions (Scope 3), providing empirical data to support our climate change response efforts. Zhongliang Holdings will continue to assess and monitor greenhouse gas emissions across its business value chain, optimising relevant data collection and analysis to ensure compliance with regulatory and disclosure requirements.

### 能源管理

中梁控股始終恪守《中華人民共和國環境保護法》、《中華人民共和國環境影響評價法》及《中華人民共和國節約能源法》等多項法律法規的要求，支持低碳能源發展，以推動綠色低碳運營模式的全面實現。

我們始終秉持「人與自然和諧共生」的核心理念，在日常運營中倡導高效用能及綠色出行，營造低碳環保的綠色辦公氛圍。

### Energy management

Zhongliang Holdings always abides by the requirements of various laws and regulations, including the Environmental Protection Law of the People's Republic of China, the Law of the People's Republic of China on Environmental Impact of Assessment and the Energy Conservation Law of the People's Republic of China, to support the development of low-carbon energy and promote the comprehensive realization of green and low-carbon operation mode.

We have always adhered to the core concept of "Human and Nature Coexist Harmoniously", advocating efficient consumption of energy and eco-friendly travel in our daily operations to foster a low-carbon and environmentally friendly green office atmosphere.

| | |
|---|---|
| **高效用能 Efficient consumption of energy** | • 提醒員工合理開閉和使用計算機、打印機等用電設備<br>Remind employees to reasonably use electrical equipment such as computers and printers and power off after use<br>• 總裁辦落實每日至19:30分的值班制度，檢查各樓層是否及時關閉照明燈，杜絕能源浪費的情況<br>The Office of the President practice the daily duty mechanism to check the lighting status of each floor to eliminate energy wastage until 19:30<br>• 在工作日物業空調集中開放時，嚴禁各辦公區域另行開啟辦公室的獨立空調<br>Separate office air conditioning shall be powered off during the central air conditioning of the property operating on the business day |
| **綠色出行 Eco-friendly travel** | • 《出差管理辦法》已規範差旅並減少非必要出差<br>Revised the Management Methods for Business Trips to standardize travel management practices and avoid unnecessary business trips<br>• 強化公務車能耗管理，分析公務車出行油耗，進行優化管理<br>Strengthen the management of energy consumption of official vehicles, analyse the fuel consumption of official vehicle trips to optimize their management<br>• 鼓勵員工出差時首選公共交通工具，促進環保節約<br>Encourage staff to use public transport where possible for business trips to promote environmental protection and energy saving |

**綠色辦公舉措**
**Initiatives for Green Offices**

## 三、綠色共建
## III. GREEN DEVELOPMENT

中梁控股在施工建設方面採取外包模式。因此，該部分碳排放量並未納入本公司的統計範疇中。但是在工程項目招標時，我們明確要求施工單位在能源節約、施工效率提高等方面採取有效措施，並要求在投標文件中予以回應。報告期內集團許多項目正處於關鍵的交付階段，確保每個項目都能夠做到提前交付策劃、靈活的穿插施工及科學搶工策略。在實施過程中，基於節能減排及降本增效的原則，在計劃鋪排、方案制定、進場驗收、過程監控、人員治理、風險控制、整改閉環等方面嚴格管控。以施工機械設備管控為例：

As the construction of Zhongliang Holdings' projects are outsourced, the carbon emissions of the construction are not counted as part of the Group's scope. However, we explicitly requested the construction unit to adopt effective measures in terms of energy saving and construction efficiency enhancement when tendering for the projects, and requested it to provide corresponding solutions in the tender documents. During the Reporting Period, many of the Group's projects were at a critical stage of delivery to ensure that each project is capable of achieving early delivery planning, flexible interwoven construction, and scientifically optimized rush work strategies. During the construction, we strictly control the planning, plan formulation, site inspection and acceptance, process monitoring, personnel management, risk control and closed-loop rectification based on the principles of energy saving, cost reduction and efficiency enhancement. Taking the control of construction machinery and equipment as an example:

**施工前**
**Pre-construction**

- 做好工程策劃，確保施工機械、周轉材料進場時間與施工進度相互匹配，保障最大化利用施工機械和周轉材料，盡量減少不必要的窩工和台班浪費。
  Properly prepare the project planning to ensure that construction machinery and working materials are available to the construction site in accordance with the construction schedule, so as to maximise the utilisation of construction machinery and working materials and minimise unnecessary downtime and working hour wastage.

**施工過程中**
**Under construction**

- 及時跟蹤施工進度和後續工作計劃，督促施工單位及時溝通材料設備供應商，確保進場時間精準。針對重大施工機械提前做好手續報備並取得許可，在相關人員進場後，盡快安排投入使用。
  Track the construction progress and follow-up work plan in a timely manner, and urge the construction unit to communicate with suppliers of materials and equipment in a timely manner to ensure timely construction. In respect of major construction machinery, procedures are prepared in advance for reporting and obtaining permits, and commence the process as soon as the relevant personnel are available.

**施工完畢後**
**Post-construction**

- 盡快安排相關人員退場，投入到下一個項目施工，在節約資源、提高施工效率的同時還可降低施工成本。
  Arrange the relevant personnel shift to the next project as soon as possible upon completion, so that resources can be saved and construction efficiency can be improved while reducing construction costs.

**施工機械設備管控**
**Control of construction machinery and equipment**

| 溫室氣體排放及能源消耗<br>GHG emissions and energy consumption | 單位<br>Unit | 辦公營運<br>Office operation | 工程建設(附註一)<br>Project construction(note 1) |
|---|---|---|---|
| **直接能源消耗量**<br>**Direct energy consumption** | | | |
| 液化石油氣<br>Liquefied petroleum gas (LPG) | 噸<br>tonnes | — | 389.16 |
| 汽油<br>Petrol | 升<br>litres | 13,824.00 | 57,502.08 |
| **間接能源消耗量**<br>**Indirect energy consumption** | | | |
| 外購電力<br>Purchased electricity | 兆瓦時<br>MWh | 209.80 | 852.15 |
| 綜合能源消耗量(附註二)<br>Comprehensive energy consumption(note 2) | 兆瓦時<br>MWh | 343.77 | 1,413.85 |
| **溫室氣體排放(附註三)**<br>**GHG emissions (note 3)** | | | |
| 範圍1：直接溫室氣體排放量<br>Scope 1: Direct GHG emissions | 噸二氧化碳當量<br>tonnes of $CO_2$ equivalent | 36.75 | 1,326.99 |
| 範圍2：間接溫室氣體排放量(附註四)<br>Scope 2: Indirect GHG emissions(note 4) | 噸二氧化碳當量<br>tonnes of $CO_2$ equivalent | 103.21 | 427.26 |
| 範圍3：間接溫室氣體排放量(附註四)<br>Scope 3: Indirect GHG emissions(note 4) | 噸二氧化碳當量<br>tonnes of $CO_2$ equivalent | 189.72 | 617.29 |

附註一：中梁控股工程建設項目主要能源消耗來自前期土建主體階段大型機械設備的使用，2025年中梁控股在建項目大部分處於建設中後期，故電力等能源消耗量相對2024年大幅下降。

附註二：採用國際能源署發出的能源數據手冊的轉換因子把所收集的數據(汽油及液化石油氣)的單位轉換為兆瓦時。

Note 1: The major energy consumption of Zhongliang Holdings' construction projects is mainly due to the use of large machinery and equipment in the early stage of civil engineering. In 2025, most of Zhongliang Holdings' construction projects are in the mid-to-late stage of construction, so the energy consumption of electricity and other energy sources has decreased significantly as compared with 2024.

Note 2: Conversion factor used for converting data collected (diesel and liquefied petroleum gas) to kWh unit is sourced from the Energy Statistics Manual from the International Energy Agency.

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附註三： 溫室氣體排放(直接及間接)可分為以下三個獨立範圍：
範圍一：由本集團所擁有或控制的業務(主要來自車輛的燃料消耗)直接產生的溫室氣體排放。
範圍二：本集團控制的設備或其於實體建築物界限範圍內運營而自發電公司購買的電力所消耗的購買電力產生的能源間接排放。
範圍三：本集團以外發生的所有其他間接溫室氣體排放，包括類別#5：營運產生的廢棄物；類別#6：商務差旅及類別#7：僱員通勤。

附註四： 排放因子乃源自中華人民共和國生態環境部(二零二四年)及港燈2024年可持續發展報告。數據乃根據「環保關鍵績效指標報告指引」計算。

Note 3: GHG emissions (direct and indirect) includes three independent scopes:

Scope 1: The direct emission from the business operations owned or controlled by the Group, including the emission from the Group's vehicle fleet.

Scope 2: The indirect energy emissions arising from the consumption of purchased electricity from power generation companies by equipment controlled by the Group or operations within the physical boundaries of its buildings.

Scope 3: All other indirect greenhouse gas emissions occurring outside the Group's operations, including category #5: waste generated in operations; category #6: business travel; category #7: employee commuting.

Note 4: Emission factor is sourced from the Ministry of Ecology and Environment of the People's Republic of China (2024) and HK Electric Sustainability Report 2024. The figures are calculated in accordance with the "Reporting Guidance on Environmental KPIs.

| **溫室氣體排放及資源消耗連年對比(辦公運營)**<br>**Year-on-year comparison of GHG emissions and resource consumption (office operation)** | **單位**<br>**Unit** | **2023** | **2024** | **2025** |
|---|---|---|---|---|
| 每平方米辦公面積溫室氣體排放(辦公運營)(附註一)<br>GHG emissions/$m^2$ under office area (office operation)(note 1) | 千克二氧化碳當量／平方米(辦公面積)<br>kilograms $CO_2$ equivalent/$m^2$ (office area) | 39.26 | 18.03 | 27.73 |
| 每平方米辦公面積綜合能源消耗量(含辦公運營)<br>Comprehensive energy consumption/$m^2$ under office area (including office operation) | 千瓦時／平方米(辦公面積)<br>kWh/$m^2$ (office area) | 72.30 | 38.73 | 28.92 |

| 溫室氣體排放及資源消耗連年對比（工程建設）<br>Year-on-year comparison of GHG emissions and resource consumption (project construction) | 單位<br>Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| 每平方米在建面積溫室氣體排放（工程建設）(附註一)<br>GHG emissions/$m^2$ under construction (project construction) (note 1) | 千克二氧化碳當量／平方米（在建面積）<br>kilograms $CO_2$ equivalent/$m^2$ under construction | 0.80 | 0.37 | 0.38 |
| 每平方米在建面積綜合能源消耗量（工程建設）<br>Comprehensive energy consumption/$m^2$ under construction (project construction) | 千瓦時／平方米（在建面積）<br>KWh/$m^2$ under construction | 1.66 | 0.47 | 0.23 |

附註一： 由於用於計算與於中國內地購電相關的二氧化碳等量的排放因子出現變動，故二零二四年度數據乃經重列以符合二零二五年度的數據計算方式。

Note 1: Data for the year 2024 have been restated to align with the calculation methodology adopted in 2025, due to a change in the emission factor used for calculating $CO_2$ equivalent emissions associated with electricity purchased in Mainland China.

## 3.3 綠色運營

中梁控股恪守《中華人民共和國環境保護法》、《中華人民共和國環境影響評價法》及《中華人民共和國水污染防治法》等法律法規，堅持綠色發展，並注重水資源高效利用和減少污染物排放。我們將環保理念融入日常運營與施工過程中，採用雨水回用以及多種污染控制技術，推進綠色運營管理建設。

## 3.3 GREEN OPERATIONS

Abiding by the Environmental Protection Law of the People's Republic of China, the Environmental Impact Assessment Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China and other laws and regulations, Zhongliang Holdings upholds green development and focuses on the efficient utilisation of water resources and the reduction of pollutant emissions. We incorporate environmental protection concepts into our daily operations and construction processes, adopting rainwater reuse and a variety of pollution control technologies to promote the construction of green operations and management.

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# III. GREEN DEVELOPMENT

### 水資源管理

中梁控股注重水資源管理，針對不同項目類型造成的水資源浪費，制定響應的水資源管理措施。報告期內，我們採取了源頭管理、資源循環和節水宣貫三管齊下的策略，全面提升水資源使用效率，減少水資源浪費，提升用水效益。本集團的用水主要來自市政供水和雨水回用，不涉及求取水源。報告期內，本集團在尋求適用水源方面並未遇到任何困難。

### Water resources management

Zhongliang Holdings attaches importance to the management of water resources and has formulated corresponding water resources management measures to address the wastage of water resources caused by different types of projects. During the Reporting Period, we adopted a three-pronged strategy (i.e. source management, resource recycling and promotion of water saving) to comprehensively enhance the efficiency of water resources utilisation, reduce wastage of water resources and improve the effectiveness of water use. The Group's water mainly comes from municipal water supply and rainwater reuse, and does not involve sourcing water. During the Reporting Period, the Group did not encounter any difficulties in sourcing water that is fit for purpose.

| | |
|---|---|
| **源頭管理 Water management at source** | • 強化水資源管理，確保施工作業結束後斷水<br>Strengthen water management to ensure water is switched off at the end of the work<br>• 使用達到中國水效標識達到2級及以上的節水衛生器具，減少水資源使用<br>Use water-saving sanitary appliances that meet the China Water Efficiency Level 2 or above to reduce water resource usage<br>• 管道安裝報警設施避免故障導致的水浪費<br>Installation of alarms to prevent water waste due to equipment failure |
| **資源循環 Resource recycling** | • 在工地上設置完善的雨水收集系統，將自然降雨進行集中收集，隨後被引入沉淀池，通過自然沉降過程去除其中的泥沙、懸浮物和其他雜質，初步淨化。水流經過多層過濾系統，包括物理過濾和可能的基礎化學處理，以確保水質達到安全使用標準，並儲存於專用的蓄水池中備用。利用加壓泵站將處理後的水資源輸送至工地各個需求點，用於混凝土養護、道路沖洗、車輛清洗等日常作業，同時也可作為建築施工過程中的臨時用水來源，如攪拌砂漿或降塵等，提升水資源回用率<br>On-site, comprehensive rainwater collection systems have been installed to harvest natural precipitation. The collected rainwater is channeled into sedimentation tanks, where suspended solids, sediment, and other impurities are removed through natural settling. The water then passes through multi-stage filtration systems, incorporating physical filtration and basic chemical treatment where necessary, to ensure it meets safety standards before being stored in dedicated reservoirs. Booster pump stations deliver the treated water to various points of use across the site for daily operations such as concrete curing, road flushing, and vehicle cleaning. It also serves as a temporary water source for construction activities, including mortar mixing and dust suppression, thereby enhancing the water reuse rate |
| **節水宣貫 Water conservation promotion** | • 在辦公區域張帖節水提示宣傳標識，提升員工節水意識<br>Post water-saving reminders in the office to enhance employees' awareness of water conservation |

**節水管理舉措**
**Water Conservation Management Initiatives**

| 水資源消耗量<br>Water consumption | 單位<br>Unit | 2025 |
|---|---|---|
| 水資源消耗總量<br>Total water consumption | 噸<br>tonnes | 542,724.44 |
| 辦公運營(附註一)<br>Office operation(Note 1) | 噸<br>tonnes | — |
| 工程建設<br>Project construction | 噸<br>tonnes | 542,724.44 |

| 水資源消耗強度(包括辦公運營)<br>Water consumption intensity (including office operation) | 單位<br>Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| 每平方米辦公面積水資源消耗量(附註一)<br>Water consumption/$m^2$ of office area(Note 1) | 噸／平方米(辦公面積)<br>tonnes/$m^2$ (office area) | 0.70 | 0.40 | — |

| 水資源消耗強度(包括工程建設)<br>Water consumption intensity (including project construction) | 單位<br>Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| 每平方米在建面積水資源消耗量<br>Water consumption/$m^2$ under construction | 噸／平方米(在建面積)<br>tonnes/$m^2$<br>(areas under construction) | 0.10 | 0.06 | 0.09 |

附註一： 2025年中梁控股於中國總部辦公運營的耗水量／水費包含在物業費／由物業管理支付。因此，未有披露相關的數字。

Note 1: In 2025, Zhongliang Holdings' water consumption/water fees for office operation at its China headquarters were included in the property management fees/paid by property management office. Therefore, relevant figures were not disclosed.

### 合規排放

中梁控股遵循《中華人民共和國固體廢物污染環境防治法》、《中華人民共和國水污染防治法》及《中華人民共和國大氣污染防治法》等法律法規，採取了一系列嚴格、高效的措施，持續加強對自身生產運營過程中產生的廢水、廢氣、廢棄物的精細化管理，致力於減少三廢的產生。同時，積極推動集團向綠色發展方向邁進。

在廢水管理方面，我們根據項目所在地政府的環保法規，及時辦理污水排放許可證，確保施工污水的合法合規處置。在建築工地，我們設置了封閉式洗車設備等，通過該設施有效防止了洗車過程中污水的飛濺。此外，在臨時生活區，我們也對生活污水進行深度處理，以滿足環保要求。

### Compliant Emission

In compliance with laws and regulations such as the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, the Law of the People's Republic of China on the Prevention and Control of Water Pollution and the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution, Zhongliang Holdings has taken a series of strict and efficient measures to continuously strengthen the refined management on waste water, waste gas and waste generated from operation, and was committed to reducing the discharge of waste water, waste gas and wastes, while actively promoting the Group towards to green development.

In terms of waste water, we have applied for waste water discharge permits in accordance with the environmental regulations of the local government where the project is located, ensuring the legal and compliant disposal of waste water. At the construction site, enclosed car washing facilities and other facilities are set to effectively prevent splashing of sewage. In addition, in the temporary living area, we also carry out advanced treatment of domestic sewage to meet environmental protection requirements.

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在廢氣管理方面，我們實行了不定期巡檢制度，以全面評估各項目的排放狀況。針對存在潛在風險的施工場地，我們堅決進行整改，並確保整改措施形成閉環，有效消除隱患。

In terms of waste gas, we have implemented an irregular inspection system to comprehensively evaluate the emission of projects. We will resolutely carry out rectification measures for construction sites with potential risks to ensure that the rectification measures are in place to effectively eliminate hidden dangers.

在廢棄物管理方面，本集團始終遵循相關政策要求，將建築垃圾和生活垃圾分類清運、統一處理。對於燈管、電池等危險廢棄物交由專業第三方處理或回收。同時大力推行施工材料的循環利用，從源頭上減少廢棄物的產生。

For waste management, the Group adheres to the requirement of relevant policies to classify and transport construction waste and household waste for unified treatment. Hazardous waste such as lamps and batteries will be delivered by the Group to or collected by professional third parties. In addition, the Group vigorously promotes cyclic utilization of construction materials to reduce the generation of waste from the source.

- 在搶交付到完工的過程中，通過將廢料和餘料贈與有裝修需求的業主，提高廢料和餘料的利用率，實現資源再利用，並加強企業與業主之間的關係。
  During the rush to delivery and completion, we improve scrap and leftover utilization by donating them to owners in need of renovation. This achieves resource reuse and strengthens the company-owner relationship.

- 項目需對廢舊鋼筋和型鋼進行統一收集，之後交付給專業的鋼材回收處理公司進行處理，在確保合規性與安全的基礎上，最大限度地實現資源的再生循環與經濟效益最大化。
  Discarded steel bars and shapes of projects are collected in a unified manner, and then delivered to a professional steel recycling company for processing. This maximizes the recycling of resources and the optimization of economic benefits on the basis of ensuring compliance and safety.

- 針對木材資源，項目需根據實際施工需求進行合理調整與再利用。例如，在模板支撐系統中拆除的木方經檢驗無誤後，可投入下次工程重復使用，對長度不足的短木方，則通過專業設備進行接長加工，延長其使用壽命，降低新材採購成本。
  We make reasonable adjustment and reuse for wood resources according to the actual construction demand. For example, wooden formwork removed from the formwork support system, after passing inspection, can be reused in the next project. Short wooden pieces are lengthened using professional equipment to extend their service life and reduce the cost of purchasing new materials.

- 不可周轉的材料，通過修整後再根據需要另做他用。對於過期的水泥、砂石、廢棄建築垃圾等，在符合工程質量和環保要求的前提下，將被用於項目場地回填、臨時道路路基鋪設或場地平整等，從而減少外運處置量及環境負擔。
  For non-recyclable materials, we reuse them as required after trimming. Expired cement, sand, gravel, and waste construction materials, subject to meeting project quality and environmental protection requirements, are used for site backfilling, temporary road base paving, or site leveling. This reduces the volume of materials requiring off-site disposal and lessens the environmental burden.

**施工材料的循環利用**
**Recycling Measures of Construction Materials**

此外，中梁控股切實關注文明施工的重要性，我們積極採取多項舉措對施工過程中的噪聲、揚塵、水土污染等問題加強管理，盡最大可能減少對周邊環境、社區居民生活的影響。

In addition, by recognizing the importance of civilized construction, Zhongliang Holdings takes active measures to manage noise, dust, soil and water pollution during the construction process, for the purpose of minimizing the impact on the surrounding environment and community residents.

| | |
|---|---|
| **噪聲控制 Noise Control** | • 晝間施工保持噪音在限制內<br>Daytime construction shall keep the decibels within the required band<br>• 夜間施工則需經過多重審批<br>Night construction must be approved before implementation<br>• 實施施工場地封閉管理，有效減少外界噪音影響<br>Implementing enclosed management of construction sites to effectively reduce the impact of external noise |
| **揚塵控制 Fugitive Dust Control** | • 設置智慧揚塵管控設施<br>Launching smart dust control facilities<br>• 嚴格要求車輛出工地前清洗，以減少揚塵產生<br>Strictly requiring vehicles to be washed before leaving sites to reduce fugitive dust<br>• 嚴禁帶泥、超載、未封閉的車輛上路，並設置人員檢查<br>Vehicles caked with mud, overloaded vehicles, or uncovered vehicles are strictly prohibited from leaving the site, and personnel are assigned to conduct inspections. |
| **水土污染控制 Soil and Water Pollution Control** | • 在關鍵區域增設防滲漏墊層並設立收集裝置，以防止汽油、柴油等泄漏引發污染<br>To prevent pollution caused by leakage of petrol and diesel, anti-leak bedding and collection devices shall be installed in key areas<br>• 對施工場地水土情況進行定期監測，確保施工活動不對當地水土環境造成不良影響<br>Regular monitoring of the soil and water conditions at the construction site to ensure that construction activities do not have adverse effects on the local soil and water environment |
| **粉塵控制 Powder Dust Control** | • 實施鋪裝工作粉塵污染管控措施<br>Implementing control measures for powder dust pollution from paving work<br>• 切割瓷磚必須符合規定，在指定的區域內進行，嚴禁在室外隨意切割，以避免環境污染<br>Cutting ceramic tiles must be in accordance with regulations and carried out in designated areas. Random outdoor cutting is strictly prohibited to avoid environmental pollution |

**噪聲、揚塵、水土污染、粉塵管理舉措**
**Measures to Manage Noise, Fugitive Dust, Soil and Water Pollution and Powder Dust**

| 廢棄物排放<br>Emission of waste | 單位<br>Unit | 2025 |
|---|---|---|
| **無害廢棄物產生量<br>The amount of non-hazardous waste produced** | | |
| **工程建設<br>Project construction** | | |
| 廚餘垃圾<br>Kitchen waste | 噸<br>tonnes | 1,379.08 |
| 土方廢料<br>Earthwork waste | 立方米<br>$m^3$ | 66,661.17 |
| 其他廢棄物(附註一)<br>Other building waste (Note 1) | 噸<br>tonnes | 10,117.12 |
| **辦公運營(附註二)<br>Office Operation (Note 2)** | | |
| 辦公廢棄物<br>Office waste | 噸<br>tonnes | 7.6 |
| 可回收物<br>Recyclables | 噸<br>tonnes | 6 |
| 其他廢棄物(附註三)<br>Other wastes (Note 3) | 噸<br>tonnes | 0.05 |
| **有害廢棄物產生量<br>The amount of hazardous waste produced** | | |
| **辦公運營<br>Office Operation** | | |
| 廢硒鼓墨盒<br>Used toner cartridge and drum cartridge | 噸<br>tonnes | — |
| 廢電池<br>Waste batteries | 個<br>pieces | 75 |
| 廢日光燈或節能燈管<br>Used fluorescent lamps or power-saving fluorescent lamps | 根<br>pieces | 55 |

附註一：2025年工程建設其他廢棄物包括其他廢棄物及在建項目建築垃圾總量。

附註二：2025年，由於辦公空間優化，辦公樓層減少等原因，辦公運營產生的無害廢棄物較2024年有大幅減少。

附註三：其他廢棄物包括餐廚／廚餘垃圾以及未被回收利用的其他廢棄物。

Note 1: Other waste generated from project construction in 2025 includes other waste and total amount of construction waste generated from projects under construction.

Note 2: Non-hazardous waste generated by office operations in 2025 is significantly reduced compared to 2024 due to optimisation of office space, reduction of office floors, etc.

Note 3: Other wastes included kitchen waste and other un-recycled wastes.

| 辦公運營無害廢棄物強度<br>Intensity of non-hazardous waste in office operation | 單位<br>Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| 每平方米辦公運營無害廢棄物強度<br>Intensity of non-hazardous waste/$m^2$ in office operation | 千克／平方米<br>$kg/m^2$ | 0.74 | 0.34 | 0.64 |

| 廢水排放量<br>Sewage emission | 單位<br>Unit | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **工程建設**<br>**Project construction** | | | | |
| 廢水排放總量<br>The total amount of sewage emission | 噸<br>tonnes | 1,594,712 | 812,490 | 434,180 |
| 每平方米在建面積廢水排放總量<br>The total amount of sewage emission/$m^2$ under construction | 噸／平方米（在建面積）<br>$tonnes/m^2$ (areas under construction) | 0.08 | 0.05 | 0.07 |

# 四、人力資源管理
# IV. HUMAN RESOURCES MANAGEMENT

基於「先人後勢」的人才發展理念，中梁控股持續完善員工招聘僱傭管理制度體系，時刻關注保障員工的合法權益，構建多元化發展的員工培訓體系，拓寬員工發展通道，為人才茁壯成長提供豐沃的土壤。同時，本集團關愛員工身心健康，積極提升職業安全管理水平，務求為員工提供一個健康、安全的工作環境。

With the talent development philosophy of "people first, then strategies", Zhongliang Holdings continues to improve the employee recruitment and employment management system, always pays attention to protecting the legitimate rights and interests of employees, builds a diversified employee training system and broadens the development channels of employees, so as to provide abundant opportunities for talents to grow. In the meantime, the Group cares about the mental and physical health of each employee and actively improves the level of occupational safety management, thereby providing a healthy and safe working environment for employees.

## 4.1 人才保障

中梁控股始終嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》及《禁止使用童工規定》等相關法律法規，積極踐行公平、公正、公開的招聘原則，持續完善《招聘管理原則》等內部管理制度，全面保障員工各方面合法權益。中梁控股嚴格禁止僱傭童工及強制勞動，承諾不以種族、宗教、性別等因素進行差別化對待，為員工打造多元化和包容的工作場所，創造平等共融的工作氛圍。

在員工入職前，我們對所有候選人的背景信息進行嚴格審核，確保滿足法定工作年齡，若發現違規僱傭行為將及時上報有關部門，並依據法規嚴肅處理。員工亦可通過郵件、公開投訴電話等多個渠道進行申訴及舉報。在收到舉報後，內部審計部門將對舉報內容獨立開展調查，並由管理層負責跟蹤及監督整改措施，全力保障員工合法權益。報告期內，本集團業務開展過程中未發生僱用童工、強制勞工等違法僱傭現象。

## 4.1 TALENT PROTECTION

By strictly complying with the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and the Regulations on Prohibition of Child Labor and other relevant laws and regulations, Zhongliang Holdings actively implements the principles of fair, just and open recruitment, continuously improves internal management systems such as the Recruitment Management Principles, and protects the legitimate rights and interests of employees in all aspects. Zhongliang Holdings strictly prohibits employment of child labor and forced labor, and promises not to discriminate against factors such as race, religion, gender, etc., so as to create a diverse and inclusive workplace as well as an equal and inclusive working atmosphere for employees.

We strictly verify the background information of all candidates before they join our Group to ensure that they meet the legal working age. If any illegal employment practices are found, they will be reported to the relevant departments in a timely manner and will be dealt with seriously in accordance with laws and regulations. Employees can also make complaints and reports through several channels such as email and public complaint hotlines. After receiving a report, the internal audit department will independently investigate the content of the report, and the management will be responsible for tracking and supervising the rectification measures to fully protect the legitimate rights and interests of employees. During the Reporting Period, there were no illegal employment practices such as child labor and forced labor in the course of the Group's business operations.

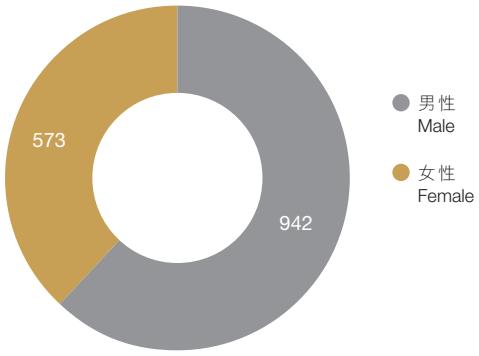
### 多元化招聘

本集團重視多元文化的融合及團隊的整體成就，致力提供一個文化架構多元的工作環境。本集團聘有不同性別、年齡、技能、教育背景、經驗或其他質素的員工，以達致結構平衡。報告期內，本集團凍結外招，僅針對營銷、財務及法務崗位進行外招補缺。截至2025年12月31日，本集團共有全職員工1,515人，員工流失率約為51%，具體數據如下：

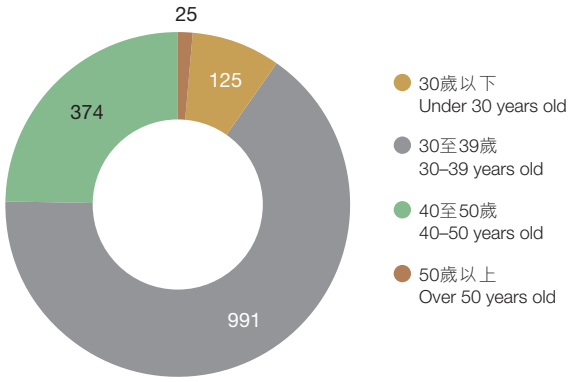
### Diverse recruitment

The Group attaches great importance to the integration of diverse cultures and the overall achievements of the team, and is committed to providing a working environment with a diverse cultural framework. The Group employs employees of different genders, ages, skills, educational backgrounds, experiences or other qualities to achieve a balanced structure. During the Reporting Period, the Group froze external recruitment and only carried out external recruitment to fill vacancies for marketing, finance and legal positions. As of 31 December 2025, the Group had a total of 1,515 fulltime employees with a turnover rate of approximately 51%, the details of which are as follows:

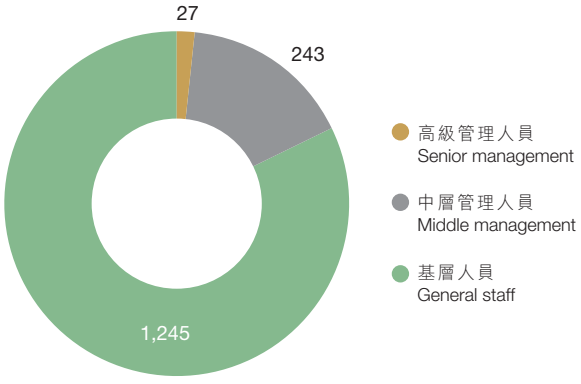
按性別劃分的員工總數
Total number of employees by gender



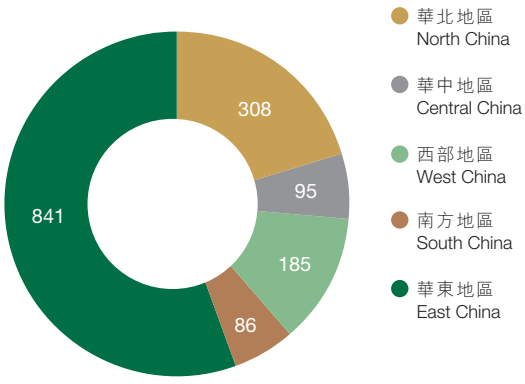

按年齡劃分的員工總數
Total number of employees by age




按職級劃分的員工總數
Total number of employees by employment type




按地區劃分的員工總數
Total number of employees by geographic areas

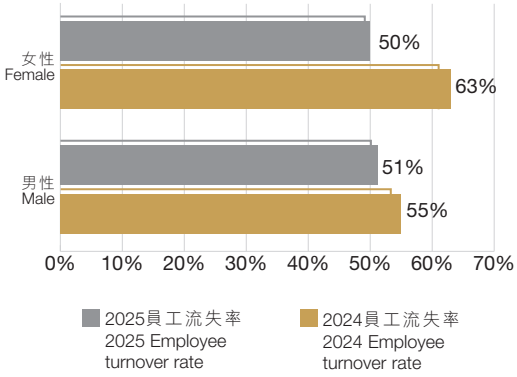


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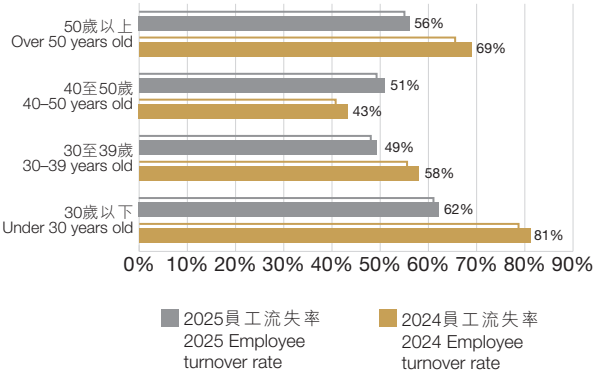
截至2025年12月31日，本集團按不同類別劃分的僱員流失比率[附註一]載列於下表：

As of 31 December 2025, the employee turnover rates [note 1] of the Group classified by different categories are set out in the table below:

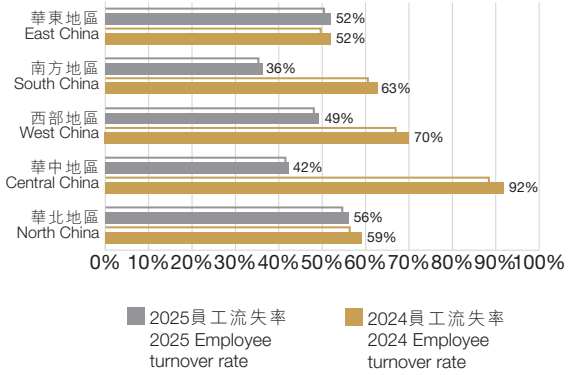
按性別劃分員工流失率
Turnover rate of employees by gender




按年齡劃分員工流失率
Turnover rate of employees by age




按地區劃分員工流失率
Turnover rate of employees by geographic areas




附註一：僱員流失比率按各類別於截至2025年12月31日離職僱員人數除以年結日該類別的僱員總人數計算。

Note 1: The employee turnover rate is calculated by dividing the number of employees who left their positions in each category as of 31 December 2025 by the total number of employees in that category on the year-end date.

### 績效考核及薪酬福利

在績效管理方面，本集團進一步細化績效考核辦法，設定「工作業績和價值觀／能力」「考核結果和行為」雙維度考核標準，並將考核結果分為A、B、C三個等級，從項目表現、工作技能、團隊合作精神、價值觀等多個方面設定考核要素，持續優化員工績效管理體系，實現公司整體戰略與組織架構發展、員工個人職業發展的共贏。

同時，中梁控股建立了完備合理的薪酬福利管理體系，切實落實《薪酬福利管理制度》及《考勤休假管辦法》等內部管理制度，為員工提供有競爭力的薪資福利和獎勵機制。此外，本集團注重人文關懷，開展形式多樣的年會團建、年度評優等活動，豐富員工工作與生活，增強員工間的溝通交流，提升團隊凝聚力。

### Performance Appraisal and Remuneration and Benefits

In respect of performance management, the Group has further refined its measures on the performance appraisal by adopting a two-dimensional appraisal standard of "performance and values/competence" and "appraisal results and behavior", and dividing appraisal results into three grades of A, B and C. The appraisal elements were set from various aspects such as project performance, work skills, teamwork spirit and values, etc., so as to continuously optimise the employee performance management system and achieve a win-win situation for the Company's overall strategy, organisational structure development and the career development of individual employees.

Meanwhile, a comprehensive and reasonable remuneration and benefits management system has been established by Zhongliang Holdings to implement internal management systems such as the Compensation and Welfare Management System and the Administrative Measures for Attendance and Leave, so as to provide employees with competitive remuneration and benefits and incentive mechanisms. In addition, the Group attaches great importance to humanistic care, and has carried out various forms of annual meeting and team-building and annual evaluation activities to enrich the work and life of its employees, improve communication and exchanges among employees, and enhance team cohesion.




**中梁控股員工福利**
**Employee Benefits of Zhongliang Holdings**

## 4.2 人才保育

中梁控股注重員工的職業生涯規劃，不斷完善人才培養體系，針對不同層級和工作場景的員工規劃了晉升路線和培訓方向，暢通內部調動輪崗、橫向豎向流動等職業生涯發展通道，致力於為員工提供學習、發展和成長的空間。報告期內，本集團完善內部調動機制，充分考慮組織靈活性需要及員工的個人意願，讓員工主動在內部尋找位置及機會。此外，本集團也致力於為員工創造個人成長與學習發展的機會，幫助員工提升職業技能水平、陪伴員工探索專業知識深度，讓員工於公司攜手同行。

### 員工晉升

中梁控股持續完善人才晉升標準和路徑，一方面關注員工的多元化發展，為所有員工提供平等的發展及輪崗機會；另一方面，切實做好核心崗位保留、主幹人才儲備的計劃工作，持續激發人才活力，從而實現幹部內生化。

為不斷增強組織內部的韌性和穩定性，本集團通過明確職業發展通道來推動學習型組織建設，並通過崗職定位、內部流動的閉環管理的方式構造有利於員工持續成長的空間機制。報告期內，本集團著力培養關鍵崗位幹部，統籌組織核心幹部任命及調整共計168人次。

## 4.2 TALENT RETAINMENT

Zhongliang Holdings pays close attention to the career planning of employees and is committed to continuously improving its talent cultivation system. The Group has planned promotion paths and training specialities for employees at different levels and in different workplaces, as well as facilitated career development paths such as internal transfer and rotation, horizontal and vertical mobility, etc., in order to provide employees with room for learning, development and growth. During the Reporting Period, the Group improved its internal transfer mechanism. Taking fully into account the needs for organizational flexibility and the personal wishes of employees, the Group enabled employees to actively seek positions and opportunities within the company. In an orderly manner through internal transfers. In addition, the Group also endeavors to create personal growth and learning opportunities for employees, helping them to upgrade their vocational skills and accompanying them in exploring professional knowledge, so as to enable them to walk hand in hand with the Company.

### Employee Promotion

Zhongliang Holdings continues to improve its talent promotion standards and paths. On the one hand, it pays attention to the diverse development of its staff and provides all staff with equal opportunities for development and rotation; on the other hand, it makes proper planning on retaining core positions and reserving cadre talents, so as to continue to stimulate the vitality of talents, thereby realising the internalisation of cadres.

In order to continuously enhance the internal resilience and stability of the organisation, the Group promotes the construction of a learning organisation through the identification of career development paths, and creates a spatial mechanism conducive to the continuous growth of employees through the closed-loop management of job positioning and internal mobility. During the Reporting Period, the Group focused on cultivating cadres in key positions. A total of 168 core cadres were appointed and adjusted through overall arrangement.

### 培訓體系

中梁控股始終堅持「資源萃取、賦能突破」的育人原則，建立以「中梁學院」為核心、線上移動學習平台「中梁E學堂」為鏈接橋梁的培養體系，為不同層級、不同場景的員工打造定製化的培養計劃，持續踐行「一個核心、兩大方向、三項策略、四維提升」的培訓戰略，人才培養與梯隊建設雙線並行，多維度促進員工領導能力、專業業務能力以及職場軟技能提升，促進員工全方位成長的同時推動公司高質量發展。

### Training system

Zhongliang Holdings has always adhered to the principle of "resource extraction and empowerment breakthrough" in nurturing people, and has established a training system with Zhongliang Academy as the core and Zhongliang E-Academy, an online mobile learning platform, as the bridge, to create customised training plans for employees at different levels and in different scenarios, and continued to implement the training strategy of "one core, two directions, three strategies and four dimensions of enhancement". The parallel operation of talent cultivation and team building has promoted the enhancement of employees' leadership ability, professional business ability and soft skills in the workplace in many aspects, thus enabling the allround growth of employees and the high quality development of the Company at the same time.



| | |
|---|---|
| **四維驅動 Four Dimensional Empowerment** | 團隊提升、業務提升、人員提升、文化提升<br>Enhancement in team, business, personnel, and culture |
| **三項策略 Three Strategies** | 標杆策略、專項訓練策略、課程賦能策略<br>Benchmarking strategy, specialised training strategy, course empowerment strategy |
| **兩大方向 Two Directions** | 專業業務賦能、後備人才培育<br>Professional business empowerment and reserve talent cultivation |
| **一個核心 One Core** | 秉持「保交付、降成本、降負債、保資產」管理理念，持續提高集團經營效率<br>Adhering to the management philosophy of "ensuring delivery, reducing costs, lowering liabilities and preserving assets" to continuously improve the Group's operational efficiency |

**中梁控股培訓發展戰略**
**Training and Development Strategy of Zhongliang Holdings**

報告期內，本集團圍繞管理團隊建設、專業業務賦能及文化場域落地等方向打造培訓計劃，根據員工不同場景下的工作需求和個人成長需求，規劃開展多維培訓項目，為各層級的員工提供學習與發展機會，打造更加多元化、專業化、高素質的人才團隊。

During the Reporting Period, the Group formulated training programs around the directions of management team building, professional business empowerment and cultural field landing, planned and launched multi-dimensional training programs according to the work requirements and personal growth needs of employees in different scenarios, so as to provide employees at all levels with opportunities for learning and development and to build a more diversified, professional and high-quality talent team.

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| | |
|---|---|
| **管理團隊建設 Management Team Building** | • 高管學習會 Executive learning sessions<br>• 主題專項培訓 Theme-specific training |
| **專業業務賦能 Professional Business Empowerment** | • 專業業務培訓 Professional business training<br>• 稅務專項培訓 Taxation training |
| **文化場域落地 Cultural Field Development** | • 中梁學習匯 Zhongliang Learning Exchange<br>• 中梁E學堂 Zhongliang E-Academy |

**2025年中梁控股重點培訓項目**
**Key Training Programs of Zhongliang Holdings in 2025**

### 管理團隊能力強化

中梁控股高度重視管理團隊的培養，重點提升其領導力、溝通技巧、策略性思維及管理工作表現，協助管理人員拓展事業。報告期內，本集團提出了「保交付、降負債、保資產、活下去」的總體經營方針，持續跟蹤核心業務情況，及時對稱管控政策，營造場域助推集團經營。本集團圍繞營銷突破、經營安全、平穩交付等組織召開了9場高管學習會，持續分享經驗，並通過月度高管會及半年度／年度經營總結會等三大會議，確保公司政令暢通，助力公司各級段達成經營指標。同時，為更好地應對當前行業下行現狀，本集團針對性地開展主題專項培訓活動，提升管理團隊的風險管控意識，賦能提升核心條線的業務能力，持續解決經營難題，助力區域高效穩定運營，更好地穿越房地產行業周期性動盪。

### Strengthening the capability of the management team

Zhongliang Holdings attaches great importance to the development of the management team and focuses on enhancing their leadership, communication skills, strategic mindset and management performance, and assisting managers to expand their careers. During the Reporting Period, the Group proposed the overall operation policy of "guaranteed delivery, debt reduction, asset protection and survival", and continued to monitor the performance of core business and aligned management policies in a timely manner based on the objective, thus creating a field to boost its operation. The Group organized 9 executive learning sessions centering on marketing breakthrough, operational safety, and smooth delivery to continuously share experience. Through three major meetings, namely monthly executive meetings and semi-annual/annual operational summary meetings, the Group ensured smooth communication of the Company's directives, assisting all levels of the Company in achieving operating indicators. Besides, to better cope with the current downturn of the industry, the Group carried out thematic training activities to enhance the risk control awareness of the management team, empower the core business lines, and continuously address operational challenges, hence supporting efficient and stable operations in various regions and enabling it to better navigate the cyclical fluctuations in the real estate industry.

### 專業業務賦能

報告期內，中梁控股籌劃了專業業務培訓提升活動，致力營造有利於員工培能的工作環境，著力提升團隊素質能力，更好地適應當前市場變化。

### Professional business empowerment

During the Reporting Period, Zhongliang Holdings organized professional business training activities and strived to create a working environment conducive to employee training, so as to improve the quality and ability of the team and better adapt to the current market changes.

### 專項培訓
### Specialized Training

面對嚴峻的行業形勢，為從源頭控制各項經營風險，本集團於2025年8月為法務團隊組織開展破產專項培訓，主要目的在於學習市場案例，了解破產重整、破產和解、破產清算等不同破產路徑的程序及合規注意事項，以提高法務團隊風險防控及處理疑難複雜問題的能力，提升團隊整體實戰管理水平。

In response to the challenging industry landscape, and to control operational risks at their source, the Group organized specialized bankruptcy training for its legal team in August 2025. The primary objective was to study market cases and gain an understanding of the procedures and compliance considerations for different bankruptcy pathways, including restructuring, composition, and liquidation. This initiative aimed to enhance the legal team's capabilities in risk prevention and management, as well as their ability to handle complex and challenging issues, thereby elevating the team's overall practical management proficiency.




破產專項培訓
Specialized Bankruptcy Training

### 文化場域落地

中梁控股堅持「擰成一股繩，合成一股力」的理念，持續推動文化協同、組織提效，以文化激發動力，各職能部門將文化融入工作標準和行為規範中，並通過年度評優、中梁故事等方式，宣傳標杆人物，更好發揮榜樣作用，帶動整個團隊的凝聚力和向心力，為每一位員工打造更好的文化場域。

### Cultural field development

Upholding the concept of "integrating as a whole and working together", Zhongliang Holdings continuously promotes cultural coordination, improves organizational efficiency, and stimulates motivation with culture. Our functional departments integrate culture into work standards and codes of conduct, and publicize benchmark figures through various ways such as annual evaluation and Zhongliang Stories to better play the role of role models, in a bid to reinforce the cohesion and centripetal force of the entire team and create a better cultural field for every employee.

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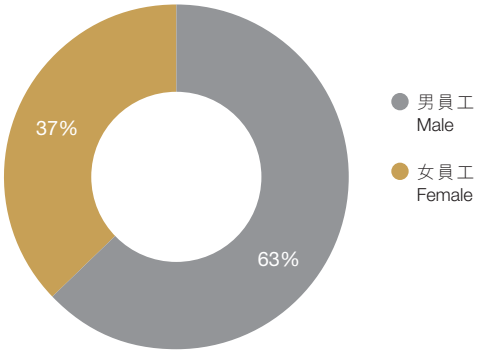
此外，中梁控股緊跟時代發展步伐，擁抱「互聯網+」思潮，持續加強和推進中梁知識共享體系的構建，不斷完善「中梁E學堂」線上移動學習平台，對全集團的各類知識資源進行收集、整理、儲存、傳播、應用及創新，與集團全體員工共創知識、共享智慧。

In addition, Zhongliang Holdings keeps pace with the development of the times by embracing the trend of "Internet Plus". It has continuously strengthened and promoted the construction of knowledge-sharing system of Zhongliang, and constantly improved the "Zhongliang E-Academy", an online mobile learning platform, by collecting, organizing, storing, disseminating, applying and innovating various knowledge resources of the entire Group, to create knowledge and share wisdom with all employees of the Group.

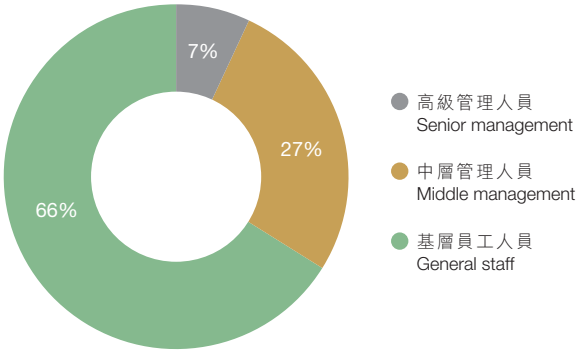
2025年，中梁控股員工培訓工作成效顯著，受訓總人數達1,216，佔員工總數約80%，總培訓時長達9,728小時，具體分佈情況如下：

In 2025, Zhongliang Holdings achieved notable results in employee training, with 1,216 employees trained, representing approximately 80% of the total number of employees. Total training time was 9,728 hours, the details of which are set out below:

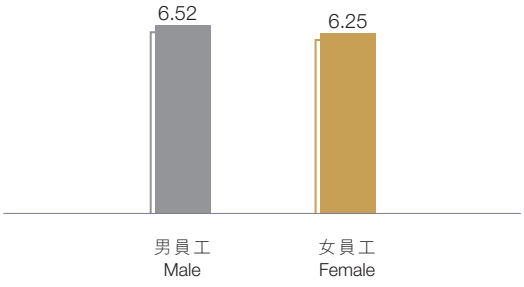
按性別劃分受訓僱員百分比
Percentage of trained employees by gender



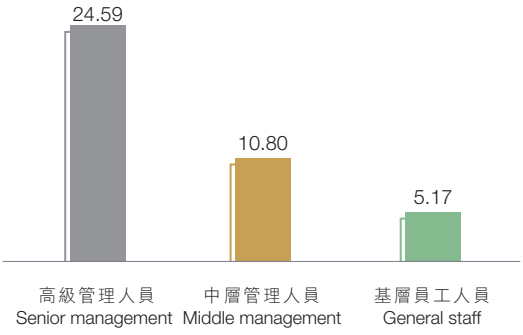

按職級劃分受訓僱員百分比
Percentage of trained employees by rank




按性別劃分平均受訓時數(小時)
Average training hours by gender (hour)




按職級劃分平均受訓時數(小時)
Average training hours by rank (hour)



## 4.3職場關懷

中梁控股注重人文關懷，倡導多元化溝通氛圍，積極搭建員工溝通渠道，充分傾聽員工訴求及對於公司發展的建議，同時定期開展組織氛圍調查和關懷行動，深入了解員工內心想法，做到真實聆聽，切實改變，讓員工和集團在輕鬆、平等的環境中共同成長。

本集團搭建內部網絡平台，提供公平、高效、平等的申訴處理機制，以便及時了解員工訴求，掌握公司管理中存在的問題。除此之外，本集團通過在各區域積極開展員工敬業度調查，不斷發現和解決問題，有效提升員工滿意度。同時，中梁控股引導員工以健康、可持續發展的方式追求美好生活，從物質、精神、文化等多個方面出發，關注每一位員工的身心幸福，定期組織關懷慰問活動，構建員工慰問體系，增強員工凝聚力與歸屬感。

2025年，本集團持續開展「夏日送清涼」防暑降溫慰問活動，向堅守在項目一線、為保障房屋順利交付辛勤付出的員工們送去清涼與關懷。

## 4.3 WORKPLACE CARE

Zhongliang Holdings highly values humanistic care and advocates a diversified communication atmosphere. It actively establishes communication channels for employees to carefully listen to their demands and suggestions on the development of the Company, while also regularly conducting surveys on organizational atmosphere and caring actions to gain a deeper understanding of their inner thoughts, so as to truly listen and make practical changes to enable the employees and the Group to grow together in a relaxed and equal environment.

The Group has established an internal network platform to provide a fair, efficient and equal mechanism for handling complaints, so as to promptly understand employees' demands and grasp the problems in the management of the Company. In addition, the Group has actively conducted surveys on employee engagement in various regions to identify and resolve problems, effectively enhancing employee satisfaction. At the same time, Zhongliang Holdings guides employees to pursue a better life in a healthy and sustainable manner, and is concerned about the physical and mental well-being of each employee from material, spiritual and cultural perspectives. Furthermore, we organized care and condolence activities on a regular basis to create a system of employee consolation and enhance the cohesion of the employees and their sense of belonging.

In 2025, the Group continued to launch the heatstroke prevention and refreshing condolence activity themed with "Delivering a Refreshing Summer" to deliver a refreshing summer and caring for the staff who worked hard on the frontline of the projects for ensuring the smooth delivery of the housing units.

## 4.4職業健康與安全

中梁控股積極倡導「生命至上、安全第一」的價值觀，將健康與安全置於企業核心位置。本集團不斷優化安全管理架構和相關制度，切實落實安全管理責任，定期開展安全意識培訓活動，為員工營造安全、健康、舒適的工作環境。

## 4.4 OCCUPATIONAL HEALTH AND SAFETY

By actively advocating to the concept of "Priceless Lives, Safety First", Zhongliang Holdings places health and safety as the core of the enterprise. With continuously optimization of the safety management structure and related systems, the Group fulfills safety management responsibilities and conducts safety awareness training activities on a regular basis, so as to create a safe, healthy and comfortable working environment for employees.

# 四、人力資源管理
# IV. HUMAN RESOURCES MANAGEMENT

### 安全管理體系

中梁控股嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國建築法》、《建設工程安全生產管理條例》、《生產安全事故報告和調查處理條例》及《建築施工安全檢查標準》等法律法規，並於報告期內繼續沿用了《中梁地產集團工程運營條綫考核管理辦法》、《中梁地產集團第三方工程過程評估管理辦法》、《中梁地產集團項目交付工程品質評估管理辦法》及《中梁地產集團材料飛檢專項評估指引》等內部管理制度，為有效管控成本，評估體系主要有三部份，由區域公司交叉互檢、集團聯盟工程運營部抽檢及集團審計例行檢查組成，通過加強關鍵控制點並完善評估細則，評估導向側重於保障項目平交付。另外，本集團摸排項目質量安全風險，對各個階段進行全周期安全管理及績效管理，明確各區域項目人員、監理、總承包單位等主體的責任、義務及獎懲措施。本集團始終將員工安全放在首要位置，我們積極構建集團層面及區域層面的安全管理體系，持續優化安全風險督辦流程，將安全管理責任層層落實至對應的管理機構，保障職業健康安全工作得到妥善管理。

### Safety management system

Zhongliang Holdings strictly abides by relevant laws and regulations including the Production Safety Law of the People's Republic of China, the Construction Law of the People's Republic of China, the Administrative Regulations on the Work Safety of Construction Projects, the Regulations on the Reporting, Investigation and Disposition of Work Safety Accidents and the Standard of Construction Safety Inspection. In addition, Zhongliang Holdings continued to apply the Administrative Measures on the Assessment of Engineering Lines of Zhongliang Real Estate Group, the Administrative Measures on Third-Party Engineering Process Evaluation of Zhongliang Real Estate Group, the Administrative Measures on the Assessment of Project Delivery Engineering Quality of Zhongliang Real Estate Group, the Guidelines on Material Random Inspection Special Assessment of Zhongliang Real Estate Group and other internal management systems during the Reporting Period. The assessment system encompassed three parts, namely cross-inspection among regional companies, sampling inspection by the Group's alliance engineering operation department and routine audit inspection by the Group to effectively control costs. By strengthening key control points and refining assessment details, the evaluation orientation focuses on ensuring the smooth delivery of projects. Furthermore, to identify the project quality and safety risks, full-cycle safety management and performance management are carried out at all stages to clearly define the responsibilities, obligations, rewards and penalties of project personnel, supervisors, general contractors and other entities in each region. The Group has always given top priority to the safety of its employees. We have proactively constructed a safety management system at the group and regional levels, continuously optimized the safety risk supervision process, and implemented the safety management responsibilities to the corresponding management organizations, so as to ensure that occupational health and safety work is properly managed.




中梁控股風險督辦流程
Risk supervision process of Zhongliang Holdings

此外，本集團對於合作承包商和供應商提出員工職業安全管理要求。我們在與其簽署的合同中明確項目健康安全標準，並要求合作方自主提報ISO45001職業健康安全管理體系認證，對於安全風險事項要及時進行上報和合規處理。在合作過程中，集團內部審計監察中心對合作方健康安全工作進行持續監督，審計條線同時根據安全事故的上報和處罰情況開展有效幹預與監督工作，實現閉環管理。

**安全保障**

中梁控股始終堅持「零死亡、零火災」的承諾，致力於在消除或緩解所有業務營運的安全危害。報告期內，本集團持續完善各項安全保障措施，採取第三方工程巡檢、季度安全檢查等措施進行監管，對安全管理制度指引及底線標準進行拉通，針對階段性安全痛點問題進行定期分析，不斷迭代安全管理措施。2025年中梁控股工程安全達成「零」死亡事故目標，因工傷損失工作日數為112天，過往4年未發生工亡事故。

此外，中梁控股集團不斷強化員工安全

In addition, the Group imposes requirements of employee occupational safety management on its partner contractors and suppliers. We specify the health and safety standards of the projects in the contracts entered into with them, and require the partners to submit the ISO45001 occupational health and safety management system certification on their own, report and handle safety risks in a timely and compliant manner. In the course of the cooperation, the internal audit and supervision center of the Group continuously supervises the health and safety work, and carries out effective intervention and supervision based on the reporting of safety incidents and penalties until closed-loop management is achieved.

**Safety and Security**

Zhongliang Holdings always adhered to the commitment of "zero fatalities and zero conflagrations", and committed to eliminating or mitigating all safety hazards in business operations. During the Reporting Period, the Group continued to improve various safety measures and implement third-party engineering inspections, quarterly safety checks and other measures for supervision. It also reviewed the safety management system guidelines and baseline standards, conducted regular analysis of stage-specific safety issues, therefore continuously improving safety management measures. In 2025, Zhongliang Holdings achieved the goal of "zero" fatalities in engineering safety, with 112 lost days due to work injury, and no work-related fatalities in the past 4 years.

## 四、人力資源管理
## IV. HUMAN RESOURCES MANAGEMENT

| | |
|---|---|
| **事故分析會**<br>**Accident analysis meeting** | • 針對社會上發生的典型工程安全事故，結合現場實際及政府主管部門要求，開展自查自糾，舉一反三，避免事故隱患。<br>In view of the typical engineering safety accidents occurring in the society, in combination with the actual situation on the site and the requirements of the competent government departments, self-examination and self-correction are carried out to avoid hidden dangers of accidents. |
| **安全大檢查**<br>**Safety inspection** | • 原則上每季度開展一次<br>To carry out safety inspection every quarter in principle<br>• 特殊情況如節假日、災害天氣等，檢查結果備案至集團總部，集團和區域均開展跟蹤檢查，安排整改銷項<br>In special cases such as holidays, disaster weather, etc., the inspection results will be filed with the group headquarters, and the Group and the regional companies will carry out follow-up inspection and arrange for rectification |
| **晨會制度**<br>**Morning meeting system** | • 要求各個事業部落實安全晨會制度，集團抽查落實情況，並納入考核<br>Each business unit is required to implement the safety morning meeting system, and the Group conducts random checks on the implementation and includes it in the assessment |

**中梁控股安全保障舉措**
**Safety Measures of Zhongliang Holdings**

文化的建設工作，確保安全意識深入人心。在集團總部層面，我們針對全集團工程管理人員，聚焦於項目質量、安全與保交付工作開展培訓。在區域和項目層面，不定期開展各類型培訓活動，如安全晨會、周培訓、月度培訓、季度培訓等，覆蓋項目管理人員及合作施工單位，培訓主題重點聚焦於施工安全、文明作業、環境保護、施工作業交底、隱蔽工程驗收、關鍵工序質量要求等方面，全國方位提升內外部安全防範意識。報告期內，本集團由原來的綫上培訓型式優化為現場培訓和綫上培訓相互結合，累計組織12次培訓，合計開展20項課程，讓員工真正重視每一項安全工作的細節，充分發揮員工在安全工作中的主動性與積極性。

Furthermore, Zhongliang Holdings Group continues to strengthen the construction of a safety culture among employees to ensure that safety awareness is deeply rooted. At the group headquarters level, we provide training for all engineering management personnel of the Group with emphasis on project quality, safety and delivery. At the regional and project levels, various types of training activities are regularly conducted, including safety morning meetings, weekly training, monthly training, quarterly training, covering project management personnel and cooperative construction units. Training topics focus on construction safety, civilized operations, environmental protection, construction operation briefing, concealed engineering acceptance, key process quality requirements and other aspects, which enhances internal and external safety awareness nationwide. During the Reporting Period, the Group adjusted from the original online training model to a combination of on-site and online training, and organized a total of 12 training sessions with 20 courses conducted, enabling employees to truly value the details of each safety work and fully demonstrate their initiative and enthusiasm in safety work.

# 五、供應鏈管理
# V. SUPPLY CHAIN MANAGEMENT

中梁控股始終堅持互助共贏的理念，不斷完善供應商管理體系，嚴格區分前後台的管理職責，對供應商執行從准入、評估與退出的全生命周期管理流程。我們將環境及社會因素納入供應鏈得評價與考量環節，有效識別風險，減少環境、社會及安全隱患，持續踐行可持續發展的採購理念。

Adhering to the concept of mutual assistance and win-win cooperation, Zhongliang Holdings continuously improves its supplier management system, strictly distinguishes management responsibilities between front and back offices, and implements a full life cycle management process for suppliers from admission, evaluation to exit. We incorporate environmental and social factors into the evaluation and consideration of the supply chain, which allows to effectively identify risks, reduce environmental, social and safety hazards, and continue to implement the concept of sustainable procurement.

## 5.1 供應鏈管理

中梁控股致力於打造合作、開放、共贏的供應鏈平台。我們持續優化供應鏈管理體系，報告期內我們對《供方管理制度V4.0》及《下屬各分類公司招標採購操作指引V2.0》等內部管理制度進行優化，要求各層級嚴格落實供應商資質審核、考察、入庫、入圍等程序，並對供應商審核與評價作出詳細的制度規定，確保供應鏈管理權環節、全流程的高效、穩定和公平。同時，為明確招投標過程中的各職能條綫分工界面，加強風險防控，始終保證合法合規經營，本集團編制了《招採職能工作界面劃分辦法》。另外，為進一步拓展屬地化低價優質資源，我們新增並發佈了《總包工程V2.5》、《土石方工程V1.3》及《精裝修工程V2.7》等14個品類標準清單，有序地開展優質供貨商引進及管理工作。

## 5.1 SUPPLY CHAIN MANAGEMENT

Zhongliang Holdings strives to establish a supply chain platform characterized by cooperation, openness and win-win. We continuously optimize the supply chain management system. During the Reporting Period, we optimized internal management systems such as the Supplier Management System V4.0 and the Operational Guidelines for Tendering and Procurement of Subordinates V2.0. We require strict implementation of supplier qualification review, inspection, admission and short-listing procedures at all levels, and provide detailed system regulations for review and evaluation on suppliers to ensure the efficiency, stability and fairness of each part and the entire process of supply chain management. Meanwhile, to clarify the division of various functional lines in the tendering process, strengthen risk prevention and control, and ensure the legal and compliant operation, the Group has formulated the Measures for Division of Functions for Tendering and Procurement. In addition, to further expand localized and low-priced quality resources, we have newly released 14 category standard lists, such as the General Contracting Project V2.5, the Earthwork Engineering V1.3 and Fine Decoration Engineering V2.7, to carry out the introduction and management of high-quality suppliers in an orderly manner.

我們不斷優化供應鏈管理架構，報告期內，採購管理前台和後台進行了合併，加強了對招標採購全過程的嚴格監管，特別對於低金額或過程中被忽視的標段，實施全面審批介入，以確保供應鏈採購管理的合規性，從而有效降低後期合作中可能出現的履約風險。

We continuously optimize the supply chain management framework. During the Reporting Period, the front offices and back offices of procurement management were merged to strengthen the stringent supervision of the entire tendering and procurement process. We have implemented comprehensive approval intervention especially for small amount or the section being neglected during the process, to ensure the compliance of supply chain procurement management, thereby effectively reducing the performance risks that may arise in later cooperation.

## 五、供應鏈管理
## V. SUPPLY CHAIN MANAGEMENT




**招採組織管理職能**
**Management Functions of the Tendering and Procurement Offices**

中梁控股構建了覆蓋供應商需求匹配、入庫、評估、出庫、關係維護等環節的供應商全生命周期管理體系，通過風險評估，分類、分級管理的策略，篩選有意願、有能力、有產品、有服務的供應商加大合作力度，形成價值鏈共進的良性循環。

Zhongliang Holdings has established a complete supplier management system covering the management for the entire life cycle of suppliers from supplier demand matching, entry, evaluation, removal to relationship maintenance. Through risk assessment, strategy of classification and graded management, we strengthened cooperation with suppliers who have the willingness, ability, products, and services, forming a virtuous cycle of value chain collaboration.

**供應商准入**
**Supplier entry**

- 在與供應商開展合作前，對於對供方的服務範圍、承接能力、公司管理、項目經理及以往合作業績等方面進行嚴格、全面的資格預審
  To carry out strict and comprehensive prequalification of the supplier's service scope, ability to undertake, company management, project manager and past cooperation performance, etc., before any cooperation
- 要求所有供應商通過中梁控股招採中心外網進行註冊，戰略供應商強制要求提供三系認證背景資質，即ISO9001質量管理體系認證、IS014001環境管理體系認證及ISO45001職業健康安全管理體系認證證書
  All suppliers are required to register through the external network of Procurement Center of Zhongliang Holdings. Strategic suppliers are mandated to provide three background qualifications, namely the ISO9001 Quality Management System certification, IS014001 Environmental Management System certification, and ISO45001 Occupational Health and Safety Management System certification
- 考察人員根據供方類型選擇相應的《供方實地考察評價表》進行打分及評價，經審查合格的供應商才有資格與公司建立合作關係
  The examination personnel shall select the corresponding Supplier Fieldwork Evaluation Form for scoring and evaluation according to the type of supplier, and the qualified suppliers are eligible to cooperate with the Company after approval

**供應商評估**
**Supplier evaluation**

- 每半年公司進行供應商的履約評估及定級，根據評估原則從全方面維度進行供應商履約合作的真實反饋
  The Company will rate and rank suppliers on a semi-annual basis according to the true feedback on their performance evaluated from an overall perspective
- 針對材料設備類供應商，審查維度包括供貨進度、安裝進度、補貨進度等；針對工程施工類供應商，審查維度包括組織架構及能力、節點完成情況、質量管理體系、第三方評估成績等
  For material and equipment suppliers, the review dimensions include supply progress, installation progress, replenishment progress, etc. For engineering construction suppliers, the review dimensions include organizational structure and capabilities, node completion, quality management system, third-party evaluation results, etc.
- 對於優秀供應商將予以激勵，對不合格供應商執行淘汰機制，暫時履約不佳的供應商，我們將其納入「留庫待觀察」，暫停一定期限的新項目承接資格，待觀察期滿後根據履約情況判定是否「解禁」
  We reward the outstanding suppliers and knock out the disqualified. As for suppliers with poor performance temporarily, we will include them in the "reserved suppliers for observation", suspend their qualifications of undertaking new projects for a certain period of time, and determine whether to "unblock" them upon the expiration of the observation period based on their performance
- 由集團工程管理部主導進行外部第三方評估，審查內容包括過程評估、材料專項評估、交付專項評估
  External third-party evaluation is led by the Engineering Management Department of the Group, the review includes process evaluation, material-specific evaluation, and delivery-specific evaluation

**供應商退出**
**Supplier removal**

- 結合供應商評估結果，對評估不合格的供方實施退出機制並且後續不再使用
  The Group will discharge those unqualified suppliers after approval based on the supplier evaluation results and not engage them in the future
- 對於長期在庫內超過24個月均未投標或合作的，實施溝通、反饋、評估，如果無合作意願或者達不到中梁控股標準的，也將予以退出，若後期需要使用將嚴格執行准入機制
  For those who have been in the supplier base for more than 24 months without bidding or cooperation, after making communication, feedback, and evaluation, they will also be knocked out if showing no willingness to cooperate or failing to meet the standards of Zhongliang Holdings. Strict access mechanisms will be implemented if they are engaged in the future

**供應商全生命周期管理流程**
**Entire Life Cycle Management Process for Suppliers**

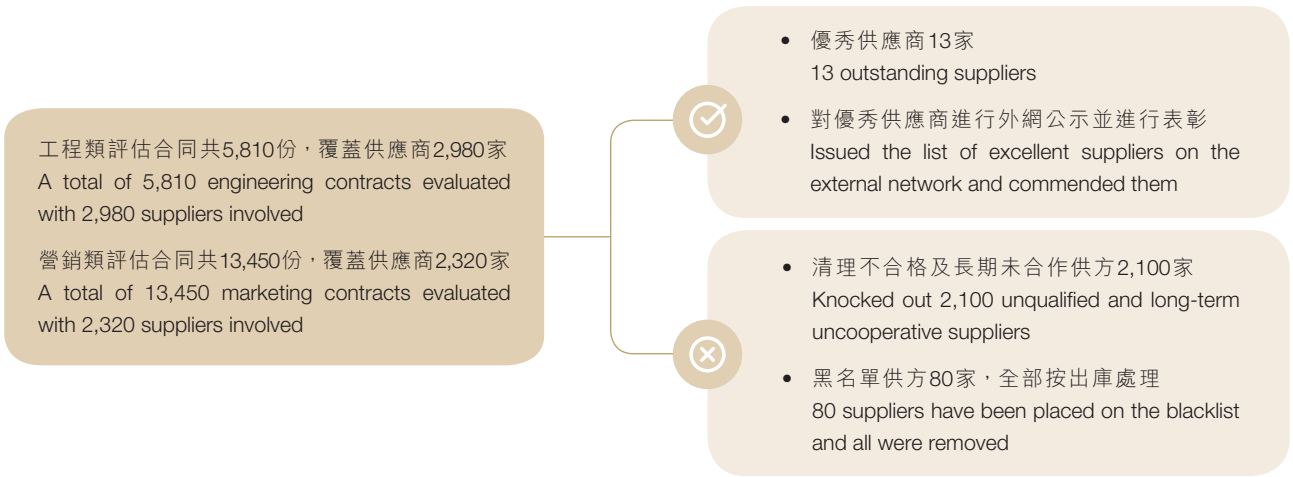
## 五、供應鏈管理
## V. SUPPLY CHAIN MANAGEMENT

2025年，中梁控股為加強戰略供應商的管理與評估，建立了戰略採購單位合作情況信息監測系統，通過數字化平台實時動態監測戰略供應商的履約進度和效果，及時識別履約過程中的潛在風險，從而有助於提前採取相關應對措施，確保供應商管理的有效性。同時，我們建立了履約過程管理考核機制，要求供應商及時上報反饋履約風險，對於未上報履約風險或解決問題的供應商，予以考核扣分，嚴重者將實施退出機制。

In 2025, Zhongliang Holdings established an information monitoring system for cooperation with strategic procurement unit to strengthen the management and evaluation of strategic suppliers. The performance progress and effectiveness of strategic suppliers were under real-time monitoring on a digital platform, so that the potential risks in the performance process shall be identified promptly, which was conducive to taking relevant response measures in advance and thus ensuring the effectiveness of supplier management. Besides, we established a performance management assessment mechanism, requiring suppliers to timely report feedback on performance risks. Suppliers who fail to report or handle such issues, will suffer a deduction of scores, and in serious cases, will trigger the exit mechanism against them.

報告期內，我們有序開展工程類供應商、營銷類供應商履約評估工作，其中：

During the Reporting Period, we carried out the performance assessment of engineering suppliers and marketing suppliers in an orderly manner, including:




**工程類供應商、營銷類供應商履約評估結果**
**Performance Assessment Results of Engineering Suppliers and Marketing Suppliers**

為加強供應鏈數字化管理，優化招採系統，中梁控股招採管理部門定期組織與法務、審計、成本、工程進行有效部門聯動，對招採管理過程中存在的問題進行信息對稱，對發現的問題提出解決方案，並通過系統優化實現查漏補缺。報告期內，我們進行了兩次招採系統的優化升級。這些改進覆蓋了招標流程、供應商管理、營銷類入庫管理、直接委託管理、權限設定、合同及補充協議管理等多個關鍵環節，從而顯著降低了管理風險。

In order to strengthen the digital management of the supply chain and optimize the tendering and procurement system, the tendering and procurement management department of Zhongliang Holdings regularly interacts with the legal, audit, cost, and engineering departments to align information about issues emerging in the tendering and procurement management process, to propose solutions for the identified issues, as well as achieve weakness detection and improvement through system optimization. During the Reporting Period, we carried out two rounds of optimization and upgrades for the tendering and procurement system, involving key aspects such as the bidding process, supplier management, marketing suppliers' admission management, direct commissioning management, authority setting, as well as contract and supplemental agreement management, which significantly reduced management risks.

## 招採管理平台2.0
## Tendering and Procurement Management Platform 2.0

中梁控股在報告期內依據《線上招採系統及線下資料管理操作指引》，升級了中梁招採信息化2.0系統以提升招採業務的管理效率、強化流程監控並減少採購風險。該系統現已整合人力、成本、設計、工程、營銷、材料公司等部門，並與天眼查數據系統連接，實現了高效的線上辦公和資源節約。供應商的全流程管理，包括准入、採購、結算和評估，均可通過該系統完成，從而減少了人為幹預，降低了合規風險。

During the Reporting Period, Zhongliang Holdings upgraded the Zhongliang Tendering and Procurement Information System 2.0 in accordance with the Online Tendering and Procurement System and Offline Data Management Operation Guidelines to enhance the management efficiency of the tendering and procurement business, strengthen process monitoring, and reduce procurement risks. The system had incorporated departments managing human resources, cost, design, engineering, marketing, and material companies and connected to the data system of TianYanCha.com, thus enabling efficient online office and resource savings. The entire process management of suppliers, including admission, procurement, settlement, and evaluation, can all be handled on this system, thereby reducing human intervention and lowering compliance risks.



## 五、供應鏈管理
## V. SUPPLY CHAIN MANAGEMENT

### 供應商溝通

本集團將常態化的供應商溝通作為良好合作的基礎，通過定期開展「高層互訪」、公開舉報在及交流渠道等方式，我們積極拓寬與供應商的交流渠道，幫助供應商共同解決日常合作中質量、安全、進度相關問題，建立互惠共贏的供應鏈合作關係。

### Supplier Communication

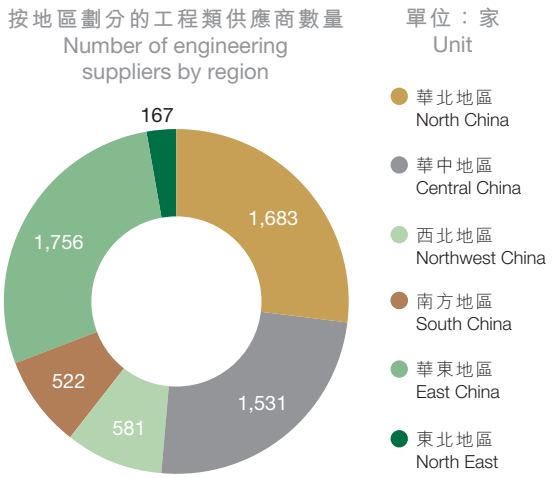
The Group takes normalized communication with suppliers as the foundation for good cooperation. Through regular "senior-level visits", public reporting and communication channels and other means, we actively expand communication channels with suppliers, to help them solve quality, safety, and progress related issues in daily cooperation, and establish a supply chain cooperation relationship for mutual benefit.

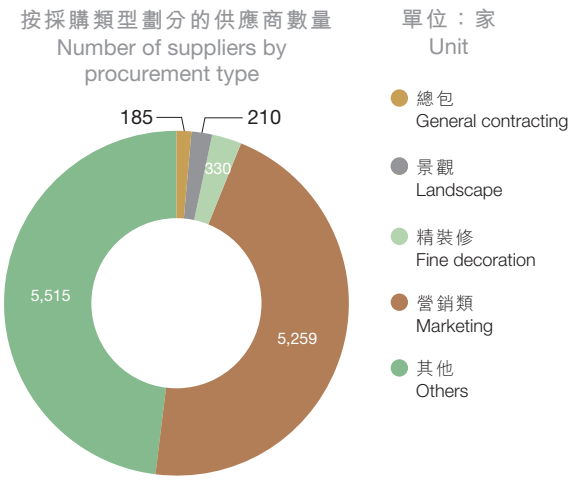
| | |
|---|---|
| **溝通渠道 Communication channels** | • 事前進行信息收集工作<br>Information collection in advance<br>• 事中進行面對面的溝通談判<br>Face-to-face communication and negotiation in the process<br>• 事後進行跟蹤工作，解決相關問題<br>Follow-up work after the event to solve relevant issues |
| **溝通頻率 Communication frequency** | • 根據項目需求進行「事前、事中、事後」三步走的溝通<br>Three-step communication based on project requirements, namely "in advance, in the process and after the event" |
| **溝通內容 Communication content** | • 重點針對工程質量、安全、進度及合作過程中出現的問題進行溝通<br>Focusing on issues related to project quality, safety, progress, and cooperation |

**供應商溝通與問題處理機制**
**Supplier Communication and Problem Handling Mechanism**

報告期內，中梁控股共有供應商11,499家，按供應商服務類型可分為工程類供應商6,240家和營銷類供應商5,259家。我們於報告期內對全部工程類供應商開展審查。按地區以及採購類型劃分的具體供應商數目如下：

During the Reporting Period, Zhongliang Holdings had 11,499 suppliers in total, which can be divided into 6,240 engineering suppliers and 5,259 marketing suppliers by the service types of suppliers. During the Reporting Period, we conducted inspections on all engineering suppliers. The details of the number of suppliers by region and procurement type are as follows:




中梁控股始終堅持互助共贏的理念，不斷完善供應商管理體系，嚴格區分前後台的管理職責，對供應商執行從准入、評估與退出的全生命周期管理流程。本集團將環境及社會因素納入供應鏈評價與考量環節，有效識別風險，減少環境、社會及安全隱患，持續踐行可持續發展的採購理念。

Adhering to the concept of mutual assistance and win-win cooperation, Zhongliang Holdings continuously improves its supplier management system, strictly distinguishes management responsibilities between front and back offices, and implements a full life cycle management process for suppliers from admission, evaluation to exit. The Group incorporates environmental and social factors into the evaluation and consideration of the supply chain, which allows to effectively identify risks, reduce environmental, social and safety hazards, and continues to implement the concept of sustainable procurement.

## 5.2 可持續供應鏈

中梁控股致力於打造公平、公正、攜手共贏的供應鏈合作夥伴關係。我們高度重視價值鏈中涉及的環境及社會議題，致力於打造負責任及可持續發展的供應鏈。我們將供應商環境及社會相關指標納入供應商准入及供應商評估的考察範圍，優先選擇在環境保護、污染防治、職業健康與安全、反貪腐與商業道德等維度表現良好的供應商，降低採購過程中的各類風險。

### 陽光採購

中梁控股始終將誠實守信作為企業經營的準則，對採購過程中的營私舞弊行為堅決秉持零容忍態度。我們要求供應商遵守廉潔規定，共同維護公平、公正、透明的市場環境，發現存在廉潔問題的供應商，我們將按照規定進行出庫處理，終止合作。在公司內部，中梁控股致力於培養員工的廉潔意識，通過宣揚廉政企業文化，確保每位員工都能堅守廉潔底線，為公司的誠信經營奠定堅實的基礎。

## 5.2 SUSTAINABLE SUPPLY CHAIN

Zhongliang Holdings is committed to building a supply chain partnership based on the principles of fairness, impartiality and mutual benefit. We attach great importance to the environmental and social issues involved in the value chain, and committed to building a responsible and sustainable supply chain. We include environmental and social indicators of suppliers into the consideration of supplier admission and evaluation, and give priority to suppliers who perform well in environmental protection, pollution prevention and control, occupational health and safety, anti-corruption, and business ethics to reduce various risks in the procurement process.

### Transparent Procurement

Zhongliang Holdings always regarded honesty and trustworthiness as the principle of business operation, and firmly upholds a zero tolerance attitude towards corrupt practices during the procurement process. We require suppliers to comply with integrity regulations and jointly maintain a fair, impartial, and transparent market environment. For suppliers discovered with integrity issues, we will remove them from the approved list and terminate the cooperation in accordance with regulations. Internally, Zhongliang Holdings is committed to cultivating employees' awareness of integrity, and by promoting a corporate culture of integrity, ensuring that every employee can adhere to the bottom line of integrity, thereby laying a solid foundation for the Company's honest operation.

| | |
|---|---|
| **外部**<br>**Externally** | • 在供應商交底時開展廉潔宣貫<br>Carry out integrity publicity in supplier's delivery<br>• 向供應商公開舉報渠道和信息以督促自身的廉潔行為<br>Disclose reporting channels and information to suppliers to promote their own integrity behavior<br>• 要求所有的供應商均需簽署《供應商廉潔協議》以確保採購的透明性<br>All suppliers are required to sign the Supplier Integrity Agreement to ensure the transparency of procurement |
| **內部**<br>**Internally** | • 制定並完善了《廉潔自律及招採檢查管理辦法V5.0》、《供方全過程管理操作指引V3.0》及《供方履約管理操作指引V3.0》<br>Developed and improved the Measures for Integrity and Self-Discipline in Bidding and Procurement Inspection (Version 5.0), the Operational Guidelines for the Management of Suppliers in the Entire Process (Version 3.0), and the Operational Guidelines for the Performance Management of Suppliers (Version 3.0)<br>• 加入了房地產供應鏈反黑聯盟<br>Join the Anti-fraud Alliance of Real Estate Supply Chain<br>• 2025年共宣貫8次，宣貫參加人數325人。<br>In 2025, a total of 8 sessions of publicity were held, with 325 participants. |

**內外部陽光採購舉措**
**Internal and External Measures for Transparent Procurement**

# 五、供應鏈管理
# V. SUPPLY CHAIN MANAGEMENT

**綠色採購**

中梁控股大力倡導綠色採購理念，我們將環境保護、資源節約、安全健康等因素充分融入招採過程，定期評估供應商存在的經營情況、安全質量、環境及社會風險，優先選擇ESG表現優異的供應商。

在供應商准入階段，我們堅決排除存在ESG風險的供應商。同時，我們進一步加強了對供應商履約情況的評估，對於那些在ESG方面有負面影響的供應商，合作履約表現不佳的供應商，我們將開展供應商問詢和評估，嚴重者將被淘汰。

中梁控股在採購過程中，優先選取綠色低碳的原材料。對於地板等產品的採購，我們嚴格篩選行業排名前十的品牌廠家，確保其產品能耗與不良氣體排放符合國家規範與標準。同時，在採購高能耗材料如水泥、鋼筋時，我們選擇與積極承擔社會責任感的企業合作，以最小化採購活動對生態環境的影響。

**Green Procurement**

Zhongliang Holdings vigorously advocates the concept of green procurement. We fully integrate environmental protection, resource conservation, safety and health factors into the bidding and procurement process, regularly evaluate the business situation, safety and quality, environmental and social risks of suppliers, and give priority to suppliers with excellent ESG performance.

In the supplier admission stage, we firmly exclude suppliers with ESG risks. At the same time, we have further strengthened the evaluation of supplier performance. For suppliers who have negative ESG impact and poor cooperative performance, we will conduct inquiry and evaluation on them, and the serious ones will be delisted.

During the procurement process, Zhongliang Holdings prefers green and low-carbon raw materials. For the procurement of flooring products, we strictly select the top ten brand manufacturers in the industry to ensure that the energy consumption and harmful gas emission of their products comply with national regulations and standards. At the same time, when purchasing high-energy consumption materials such as cement and steel bars, we choose to cooperate with enterprises that actively assume social responsibility to minimize the impact of procurement activities on the ecological environment.

## 5.3 行業交流

中梁控股積極參與行業交流與產學研合作，通過參與地產行業高峰論壇，加入產業協會等方式，持續引領地產行業技術革新，共建行業新生態。

2025年8月，中梁控股受邀參加「2025第十五屆中國城市發展及房地產創新大會」，本次會議以「萬物生長，信心的力量」為主題，參會者包括專家學者、房地產企業管理者、產業鏈上下游企業管理者及金融投資機構代表，共同探討房地產行業發展路徑。

## 5.3 INDUSTRY ENGAGEMENT

Zhongliang Holdings actively participates in industry exchanges and industry-university-research cooperation, continuously leading technological innovation in the real estate industry and jointly building a new ecosystem for industry development by attending the real estate industry summit forums and joining industry associations.

In August 2025, Zhongliang Holdings was invited to participate in the "15th China Urban Development and Real Estate Innovation Conference 2025". The conference, themed "The Power of Confidence in All Things Growing", brought together experts, scholars, managers of real estate enterprises, managers of upstream and downstream enterprises in the industry chain, and representatives of financial investment institutions to discuss the development path of the real estate industry.



**2025第十五屆中國城市發展及房地產創新大會**
**15th China Urban Development and Real Estate Innovation Conference 2025**

# 六、社會責任
# VI. SOCIAL RESPONSIBILITY

中梁控股始終相信點滴之水可以積成海洋、善意之舉能夠匯聚溫暖。我們通過積極開展公益慈善活動弘揚慈善傳統美德，將社會責任融入企業發展當中，以自身的力量呼籲社會共同成為愛心貢獻的行動者。

Zhongliang Holdings has always believed that every drop of water can accumulate into an ocean and acts of kindness can bring warmth. We promote the traditional virtues of charity by actively carrying out public welfare and charity activities, integrate social responsibility into enterprise development, and call on the public to take part in caring activities and contribution with our own strengths.

### 教育扶持

中梁控股堅持投身於社會公益事業，通過發起捐贈和開展公益幫扶等方式積極回饋社會、彰顯企業擔當。我們的「書香中梁」公益項目自2017年發起以來，跨越了17個省市自治區，捐贈了百餘所愛心圖書室、50萬餘冊圖書，同時還通過設立幫困助學金、改善教學設施等措施助力公益夢想。

### Education support

Insisting on devoting itself to social welfare undertakings, Zhongliang Holdings actively gives back to society and demonstrates its commitment to corporate responsibility by initiating donations and carrying out public welfare assistance. Since its launched in 2017, our "Scholarly Zhongliang" public welfare project has covered 17 provinces, municipalities and autonomous regions, donated more than 500,000 books to more than 100 love libraries, and also helped fulfilling public welfare dreams by measures such as setting up grants to help the needy and improving teaching facilities.

### 公益行動

中梁控股始終堅信，公益事業是企業社會責任的重要體現。我們致力於通過公益行動，匯聚社會各界的愛心力量，傳遞溫暖與關愛，為默默奉獻、辛勤耕耘的城市工作者送去我們的敬意與感激。同時，我們也積極倡導並踐行志願服務精神，致力於用公益行動來匯聚一股力量、傳遞一份關愛、溫暖一個群體。

### Public welfare actions

Zhongliang Holdings always firmly believes that public welfare undertaking is an important embodiment of corporate social responsibility. Through public welfare actions, we are committed to gathering the power of love from all walks of life, conveying warmth and care, and sending our respect and gratitude to city workers who silently contribute their hard work. At the same time, we also actively advocate and practice the spirit of volunteer services, and devote to gathering a force to convey care and warm a group through public welfare actions.

### 企業參與

中梁控股重視黨建與工會工作，強化黨組織建設和發揮工會橋梁紐帶作用。

### Enterprise engagement

Zhongliang Holdings attaches great importance to the work of the Party building and the labor union, and strengthens the construction of the Party organization and gives full play to the bridging and linking role of the labor union.

# 附錄一：法律法規及內部政策清單
# APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

| | 適用的主要外部法律法規 | Applicable major external laws and regulations |
|---|---|---|
| 1 | 《中華人民共和國公司法》 | Company Law of the People's Republic of China |
| 2 | 《中華人民共和國反不正當競爭法》 | Anti-Unfair Competition Law of the People's Republic of China |
| 3 | 《關於禁止商業賄賂行為的暫行規定》 | Interim Provisions on Banning Commercial Bribery |
| 4 | 《中華人民共和國刑法》 | Criminal Law of the People's Republic of China |
| 5 | 《中華人民共和國刑事訴訟法》 | Criminal Procedure Law of the People's Republic of China |
| 6 | 《中華人民共和國民法典》 | Civil Code of the People's Republic of China |
| 7 | 《中華人民共和國產品質量法》 | Product Quality Law of the People's Republic of China |
| 8 | 《中華人民共和國城市房地產管理法》 | Law of the People's Republic of China on the Administration of the Urban Real Estate |
| 9 | 《城市房地產開發經營管理條例》 | Regulations on Urban Real Estate Development and Management Control |
| 10 | 《城市危險房屋管理規定》 | Regulations on Urban Dangerous Housing Management |
| 11 | 《中華人民共和國商標法》 | Trademark Law of the People's Republic of China |
| 12 | 《中華人民共和國著作權法》 | Copyright Law of the People's Republic of China |
| 13 | 《中華人民共和國專利法》 | Patent Law of the People's Republic of China |
| 14 | 《中華人民共和國網絡安全法》 | Cybersecurity Law of the People's Republic of China |
| 15 | 《通用數據保護條例(GDPR)》 | General Data Protection Regulation (GDPR) |
| 16 | 《中華人民共和國個人信息保護法》 | Personal Information Protection Law of the People's Republic of China |
| 17 | 《中華人民共和國消費者權益保護法》 | Law of the People's Republic of China on the Protection of the Rights and Interests of Consumers |
| 18 | 《中華人民共和國廣告法》 | Advertising Law of the People's Republic of China |
| 19 | 《中華人民共和國環境保護法》 | Environmental Protection Law of the People's Republic of China |
| 20 | 《中華人民共和國環境影響評價法》 | Law of the People's Republic of China on Environmental Impact of Assessment |
| 21 | 《中華人民共和國大氣污染防治法》 | Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution |
| 22 | 《中華人民共和國水污染防治法》 | Law of the People's Republic of China on the Prevention and Control of Water Pollution |
| 23 | 《中華人民共和國固體廢物污染環境防治法》 | Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste |
| 24 | 《建設項目環境保護管理條例》 | Law of the Regulations on Environmental Protection and Management of Construction Projects |
| 25 | 《中華人民共和國勞動法》 | Labor Law of the People's Republic of China |
| 26 | 《中華人民共和國勞動合同法》 | Labor Contract Law of the People's Republic of China |
| 27 | 《中華人民共和國未成年人保護法》 | Law of the People's Republic of China on Protection of Minors |
| 28 | 《中華人民共和國安全生產法》 | Production Safety Law of the People's Republic of China |
| 29 | 《中華人民共和國消防法》 | Fire Protection Law of the People's Republic of China |
| 30 | 《中華人民共和國職業病防治法》 | Law of the People's Republic of China on Prevention and Control of Occupational Disease |
| 31 | 《國家危險廢物名錄》 | National Catalogue of Hazardous Wastes |

# 附錄一：法律法規及內部政策清單
# APPENDIX I: LIST OF LAWS AND REGULATIONS AND INTERNAL POLICIES

| | 內部政策 | Internal Policies |
|---|---|---|
| 1 | 《風險清單》 | Risk List |
| 2 | 《中梁控股集團火爐法則(2020版)》 | Furnace Rules of Zhongliang Holdings Group (Version 2020) |
| 3 | 《客戶信息安全管理制度》 | Customer Information Security Management System |
| 4 | 《中梁廉潔自律八項禁令》 | Zhongliang's Eight Prohibitions for Integrity and Self-Discipline |
| 5 | 《任期審計管理辦法》 | Administrative Measures for Term Audit |
| 6 | 《董事會審計管理辦法》 | Administrative Measures for Board Audit |
| 7 | 《關於修訂離職離崗審計範圍的通知》 | Notice on Revision of the Scope of Off-office Audit |
| 8 | 《離任審計管理辦法》 | Administrative Measures for Resignation Audit |
| 9 | 《投訴舉報管理辦法》 | Administrative Measures for Complaints and Reports |
| 10 | 《關於進一步調整舉報獎勵標準的通知》 | Notice on Further Adjustment of Reporting Award Standards |
| 11 | 《區域集團駐地審計管理辦法》 | Administrative Measures for Regional Business Group Residence Audit |
| 12 | 《中梁控股集團法務管理制度》 | Legal Management System of Zhongliang Holdings Group |
| 13 | 《舉報渠道告知函》 | Notification Letter of Reporting Channels |
| 14 | 《招採廉潔自律辦法》 | Measures for Tendering and Procurement of Integrity and Self-Discipline |
| 15 | 《供應商廉潔協議(2020版)》 | Supplier Integrity Agreement (2020) |
| 16 | 《及時移交訴訟及仲裁資料的通知》 | Notice of Timely Transfer of Litigation and Arbitration Materials |
| 17 | 《關於防範新型冠狀病毒引起相關風險的通知》 | Notice on Prevention of Relevant Risks Arising from the COVID-19 |
| 18 | 《營銷合法合規管理辦法》 | Measures on Managing Compliance with Laws and Regulations on Marketing |
| 19 | 《項目銷售宣傳物料製作管理操作指引》 | Operating Guidelines on Managing Production of Materials for Sales and Promotion for Projects |
| 20 | 《招聘管理制度》 | Recruitment Management System |
| 21 | 《中梁地產集團「全景二展體驗區」管控指導手冊》 | Guide Book for Control of Panoramic Preview Experience Zone of Second Exhibition of Zhongliang Real Estate Group |
| 22 | 《中梁項目二展案例實操手冊》 | Zhongliang Project Second Exhibition Case Practical Manual |
| 23 | 《中梁地產集團第三方工程過程評估管理辦法》 | Management Measure on Evaluation of Construction by Third Party of Zhongliang Real Estate Group |
| 24 | 《中梁地產集團工程條線考核管理辦法》 | Administrative Measures for the Assessment on Engineering-Related Departments of Zhongliang Real Estate Group |
| 25 | 《銷售前客戶風險檢查作業指引》 | Guidelines for Presale Customer Risk Checking |
| 26 | 《客戶投訴處理實施作業指引》 | Guidelines for Customer Complaint Handling |
| 27 | 《中梁地產房修業務作業指引》 | Operation Guidelines for Zhongliang Real Estate Maintenance and Repair Practice |
| 28 | 《第三方施工單位使用操作指引》 | Operating Guidelines on Engaging Third Party Construction Units |
| 29 | 《客戶信息安全管理制度》 | Customer Information Security Management System |

| | 內部政策 | Internal Policies |
|---|---|---|
| 30 | 《首付分期政策操作指引》 | Operating Guidelines on Down Payment and Installment Policy |
| 31 | 《案場物業費管控指引》 | Guidelines for Site Property Fees Control |
| 32 | 《項目包銷業務管理辦法》 | Administrative Measures for Project Underwriting Business |
| 33 | 《項目團購業務管理辦法》 | Administrative Measures for Project Group Purchase Business |
| 34 | 《招聘管理原則》 | Recruitment Management Principles |
| 35 | 《薪酬福利管理制度》 | Compensation and Welfare Management System |
| 36 | 《考勤休假管辦法》 | Administrative Measures for Attendance and Leave |

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|---|---|---|
| **A. 環境**<br>**A. Environmental** | | |
| **層面A1**<br>**Aspect A1** | **排放物**<br>**Emissions** | |
| 一般披露<br><br><br><br><br>General Disclosure | 有關廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等的：<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to waste gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. | 3. 綠色共建<br><br><br><br>3. Green Development |
| 關鍵績效指標A1.1<br>KPI A1.1 | 排放物種類及相關排放數據。<br>The types of emissions and respective emissions data. | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A1.2<br>KPI A1.2 | 於2025年1月1日刪除<br>Repealed 1 January 2025 | 不適用<br>N/A |
| 關鍵績效指標A1.3<br>KPI A1.3 | 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。<br>Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A1.4<br>KPI A1.4 | 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。<br>Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A1.5<br>KPI A1.5 | 描述所訂立的排放量目標及為達到這些目標所採取的步驟。<br>Description of emission target(s) set and steps taken to achieve them. | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A1.6<br>KPI A1.6 | 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。<br>Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. | 3.3 綠色運營<br>3.3 Green Operations |

| 主要範疇、層面、一般披露及關鍵績效指標<br>Subject Areas, Aspects, General Disclosures and KPIs | | 披露段落<br>Disclosure Paragraph |
|---|---|---|
| **層面A2**<br>**Aspect A2** | **資源使用**<br>**Use of Resources** | |
| 一般披露<br>General Disclosure | 有效使用資源(包括能源、水及其他原材料)的政策。<br>資源可用於生產、儲存、運輸、樓宇、電子設備等。<br>Policies on the efficient use of resources, including energy, water and other raw materials.<br>Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc. | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A2.1<br>KPI A2.1 | 按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。<br>Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). | 3.2 應對氣候變化<br>3.2 Response to Climate Change |
| 關鍵績效指標A2.2<br>KPI A2.2 | 總耗水量及密度(如以每產量單位、每項設施計算)。<br>Water consumption in total and intensity (e.g. per unit of production volume, per facility). | 3.3 綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A2.3<br>KPI A2.3 | 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。<br>Description of energy use efficiency target(s) set and steps taken to achieve them. | 3.2 應對氣候變化<br>3.2 Response to Climate Change |
| 關鍵績效指標A2.4<br>KPI A2.4 | 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。<br>Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. | 3.3綠色運營<br>3.3 Green Operations |
| 關鍵績效指標A2.5<br>KPI A2.5 | 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。<br>Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. | 本集團業務不涉及包裝材料<br>The business of the Group does not involve the use of packaging material |
| **層面A3**<br>**Aspect A3** | **環境及天然資源**<br>**The Environment and Natural Resources** | |
| 一般披露<br>General Disclosure | 減低發行人對環境及天然資源造成重大影響的政策。<br>Policies on minimising the issuer's significant impacts on the environment and natural resources. | 3.1 環境管理<br>3.1 Environmental Management |
| 關鍵績效指標A3.1<br>KPI A3.1 | 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。<br>Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. | 3.1 環境管理<br>3.1 Environmental Management |

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|---|---|---|
| **層面A4**<br>**Aspect A4** | **氣候變化**<br>**Climate Change** | |
| 一般披露<br>General Disclosure | 於2025年1月1日刪除<br>Repealed on 1 January 2025 | 不適用<br>N/A |
| 關鍵績效指標A4.1<br>KPI A4.1 | 於2025年1月1日刪除<br>Repealed on 1 January 2025 | 不適用<br>N/A |
| **層面B1**<br>**Aspect B1** | **僱傭**<br>**Employment** | |
| 一般披露<br><br><br><br>General Disclosure | 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：<br>(a) 政策；及<br>(b) 對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. | 4.1 人才保障<br>4.2 人才保育<br>4.3職場關懷<br><br>4.1 Talent Protection<br>4.2 Talent Retainment<br>4.3 Employee Care |
| 關鍵績效指標B1.1<br>KPI B1.1 | 按性別、僱傭類型、年齡組別及地區劃分的僱員總數。<br>Total workforce by gender, employment type, age group and geographical region. | 4.1 員工管理<br>4.1 Employee Management |
| 關鍵績效指標B1.2<br>KPI B1.2 | 按性別、年齡組別及地區劃分的僱員流失比率。<br>Employee turnover rate by gender, age group and geographical region. | 4.1 員工管理<br>4.1 Employee Management |

| 主要範疇、層面、一般披露及關鍵績效指標<br>Subject Areas, Aspects, General Disclosures and KPIs | | 披露段落<br>Disclosure Paragraph |
|---|---|---|
| **層面B2**<br>**Aspect B2** | **健康與安全**<br>**Health and Safety** | |
| 一般披露<br><br><br><br>General Disclosure | 有關提供安全工作環境及保障僱員避免職業性危害的：<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to providing a safe working environment and protecting employees from occupational hazards. | 4.4 職業安全與健康<br><br><br><br>4.4 Occupational Health and Safety |
| 關鍵績效指標B2.1<br>KPI B2.1 | 過去三年(包括匯報年度)每年因工亡故的人數及比率。<br>Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. | 4.4 職業安全與健康<br>4.4 Occupational Health and Safety |
| 關鍵績效指標B2.2<br><br><br>KPI B2.2 | 因工傷損失工作日數。<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Lost days due to work injury.<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer. | 4.4 職業安全與健康<br><br><br>4.4 Occupational Health and Safety |
| 關鍵績效指標B2.3<br>KPI B2.3 | 描述所採納的職業健康與安全措施，以及相關執行及監察方法。<br>Description of occupational health and safety measures adopted, and how they are implemented and monitored. | 4.4 職業安全與健康<br>4.4 Occupational Health and Safety |
| **層面B3**<br>**Aspect B3** | **發展及培訓**<br>**Development and Training** | |
| 一般披露<br><br><br>General Disclosure | 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。培訓指職業培訓，可包括由僱主付費的內外部課程。<br>Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.<br>Training refers to vocational training. It may include internal and external courses paid by the employer. | 4.2 人才保育<br><br>4.2 Talent Retainment |
| 關鍵績效指標B3.1<br><br>KPI B3.1 | 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。<br>The percentage of employees trained by gender and employee category (e.g. senior management, middle management). | 4.2 人才保育<br><br>4.2 Talent Retainment |
| 關鍵績效指標B3.2<br>KPI B3.2 | 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。<br>The average training hours completed per employee by gender and employee category. | 4.2 人才保育<br>4.2 Talent Retainment |

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|---|---|---|
| **層面B4<br>Aspect B4** | **勞工準則<br>Labour Standards** | |
| 一般披露<br><br><br><br>General Disclosure | 有關防止童工或強制勞工的：<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to preventing child and forced labour. | 4.1 人才保障<br><br><br><br>4.1 Talent Protection |
| 關鍵績效指標B4.1<br>KPI B4.1 | 描述檢討招聘慣例的措施以避免童工及強制勞工。<br>Description of measures to review employment practices to avoid child and forced labour. | 4.1 人才保障<br>4.1 Talent Protection |
| 關鍵績效指標B4.2<br>KPI B4.2 | 描述在發現違規情況時消除有關情況所採取的步驟。<br>Description of steps taken to eliminate such practices when discovered. | 4.1人才保障<br>4.1 Talent Protection |
| **層面B5<br>Aspect B5** | **供應鏈管理<br>Supply Chain Management** | |
| 一般披露<br>General Disclosure | 管理供應鏈的環境及社會風險政策。<br>Policies on managing environmental and social risks of the supply chain. | 5. 供應鏈管理<br>5. Supply Chain Management |
| 關鍵績效指標B5.1<br>KPI B5.1 | 按地區劃分的供應商數目。<br>Number of suppliers by geographical region. | 5.1 供應鏈管理<br>5.1 Supply Chain Management |
| 關鍵績效指標B5.2<br><br>KPI B5.2 | 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。<br>Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. | 5.1 供應鏈管理<br><br>5.1 Supply Chain Management |
| 關鍵績效指標B5.3<br><br>KPI B5.3 | 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。<br>Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. | 5.1 供應鏈管理<br><br>5.1 Supply Chain Management |
| 關鍵績效指標B5.4<br><br>KPI B5.4 | 描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。<br>Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. | 5.2 可持續供應鏈<br><br>5.2 Sustainable Supply Chain |

| 主要範疇、層面、一般披露及關鍵績效指標<br>Subject Areas, Aspects, General Disclosures and KPIs | | 披露段落<br>Disclosure Paragraph |
|---|---|---|
| **層面B6**<br>**Aspect B6** | **產品責任**<br>**Product Responsibility** | |
| 一般披露<br><br><br><br><br>General Disclosure | 有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的：<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. | 2. 品質與服務<br><br><br><br>2. Quality and Service |
| 關鍵績效指標B6.1<br><br>KPI B6.1 | 已售或已運送產品總數中因安全與健康理由而須回收的百分比。<br>Percentage of total products sold or shipped subject to recalls for safety and health reasons. | 本集團業務不涉及產品回收<br>The business of the Group does not involve product recall |
| 關鍵績效指標B6.2<br>KPI B6.2 | 接獲關於產品及服務的投訴數目以及應對方法。<br>Number of products and service related complaints received and how they are dealt with. | 2.3 客戶增信<br>2.3 Customer Trust |
| 關鍵績效指標B6.3<br>KPI B6.3 | 描述與維護及保障知識產權有關的慣例。<br>Description of practices relating to observing and protecting intellectual property rights. | 2.1 產品設計<br>2.1 Product Design |
| 關鍵績效指標B6.4<br>KPI B6.4 | 描述質量檢定過程及產品回收程序。<br>Description of quality assurance process and recall procedures. | 2.2 質量<br>2.2 Quality |
| 關鍵績效指標B6.5<br>KPI B6.5 | 描述消費者數據保障及私隱政策，以及相關執行及監察方法。<br>Description of consumer data protection and privacy policies, and how they are implemented and monitored. | 2.3 客戶增信<br>2.3 Customer Trust |

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|---|---|---|
| **層面B7<br>Aspect B7** | **反貪污<br>Anti-corruption** | |
| 一般披露<br><br><br><br>General Disclosure | 有關防止賄賂、勒索、欺詐及洗黑錢的：<br>(a) 政策；及<br>(b) 遵守對發行人有重大影響的相關法律及規例的資料。<br>Information on:<br>(a) the policies; and<br>(b) compliance with relevant laws and regulations that have a significant impact on the issuer<br>relating to bribery, extortion, fraud and money laundering. | 1. 合規管治<br><br><br><br>1. Compliance and Governance |
| 關鍵績效指標B7.1<br>KPI B7.1 | 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。<br>Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. | 1.3 商業道德管理<br>1.3 Business Ethics Management |
| 關鍵績效指標B7.2<br>KPI B7.2 | 描述防範措施及舉報程序，以及相關執行及監察方法。<br>Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored. | 1.3 商業道德管理<br>1.3 Business Ethics Management |
| 關鍵績效指標B7.3<br>KPI B7.3 | 描述向董事及員工提供的反貪污培訓。<br>Description of anti-corruption training provided to directors and staff. | 1.3 商業道德管理<br>1.3 Business Ethics Management |
| **層面B8<br>Aspect B8** | **社區投資<br>Community Investment** | **1.3 商業道德管理<br>1.3 Business Ethics Management** |
| 一般披露<br><br>General Disclosure | 有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。<br>Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. | 6. 社會責任<br><br>6. Social Responsibilities |
| 關鍵績效指標B8.1<br>KPI B8.1 | 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。<br>Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). | 6. 社會責任<br>6. Social Responsibilities |
| 關鍵績效指標B8.2<br>KPI B8.2 | 在專注範疇所動用資源(如金錢或時間)。<br>Resources contributed (e.g. money or time) to the focus area. | 6.社會責任<br>6. Social Responsibilities |

| 氣候相關披露<br>Climate-related Disclosures | | | 披露段落<br>Disclosure Paragraph |
|---|---|---|---|
| **管治**<br>**Governance** | a. | 負責監督氣候相關風險和機遇的治理機構(可包括董事會、委員會或其他同等治理機構)或個人的信息。<br>The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | b. | 管理層在用以監察、管理及監督氣候相關風險和機遇的管治流程、監控措施及程序中的角色。<br>Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| **策略**<br>**Strategy** | 氣候相關風險和機遇。<br>Climate-related risks and opportunities. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 業務模式和價值鏈的當前和預期影響的資訊。<br>The current and anticipated effects on business model and value chain. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 氣候相關風險和機遇對其策略和決策的影響。<br>The effects of climate-related risks and opportunities on its strategy and decision-making. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 當前及預期財務影響，包括財務狀況、財務表現及現金流量。<br>The current and anticipated financial effects, including financial position, financial performance and cash flows. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 發行人的策略及業務模式對氣候相關變化、發展或不確定性的韌性，以及如何及何時使用與氣候相關的情景分析來評估其氣候韌性。<br>The resilience of the issuer's strategy and business model to climate-related changes, developments or uncertainties, as well as how and when climate-related scenario analysis is used to assess its climate resilience. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |

# 附錄二：香港聯交所《環境、社會及管治報告守則》內容索引
# APPENDIX II: HKEX ESG REPORTING CODE CONTENT INDEX

| 氣候相關披露<br>Climate-related Disclosures | | | 披露段落<br>Disclosure Paragraph |
|---|---|---|---|
| **風險管理**<br>**Risk Management** | a. | 用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策(包括如何使用氣候相關情景分析來識別氣候相關風險)。<br>The processes and related policies it uses to identify, assess, prioritize and monitor climate-related risks (including how climate-related scenario analysis is used to identify climate-related risks). | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | b. | 用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程(包括如何使用氣候相關情景分析來確定氣候相關機遇的信息)。<br>The processes used to identify, assess, prioritize and monitor climate-related opportunities (including information about how climate-related scenario analysis) to inform its identification of climate-related opportunities). | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | c. | 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入整體風險管理流程，以及融入的程度如何。<br>The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform overall risk management process. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| **指標及目標**<br>**Metrics and Targets** | 匯報期內的溫室氣體絕對總排放量(包括範圍1、範圍2及範圍3)。<br>Absolute gross greenhouse gas emissions generated during the reporting period (including Scope 1, Scope 2, and Scope 3). | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 容易受氣候相關轉型風險影響的資產或業務活動的金額及百分比。<br>Amount and percentage of assets or business activities vulnerable to climate-related transition risks. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 容易受氣候相關物理風險影響的資產或業務活動的金額及百分比。<br>Amount and percentage of assets or business activities vulnerable to climate-related physical risks. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 涉及氣候相關機遇的資產或業務活動的金額及百分比。<br>Amount and percentage of assets or business activities aligned with climate-related opportunities. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 用於氣候相關風險和機遇的資本開支、融資或投資的金額。<br>Amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. | | 3.2應對氣候變化<br>3.2 Response to Climate Change |

| 氣候相關披露<br>Climate-related Disclosures | | 披露段落<br>Disclosure Paragraph |
|---|---|---|
| | 可有及如何在決策中應用碳定價，以及用於評估溫室氣體排放成本的每公噸溫室氣體排放量定價，或適當的否定聲明。<br>Whether and how a carbon price is applied in decision-making, and the price of each metric tonne of greenhouse gas emissions used to assess the costs of its greenhouse gas emissions, or an appropriate negative statement. | 本集團業務不涉及內部碳定價<br>The Group's business does not involve internal carbon prices |
| | 氣候相關考慮因素可有及如何納入薪酬政策，或適當的否定聲明。<br>Whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 一項或多項特定的業務模式和活動有關的行業指標<br>Industry-based metrics that are associated with one or more particular business models and activities | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 監察實現策略目標的進展而設定的與氣候相關的定性及量化目標<br>The qualitative and quantitative climate-related targets set to monitor progress towards achieving its strategic goals | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 設定及審核每項目標的方法，以及如何監察達標進度。<br>The approach to setting and reviewing each target, and how it monitors progress against each target. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 每項氣候相關目標的績效的資訊以及對其績效的趨勢或變化分析。<br>The information about its performance against each climate-related target and an analysis of trends or changes in its performance. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 每一項披露的溫室氣體排放目標，其目標類型、覆蓋範圍、設定方法及碳信用使用情況。<br>For each greenhouse gas emissions target disclosed, the types and the coverage of the target, the setting approach, and the use of any carbon credits. | 3.2應對氣候變化<br>3.2 Response to Climate Change |
| | 跨行業指標及行業指標的適用性<br>Applicability of cross-industry metrics and industry-based metrics | 3.2應對氣候變化<br>3.2 Response to Climate Change |


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