心连心

China XLX Fertiliser Ltd.
中國心連心化肥有限公司*

(Incorporated in Singapore with limited liability)
(於新加坡註冊成立之有限公司)

Stock Code 股份代號：1866

* For identification purposes only 僅供識別



High-Efficiency Fertilisers in China
中國高效肥

Green Ecology High-quality Development
綠色生態 高質發展

Environmental, Social and Governance Report 2025
環境、社會及管治（ESG）報告

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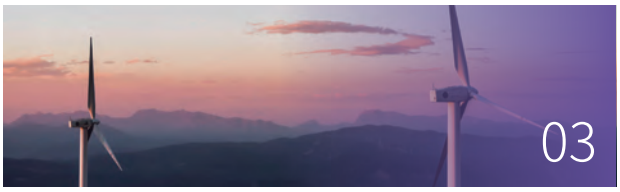
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About this Report
關於本報告

This Report is the tenth yearly Environmental, Social and Governance Report (ESG Report) released by China XLX Fertiliser Ltd. which aims to disclose the Group's actions and performance in environmental, social and governance (ESG) aspects, and deepen stakeholders' understanding of our sustainable development actions.

Scope of Report

This Report discloses information covering China XLX Fertiliser Co., Ltd. and its subsidiaries. The scope of this Report remains largely unchanged from the previous period. Quantitative performance data not covering the entire Group are annotated in the relevant sections. The names of the major operating entities covered in this Report are detailed in the "Appendix - Major Companies Mentioned in the Report" section, and their business and operations are detailed in China XLX Fertiliser's 2025 Annual Report. The time frame is from January 1, 2025 to December 31, 2025.To enhance the report's comparability and perspective, certain sections have been appropriately backdated to previous years or include forward-looking statements.

Preparatory Basis of Report

This Report was prepared in compliance with the *Environmental, Social and Governance Reporting Code under Appendix C2* to the *Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (HKEX),* and with reference to the *Sustainability Reporting Standards (GRI Standards)* issued by the Global Sustainability Standards Board (GSSB), the *Sustainability Accounting Standards Board (SASB) standards*, the *International Financial Reporting Standard on Sustainable Disclosures 2 - Climate-related Disclosures (IFRS S2)* framework recommendations issued by the International Sustainability Standards Board (ISSB), and the *United Nations Sustainable Development Goals ("SDGs")*.

Reporting Principles

The report follows the four reporting principles of Materiality, Quantitative, Balance and Consistency outlined in *HKEX's ESG Reporting Code*. It also adheres to the disclosure requirements regarding "mandatory disclosure" and "explain or comply" provisions. XLX Group affirms the absence of false or misleading information in this Report and accepts responsibility for its accuracy, truthfulness, and comprehensiveness.

本報告為中國心連心化肥有限公司發佈的第十份年度環境、社會及管治報告（簡稱「ESG報告」），重點展示心連心集團環境、社會及管治（簡稱「ESG」）的行動和績效，期待通過每年報告的發行，促進各利益相關方對本集團可持續發展行動的了解。

報告範圍

本報告披露內容覆蓋中國心連心化肥有限公司及其附屬公司。本報告範圍較上期無重大變化。定量績效數據未涵蓋全集團之情況已在具體章節予以註釋。報告涵蓋之主要經營實體名稱詳見「附錄 - 報告中提及之主要公司」一節，其業務及營運情況詳見中國心連心化肥於二零二五年刊發之年報。時間範圍為2025年1月1日至2025年12月31日，為增強報告可比性及前瞻性，部分內容適當追溯以往年份或具有前瞻性表述。

報告編制依據

本報告編制參照香港聯合交易所有限公司（簡稱「聯交所」）上市規則附錄C2《環境、社會及管治報告守則》，並參考全球可持續發展標準委員會（GSSB）發佈的《可持續發展報告標準》(GRI Standards)、可持續會計準則委員會（SASB）準則、國際可持續準則理事會（ISSB）發佈的《國際財務報告可持續披露準則第2號——氣候相關披露》（簡稱IFRS S2）框架建議、《聯合國可持續發展目標》（Sustainable Development Goals）（下稱「SDGs」）。

匯報原則

本報告遵循香港聯交所《環境、社會及管治報告守則》中的重要性、量化、平衡和一致性四項報告原則進行編制，以及「強制披露」「不遵守就解釋」條文層面的披露責任。心連心集團承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。



Materiality 重要性

The Group conducts stakeholder communications and material topics evaluations annually to identify material ESG topics and ensure that issues of higher material importance are responded to and disclosed in this Report.

本集團每年開展利益相關方溝通及實質性議題評估，以識別重大的ESG議題，並對重要性程度較高的議題進行重點回應和披露。



Quantitative 量化

This Report uses quantitative approaches to assess the applicable KPIs and discloses the methodology, basis and dimension of the measurements.

本報告採用量化的方法對適用的績效指標進行計量，並披露計量方法、依據及口徑。



Balance 平衡

This Report provides a transparent picture of our work and performance on various ESG topics for objective review by stakeholders.

本報告透明地披露本集團於各ESG議題的工作與表現，以供利益相關方客觀地檢閱。



Consistency 一致性

Unless otherwise indicated, this Report adopts the same disclosure and statistical methodology as that of previous years' reports to ensure comparability of ESG data between the current reporting period and historical/future data. Any alterations in statistical measures will be clearly delineated in the note.

除特別說明，本報告採用與往年報告相一致的披露統計方法，確保2025年的ESG數據與歷史數據及未來數據具有可比性。若指標統計口徑發生變化，將在報告中進行注釋說明。

Description of References

For ease of reference, in the report, "XLX Group" "we" and "the Group" refer to "China XLX Fertiliser Ltd." and its subsidiaries. For other titles used in the report, please see "Main Companies Mentioned in this Report ".

稱謂說明

為便於表述，報告中的「心連心集團」「我們」「本集團」均指代「中國心連心化肥有限公司」及其附屬公司。報告使用的其他稱謂詳見「報告中提及的主要公司」。

Access to the Report

This Report is available in Traditional Chinese and English, and can be downloaded from the HKEX website(www.hkexnews.hk) and the Group's website (http://www.chinaxlx.com.hk). In case of any inconsistency or discrepancy between the Traditional Chinese and English versions of this report, the Traditional Chinese version shall prevail.

報告獲取

本報告提供繁體中文、英文兩種版本，可在香港聯交所網站（www.hkexnews.hk）及本集團網站（http://www.chinaxlx.com.hk）下載瀏覽。若本報告的中英文版本有歧義或不相符之處，概以繁體中文版本為準。

Feedback

The Group eagerly welcomes feedback from stakeholders to enhance sustainability performance continually. For any inquiries regarding this Report, please contact us via our email address: ir@chinaxlx.com.hk.

意見反饋

本集團真誠地期待來自利益相關方的意見，以便持續改善可持續發展績效。若對本報告有任何疑問，歡迎通過公司郵箱ir@chinaxlx.com.hk與本集團聯絡。

A Message from the Chairman
董事長致辭



2025 is the year when the "14th Five-Year" plan came to an end and the "15th Five-Year" Plan was initiated. It is not only the acceptance period for the outcomes in the green transition of the fertiliser industry, but also a key transition point for linking the "Dual Carbon (carbon peaking and carbon neutrality)" strategies and medium and long-term development. Affected by the global food security and supply chain restructuring, domestic intensified efforts for "Dual Carbon", agricultural green transition and the technological innovation trend of the industry, the fertiliser industry is accelerating from scale expansion to a new stage of high-quality development with quality benefits and low-carbon synergy. XLX Group has always firmly implemented the HEART sustainability concept of "honesty, ecology, agility, responsibility and togetherness". The Group promotes the deep integration of the ESG strategy with its whole business chain. In the fields of agriculture and basic chemical industry, XLX Group actively explores how to achieve both commercial and social value and become a role model in terms of green development in the industry.

2025年作為「十四五」收官與「十五五」啟承之年，既是化肥行業綠色轉型成效的驗收期，更是銜接「雙碳」戰略、佈局中長期發展的關鍵過渡點。疊加全球糧食安全保障與供應鏈重構格局，國內「雙碳」深化、農業綠色轉型及行業技術革新大勢，化肥行業正加速從規模擴張邁向質量效益與低碳協同的高質量發展新階段。心連心集團始終堅定踐行「誠信立企、綠色發展、創新驅動、責任擔當、價值共創」的HEART可持續發展理念，推動ESG戰略與企業全業務鏈深度融合，在農業與基礎化工領域積極探索商業價值與社會價值的共贏路徑，打造行業綠色發展標杆。

We construct a dynamic full-process governance system that focuses on "compliant foundation building + lean efficiency improvement + risk controllability". We build a solid bottom line of compliance through system standardization, trigger the momentum for efficiency improvement through lean processes, standardize operations to prevent and control execution risks, and empower full-chain collaboration through digital and intelligent management and control, in order to consolidate the foundation for our sustainable development by improving our governance efficiency. We attach great importance to stakeholder communication and strengthen investor relationship management. In reliance upon our transparent disclosure and professional interactions, we won the Best Capital Market Communication Award in the 8th "China Excellent IR Award", recognized by the capital market authority.

我們以「合規築基+精益提效+風險可控」為核心，構建動態化、全流程的治理體系。我們通過制度標準化築牢合規底線、流程精益化啟動提效動能、操作規範化防控執行風險、管控數智化賦能全鏈協同，以治理效能提升夯實企業可持續發展根基。我們重視利益相關方溝通，強化投資者關係管理，憑藉透明披露與專業互動，斬獲第八屆「中國卓越IR評選」最佳資本市場溝通獎，獲資本市場權威認可。

Our initiatives focus on the "sustainable green operations + full-lifecycle environmental compliance and governance, and value improvement", to promote production-side green and efficient transition. The three major bases have completed their annual overhaul with high quality, summarized their experience "overhaul every two years", moved towards the long-term low-consumption operation and maintenance goal of "overhaul every three years", extended the stable operation cycle of their equipment and mitigated resource consumption and environmental impact. The Group has been rated as an industry leader in energy efficiency for 14 consecutive years, selected as a typical green and low-carbon case by the Ministry of Ecology and Environment, won honors such as "Henan Provincial Energy-Efficient Factory", and "Carbon Road Practitioner Award". Our ammonia emission reduction technology has been certified. All our three major bases are "national green factories".

我們以「可持續綠色營運+全生命週期環境合規治理及價值提升」為主軸，推動生產端綠色高效轉型。三大基地高質量完成年度大修，總結「兩年一大修」經驗向「三年一大修」的長效低耗運維目標邁進，延長裝置穩定運行週期、降低資源消耗與環境影響。我們連續十四次獲評行業能效領跑者，入選生態環境部綠色低碳典型案例，獲「河南省能效工廠」「碳路踐行者獎」等榮譽，氨減排技術獲認證，三大基地均為「國家級綠色工廠」。

Guided by "customer value leadership + ESG value symbiosis", we comprehensively promote sustainable operational changes that involve concepts, systems and behaviors. We have upgraded our development logic from being conventional "supply-driven" to an ESG-oriented model of being "demand-led + full-chain value co-creation". That is, by greening our organization and processes, lean restructuring, and digital efficiency improvement, we deeply embed customer needs into the whole value chain, including R&D, production and promotion. While realizing commercial value, we consolidate the foundation for sustainable development in terms of ESG.

我們以「客戶價值引領+ESG價值共生」為綱領，全面推進貫穿理念、制度、行為的可持續營運變革。我們將發展邏輯從傳統「供給驅動」升級為「需求引領+全鏈價值共創」的ESG導向模式——通過組織與流程的綠色化、精益化重構、數字化提效，把客戶需求深度嵌入研發、生產、推廣等全價值鏈，在實現商業價值的同時，夯實ESG維度的可持續發展根基。

Based on "assigning responsibilities to positions + laying a foundation for all employees' growth", we build a solid secure foundation and empower employee growth. We have converted the requirements of the "Xin 'an" safety management system, which took us nearly three years to construct, into standardized operations, facilitated closed-loop management of hazard investigation through an information platform, and motivated the enthusiasm of all our employees for safety participation through a reward and punishment mechanism. We built XLX University as a systematic and full-cycle employee growth and development platform, to continuously optimize the comprehensive welfare system covering compensation incentives, health protection and life care, so that employees can grow and develop together with the Group.

我們以「責任落實到崗+全員成長築基」為抓手，築牢安全根基、賦能員工成長。我們將歷時近三年打造的「心安」安全管理體系要求轉化為標準化作業，通過信息化平臺構建隱患排查閉環管理，以獎懲機制啟動全員安全參與熱情。我們成立心連心大學，構建系統化、全週期的員工成長與發展平臺，持續優化涵蓋薪酬激勵、健康保障、生活關懷的全方位福利體系，讓員工與企業共成長、同發展。

Through "industrial empowerment + support for agriculture and boosting of agricultural prosperity + joint community building", we perform our social responsibilities based on our mission of agricultural symbiosis and social co-prosperity. On the supply chain side, we hold fast to a "stable, strong and green chain", digitally ensure the supply of agricultural materials, and deepen upstream and downstream coordination. At the industry level, we actively share green technologies and management experience and participate in the co-creation of standards to promote the low-carbon and efficient transformation of the industry. In the field of rural revitalization, we are deeply engaged in the "enterprise + base + farmer" model, helping farmers increase their income with employment and technical services. On the side of community co-construction, we provide public welfare assistance, make environmental remediation and carry out popular science publicity activities to convey our warmth.

我們以「產業賦能+助農興農+社區共建」為路徑，立足農業共生、社會共榮使命踐行社會責任。供應鏈端，我們堅守「穩鏈、強鏈、綠鏈」，通過數字化保障農資供應、深化上下游協同；行業層面，我們積極共享綠色技術與管理經驗，參與標準共建推動行業低碳高效轉型；鄉村振興領域，我們深耕「企業+基地+農戶」模式，以就業、技術服務助農增收；社區共建側，我們開展公益幫扶、環境整治與科普宣傳，傳遞企業溫度。

Looking ahead, we have drawn a strategic blueprint. On the path to becoming "a globally respected fertiliser enterprise group", we will remain true to the original aspiration of creating value for society, practice the concept of "hard work and value co-creation", work together with partners, and write a new chapter of our prosperity together with the industry with firm actions for sustainable development!

展望未來，戰略藍圖已繪就。邁向「全球受人尊重的化肥企業集團」之路，我們將堅守「為社會創造價值」的初心，踐行「艱苦奮鬥、價值共創」的理念，攜手夥伴同心砥礪，以可持續發展的堅定行動，書寫企業與行業共榮的嶄新篇章！

Stepping into XLX Group
走進心連心集團

Company Overview
公司簡介

China XLX Fertiliser Ltd. established in July 2006, was listed on the Hong Kong Stock Exchange (stock code: 1866) in December 2009. As a large-scale coal chemical group integrating R&D, production, sales and services, the Group owns five major production bases in Xinxiang (Henan), Manas (Xinjiang), Jiujiang (Jiangxi), Zhundong (Xinjiang) and Guigang (Guangxi). We have more than ten thousand employees. Our production and sales of urea have been continuously ranked among the top in the industry.

Adhering to the strategy for "high-quality development with fertiliser as the foundation", the Group actively promotes green, intelligent and systematic transformation through "overall cost leadership + differentiated competition". In reliance upon the "National Enterprise Technology Centre" "Postdoctoral Research Station" and other scientific research platforms, we have constructed a modern agricultural service system of "good products + good technologies + good services", to promote the green development of agriculture and increase farmers' income. Furthermore, by deploying the whole industrial chain with multiple ends, we extend to the downstream to develop green chemical products such as humic acid, automotive urea, furfuryl alcohol, and carbon dioxide. We are committed to creating the maximizing societal value with minimal resources.

中國心連心化肥有限公司成立於2006年7月，於2009年12月在香港聯合交易所上市(股票代碼：1866)，是一家集研發、生產、銷售、服務為一體的大型煤化工集團。本集團擁有河南新鄉、新疆瑪納斯、江西九江、新疆準東、廣西貴港五大生產基地，員工萬餘人，其中尿素產銷量持續位居行業前列。

本集團堅持「以肥為基、高質量發展」戰略，以「總成本領先+差異化競爭」為路徑，積極推進綠色化、智能化、系統化轉型。本集團依託「國家企業技術中心」「博士後科研工作站」等科研平臺，構建「好產品+好技術+好服務」的現代農業服務體系，推動農業綠色發展與農民增收。同時，我們通過「一頭多尾」全產業鏈佈局，向下游延伸發展腐植酸、車用尿素、糠醇、二氧化碳等綠色化工產品，致力於以最少的資源創造最大的社會價值。



Henan Xinxiang Base
河南新鄉基地

Create a modernized first-class chemical industry park pursuing green and high-quality development

打造綠色高質量發展的現代化一流化工園區



Jiangxi Jiujiang Base
江西九江基地

Committed to becoming a world-class benchmark enterprise in the fertiliser industry

致力於成為世界級肥化行業標杆示範企業



Xinjiang Manas Base
新疆瑪納斯基地

Committed to becoming the leading fertiliser brand in Xinjiang and Central Asia markets

致力於成為新疆區域及中亞市場化肥第一品牌



Guangxi Guigang Base
廣西貴港基地

Build a leading brand in fertiliser industry in South China and Southwest China

打造華南、西南區域化肥行業第一品牌

Corporate Culture
企業文化

The corporate culture of XLX Group is deeply rooted in the plain original intentions of the "Four Hearts" To hold farmers in heart with conscience, customers in heart with sincerity, employees in heart with love, and the public in heart with thankfulness.
心連心集團的企業文化，根植於「四個心」的質樸初心：以良心連著農民的心，以誠心連著客戶的心，以愛心連著職工的心，以感恩的心連著社會公眾的心。

Based on this, we sculpt our soul with integrity and build our foundation with the rule of law. Through cultural carriers such as "honest XLX members" selection, integrity tripod, and integrity wall, the Group integrates "a promise is as good as gold" into its genes. Through systematic rule of law training and compliance management, we procure all our employees to consciously comply with the laws. Always upholding being customer-centered and people-oriented, we fulfill our social responsibilities under continuous innovation and strict management, in an attempt to create the maximizing societal value with minimal resources, and to make concerted efforts with our stakeholders to create a sustainable and bright future.
以此為源，我們以誠信鑄魂，以法治築基。通過「誠信心連心人」評選、誠信鼎、誠信牆等文化載體，將「一諾千金」融入企業基因；通過系統的法治培訓與合規管理，讓遵法守法成為全員自覺。我們始終秉持客戶為中心、以人為本的理念，在持續創新與嚴格管理之下，履行社會責任，致力於以最少的資源創造最大的社會價值，與各利益相關方同心相連，共創可持續的美好未來。

Corporate Mission
企業使命

- For a better tomorrow
  為了明天更美好

Corporate Vision
企業願景

- Committed to becoming a globally respected fertiliser enterprise group
  致力於成為全球受人尊重的化肥企業集團

Cultural Totem
文化圖騰

- Uphold the diligence of oxen, embrace the tenacity of them
  恪守耕牛的品質；崇尚鬥牛的精神



Corporate Ethos
企業之魂

- Dedicated to hard work, satisfy the needs of others
  自己艱苦奮鬥；滿足別人需求

Core Values
核心價值觀

- Integrity, virtue, focus, excellence
  誠信；厚德；專注；卓越

Corporate Spirit
企業精神

- Perseverance in learning, dedication to duty innovation for excellence, inclusiveness for shared benefits
  篤信好學；執事敬業；創新圖強；包容共好

the Group's Corporate Culture Positioning
本集團企業文化定位

Major Awards and Honors
主要獎項和榮譽

Corporate Navigation
公司領航力

- Henan XLX was ranked No.4 among Top 100 influential Chinese fertiliser enterprises in 2025
  河南心連心入選2025中國化肥企業影響力100強（第4位）
- Henan XLX was ranked No.95 (comprehensive) among Top 500 petroleum and chemical enterprises in sales revenue in 2025
  河南心連心入選2025石油和化工企業銷售收入前500家（綜合類第95位）
- Henan XLX was ranked No.358 among Top 500 Private Enterprises of China's Manufacturing Industry in 2025
  河南心連心入選2025中國製造業民營企業500強（第358位）
- XLX Group was ranked No.421 among Top 500 Enterprises of China's Manufacturing Industry in 2025
  心連心集團入選2025中國製造業企業500強（第421位）
- Henan XLX was ranked No.32 among Top 100 Henan enterprises in 2025, and No.21 among Top 100 Henan manufacturers in 2025
  河南心連心入選2025河南企業100強（第32位）、2025河南製造業企業100強（第21位）
- Black Tech was ranked No.50 Chinese special fertiliser enterprise in 2025, and No.20 Chinese fertiliser synergist enterprise in 2025
  黑色科技分別入選2025中國特種肥料企業影響力50強、2025中國肥料增效劑企業影響力20強

Technological Pioneering
技術領創力

- Henan XLX was honored as one of the First Data Enterprises in Henan Province, the Provincial AI Innovation Platform, the 2025 Provincial Leader in Digital Transformation of the Manufacturing Industry, and the Digital Green Coordinated Transformation Case among Nationwide Enterprises
  河南心連心榮獲河南省第一批數據企業、省級人工智能創新平臺、2025年省級製造業數字化轉型領跑者、全國企業數字化綠色化協同轉型案例四項榮譽
- Jiangxi XLX was selected as one of the First Role Models among "Digital Factories" of the Petrochemical Industry in 2025, and evaluated as Jiangxi Provincial Advanced Smart Factory in 2025
  江西心連心入選江西省2025年第一批次石化化工類「數智工廠」標杆企業，並獲評2025年江西省先進級智能工廠
- Guangxi XLX was recognized as "Guangxi Digital Workshop (Basic Smart Factory)"
  廣西心連心榮膺「廣西數字化車間（基礎級智能工廠）」稱號

Sustainability Leadership
可持續發展領導力

- China XLX Fertiliser was evaluated as Class A Enterprises in the Environmental Performance Evaluation
  中國心連心化肥獲評環保績效評價A類企業
- China XLX Fertiliser was awarded the "Best Capital Market Communication Award" in the 8th "China Excellent IR Award"
  中國心連心化肥榮獲第八屆中國卓越IR評選「最佳資本市場溝通獎」
- China XLX Fertiliser was honorably awarded the "Carbon Road Practitioner Award" of Stockstar in 2025
  中國心連心化肥榮獲2025證券之星「碳路踐行者獎」

Sustainability Leadership (Continued)
可持續發展領導力（續）

- China XLX Fertiliser was evaluated as Wind China Listed Companies Top 100 for ESG Best Practices in 2025, and its Wind ESG rating was upgraded from Class BBB to Class AA
  中國心連心化肥獲評2025年度Wind中國上市公司ESG最佳實踐100強，Wind ESG評級由BBB級躍升至AA級
- Henan XLX was selected as a Typical Green Low-carbon Case in 2025 (the sole selected enterprise in the fertiliser industry of China and Henan Province)
  河南心連心入選2025年綠色低碳典型案例（全國化肥行業及河南省唯一入選企業）
- Henan XLX (synthetic ammonia and urea) and Jiangxi XLX (synthetic ammonia, methanol, urea) were evaluated as Energy-efficient "Leaders" in the key industries in 2024
  河南心連心（合成氨、尿素）、江西心連心（合成氨、甲醇、尿素）被授予2024年度重點行業能效「領跑者」標杆企業
- Xinjiang XLX was included in the list of "Industrial Worker Team Building Reform Demonstration Unit in Changji Prefecture"
  新疆心連心入選「昌吉州產業工人隊伍建設改革示範單位」名單
- Jiangxi XLX was recognized as 2024 Jiangxi Social Responsibility (Leading) Enterprise
  江西心連心榮膺2024江西社會責任（領軍）企業
- Jiangxi XLX won the "Contribution Award of the Red Cross Society of China"
  江西心連心榮獲「中國紅十字奉獻獎」
- Jiangxi XLX was evaluated as a "Waste-Free Factory"
  江西心連心榮獲「無廢工廠」稱號
- Shenleng Energy was recognized as a National Typical Enterprise with Practical Outcomes in the Enterprise Management System
  深冷能源榮獲全國企業管理體系實踐成果典型企業
- Henan XLX International Business and Trade Co., Ltd. passed Customs AEO Advanced Certification
  河南心連心國際貿易有限公司通過海關AEO高級認證
- The low-carbon innovation practice in the "energy-efficient benchmarking leading green and low-carbon development" was listed by the Ministry of Ecology and Environment as a "Typical Green and Low-Carbon Case" in 2025
  「能效標杆引領綠色低碳發展」的低碳創新實踐入選生態環境部2025年「綠色低碳典型案例」名單



Sustainable Development Management
可持續發展管理

XLX Group continuously deepens the value concept of sustainable development. By improving its governance structure, and constructing a diversified and smooth stakeholder communication mechanism, the Group focuses on material topics and implements differentiated management strategies. We promote our synergy and value co-creation with our stakeholders.

心連心集團持續深化可持續發展價值理念，通過完善治理架構、搭建多元、暢通的利益相關方溝通機制，聚焦重要性議題，實施差異化管理策略，推動企業與利益相關方協同共生、價值共創。

Statement of the Board of Directors on ESG
董事會ESG聲明

As the highest decision-making and regulatory authorities on ESG matters, the Board of Directors fully complies with the requirements of the *Listing Rules and the Code on Corporate Governance Practices* of the HKEX, and incorporates ESG into its core strategy and comprehensive risk management framework. The Board of directors adheres to the concept of "maximizing societal value with minimal resources". Benchmarked against strategic goals for "Dual Carbon", the "14th Five-Year" green and low-carbon development plan and the ESG disclosure requirements of the HKEX, it formulates core strategies for "technological carbon reduction, recycling efficiency improvement, and full-chain collaboration". The Board of Directors formulated a three-year sustainable development plan, quantitative target system and specific goals for 2025 covering three dimensions: environmental governance, social responsibilities, and corporate governance, to promote the deep integration of corporate green transition and high-quality development.

董事會作為ESG事項最高決策與監管機構，全面履行聯交所《上市規則》及《企業管治守則》要求，將ESG納入核心戰略與全面風險管理框架。董事會堅守「用最少的資源創造最大的價值」理念，錨定「雙碳」戰略目標、「十四五」綠色低碳發展規劃與聯交所ESG披露要求，確立「技術減碳、循環增效、全鏈協同」核心戰略，制定覆蓋環境治理、社會責任、公司治理三大維度的可持續發展三年規劃、量化目標體系與2025年具體目標，推動企業綠色轉型與高質量發展深度融合。

The Board regularly reviews the progress in the achievement of ESG goals and the performance in key indicators of material topics, evaluates their value for empowering the business and proposes improvement directions, in order to promote the continuous improvement of ESG performance. The major ESG matters reviewed and decided by the Board of Directors in 2025 include the following:

董事會定期審閱ESG目標達成進展及重要性議題關鍵指標表現，評估其對業務的賦能價值並提出改進方向，推動ESG績效持續提升。2025年，經董事會審議及決策的重大ESG事項包括：

- Listening to periodic reports on our ESG compliance management work
  聽取本集團ESG合規管理工作階段性匯報

- Reviewing the analysis results on ESG materiality issues and confirming the materiality issues for the year
  審議ESG重要性議題分析結果，確認本年度重要性議題

- Supervising the Group's ESG risk control, the advancement of key ESG work and the achievement of core objectives, and provide guidance for optimization
  監督本集團ESG風險管控、ESG關鍵工作推進及核心目標達成情況，提出優化指導意見

- Reviewing and finalizing the draft of the Group's ESG Report
  審議並定稿本集團ESG報告終稿

This Report discloses in detail the progress and results of XLX Group's ESG work for 2025. The draft was reviewed by the Board of Directors on March 27, 2026. The final draft was reviewed and approved by the directors before publication.

本報告詳盡披露心連心集團2025年ESG工作進展與成效。初稿於2026年3月27日由董事會審議，終稿於發佈前由各董事審閱通過。

ESG Value Concept ESG價值理念

"For the sake of a bumper harvest on the earth" and "for a better tomorrow", XLX Group has always regarded sustainable development as its core strategic direction. On the basis of deepening its practical explorations, it has formed a value model with HEART as the core. Upholding honesty, ecology, agility and responsibility as its core norms, the Group creates a path to sustainable development together with different parties, and inject enduring impetus for its high-quality development.

「為了大地的豐收」「為了明天更美好」，心連心集團始終將可持續發展作為核心戰略方向，在深化實踐探索的基礎上，凝煉形成以「HEART」為內核的價值模型——秉持誠信立企（Honesty）、綠色發展（Ecology）、創新驅動（Agility）、責任擔當（Responsibility）的核心準則，攜手各方（Together）共築可持續發展之路，為企業高質量發展注入持久動力。



Value Model for Sustainable Development
可持續發展價值模型

ESG Management
ESG管理

XLX Group has established a multi-level ESG management structure. In this management structure, the Board of Directors is the top decision-maker, and the Audit Committee supervises system construction. The ESG Committee (under preparation) reinforces strategic coordination. The ESG Steering Group and the Cooperative Group promote cross-departmental execution. All functional and business units are responsible for implementation. The initiatives for driving the construction of the ESG Committee will further strengthen the overall planning and cross-departmental collaboration of ESG strategies, to lay a solid organizational foundation for the deepening of corporate sustainability practices and value creation.

心連心集團構建了以董事會為頂層決策、審核委員會督導體系建設、ESG委員會（籌）強化戰略統籌、ESG指導小組與協作組推動跨部門執行、各職能及經營單元落地實施的多層級ESG管理架構。ESG委員會（籌）的推進，將進一步強化ESG戰略的統籌規劃與跨部門協同，為企業可持續發展實踐的深化與價值創造築牢組織根基。



Sustainable Development Management Structure
可持續發展管理架構

By benchmarking against outstanding enterprises' cases of ESG practices and carrying out experience sharing, the Group synchronously organizes internal ESG-specific training and actively participates in external professional empowerment activities to continuously update and expand ESG management knowledge reserves. In 2025, the ESG team of the Group concentrated on capacity building and practical empowerment. From knowledge popularization and resource supply to rule interpretation, we strengthened our directors, supervisors and officers' cognitive reserve and management practice capabilities on ESG in multiple dimensions, in order to provide compliance awareness and management support for the implementation of our subsequent ESG management system and the advancement of our goals.

本集團通過對標優秀企業ESG實踐案例、開展經驗分享，同步組織內部ESG專項培訓並積極參與外部專業賦能活動，持續更新與擴充ESG管理知識儲備。2025年，本集團ESG工作團隊聚焦能力建設與實踐賦能，從知識普及、資源供給到規則解讀，多維度強化董事、監事及高管的ESG認知儲備與管理實踐能力，為企業後續ESG管理體系的落地、目標的推進提供合規認知與管理落地支撐。

- Continuously carry out ESG knowledge sharing among the working groups of directors, supervisors and officers of the Group and its subsidiaries. 13 sessions have been organized for ESG knowledge sharing, and the ESG knowledge is dynamically updated.
- 持續在集團及子公司董事、監事、高管工作群內開展ESG知識點分享，已落地13期並動態更新；
- Push online course resources on sustainable development of professional organizations such as the Hong Kong Chartered Governance Institute to directors.
- 定向為董事推送香港治理公會等專業機構的可持續發展線上課程資源；
- Specially interpret new provisions of the *Listing Rules* related to ESG to the directors, and advocate key points of the rules.
- 針對《上市規則》ESG相關新規，向董事開展專項解讀與要點宣導。



Material ESG Topics Management
ESG重要性議題管理

Stakeholder Engagement
利益相關方溝通

XLX Group has constructed a diversified, collaborative and responsive stakeholder management mechanism and communication channels. According to related attributes of stakeholders and businesses, the corresponding responsible departments take the lead in promoting communication and coordination. By fully listening to the concerns and demands of different parties, the Group systematically integrates the opinions and suggestions of stakeholders into the whole process of operations management, strategic planning for sustainable development, risk and opportunity identification and response, goal setting and management mechanism optimization, in order to facilitate its harmonious coexistence and coordinated development with its stakeholders.

心連心集團構建了多元協同、回應及時的利益相關方管理機制及溝通渠道，根據相關方與業務的關聯屬性，由對應責任部門牽頭推進溝通對接。通過充分傾聽各方關切與訴求，本集團將相關方的意見及建議系統融入經營管理、可持續發展戰略規劃、風險與機遇識別應對、目標設定及管理機制優化等全過程，助力實現企業與利益相關方的和諧共生、協同發展。

Stakeholder Engagement Mechanism
利益相關方溝通機制

Stakeholders 利益相關方	Key Topics of Concern 主要關注議題	Main Means of Communication 主要溝通方式	Main Forms of Response 主要回應形式
Customers 客戶	• Product and solution innovation 產品與解決方案創新 • Product quality and safety 產品質量與安全 • Customer services 客戶服務 • Occupational health and safety and chemical management 職業健康安全與化學品管理 • Business ethics and anti-corruption 商業道德與反貪腐 • Information security and privacy protection 信息安全與隱私保護 • Climate change tackling 應對氣候變化	• Official website, social platforms and official accounts 官網、社交平臺和公眾號 • Visits to customers or customer visits 客戶拜訪或來訪 • Customer satisfaction survey 客戶滿意度調研 • Customer service hotline 客戶服務熱線	• Continuously carry out product R&D and innovation 持續開展產品研發與創新 • Innovate service models and improve the service network 創新服務模式，健全服務網絡 • Safeguard the bottom line of safety 築牢安全底線 • Respond to customers' questions in a timely manner 及時回復客戶問題 • Questionnaire and field research 問卷與實地調研 • Improve the complaint handling mechanism 健全投訴處理機制

Stakeholder Engagement Mechanism (Continued)
利益相關方溝通機制（續）

Stakeholders 利益相關方	Key Topics of Concern 主要關注議題	Main Means of Communication 主要溝通方式	Main Forms of Response 主要回應形式
Dealers/service providers and other partners 經銷商/服務商等合作夥伴	• Product quality and safety 產品質量與安全 • Customer services 客戶服務 • Business ethics and anti-corruption 商業道德與反貪腐 • Compliance operation and risk management 合規營運與風險管理	• Strategic collaboration 戰略協作 • Training and empowerment 培訓賦能 • Field research 實地考察 • Regular visits 定期走訪	• Compliant contract performance 合規履約 • Strengthen operational risk management 加強營運風險管理 • Strengthen strategic cooperation 加強戰略合作
Suppliers 供應商	• Supply chain management 供應鏈管理 • Climate change tackling 應對氣候變化 • Business ethics and anti-corruption 商業道德與反貪腐 • Compliance operation and risk management 合規營運與風險管理 • Occupational health and safety and chemical management 職業健康安全與化學品管理	• Visits to suppliers or supplier visits 供應商拜訪或來訪 • Supplier meetings 供應商會議 • Official/social platforms and official accounts 官方、社交平臺和公眾號 • Daily affairs communication 日常事務溝通	• Compliant contract performance 合規履約 • Responsible sourcing and regular monitoring 負責任採購與定期監察 • Organize supplier conferences/fellowships 開展供應商大會/聯誼會 • Interactive visit or negotiation 互動拜訪或洽談
Shareholders/ Investors 股東/投資者	• Corporate governance 公司治理 • Compliance operation and risk management 合規營運與風險管理 • Business ethics and anti-corruption 商業道德與反貪腐 • Climate change tackling 應對氣候變化 • Emissions and waste management 污染物排放與廢棄物處理 • Occupational health and safety and chemical management 職業健康安全與化學品管理	• General meeting 股東大會 • Regular reports and announcements 定期報告及公告 • Exchange meetings 交流會議 • Official website, social platforms and official accounts 官網、社交平臺和公眾號 • Roadshows 路演活動	• Robust compliance operations 穩健合規營運 • Total risk management 全面風險管理 • Multiple measures for achieving performance growth 多舉措實現業績增長 • Multi-channel dynamic communication 多渠道動態溝通 • Open and transparent information disclosure 公開透明的信息披露

Stakeholder Engagement Mechanism (Continued)
利益相關方溝通機制（續）

Stakeholders 利益相關方	Key Topics of Concern 主要關注議題	Main Means of Communication 主要溝通方式	Main Forms of Response 主要回應形式
Employee organizations and trade union 員工及工會組織	• Compliant employment 合規僱傭 • Employee development and training 員工發展與培訓 • Employee rights and benefits 員工權益與福利 • Occupational health and safety and chemical management 職業健康安全與化學品管理 • Business ethics and anti-corruption 商業道德與反貪腐	• Workers' Congress 員工代表會議 • Internal meetings 內部會議 • Employee training 員工培訓 • Employee satisfaction survey 員工滿意度調查 • Performance evaluation 績效評估 • Employee feedback platform 員工意見反饋平臺 • Internal publications 內部刊物	• Practice the fair employment policy 踐行公平用工政策 • Continuously improve the salary incentive mechanism 持續完善薪酬激勵機制 • Conduct diversified training 開展多元培訓 • Safe working environment 安全的工作環境 • Multi-channel communication 多渠道溝通 • Develop whistleblower protection measures 制定吹哨者保護辦法
Government and regulatory authorities 政府及監管機構	• Emissions and waste management 污染物排放與廢棄物處理 • Climate change tackling 應對氣候變化 • Occupational health and safety and chemical management 職業健康安全與化學品管理 • Rural revitalization and social contributions 鄉村振興與社會貢獻 • Compliance operation and risk management 合規營運與風險管理	• Policy guidelines 政策指引 • Government meetings 政府會議 • Regulatory notices 監管通知 • Field investigation 現場調查 • Work reports 工作報告	• Regularly submit regulatory reports 定期提交監管報告 • Actively pay taxes and respond to national policies 積極納稅及回應國家政策 • Reception observation meetings 接待觀摩會 • Assist the government in organizing related annual meetings, exchange meetings and industry meetings 協助政府承辦相關年會、交流會與行業會議
The public, communities/ non-profit organizations 公眾、社區/公益組織	• Occupational health and safety and chemical management 職業健康安全與化學品管理 • Rural revitalization and social contributions 鄉村振興與社會貢獻 • Emissions and waste management 污染物排放與廢棄物處理	• On-site visits 現場走訪 • Charity events 慈善活動 • Visit the park 參訪園區 • Official website, social platforms and official accounts 官網、社交平臺和公眾號	• Provide local employment opportunities 為當地提供就業機會 • Improve the imbalance of educational resources 改善教育資源不平衡 • Support regional economic development 助力區域經濟發展 • Advocate employees to participate in volunteer activities 倡導員工投身志願者活動 • Smooth complaint channels 暢通投訴渠道

Stakeholder Engagement Mechanism (Continued)
利益相關方溝通機制（續）

Stakeholders 利益相關方	Key Topics of Concern 主要關注議題	Main Means of Communication 主要溝通方式	Main Forms of Response 主要回應形式
Industry associations/ academic institutions 行業協會/學術機構	• Product and solution innovation 產品與解決方案創新 • Product quality and safety 產品質量與安全 • Climate change tackling 應對氣候變化 • Occupational health and safety and chemical management 職業健康安全與化學品管理	• Symposiums and presentations 座談會與宣講會 • Industry exhibitions 行業展會 • Academic cooperation 學術合作	• Carry out technical exchanges and professional training cooperation 開展技術交流與專業培訓合作 • Carry out cooperation on academic programs and research projects 開展學術課題與研究項目合作 • Actively participate in seminars on formulation of industry standards and specifications 積極參與行業標準與規範制定研討會
Media 媒體	• Occupational health and safety and chemical management 職業健康安全與化學品管理 • Emissions and waste management 污染物排放與廢棄物處理 • Compliance operation and risk management 合規營運與風險管理	• Press conferences 新聞發佈會 • Social media platforms 社交媒體平臺 • Public opinion monitoring 輿情監測 • Field interviews 實地訪談	• Actively make news reports and publicity 積極開展新聞報導和宣傳 • Actively participate in thematic forums 積極參與主題論壇 • Smooth communication channels between the public and the media 暢通公眾與媒體溝通渠道
Natural environment 自然環境	• Emissions and waste management 污染物排放與廢棄物處理 • Climate change tackling 應對氣候變化 • Water resources management 水資源管理 • Circular economy 循環經濟 • Ecosystem and biodiversity protection 生態與生物多樣性保護	• Public report disclosure 公開報告披露 • Official platform news 官方平臺動態 • Offline communication meetings 線下溝通會議 • Third-party authoritative endorsement 第三方權威背書 • Emergency communication 應急事件溝通	• Compliance operation 合規營運 • Monitoring and evaluation 監測評估 • Active energy conservation and emission reduction 積極節能減排 • Advocate green manufacturing and operation 倡導綠色製造與營運 • Continuous innovation 持續創新

Material ESG Topics Management
ESG重要性議題管理

In accordance with the business strategy, the attributes of the fertiliser industry, mainstream core rating dimensions of ESG at home and abroad, regulatory requirements of the places where it is listed and conducts its business, and with reference to the materiality matrix data in 2024, the Group systematically optimized and adjusted the materiality matrix for the year through multi-dimensional evaluation and analysis, in order to promote the deep integration of ESG work into strategic implementation, compliance requirements and stakeholder expectations. The Group focuses on sustainable value enhancement.

本集團結合業務戰略、化肥行業屬性、國內外主流ESG核心評級維度、上市地及營運地監管要求，參考2024年重要性矩陣數據，經多維度評估與分析，系統優化並調整本年度重要性議題矩陣，推動ESG工作深度融入戰略落地、合規要求及利益相關方期待，聚焦可持續價值提升。

The Group formulates differentiated management strategies based on the materiality matrix: Allocating the highest-priority resources to the core issues of high internal and external concern, continuously strengthening communication, response, optimization and improvement with respect to issues of external concern, for issues that are mere of internal concern, strengthening efforts for addressing difficulties and making improvements, for issues with little internal and external attention, we perform regular monitoring to ensure compliance operations.

本集團基於議題重要性矩陣制定差異化管理策略：對內外高度關注的核心議題，配置最高優先順序資源重點推進；對僅外部關切的議題，持續加強溝通回應與優化改進；對僅內部聚焦的議題，加大投入力度攻堅提升；對內外關注度較低的議題，保持常態化監測以確保合規營運。

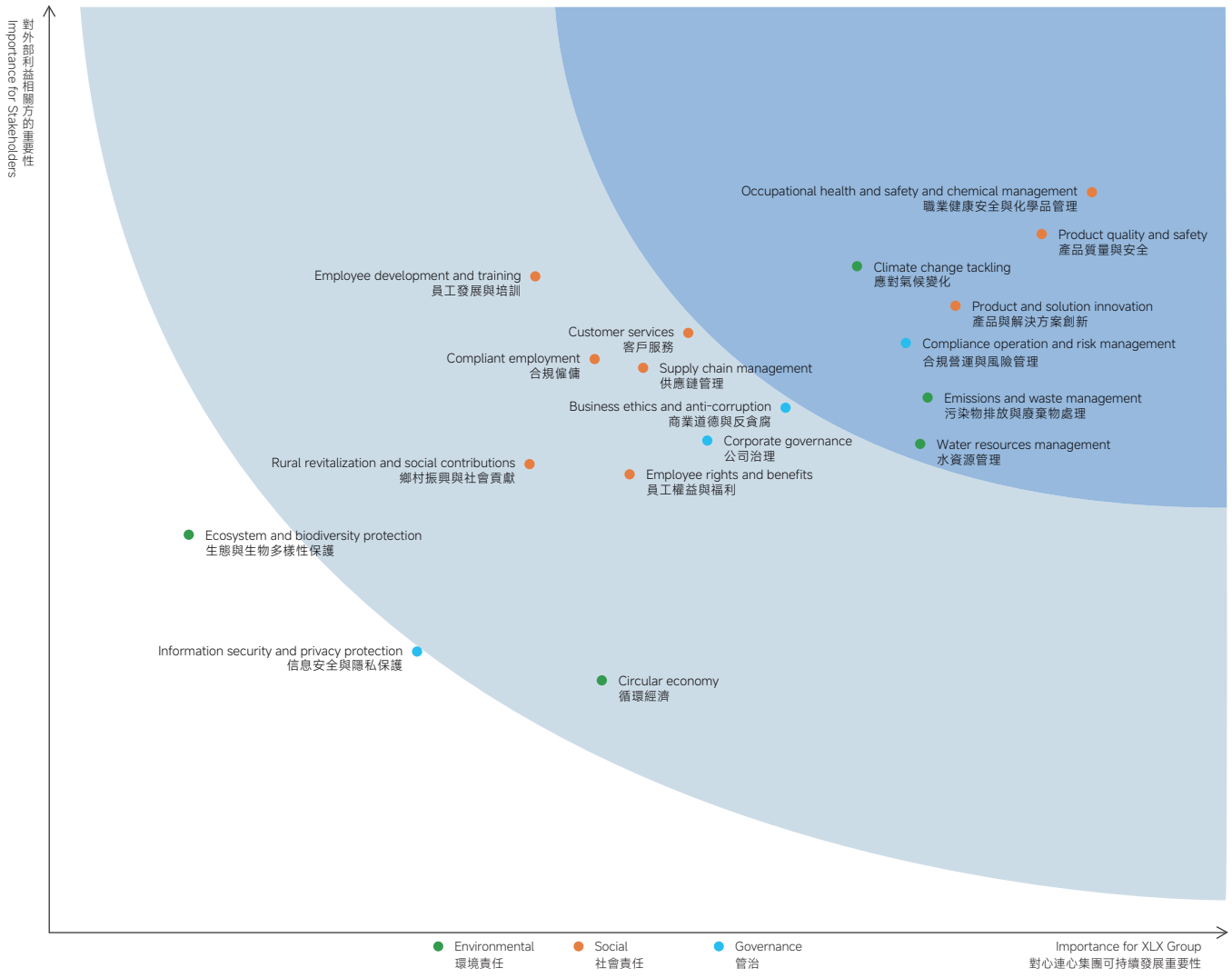
Adjustment of Material Topics in 2025
• 2025年重要性議題調整

Material Topics in 2025 2025年重要性議題	Material Topics in 2024 2024年重要性議題	Changes and Reasons 變動情況及原因
Climate change tackling 應對氣候變化	Climate change tackling 應對氣候變化 Energy consumption management and clean energy utilization 能耗管理與清潔能源利用	Materiality upgrading: Respond to climate regulation and capital concerns, accommodate the low-carbon transition needs of the fertiliser industry, and align with our low-carbon practical results. 重要性上調：回應氣候監管與資本關注、契合化肥行業低碳轉型需求、匹配本集團低碳實踐成果。 Combination: Energy consumption management and clean energy utilization are the core measures for addressing climate changes, and reiteration may be avoided after the combination. 合併：能耗管理、清潔能源利用是應對氣候變化的核心落地舉措，合併後可避免重複表述。
Emissions and waste management 污染物排放與廢棄物處理	Pollutant management 污染物管理 Waste discharge and resource recycling 廢棄物排放與資源循環利用	Combination and renaming: The environmental impacts of the two are closely related. The combination systematically demonstrates our comprehensive strategies for pollution control and waste recycling, which is in line with the industry governance trend. 合併與更名：二者環境影響關聯緊密，合併呈現可系統展現本集團污染管控與廢棄物資源化綜合策略，契合行業治理趨勢。
Circular economy 循環經濟	/	Addition: In response to the national call for green development and in view of the prominent demand for resource recycling in the fertiliser industry, the presentation of "circular economy" alone may highlight our core practice of efficient resource utilization in the green development of the industry. 新增：回應國家綠色發展號召，且化肥行業資源循環需求突出，單獨呈現「循環經濟」可凸顯本集團在行業綠色發展中資源高效利用的核心實踐。

Material Topics in 2025 2025年重要性議題	Material Topics in 2024 2024年重要性議題	Changes and Reasons 變動情況及原因
/	Green products and packages 綠色產品與包裝	Deletion: Related core initiatives have been integrated into issues such as "circular economy" "product and solution innovation". 刪除：相關核心舉措已整合至「循環經濟」「產品與解決方案創新」等議題中。
Ecosystem and biodiversity protection 生態與生物多樣性保護	Ecosystem and biodiversity protection 生態與生物多樣性保護	Materiality downgrading: Existing measures such as circular economy and collaborative treatment of sewage and waste have effectively controlled the ecological disturbance caused by production and products. 重要性下調：現有循環經濟、污廢協同治理等舉措已有效控制生產及產品對生態的擾動。
Business ethics and anti-corruption 商業道德與反貪腐	Business ethics and anti-corruption 商業道德與反貪腐	Materiality downgrading: The management mechanism based on business ethics and anti-corruption has become mature and effectively integrated with the overall risk management and control system of the Group. 重要性下調：基於商業道德與反貪腐管理機制已趨於成熟，並與企業整體風險管控體系有效融合。
/	Intellectual property protection 知識產權保護	Deletion: Related content has been included in the issue known as "product and solution innovation". 刪除：相關內容已納入「產品與解決方案創新」議題。
Customer services 客戶服務	Protection of customer's rights and interests 客戶權益保護	Renaming: It not only covers the core content of rights protection, but also reflects the upgrade of our full-chain services such as agricultural technology support and demand response. 更名：既能涵蓋權益保障核心內容，又能體現本集團在農技支持、需求回應等全鏈條服務的升級。 Materiality downgrading: Our customer service system has been gradually improved, and related risks have been effectively controlled. The ESG resources and report shall concentrate more on the core sustainability issues of the industry such as "climate change tackling" "occupational health and safety and chemical management". 重要性下調：本集團客戶服務體系逐步完善、相關風險得到有效管控，且需將ESG資源與報告重心更聚焦於「應對氣候變化」「職業健康安全與化學品管理」等行業核心可持續議題。
Occupational health and safety and chemical management 職業健康安全與化學品管理	Occupational health and safety management 職業健康與安全管理 Chemical management 化學品管理	Combination and renaming: The two scenarios are closely related, and the management logic is unified. Combination avoids reiteration, streamlines the issues, and systematically demonstrates the integrated safety management system of the Group. 合併與更名：二者場景關聯緊密、管理邏輯統一，合併可避免表述重複、精簡議題數量，同時系統展現本集團一體化安全管理體系。
Rural revitalization and social contributions 鄉村振興與社會貢獻	Communities and public welfare 社區與公益	Renaming: It is more in line with the attributes of the fertiliser industry and our practice. It not only accurately aligns with the national strategy for rural revitalization and highlights the characteristics of the industry, but also broadens the connotations through social contributions, fully reflecting the diversified social values. 更名：更貼合化肥行業屬性與本集團實踐，既精準對接鄉村振興國家戰略、凸顯行業特色，又通過「社會貢獻」拓寬內涵，全面體現多元社會價值。
/	Communications with stakeholders 利益相關方溝通	Deletion: Related work has been systematically integrated into the management and disclosure of each core ESG topics and needn't be listed separately. 刪除：相關工作已系統融入各核心ESG議題的管理與披露中，無需單獨列示。

Materiality Matrix
• 重要性議題矩陣

XLX Group Materiality Matrix
心連心集團重要性議題矩陣



Current or Possible Impacts, Risks and Opportunities Related to ESG Topics
• ESG議題相關當前或可能發生的影響、風險和機遇

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension[1] 時間維度[1]		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Climate change tackling 應對氣候變化	Risks/negative impacts 風險/負面影響	• If our low-carbon transition measures are ineffective or retarded, and fail to meet industry standards or policy requirements for emission reduction, we might face risks such as carbon taxes, production restrictions, and market elimination, which might increase operating costs and damage the long-term development foundation of the Group. 若企業低碳轉型措施不力或滯後，達不到行業減排標準或政策要求，可能面臨碳稅、限產、市場淘汰等風險，增加營運成本，損害企業長期發展根基。 • The chemical fertiliser industry might be included in the supervision over the carbon emission allowances in the future. If the carbon emission allowances are insufficient, they shall be purchased at high prices, compressing profit margins. 化肥化工行業未來可能納入碳配額監管，碳配額不足需高價購買，壓縮利潤空間。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• Low-carbon technological transformations such as coal-to-gas conversion for energy-saving retrofit, carbon capture and utilization, and photovoltaic power supply may reduce energy costs, increase energy efficiency and help improve the ecological environment. 實施煤氣化節能改造、碳捕集利用、光伏供電等低碳技術改造可降低能源成本，提升能效，助力改善生態環境。 • By developing low-carbon fertiliser products, the Group may open up green market, increase added value and sales revenue of products, and enhance its long-term competitiveness. 開發低碳化肥產品可開拓綠色市場，提高產品附加值與銷售收入，提升企業長期競爭力。		✓	✓	✓	✓	✓
Emissions and waste management 污染物排放與廢棄物處理	Risks/negative impacts 風險/負面影響	• If pollutant discharge is not up to standard or waste disposal is improper, resulting in environmental pollution, environmental penalties will be inflicted on the Group, which will impair the ecology, reputation and market development of the Group. 若污染物排放不達標或廢棄物處理不當，造成環境污染，將面臨環保處罰，損害生態、企業聲譽與市場拓展。 • Considerable pollutant control and waste treatment costs are incurred. Operating costs are increased. 污染物管控及廢棄物處理成本高，增加營運成本。		✓		✓	✓	
	Opportunities/positive impacts 機遇/正面影響	• The use of advanced pollution control technology and waste recycling may reduce environmental protection costs and enhance the environmental image of the Group. 採用先進污染治理技術與廢棄物資源化利用，可降低環保成本，提升企業環保形象。		✓		✓	✓	

1: Definitions of short, medium and long-term: short-term: 0-3 years, medium-term: 4-6 years, long-term: 7 years or more.

1：短中長期時間定義：短期：0-3年；中期：4-6年；長期：7年以上。

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension 時間維度		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Water resources management 水資源管理	Risks/negative impacts 風險/負面影響	• If the utilization efficiency of water resources is low or water is fetched in violation of regulations, the Group might be subject to water conservation penalties and production restrictions. Its operating costs may be increased, and its social image may be damaged. 若水資源利用效率低或違規取水，可能面臨節水處罰、限產，增加營運成本，損害企業社會形象。 • Production is restricted in water-scarce regions, which affects normal operations. 缺水地區生產受限，影響正常營運。		✓		✓	✓	
	Opportunities/positive impacts 機遇/正面影響	• Water-saving technological transformation and recycling of water resources reduce procurement costs of water resources. 實施節水技術改造、水資源循環利用，可降低水資源採購成本。 • Development of water-saving fertiliser products facilitates sustainable agricultural development and enhances our value position in the agricultural industry chain. 開發節水型化肥產品，助力農業可持續發展，提升企業在農業產業鏈中的價值地位。		✓	✓	✓	✓	✓
Circular economy 循環經濟	Risks/negative impacts 風險/負面影響	• If the construction of a circular economy model lags behind and the resource recycling is inefficient, it will increase raw material procurement and waste disposal costs, and restrict the space for the Group to achieve long-term development. 若循環經濟模式構建滯後，資源回收利用效率低，將增加原材料採購成本與廢棄物處理成本，制約企業長期發展空間。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• The promotion of resource recycling such as waste gas recycling, waste heat and pressure recovery, and deep processing of solid waste reduces costs, enhances the industry competitiveness and increases the social value of the Group. 推進資源循環利用，如廢氣回收利用、餘熱餘壓回收、固體廢物深加工，可降低成本，提升企業行業競爭力與社會價值。 • If the Group is technologically leading in circular economy, it may export technologies and services and open up new businesses. 若循環經濟技術領先，可對外輸出技術與服務，開拓新業務。		✓	✓	✓	✓	✓
Ecosystem and biodiversity protection 生態與生物多樣性保護	Risks/negative impacts 風險/負面影響	• If its production activities destroy the surrounding ecology or biodiversity, the Group will face environmental penalties and pressure from public opinions, which will damage the Group's reputation. 若生產活動破壞周邊生態或生物多樣性，將面臨環保處罰與社會輿論壓力，損害企業聲譽。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By carrying out ecological restoration, soil cultivation and protection projects, the Group may enhance its social image, and gain policy support and social recognition. 開展生態修復、土壤培育與保護項目，可提升企業社會形象，獲得政策支持與社會認可。 • Develop eco-friendly fertiliser products and develop green markets. 開發對生態友好的化肥產品，拓展綠色市場。		✓	✓		✓	✓

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension 時間維度		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Product and solution innovation 產品與解決方案創新	Risks/negative impacts 風險/負面影響	• If the Group is not innovative enough, its products and solutions cannot meet market demand (such as demand for green and smart agriculture), the Group will be exposed to the risk of being eliminated from the market, and its long-term competitiveness will be damaged. 若創新不足，產品與解決方案無法滿足市場需求（如綠色農業、智慧農業需求），將面臨市場淘汰風險，損害企業長期競爭力。		✓	✓		✓	✓
	Opportunities/positive impacts 機遇/正面影響	• R&D of innovative fertiliser products (such as slow-release fertilisers, bio-fertilisers) and agricultural solutions (such as precise fertilization solutions) facilitate agricultural modernization, enhance our leading position in the agricultural industry chain, and enhance our long-term profitability and discourse power within the industry. 研發創新型化肥產品（如緩釋肥、生物肥）與農業解決方案（如精準施肥方案），可助力農業現代化發展，提升企業在農業產業鏈中的引領地位，增強長期盈利能力與行業話語權。		✓	✓		✓	✓
Product quality and safety 產品質量與安全	Risks/negative impacts 風險/負面影響	• If product quality is not up to standard or potential safety hazards exist, it will face product recall, customer claims and administrative penalties, which will damage our brand image, sales revenue and foundation for market survival. 若產品質量不達標或存在安全隱患，將面臨產品召回、客戶索賠、行政處罰，損害品牌形象、銷售收入與市場生存根基。		✓	✓	✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By providing high-quality and safe chemical fertiliser products, the Group may enhance customer trust and maintain our long-term brand value and market position. 提供高質量、安全的化肥化工產品，可增強客戶信任，維護企業長期品牌價值與市場地位。		✓	✓		✓	✓
Occupational health and safety and chemical management 職業健康安全與化學品管理	Risks/negative impacts 風險/負面影響	• If chemical management is improper or occupational health and safety measures are not implemented in place, safety accidents or occupational health problems might occur. The Group might be subject to penalties and compensations, which will affect production, operation and reputation of the Group. 若化學品管理不當或職業健康安全措施不到位，可能發生安全事故或職業健康問題，面臨處罰、賠償，影響生產營運與企業聲譽。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving occupational health and safety and chemical management system, the Group may improve its employee satisfaction and production efficiency, reduce accident costs, and enhance its talent attractiveness and long-term operational stability. 完善職業健康安全與化學品管理體系，可提升員工滿意度與生產效率，降低事故成本，增強企業人才吸引力與長期營運穩定性。		✓			✓	✓
Customer services 客戶服務	Risks/negative impacts 風險/負面影響	• If customer services are not in place to meet customer needs for agricultural technology support and response to appeals, etc., customer satisfaction will be reduced, while customer retention, product sales and long-term development foundation will be affected. 若客戶服務不到位，無法滿足客戶農技支援、訴求回應等需求，將降低客戶滿意度，影響客戶留存、產品銷售與長期發展根基。		✓	✓	✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving customer services, including providing professional agricultural technology training and customized services, the Group may enhance its customer stickiness, expand its word-of-mouth in the market, and promote product sales and long-term cooperation. 提升客戶服務質量，如提供專業農技培訓、定制化服務，可增強客戶粘性，拓展市場口碑，促進產品銷售與長期合作關係。		✓	✓		✓	✓

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension 時間維度		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Supply chain management 供應鏈管理	Risks/negative impacts 風險/負面影響	• Any compliance risks in the supply chain (such as suppliers' environmental protection and labor issues) or unstable supply will increase costs or result in production discontinuation, affecting the production, operation and social image of the Group. 若供應鏈存在合規風險（如供應商環保、勞工問題）或供應不穩定，將增加成本或導致停產，影響集團生產營運與社會形象。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By optimizing the supply chain and selecting high-quality compliant suppliers, the Group may ensure the quality of raw materials and supply stability, enhance its operational resilience and cost competitiveness, and lay a foundation for long-term stable development. 優化供應鏈，選擇優質、合規的供應商，可保障原材料質量與供應穩定性，增強企業營運韌性與成本競爭力，為長期穩定發展奠定基礎。	✓	✓			✓	✓
Compliant employment 合規僱傭	Risks/negative impacts 風險/負面影響	• If any employment is non-compliant (such as illegal use of child labor and forced labor), the Group will be subject to labor inspection penalties and legal proceedings, the reputation of the Group will be damaged. 若僱傭不合規（如違規使用童工、存在強迫勞動），將面臨勞動監察處罰、法律訴訟，損害企業聲譽。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• Compliant employment may improve employee satisfaction and image of the Group, attract outstanding talents, and enhance team stability and combat power. 合規僱傭可提升員工滿意度與企業形象，吸引優秀人才，增強團隊穩定性與戰鬥力。		✓			✓	✓
Employee development and training 員工發展與培訓	Risks/negative impacts 風險/負面影響	• If employee development and training are inadequate, and the skills of employees can not meet the development needs of the Group, the production efficiency and innovation ability will be affected, thus restricting the development of the Group. 若員工發展與培訓不足，員工技能無法滿足企業發展需求，將影響生產效率、創新能力，制約企業發展。		✓			✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving the employee development and training system (such as hierarchical training, special training and talent plan), the Group may improve employees' skills and comprehensive qualities, and enhance its innovation ability and competitiveness. 完善員工發展與培訓體系（如分層培養、專項培訓、人才計劃），可提升員工技能與綜合素質，增強企業創新能力與競爭力。		✓			✓	✓
Employee rights and benefits 員工權益與福利	Risks/negative impacts 風險/負面影響	• Insufficient protection of employees' rights and benefits will reduce employee satisfaction, lead to brain drain, and affect the manpower base and operational stability of the Group. 若員工權益與福利保障不足，將降低員工滿意度，導致人才流失，影響企業人力基礎與營運穩定性。	✓	✓			✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving employees' rights and welfare system, the Group may enhance employees' sense of belonging and loyalty, and enhance our cohesion and long-term development vitality. 完善員工權益與福利體系，可提升員工歸屬感與忠誠度，增強企業凝聚力與長期發展活力。		✓			✓	✓

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension 時間維度		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Rural revitalization 鄉村振興與社會貢獻	Risks/negative impacts 風險/負面影響	• If investments and measures for rural revitalization and social contribution are insufficient to effectively facilitate agriculture and rural development, the influence and social recognition of the Group in the rural market will be reduced. 若鄉村振興與社會貢獻投入與舉措不足，無法有效服務農業與鄉村發展，將降低企業在農村市場的影響力與社會認可度。		✓			✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By carrying out rural revitalization projects (such as agricultural technology support, industrial assistance) and social contribution activities, the Group may promote agricultural and rural development and enhance our social responsibility and industry influence. 開展鄉村振興項目（如農技支持、產業幫扶）與社會貢獻活動，可推動農業農村發展，提升企業社會責任感與行業影響力。		✓			✓	✓
Compliance operation and risk management 合規營運與風險管理	Risks/negative impacts 風險/負面影響	• If compliance operation and risk management are not in place, the Group will be exposed to risks such as operational violations, legal proceedings and financial losses, which will affect its normal operation and long-term development. 若合規營運與風險管理不到位，企業面臨營運違規、法律訴訟、財務損失等風險，影響企業正常營運與長遠發展。		✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving the compliance operation and risk management system, the Group may reduce operational risks and costs, improve its operational efficiency and scientific decision-making, and enhance investor confidence. 完善合規營運與風險管理體系，可降低營運風險與成本，提升企業營運效率與決策科學性，增強投資者信心。		✓		✓	✓	✓
Business ethics and anti-corruption 商業道德與反貪腐	Risks/negative impacts 風險/負面影響	• In case of any ambiance or corruption in business ethics, the Group will be subject to legal sanctions, administrative penalties and public condemnation, which will seriously damage the reputation and business development of the Group. 若存在商業道德失範或貪腐行為，將面臨法律制裁、行政處罰與社會輿論譴責，嚴重損害企業聲譽與經營發展。	✓	✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• Continuously promote construction from the perspective of business ethics and anti-corruption, create a clean and upright business environment, enhance the moral competitiveness and social credibility of the Group for long-term development and promote healthy business development. 持續推進商業道德與反貪腐建設，營造風清氣正的經營環境，增強企業長期發展的道德競爭力與社會公信力，促進業務健康發展。	✓	✓			✓	✓

Issues 議題	Impacts, Risks and Opportunities 影響、風險和機遇	Description 描述	Scope of Impact on the Value Chain 影響價值鏈範圍			Time Dimension 時間維度		
			Upstream 上游	Operation 營運	Downstream 下游	Short-term 短期	Medium-term 中期	Long-term 長期
Corporate governance 公司治理	Risks/negative impacts 風險/負面影響	• If corporate governance is imperfect (such as opaque decision-making and internal control failure), it will affect the efficiency and scientific nature of our decision-making, trigger a crisis of shareholder confidence and restrict our development. 若公司治理不完善（如決策不透明、內控失效），將影響企業決策效率與科學性，引發股東信任危機，制約企業發展。		✓		✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By improving corporate governance structure, and enhancing decision-making transparency and internal control effectiveness, the Group may enhance investor confidence, optimize capital structure and provide institutional guarantee for its long-term development. 完善公司治理結構，提升決策透明度與內控有效性，可增強投資者信心，優化資本結構，為企業長期發展提供制度保障。		✓			✓	✓
Information security and privacy protection 信息安全與隱私保護	Risks/negative impacts 風險/負面影響	• If information security and privacy protection are not in place, in the event of data leakage or system paralysis, the Group will face legal penalties and customer trust crisis, which will affect the operation and reputation of the Group. 若信息安全與隱私保護不到位，發生數據洩露、系統癱瘓等事件，將面臨法律處罰、客戶信任危機，影響企業營運與聲譽。	✓	✓	✓	✓	✓	✓
	Opportunities/positive impacts 機遇/正面影響	• By strengthening information security and privacy protection, the Group may enhance customer trust, ensure the security of its data assets, facilitate its digital transformation and data-driven development, and build a solid security defense line for long-term digital operations. 強化信息安全與隱私保護，可提升客戶信任度，保障企業數據資產安全，助力企業數字化轉型與數據驅動發展，為長期數字化營運築牢安全防線。	✓	✓	✓		✓	✓

Note: Regarding materiality of the issues, those in green are highly material, those in blue are moderately material, and those in pink demonstrate low materiality. The specific measures for addressing the impacts, risks and opportunities of all issues are detailed in different sections.

注：議題重要性程度，綠色部分表示高度重要性，藍色部分表示中度重要性，粉色部分表示低度重要性。各議題的影響、風險和機遇的具體應對舉措詳見各章節。



Compliance Governance· Integrity Building

合規治理・誠信鑄心

01

XLX Group continuously optimizes its governance structure and management system, comprehensively strengthens its risk control and compliance operation, and constantly promotes its standardized operation and steady development by building a solid information security defense line and improving the quality of information disclosure.

心連心集團持續優化治理架構與管理體系，全面強化風險管控與合規經營，並通過築牢信息安全防線、提升信息披露質量，不斷推動企業規範運作與穩健發展。

Material Sustainability Topics Concerned in this Chapter
本章所涉及的重大可持續發展議題

- Corporate governance
  公司治理
- Compliance operation and risk management
  合規營運與風險管理
- Business ethics and anti-corruption
  商業道德與反貪腐
- Information security and privacy protection
  信息安全與隱私保護

SDGs Addressed in this Chapter:
本章所回應的 SDGs:





Corporate Governance
公司治理

Good corporate governance is the cornerstone for the stable operation of the Group. It is also the internal guarantee for fulfilling the corporate mission of "for a better tomorrow" and achieving sustainable development. The Group strictly complies with regulatory requirements for listing such as the *Code of Corporate Governance for Listed Companies* and the *Main Board Listing Rules of the Hong Kong Stock Exchange*, domestic and overseas laws, regulations and normative documents, deeply conforms to the management philosophy of "sincerity", continuously optimizes its governance structure, improves its governance, and promotes high-quality and sustainable development with compliance and integrity governance practices. The Group has established a regular mechanism to assess the effectiveness of the Board of Directors and its special committees. Led by the Nomination Committee, comprehensive and targeted evaluations are conducted on a regular basis to review the independence of independent non-executive directors and the compliance of the committees in the exercise of their functions. Relevant evaluation results are disclosed in accordance with regulations to continuously enhance governance effectiveness and ensure the scientific and efficient operation of the Group's governance system.

良好的公司治理是企業穩健經營的基石，更是踐行「為了明天更美好」企業使命、實現可持續發展的內在保障。本集團嚴格遵循《上市公司治理準則》《香港聯交所主板上市規則》等上市監管要求、境內外法律法規及規範性文件要求，深度契合「至精至誠」的管理理念，持續優化治理結構、提升治理水平，以合規誠信的治理實踐，推動高質量可持續發展。本集團設立董事會及各專門委員會之有效性評估常態化機制，由提名委員會牽頭定期進行全面評核及專項評估，審核獨立非執行董事之獨立性及委員會職權履行之合規性，並按規定披露評估相關信息，持續提升治理效能，確保本公司治理體系科學高效運作。

In 2025, the Group held 5 meetings of the Board of Directors in total, with the attendance rate of directors reaching 97%. A total of 8 special committee meetings were held, and the attendance rate of special committee members was 98%. One meeting of the Chairman of the Board and the Independent Non-Executive Directors was held.

2025年，本集團共召開董事會會議5次，董事出席率達97%；召開專門委員會會議共8次，專門委員會成員出席率98%；召開董事會主席與獨立非執行董事會議1次。



Governance Structure of China XLX Fertiliser
中國心連心化肥治理架構

Independence and Diversity
• 獨立性與多元化

The Group strictly follows the election procedures and appointment standards stipulated in domestic and foreign laws and regulations, regulatory norms and internal systems, selects qualified independent directors, safeguards their independence through standardized procedures, ensures that independent directors may fairly participate in the decision-making of the Board of Directors, effectively supervises material topics, and facilitates its business development from a professional perspective.

The members of the Board of Directors of China XLX Fertiliser have formed a diversified structure in terms of age, gender, educational background and other dimensions. Meanwhile, they gather professionals in the fields of fertiliser, basic chemical industry, management, law, finance and other fields to provide efficient support for the Board of Directors with multiple perspectives and cross-domain professional capabilities. Decision-making and precise empowerment of our development provide vigorous support. During the year, we revised the *Terms of Reference of the Nomination Committee*, and added provisions on gender diversity among members of the Nomination Committee in accordance with the latest requirements of the *Appendix C1 Corporate Governance Code* of the *Listing Rules of the Stock Exchange of Hong Kong Limited*.

本集團嚴格遵循境內外法律法規、監管規範性文件及內部制度規定的選舉程序與任職標準，選聘符合資質的獨立董事，通過規範流程保障其獨立性，確保獨立董事能夠公正參與董事會決策、有效監督重大事項，並以專業視角助力企業經營發展。

中國心連心化肥董事會成員在年齡、性別、教育背景等維度形成多元結構，同時匯聚化肥與基礎化工、管理、法律、財務等領域專業人才，以多元視角與跨域專業能力，為董事會高效決策、精準賦能企業發展提供了有力支撐。我們於本年度修訂《提名委員會的職權範圍》，依據香港聯合交易所有限公司《證券上市規則》附錄C1《企業管治守則》的最新要求，新增提名委員會成員性別多元化相關條款。

As of the end of 2025
截至2025年末

China XLX Fertiliser had **4** independent directors, accounting for **57%**

中國心連心化肥獨立董事**4**人，佔比**57%**

China XLX Fertiliser had **1** female director, accounting for **14%**

女性董事**1**人，佔比**14%**

Member Structure of the Board of Directors of China XLX Fertiliser
中國心連心化肥董事會成員結構

Name 姓名	Position 職位	Gender 性別	Age 年齡	Education Background 學歷	Audit Committee 審核委員會	Nomination Committee 提名委員會	Remuneration Committee 薪酬委員會	Professional Knowledge and Skills 專業知識與技能
Liu Xingxu 劉興旭	Executive director/chairman of the Board of Directors 執行董事/董事會主席	Male 男	71	Master 碩士		✓		Fertiliser and chemical industry, and enterprise management expert 化肥化工行業、企業管理專家
Zhang Qingjin 張慶金	Executive director 執行董事	Male 男	59	Master 碩士				Fertiliser and chemical industry expert 化肥化工行業專家
Yan Yunhua 閆蘊華	Executive director 執行董事	Female 女	55	Master 碩士		✓		Legal/financial or accounting specialist 法律/財務或會計專家
Ong Kian Guan 王建源	Independent non-executive director 獨立非執行董事	Male 男	58	Bachelor 學士	✓ Chairman ✓ 主席	✓	✓	Legal/financial or accounting specialist 法律/財務或會計專家
Li Shengxiao 李生校	Independent non-executive director 獨立非執行董事	Male 男	64	Master 碩士	✓	✓ Chairman ✓ 主席	✓	Risk management and corporate management specialist 風險管理、企業管理專家
ONG Wei Jin 王為仁	Independent non-executive director 獨立非執行董事	Male 男	59	Master 碩士	✓	✓	✓ Chairman ✓ 主席	Legal/financial or accounting specialist 法律/財務或會計專家
Li Hongxing 李紅星	Independent non-executive director 獨立非執行董事	Male 男	50	Master 碩士	✓	✓	✓	Legal/finance or accounting and capital market specialist 法律/財務或會計、資本市場專家

Remuneration Management
• 薪酬管理

The Group strictly complies with regulatory rules and internal governance system requirements of domestic and overseas regions where it is listed, and establishes a compliant and transparent compensation management system for officers. The compensation plans for officers are formulated, reviewed and implemented according to standardized procedures. The compensation level is linked to the business performance and long-term development goals (including key ESG goals) of the Group, taking into account compliance, incentives and rationality. The allowances for independent directors are paid in strict accordance with the standards reviewed and approved by the general meeting.

本集團嚴格遵循境內外上市地監管規則及內部治理制度要求，搭建合規透明的高管薪酬管理體系，高管薪酬方案的制定、審議與執行均按規範流程開展，薪酬水平與企業經營業績及長期發展目標（含ESG關鍵目標）掛鈎，兼顧合規性、激勵性與合理性。獨立董事津貼則嚴格按照股東大會審議通過的標準發放。

Protection of Investors' Rights and Interests
• 投資者權益保護

The Group has established an information disclosure and investor communication mechanism in strict compliance with laws and regulations, and ensures the truthful, accurate and timely information disclosure through legal media and its official website, covering aspects such as main business operations and ESG practices. We continuously communicate with its investors through multiple channels such as research, roadshows, open days and online platforms.

本集團嚴格依法依規建立信息披露與投資者溝通機制，通過法定媒體與官網保障信息真實、準確、及時披露，內容涵蓋主業營運與ESG實踐等方面。我們持續通過調研、路演、開放日及線上平臺等多渠道與投資者保持溝通。

In 2025, the Group further increased the frequency of roadshows and reverse roadshows, focused on in-depth exchanges with large investment institutions and researchers, and invited investors to visit production bases and R&D centers on site to strengthen their confidence in the Group with scene-based displays.

2025年，本集團進一步增加路演與反向路演頻次，聚焦與大型投資機構及研究員的深度交流，並邀請投資者實地參觀生產基地與研發中心，以場景化展示強化其對企業的信心。

Performance　績效

In 2025, the Group　2025年，本集團

held **1** general meeting

召開股東大會會議**1**次

organized **3** large-scale open day events for investors

舉辦大型投資者開放日活動**3**場

participated in **18** strategy meetings for institutional investors

參與機構投資者策略會**18**次

organized **199** roadshows

開展路演活動**199**次

underwent **27** corporate surveys on investors/potential investors

接受投資者/潛在投資者公司調研**27**場

released **52** documents on the website of HKEX

在聯交所網站上共發佈**52**份文件

Compliance Operation and Risk Management
合規營運與風險管理

XLX Group attaches great importance to risk management and internal control, and continuously improves its management system to guarantee its high-quality development. In each October, we organize middle and senior management and external experts to jointly formulate the "Three-year Strategic Plan and One-year Operational Plan" , which is decomposed into annual goals of the Group, its subsidiaries and departments accordingly.

心連心集團高度重視風險管理與內部控制，持續完善管理體系以保障高質量發展。我們每年10月組織中高層及外部專家共同制定「三一規劃」，並據此分解形成集團、各子公司及部門的年度目標。

Compliance and Risk Management Targets 合規與風險管理目標	Performance in 2025 2025年表現	Achievement 完成情況
To make the incidence of material non-compliance events for the year be 0 年度重大合規違規事件發生率為0	0	✓
To make the coverage of compliance training among middle and senior management be 100% 中高層合規培訓覆蓋率達100%	100%	✓
To make the achievement rate of emission targets required by environmental protection regulations be 100% 環保法規要求的排放指標達成率100%	100%	✓
To make the pass rate of contract compliance review 100% 合同合規審查通過率100%	100%	✓
To make the coverage rate of fund use compliance verification 100% 資金使用合規性核查覆蓋率100%	100%	✓
Guided by value creation, to perform two annual audits covering core business modules of the companies 以價值創造為導向，覆蓋各公司核心業務模塊年度審計2次	Twice 2次	✓

Governance
治理

In accordance with the *Basic Standards for Corporate Internal Control* and related guidelines, and based on key business processes, the Group has formulated nearly 20 group-level core systems such as the *Internal Audit Management System*, which clarifies the objectives, principles and closed-loop process of risk management. Under the leadership of the Board of Directors, the Group has established a comprehensive risk management organization system to systematically identify, evaluate, respond to and monitor risks, and developed a regular reporting mechanism for major risks and emergency matters to guarantee its long-term and stable operation.

本集團依據《企業內部控制基本規範》及相關指引，結合關鍵業務流程，制定了《內部審計管理制度》等近二十份集團級核心制度，明確了風險管理的目標、原則與閉環流程。在董事會領導下，本集團建立了全面的風險管理組織體系，對風險進行系統性的識別、評估、應對與監控，並形成定期的重大風險及應急事項匯報機制，以保障企業長效穩健運行。

In 2025, to further strengthen risk management and control, we newly appointed risk specialists in all business units to continuously improve our risk prevention and control at the business level through regular risk inspections, and comprehensively enhanced our overall risk management capabilities.

2025年，為進一步加強風險管控，我們新設各經營單元風險專員，通過常態化風險檢查，持續完善業務層面的風險防控，全面提升企業整體風險管理能力。

Board of Directors 董事會	Decision-making Body 決策機構	• Assume full responsibility for risk management, approve the risk strategy and tolerance, and supervise the effectiveness of the system 對風險管理負全面責任，審批風險戰略與承受度，監督體系有效性
Audit Committee 審核委員會	Supervision and Guarantee 監督保障	• Review the risk management and internal control systems (including ESG risks), evaluate key control links, and provide professional opinions 審查風險管理與內控體系（含ESG風險），評估關鍵控制環節，提供專業意見
Officers 高層管理人員	Management 管理層	• Organize and implement risk assessment and management, create a compliance system and culture, and report to the Board of Directors 組織實施風險評估與管理，建設合規體系與文化，並向董事會匯報
Audit and Compliance Department 審計合規部	Third Line of Defense 第三道防線	• Carry out independent audits and compliance inspections, identify risks, promote system improvement and implementation of measures 獨立開展審計與合規檢查，識別風險，推動制度完善與措施落地
Functional Departments 各職能部門	Second Line of Defense 第二道防線	• Perform risk control and compliance supervision in fields of specialty (such as legal affairs, recruitment and procurement), empower business departments 負責專業領域（如法務、招採）的風險控制與合規監督，賦能業務部門
Business Units 各業務單元	First Line of Defense 第一道防線	• Identify, assess, address and daily feedback on business risks 負責本業務風險的識別、評估、應對與日常反饋

Compliance and Risk Management Structure and Supervision Mechanism
合規與風險管理架構與監督機制

Strategy
戰略

With the core orientation of ensuring "Fertiliser as foundation, with high quality development", we coordinate and promote the compliance and risk management of the Group. Focusing on the whole business process, we manage and control specific risks in our operations by preparation of a risk list, drawing of a risk map, dynamic risk warning, internal and external audit supervision, legal prevention and control and compliance training, so as to ensure the continuous and stable operation of the Group.

我們以保障「以肥為基、高質量發展」戰略落地為核心導向，統籌推進本集團合規與風險管理工作。我們圍繞業務全流程，通過建立風險清單、繪製風險地圖、動態風險預警、內外部審計監督、法律防控和合規培訓，管控經營中的具體風險，保障集團持續穩健營運。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Internal Control
• 內部控制

The Group systematically identifies major business risks, and includes ESG risks such as extreme weather events, energy price fluctuations, raw material supply interruptions, etc. into the normalized risk management list, and clarifies key risk areas and corresponding risk points. We conduct comprehensive audits on the management processes, key control measures and implementation effectiveness in ten core areas, including strategies, safety, environmental protection, engineering construction, capital, sales, coal procurement and personnel by adopting the process audit method.

In addition, the Group proactively identifies and systematically evaluates emerging risks that might affect its long-term development, and implements targeted control measures in its operations to effectively prevent and mitigate related risks.

本集團通過系統識別主要業務風險，並將極端天氣事件、能源價格波動、原材料供應中斷等ESG風險納入常態化風險管理清單，明確關鍵風險領域及對應風險點。我們採用過程審核方法，對戰略、安全、環保、工程建設、資金、銷售、煤炭採購、人事等十大核心領域的管理流程、關鍵控制措施及執行有效性開展全面審計。

此外，本集團前瞻性識別並系統評估可能影響長期發展的新興風險，並在營運中落實針對性管控措施，以有效防範與化解相關風險。



Emerging Risks that Might Be Faced by the Group
本集團可能面臨的新興風險

Risk Name 風險名稱	Risk Description 風險描述	Potential Impacts of Risks on the Group 風險對集團的潛在影響	Mitigation Measures 緩解措施
Geopolitical risks 地緣政治風險	As a result of global geopolitical tensions and rising trade protectionism, new trade barriers such as tariffs and quotas on Chinese fertilisers and chemical products might be set up in major markets, which might pose long-term challenges to our internationalization strategies and supply chain security. 全球地緣政治緊張及貿易保護主義抬頭，可能導致主要市場對中國化肥及化工產品設置關稅、配額等新型貿易壁壘，可能對集團國際化戰略及供應鏈安全構成長期挑戰。	• Overseas market expansion and revenue growth might be hindered. 海外市場拓展與收入增長可能受阻。 • Pressure might be exerted on supply stability and costs of key equipment and raw materials. 關鍵設備與原料供應穩定性及成本可能面臨壓力。 • Overseas investments and cooperation strategies become more uncertain. 海外投資與合作戰略的不確定性增加。	• Promote the diversification of export markets and reduce dependence on a single region. 推進出口市場多元化，降低對單一區域的依賴。 • Prepare a list of alternative suppliers for key materials to enhance supply chain resilience. 建立關鍵物料備選供應商清單，增強供應鏈韌性。 • Closely track and analyze key market policy trends. 密切跟蹤與分析重點市場政策動向。
AI technology application risks AI技術應用風險	AI technology is penetrating into agriculture and chemical industry at an accelerated pace, which might subvert the traditional R&D, production and agricultural service models. Companies that fail to effectively deploy AI applications will face the risk of competitive marginalization. 人工智能技術正加速滲透農業與化工領域，可能顛覆傳統研發、生產與農服模式；未能有效佈局AI應用的企業將面臨競爭邊緣化風險。	• The competitiveness of traditional products, production and channel models might be weakened. 傳統產品、生產與渠道模式的競爭力可能被削弱。 • Pressure might be faced from uncertain return on technology investments and rising costs of cutting-edge talents. 可能面臨技術投資回報不確定與尖端人才成本上升的雙重壓力。 • There might be a risk that existing sales channels are bypassed by digital platforms in terms of value. 現有銷售渠道價值可能存在被數字化平臺繞過的風險。	• Establish AI innovation pilot projects, focus on scenarios such as process optimization and smart agricultural services, cooperate with technology companies. 設立AI創新試點項目，聚焦工藝優化與智慧農服等場景，與科技公司開展合作。 Accelerate the cultivation of internal digital talents and introduce external professional talents. 加快內部數字化人才培養，同時引進外部專業人才。 • Explore a new model of "products + data services". 探索「產品+數據服務」新模式。
Risk of biological substitution in chemical technologies 化工技術的生物替代風險	Emerging biotechnologies (such as synthetic biology) might disrupt certain traditional chemical and fertiliser production processes. 新興生物技術（如合成生物學）可能顛覆部分傳統化工與化肥生產工藝。	• Pressure might be faced by the replacement of existing products by more environmentally friendly and efficient bio-based products. 現有產品可能面臨被更環保、高效的生物基產品替代的壓力。 • Related traditional production equipment and technologies might be exposed to the risk of early elimination and devaluation. 相關傳統生產設備與技術可能面臨提前淘汰與貶值的風險。	• Establish a technology tracking mechanism and increase R&D investments and reserves in the field of bio-based technologies. 建立技術追蹤機制，加大在生物基技術領域的研發投入與儲備。 • Actively cooperate with biotechnology companies and scientific research institutions. 積極與生物科技公司及科研機構合作。 • Promote the green upgrading of existing products and explore the development of new bio-based products with high added value. 推動現有產品綠色升級，並探索開發生物基高附加值新產品。

In 2025, the Group focused on three key tasks, namely risk empowerment, special audit and compliance management with the core objectives of "enhancing value and optimizing operations". We carried out quarterly special audits on related party transactions, cash flow and futures transactions, and continuously strengthened the compliance operations of the listed company. Meanwhile, monthly audits were performed on subsidiaries to steadily improve our internal control efficiency. The audit results showed that the risk management and control system in various fields effectively worked, and no major defects were found.

2025年，本集團以「提升價值、優化營運」為核心目標，聚焦風險賦能、專項審計與合規管理三大重點工作。我們開展季度關聯方交易、現金流及期貨交易專項審計，持續強化上市公司合規營運水平；同時以月度附屬公司審計為抓手，穩步提升內部管控效能。審計結果顯示，各領域風險管控體系運行有效，未發現重大缺陷。

Building of Compliance and Risk Management Cultures • 合規與風險管理文化建設

The Group continuously deepens the building of compliance and risk management cultures: Strengthening employees' practical skills in response to risks, cultivating risk thinking and overall planning capabilities for the management, and enhancing the compliance awareness of those charged with governance through learning and communication with independent directors. In 2025, we organized 11 special training sessions covering key areas such as intellectual property rights, contracts, taxation, and cybersecurity. We set up a column known as *Legal Classroom* as our internal publication to advocate laws and regulations on a regular basis and create a cultural atmosphere in which all employees abide by laws and regulations.

本集團持續深化合規與風險管理文化建設：面向員工強化風險實操技能，對管理層注重風險思維與統籌能力培養，並通過獨立董事學習交流提升治理層合規意識。2025年度，我們組織涵蓋知識產權、合同、稅務、網絡安全等關鍵領域的專項培訓11場，並在內刊設立《法律小課堂》專欄，常態化宣導法規，營造全員守法合規的文化氛圍。


法律小課堂

——軟件侵权风险防控指南

In the *Legal Classroom*, a series of prevention and control guidelines were issued around common legal risks on software infringement, use of commercial fonts, and image copyrights.
在內刊設立《法律小課堂》專欄，圍繞軟件侵權、商用字體使用、圖片版權等常見法律風險發佈系列防控指南。



Carried out training on awareness of risk prevention and control.
開展風險防控意識培訓。



Organized training on tax and financial regulations.
組織稅務和財務法規培訓。

In 2025, Xinjiang XLX organized the first lecture of 2025 special training camp named *Heart Alliance*, with the participation of more than one hundred dealers. The lecture focused on the promotion and implementation of tax knowledge and supply chain financing knowledge.

新疆心連心2025年度「心盟」特訓營第一講線上舉辦，百余名經銷商參與，聚焦稅務知識與供應鏈融資知識宣貫。



On June 24 to June 25, XLX University gave the second open class known as *Prevention and Control of Network Public Opinions and Crisis Response*. Nearly 100 management cadres, comprehensive and public opinion managers participated in the training. The training strengthened all employees' awareness of public opinions, built a consensus that "Everyone was responsible for public opinions", promoted public opinion management from passive response to active prevention, and integrated risk management and control into daily operations.

6月24-25日，心連心大學開展第二期《網絡輿情防控與危機應對》公開課，近100名管理幹部、綜合及輿情管理人員參訓。培訓強化全員輿情意識，凝聚「人人都是輿情責任人」共識，推動輿情管理從「被動應對」轉向「主動預防」，將風險管控融入日常營運。



Indicators and Performances 指標與績效

In 2025, the Group 2025年，本集團

conducted **2** compliance risk assessments at internal operating points of the Group, and identified **10** low-risk matters, with a closed-loop risk handling rate of **100%** and no major risk items found

開展企業內部營運點合規風險評估**2**次，評估識別出**10**項低風險事項，風險閉環處理率**100**%且未發現重大風險項

had **100%** of businesses covered by risk assessments and management activities

風險評估及管理活動涉及的業務範圍及百分比均為**100%**

organized Group-wide internal audits in combination with our *Negative Compliance Management List*, found **5** problems concerning the negative list and **3** general operating risks, **100%** of the problems were low-risk and solved within a closed loop

結合《集團合規管理負面清單》，組織覆蓋全集團範圍內部審計，發現涉及負面清單問題**5**項、普遍性經營風險**3**項，均為低風險問題且**100%**閉環處置

Indicators and Performances 指標與績效

In 2025, the Group 2025年，本集團

organized **11** compliance training sessions, with cumulative average training hours per employee up to **22** hours, and the employees actually taking part in the training accounting for **100%** of the total number of employees required to participate in the training

舉辦**11**場合規性培訓，累計人均培訓時長達**22**小時，實際參與培訓的員工人數佔需參加培訓的總人數比例為**100%**

involved **0** material litigation, arbitration and compliance events

所涉重大訴訟、仲裁事項等合規事件數量為**0**

committed **0** tax violations such as tax evasion, tax avoidance and refusal to pay taxes

未發生逃稅、偷稅、漏稅與抗稅等稅務違規事項

concluded **0** illegal related party transactions

未發生違規關聯交易

committed **0** serious illegal and dishonest acts

未發生嚴重違法失信行為



Business Ethics and Anti-corruption
商業道德與反貪腐

XLX Group adheres to high standards of business ethics, continuously improving the risk control system and unblocking whistleblowing channels. The Group strictly controls key areas such as anti-corruption and integrity management, eliminates unfair competitions and violations, prevents operational risks and improves governance standards.

心連心集團堅守高標準商業道德，持續完善風控體系，暢通舉報渠道。本集團嚴格管控廉政、反貪腐與誠信經營等重點領域，杜絕不正當競爭與違規行為，防範經營風險，提升治理水平。

Business Ethics Targets 商業道德目標	Performance in 2025 2025年表現	Achievement 完成情況
To make the participation rate of employees in business ethics training be 100% 員工商業道德培訓參與率100%	100%	✓
To make the incidence of major commercial frauds/false publicity for the year be 0 年度重大商業欺詐/虛假宣傳事件發生率0	0	✓
To make the coverage rate of integrity talks in high-risk positions be 100% 高風險崗位廉政談話覆蓋率100%	100%	✓
To make the signing rate of integrity agreements for business partners be 100% 商業夥伴廉潔協議簽訂率100%	100%	✓

Governance 治理

Taking ethical business operations as our core guidelines, the Group strives to build an "open, fair and impartial" business competition environment. We clearly require our employees and partners to follow our business ethics and code of conduct. We have issued a series of systems such as the *Eight Bans for "Top Leaders" of XLX Group*, which prohibit all kinds of misconduct, including frauds, concealment, ultra vires, abuse of power for personal gain, private use of public funds, acceptance of bribes and setup of private "treasuries". The Group always takes a zero-tolerance attitude towards any forms of illegal activities such as bribery, corruption, extortion and money laundering.

本集團以誠信經營為核心準則，著力構建「公開、公平、公正」的商業競爭環境。我們明確要求員工及合作夥伴共同遵循商業道德與行為準則，並已印發《心連心公司單位「一把手」八大禁令》等一系列制度，嚴禁包括弄虛作假、隱瞞不報、越權行事、以權謀私、公款私用、收受賄賂及私設「金庫」等在內的各類不當行為。對於任何形式的賄賂、腐敗、敲詐勒索、貪污及洗錢等違法違規活動，本集團始終堅持零容忍態度。

The Audit Committee under the Board of Directors is responsible for supervising the overall compliance and audit work of the Group. Under the guidance of the Audit Committee, the Audit and Compliance Department handles daily compliance supervision and audit matters. All functional departments and business units specifically implement related compliance requirements and business processes.

董事會下設審核委員會，負責監督公司的整體合規與審計工作。審計合規部在審核委員會指導下，執行日常合規監督與審計事務。各職能部門與各業務單元具體落實相關合規要求與業務流程。

Board of Directors 董事會 → Audit Committee 審核委員會 → Audit and Compliance Department 審計合規部 → Functional Departments and Business Units 各職能部門與各業務單元

Management Structure for Business Ethics 商業道德管理架構

Actions and Measures
行動與舉措

Fields of Management 管理領域	Specific Measures 具體措施
Anti-fraud and ethical operation **反舞弊與誠信經營**	• As a member of China Enterprise Anti-Fraud Alliance, the Group participates in alliance actions and jointly prevents frauds through a sharing and supervision mechanism. 作為中國企業反舞弊聯盟成員，參與聯盟行動，通過共用與監督機制共同防範舞弊行為。
Fair competition and cooperation **公平競爭與合作**	• Perform fair competitions throughout the operation, establish a transparent and standardized cooperation mechanism with our partners, build a risk identification, assessment and response system, and effectively protect the legitimate rights and interests of all parties. 於營運全流程落實公平競爭，與夥伴構建透明規範的合作機制，建立風險識別、評估與應對體系，切實保障各方合法權益。
Conflict of interest management **利益衝突管理**	• Establish an identification and response mechanism, require employees to take the initiative to make declarations, and take measures such as post adjustment or decision avoidance after review to maintain fairness in decision-making. 建立識別與應對機制，要求員工主動申報，審查後採取崗位調整或決策迴避等措施，以維護決策公平。
Integrity commitment mechanism **廉潔承諾機制**	• Personnel in key positions shall sign or update the *Integrity Commitment Letter* at the time of their onboarding and in case of environmental changes. Violations shall be recorded in personal integrity files and shared with alliance enterprises. 關鍵崗位人員入職及環境變化時需簽署或更新《廉潔從業承諾書》，違規行為記入個人誠信檔案並與聯盟企業共用。 • Enter into the *Integrity Agreement* with business partners. 與商業夥伴簽訂《廉潔協議》。
Discipline construction **紀律作風建設**	• New employees shall undergo 1-month closed military training, and all employees shall participate in military training once a year to strengthen their physical fitness, discipline awareness and team execution ability. 新員工進行1個月封閉式軍訓，全體員工每年參與1次軍訓，以強化身體素質、紀律意識與團隊執行力。
Audit supervision **審計監督**	• Systematically identify and prevent corruption and operational risks by carrying out operational risk audit, outgoing audit and on-site tendering and bidding supervision. 通過開展經營風險審計、離任審計及招投標現場監督等工作，系統識別與防控腐敗及營運風險。

Fields of Management 管理領域	Specific Measures 具體措施
Whistleblowing protection mechanism **舉報保護機制**	• Based on *XLX Group's Complaint, Whistleblowing and Reward System*, the Group encourages internal and external real-name or anonymous whistleblowing of violations, and reward those whose reports are verified to be true. Those who voluntarily report violations will be alleviated or exempted from punishments. The identity and safety of whistleblowers are strictly protected. 依據《心連心集團投訴舉報及獎勵制度》，鼓勵內外部實名或匿名舉報違規行為，對查實舉報予以獎勵；對主動檢舉的違規人員減輕或免於處罰，並嚴格保護舉報人身份與安全。 • Complaint and reporting channels: 投訴與舉報途徑： @ General manager's mailbox: HNXLXZJL@163.com 總經理信箱：HNXLXZJL@163.com Complaint hotline: 0373-5592888-8107 投訴電話：0373-5592888-8107 Mobile phone number of the chairman of the trade union: 13598668063 工會主席電話：13598668063 Mobile phone number of the manager of the Audit and Compliance Department: 15993050356 審計合規部經理電話：15993050356
Culture development for business ethics **商業道德文化建設**	• Carry out irregular training and case study on business ethics (including anti-bribery, anti-corruption, anti-extortion, anti-fraud , anti-money laundering, fair competition, etc.) for all employees (including temporary workers and contractors). 開展全員（包括臨時工和承包商）商業道德（含反賄賂、反貪腐、反勒索、反欺詐、反洗錢、公平競爭等）不定期培訓與案例學習。 • Publicize the culture of integrity through "XLX Newspaper" "XLX Video News" "XLX Radio", etc. 通過「心連心報紙」「心連心視頻新聞」「心連心廣播」等方式，宣傳誠信文化。



Invited external law professors to carry out integrity education and training for the Group's senior management, directors, supervisors and senior management of subsidiaries, and enhance the awareness of integrity, self-caution and legal compliance.

邀請外部法學教授為集團高層及分子公司董監高開展廉潔教育培訓，強化廉潔自警與法務合規意識。



Organized training on legal knowledge, including business ethics for middle and senior management, engineering, sales and purchasing staff of subsidiaries.

組織附屬公司中高層及工程、銷售、採購人員的法務知識培訓（含商業道德）。

Indicators and Performances 指標與績效

In 2025, the Group 2025年，本集團

carried out **6** special training sessions on business ethics (including anti-corruption), with average **5** business ethics training hours per employee, and the coverage rate of **100%** among directors, management and employees (including part-time employees)

開展商業道德（含反貪腐）專項培訓**6**次，人均商業道德培訓時長**5**小時，董事、管理層及員工（含兼職員工）覆蓋率為**100%**

conducted corruption risk assessment and due diligence twice at internal operating points of the Group, with a coverage rate of **100%**

開展企業內部營運點腐敗風險評估與盡職調查**2**次，腐敗風險評估與盡職調查業務覆蓋率**100%**

suffered from **0** corruption litigation or external accountability event on business ethics

貪污訴訟案件數為**0**件，未發生商業道德外部問責事件

spent RMB **0** on political donations and political lobbying

政治捐贈及政治遊說相關支出**0**元

Types of Violations (Internal) 違規事件類型（內部）	Quantity 數量
Corruption or bribery 腐敗或賄賂	1
Discrimination or harassment 歧視或騷擾	0
Customer privacy breach 客戶隱私數據洩露	0
Conflicts of interest 利益衝突	0
Money laundering or insider trading 洗錢或內幕交易	0
Unfair competition 不正當競爭	0
Major commercial frauds/false publicity for the year 年度重大商業欺詐/虛假宣傳事件	0
Concluded legal proceedings arising from the Group's or our employees' corruption 因集團或其員工貪污並已審結的法律訴訟	0

Information Security and Privacy Protection
信息安全與隱私保護

XLX Group continuously optimizes its data security and privacy protection system, improves its information security compliance review mechanism, builds a closed-loop management model for the whole data lifecycle, strengthens resource investments, build a strong defense line with multi-dimensional measures, and comprehensively prevents the risk of data and privacy breaches.

心連心集團持續優化數據安全與隱私保護體系，健全信息安全合規審查機制，構建數據全生命週期閉環管理模式，加強資源投入，以多維度舉措築牢防線，全面防範數據與隱私洩露風險。

Information Security and Privacy Protection Targets 信息安全與隱私保護目標	Performance in 2025 2025年表現	Achievement 完成情況
0 information system data breach 信息系統數據洩露事故0次	0	✓
0 customer privacy breach 客戶隱私洩露事故0次	0	✓

Governance 治理

The Group strictly complies with the related laws and regulations on privacy protection and information security of its places of business and listing. With reference to information security management standards such as the *Information Security Management System* (ISO/IEC 27001) and the *Information Security Technology - Risk Assessment Method for Information Security* (GB/T 20984-2022), the Group improves its information security management system covering employees, customers and suppliers. This system covers multi-dimensional security management such as terminal, network, data and physical environment. It is implemented to provide solid support for information security.

本集團嚴格遵守業務屬地及上市地隱私保護與信息安全相關法規，參照《信息安全管理體系》（ISO/IEC 27001）、《信息安全技術信息安全風險評估方法》（GB/T 20984-2022）等信息安全管理標準，完善覆蓋員工、客戶及供應商的信息安全管理制度體系，涵蓋終端、網絡、數據、物理環境等多維度安全管理並落地執行，為信息安全提供堅實支撐。

The Group has established an information security organizational structure with decision-making leadership, overall management planning, executive implementation and cross-departmental collaboration. In this structure, the Group clarifies the responsibilities of security positions, assigns cybersecurity responsibilities and supervises their performance. The leading group of the Digital and Intelligent Security Committee comprehensively coordinates the management of information security and privacy protection, guides the construction of the supervision and management system, and uses scientific risk management tools and methods to comprehensively prevent and control the overall information and privacy security risks of the Group. The general manager and senior management of the Group serve as members of the information security team. A data protection officer is appointed to strengthen the performance of responsibilities in an organizational model led by senior management.

本集團構建形成決策層引領、管理層統籌、執行層落實、跨部門協同的信息安全性群組織架構，明晰安全崗位職責，落實網絡安全責任並督查落地執行。數智化安全委員會領導小組全面統籌信息安全與隱私保護管理工作，指導監督管理體系建設，運用科學風險管理工具與方法，對本集團整體信息及隱私安全風險開展全面防範與管控。本集團總經理及高管出任信息安全小組成員，並設立數據保護官，以高管牽頭的組織模式強化責任落實。

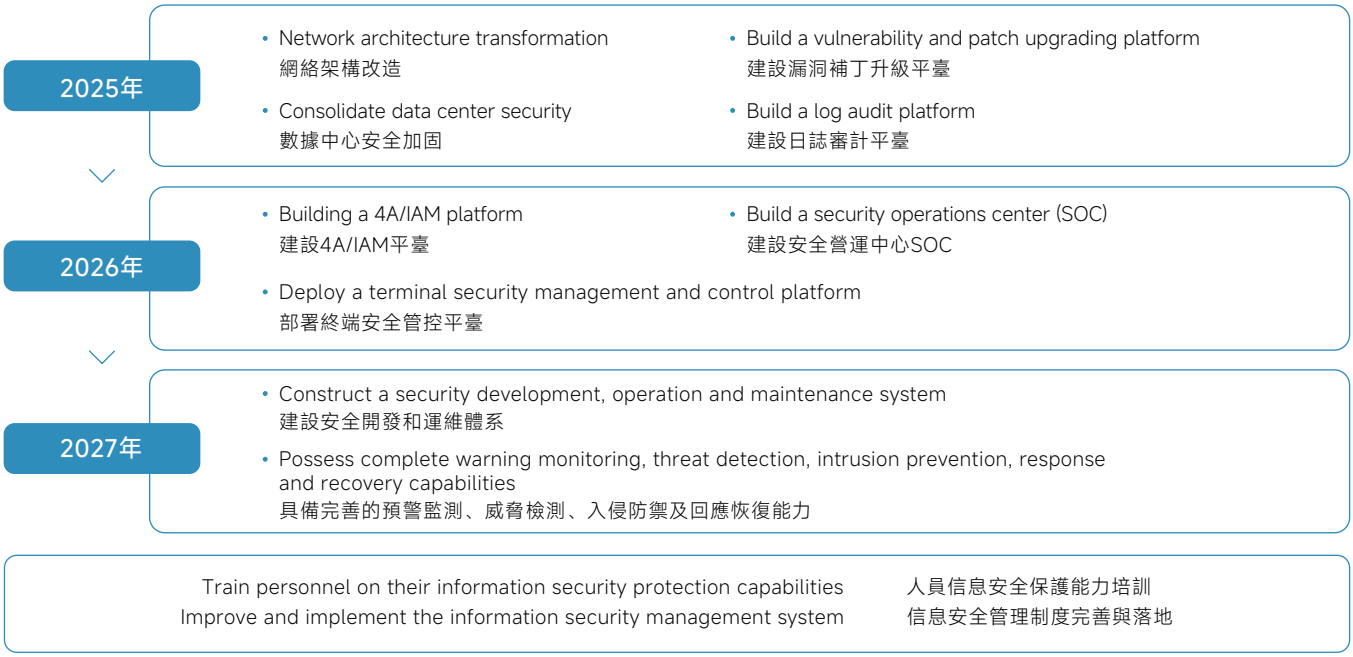


Organizational Structure of the Digital and Intelligent Security Committee
數智安全委員會組織架構

Strategy
策略

Placing equal emphasis on cybersecurity and informatization development, the Group aims to ensure its safe and stable business operation as its core goal. The Group plans to construct a three-dimensional protection system with "security management guidance, security technology support and security O&M guarantee". Based on security facilities such as 4A/IAM, a unified security management and control platform, and the unified Security Operations Center (SOC), as the core means, and following the principles of overall planning, problem prevention before their occurrence and continuous improvement, we have drawn up a *2025-2027 Cybersecurity Three-Year Action Plan*, to gradually improve our comprehensive cybersecurity capabilities. We have constructed a "usable, manageable, controllable and auditable" cybersecurity guarantee system, to provide solid support for our digital transformation and high-quality business development.

秉持網絡安全與信息化發展並重原則，本集團以保障業務安全穩定運行為核心目標，擬構建「安全管理引導、安全技術支撐、安全運維保障」的立體化防護體系。我們以統一安全管控平臺4A/IAM等安全設施為基礎、統一安全營運中心（Security Operations Center，SOC）為核心手段，遵循「統籌規劃、防患未然、持續改善」原則，制定《2025-2027年網絡安全三年行動計劃》，逐步提升網絡安全綜合能力，構建「可用、可管、可控、可審計」的網絡安全保障體系，為企業數字化轉型與業務高質量發展提供堅實支撐。



3-Year Action Plan for Information Security
信息安全3年行動計劃

Actions and Measures
行動與舉措

The Group has formulated an information security management and control system covering the entire data lifecycle to ensure that data processing is legal and compliant. We implement regular risk prevention and control. By continuously carrying out security assessments and emergency response optimization, we continuously improve our abilities to effectively protect the security of our information assets and customer privacy.

本集團制定了覆蓋數據全生命週期的信息安全管控體系，確保數據處理合法合規並實施常態化風險防控。同時，我們通過持續開展安全評估與應急回應優化，不斷提升防護能力，切實保障信息資產安全與客戶隱私。

Measures 舉措	Specific Actions in 2025 2025具體行動
Status survey 現狀調研	• With reference to authoritative standards such as ISO/IEC 27001 and GB/T 20984 and in combination with the industry's best practices, we compiled information security questionnaires covering four major categories (security management, technologies, infrastructure, and O&M), as well as 15 subfields such as cloud security and data security. We conducted status surveys on cybersecurity and information security, and identified 19 types of low-and medium security risks. 參照ISO/IEC 27001及GB/T 20984等權威標準並結合行業最佳實踐，編制覆蓋安全管理、技術、基礎設施、運維四大類及雲安全、數據安全等15個細分層面的信息安全現狀調研表，開展網絡信息安全現狀調研，識別出19類中低等級安全風險。

Measures 舉措	Specific Actions in 2025 2025具體行動
Security testing 安全檢測	• Collaborated with third parties to carry out vulnerability analysis, penetration testing, vulnerability scanning and repair of information systems and privacy protection on a quarterly basis. 每季度聯合第三方開展信息系統及隱私保護的脆弱性分析、滲透測試、漏洞掃描與修復工作。
Attack and defense drill 攻防演練	• Engaged a third-party organization to organize an attack and defense drill, identified some potential risk vulnerabilities of information security assets, and promoted closed-loop vulnerability rectification to improve our ability to resist external network security attacks. 聘請第三方機構組織1次攻防演練，識別出部分信息安全資產潛在風險漏洞，並推動漏洞整改閉環，提升企業抵抗外界網絡安全攻擊能力。
Emergency management 應急管理	• Revised the data center's emergency response plan to cover data breach, loss, backup and other scenarios, conducted emergency drills and risk investigations twice a year, strengthened risk prevention and control capabilities. 修訂數據中心應急預案，涵蓋數據洩露、丟失、備份等場景，每年開展2次應急演練及風險排查，強化風險防控能力。
Internal and external audit 內外部審計	• Regularly conducted internal and external audits on data security and privacy protection, including 3 internal audits, 1 third-party audit and 8 classified cybersecurity protection assessments. 定期開展數據安全與隱私保護內外部審計，含內部審計3次、第三方審計1次、網絡安全等級保護測評8次。 • Initiated global information security risk self-assessment, prepared special reports and formulated improvement plans to optimize repeated operations of the management system. 啟動全域信息安全風險自評估，形成專項報告並制定改進計劃，實現管理體系反覆運算優化。
Backup guarantee 備份保障	• Built a "real-time backup + multi-copy storage" system, implemented remote dual backup for core business, relied on bare optical fiber links for real-time data synchronization, and achieved the goal of zero data loss. 構建「即時備份+多副本存儲」體系，核心業務落實異地雙備份，依託裸光纖鏈路實現數據即時同步，達成數據零丟失目標。 • Deployed an automated platform for backup scheduling, failover and one-click takeover. The platform comprehensively covered core businesses and support systems such as financial transactions, customers and procurement management. 部署自動化平臺，實現備份調度、故障切換及一鍵接管，全面覆蓋財務交易、客戶與採購管理等核心業務與支撐系統。
Training and empowerment 培訓賦能	• Established a hierarchical information security training mechanism, and conducted 20 awareness and skills training sessions on information security, confidentiality awareness, system standards and phishing email prevention. 構建分層級信息安全培訓機制，開展信息安全、保密意識、體系標準及釣魚郵件防範等意識與技能培訓20場。 • Promoted the importance and practical points of information security, optimized supplier information security management, ensured the information security compliance of our equipment and environment, required suppliers' personnel to pass professional examinations and sign confidentiality agreements before entering the site for office work. 宣貫信息安全重要性與實操要點，優化供應商信息安全管理，保障其設備與環境的信息安全合規，並要求供應商人員通過專業考試並簽訂保密協議後方可入場辦公。

Indicators and Performances
指標與績效

Indicator 指標	Unit 單位	2025
Number of network and information security incidents/accidents that occurred and were resolved in a closed loop 發生並閉環解決網絡與信息安全事件/事故數目	Number 件	2,184
Number of external information security inspections 開展信息安全外部檢查次數	Times 次	1
Times of vulnerability scanning and in-depth testing of all business systems during the year 年內對所有業務系統進行漏洞掃描、深度測試次數	Times 次	4
Coverage rate of our important information system security level protection filing 公司重要信息系統安全等級保護備案覆蓋率	%	100
Frequency of inviting third party companies to test information assets 邀請第三方公司對信息資產進行測試頻次	Times 次	1
Coverage rate of inviting third party companies to test information assets 邀請第三方公司對信息資產進行測試覆蓋範圍	%	100
Signing rate of the *Confidentiality Agreement* among employees 員工《保密協議》簽訂率	%	100
Number of emergency drills on cybersecurity incidents 網絡安全事件應急演練次數	Times 次	1
Coverage rate of system backup and restoration drills 系統備份還原演練覆蓋率	%	100
Information about security-related investments and expenditures (including training) 信息安全相關的投入和支出（含培訓）	RMB10,000 萬元	80
Number of training sessions related to information security and privacy protection 信息安全與隱私保護相關培訓次數	Sessions 場次	10
Number of employees actually participating in training 實際參與培訓的員工人數	Person-times 人次	3,000
Ratio of employees actually participating in the training to the total number of employees required to take part in the training 實際參與培訓的員工人數佔需參加培訓的總人數比例	%	100
(Aggregate) actual total training hours 實際參與培訓的總時長(累計)	Hours 小時	50
Economic losses resulting from data security incidents 因數據安全事件導致的經濟損失	RMB10,000 萬元	0
Economic losses caused by breaches of customer privacy 因洩露客戶隱私事件導致的經濟損失	RMB10,000 萬元	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data 與侵犯客戶隱私和丟失客戶資料有關的經證實的投訴數量	Number 件	0

Green Transition·
Low-carbon Unwavering Commitment
綠色轉型·低碳恆心

02

Upholding the philosophy of "Ecological priority and Green development", XLX Group strictly ensures environmental compliance and actively tackles climate change. By building a circular economy value chain and leveraging new quality productive forces, the Group leads the green transition of the manufacturing sector. We continue to enhance our green manufacturing prowess, driving low-carbon upgrading across industries and regions to foster new drivers for sustainable and high-quality development.

心連心集團堅定踐行「生態優先、綠色發展」理念，嚴守環境合規、積極應對氣候變化，構建循環經濟產業鏈，以新質生產力引領製造業綠色轉型，精進綠色製造能力，助力行業及區域低碳升級，為高質量發展蓄勢賦能、厚植新優勢。

Material Sustainability Topics Covered in this Chapter
本章所涉及的重大可持續發展議題

- Climate change tackling
  應對氣候變化
- Emissions and waste management
  污染物排放與廢棄物處理
- Water resources management
  水資源管理
- Circular economy
  循環經濟
- Ecosystem and biodiversity protection
  生態與生物多樣性保護

SDGs Addressed in this Chapter:
本章所回應的 SDGs:





Climate Action and Energy Management
應對氣候變化與能源管理

XLX Group deeply integrates climate action with energy management by establishing a robust framework for climate governance, risks, and opportunities. Through intelligent manufacturing, energy-saving retrofits, and the procurement of green electricity, the Group actively reduces carbon emissions, lowers consumption, and optimizes its energy structure. These initiatives facilitate a green and high-efficiency transition of our production processes, demonstrating our commitment to the "Dual Carbon" goals and sustainable development.

心連心集團深度融合氣候應對與能源管理，構建氣候治理及風險機遇體系，以智能製造、節能技改、外購綠電等降碳減耗、優化能源結構，推動生產綠色高效轉型，踐行「雙碳」與可持續發展。

Climate Action and Energy Use Efficiency Targets 應對氣候變化與能源使用效益目標	Achievements in 2025 2025年完成情況
The whole Group 全集團	
To maintain the "Energy Efficiency Dual Frontrunner" 保持「能效雙領跑」	✓
Henan XLX 河南心連心	
To decrease the energy consumption per unit of total ammonia to 1,141 kgce/t 總氨單位產品能耗下降至1,141千克標準煤/噸	✓
To decrease the energy consumption per unit of methanol to 1,300 kgce/t 甲醇單位產品能耗下降至1,300千克標準煤/噸	✓
To decrease the energy consumption per unit of urea to 99 kgce/t 尿素單位產品能耗下降至99千克標準煤/噸	✓
Xinjiang XLX 新疆心連心	
To annually decrease the energy consumption per unit of synthetic ammonia by 1.6% from 2025 to 2027 2025年至2027年合成氨單位產品能耗年下降1.6%	✓
To increase the proportion of renewable energy to 30% or above of total annual electricity consumption 可再生能源利用量佔年用電量的比例達30%及以上	✓
Jiangxi XLX 江西心連心	
To decrease the energy consumption per unit of Phase I synthetic ammonia to 1,115 kgce/t 一期合成氨單位產品能耗下降至1,115千克標準煤/噸	✓
To decrease the energy consumption per unit of Phase I refined alcohol to 1,256 kgce/t 一期精醇單位產品能耗下降至1,256千克標準煤/噸	✓
To decrease the energy consumption per unit of Phase I urea to 103 kgce/t 一期尿素單位產品能耗下降至103千克標準煤/噸	✓

Governance
治理

In 2025, the Group revised dozens of Group-level institutional policies on energy management, carbon emission accounting, and other key areas. We established a Leading Working Group for Energy Conservation and Carbon Reduction chaired by the General Manager, with the Chief Engineer as Deputy Leader and heads of relevant departments as members. We also constructed a three-level governance structure, and escalated important matters on energy and carbon management to the Board of Directors and the Audit Committee, thereby standardizing management processes and enhancing overall management effectiveness and efficiency.

2025年，本集團修訂了能源管理規定、碳排放核算等數十項集團層級制度，成立由總經理牽頭、總工程師任副組長、相關負責人為成員的節能降碳工作領導小組，搭建三級治理架構，並將能碳管理重要事項上升至董事會及審核委員會，規範管理流程，提升管理質效。

Strategy
戰略

The Group has deeply integrated climate governance into the "Three-year Strategic Plan and One-year Operational Plan" management system. Guided by the realization of the "Dual Carbon" goals, the Group comprehensively drives towards carbon neutrality across its own operations and value chain. This is achieved through the formulation and execution of dedicated action plans, the identification and assessment of climate-related risks and opportunities, and the advancement of climate scenario analysis.

本集團將氣候治理深度融入「三年規劃、一年計劃」管理體系，以實現雙碳目標為導向，通過制定落實專項行動方案、開展氣候風險與機遇識別評估、推進氣候情景分析，全方位推動自身營運及價值鏈碳中和目標達成。

List of Climate-related Risks and Opportunities
• 氣候風險和機遇清單

With reference to disclosure frameworks such as TCFD and IFRS S2, the Group refines its climate response measures through risk identification, materiality analysis, and financial impact assessments. Leveraging climate scenario analysis, the Group has identified a definitive list of climate-related risks and opportunities, categorized into physical risks (including acute and chronic risks), transition risks, and transition opportunities. This list, along with their specific implications, serves as a critical strategic decision-making tool to support our low-carbon transition.

本集團參考TCFD、IFRS S2等披露框架，經風險識別、重要性分析與財務影響評估優化氣候風險應對措施，並通過氣候情景分析識別出涵蓋實體風險（含急性、慢性風險）、轉型風險、轉型機遇三大類型及其具體內容的氣候風險和機遇清單，為低碳轉型提供決策支援。

Climate Scenario Analysis
• 氣候情景分析

The Group systematically and quantitatively assesses potential impacts of key climate risks and opportunities on business operations and financial performance under different scenarios using climate scenario analysis methods, in order to enhance climate resilience and support related strategic and risk management decisions. In 2025, the Group analyzed physical risk scenarios for assets with substantial impacts in China, and selected Representative Concentration Pathways (RCPs) for physical risk analysis with reference to the Fifth and Sixth Assessment Reports of the United Nations Intergovernmental Panel on Climate Change (IPCC). For the aforementioned entities, the Group conducted transition risk analysis using the Shared Socio-economic Pathways (SSPs) data, and assessed the potential risks faced under the SSP1-2.6 and SSP2-4.5 transition pathways.

本集團採用氣候情景分析方法，系統性量化評估不同情景下關鍵氣候風險與機遇對業務營運與財務表現的潛在影響，以增強氣候韌性並支撐相關戰略與風險管理決策。2025年，本集團對國內具有實質性影響的資產開展了實體風險情景分析，參考聯合國政府間氣候變化專門委員會（Intergovernmental Panel on Climate Change, IPCC）第五次和第六次評估報告，選取代表性濃度路徑（Representative Concentration Pathways, RCPs）開展實體風險分析。本集團針對前述主體，運用共用社會經濟路徑（SSPs）情景數據進行轉型風險分析，評估在SSP1-2.6、SSP2-4.5轉型路徑下面臨的潛在風險。

Scenario Selection and Hypotheses for Physical and Transition Risks (Continued)
實體風險與轉型風險情景選擇與假設（續）

	Physical Risks 實體風險		Transition Risks 轉型風險	
Scenario[1] name 情景[1]名稱	RCP4.5	RCP8.5	SSP1-2.6	SSP2-4.5
Scenario description 情景描述	The international community implements stringent climate mitigation measures, resulting in global greenhouse gas (GHG) emissions being halved from current levels by 2100. In this pathway, radiative forcing is projected to stabilize at 4.5W/m² by the end of the century, representing a moderate stabilization of global warming. 全球採取強力減排措施，2100年溫室氣體排放量減至當前水平的一半，地球輻射強度穩定在4.5W/m²。	This scenario assumes no proactive climate mitigation and a continuation of current emission trajectories. Under these conditions, radiative forcing is projected to escalate to 8.5W/m² by 2100, leading to a global temperature increase of more than 4°C relative to pre-industrial levels. 無主動減排，延續當前排放趨勢，2100年地球輻射強度升至8.5W/m²，全球氣溫上升超4°C。	This scenario reflects a global commitment to coordinated sustainable development, albeit with gradual progress in emission reductions. Under this trajectory, global carbon dioxide emissions follow a slow downward trend starting from 2020, eventually reaching net-zero by 2100. 各國協同推進可持續發展，減排進展較慢，二氧化碳排放量從2020年開始緩慢下降，至2100年降至零。	This scenario assumes the implementation of moderate climate mitigation measures, where global carbon dioxide emissions are projected to peak and begin a steady decline around 2045. By 2100, annual emissions are expected to stabilize at levels comparable to those recorded in 2050. 採取緩和減排行動，二氧化碳排放量約2045年開始下降，2100年將降至2050年的排放水平。

1: Under a high emission scenario, the possibility of increasing the frequency and intensity of extreme weather events is increased. Considering the availability and consistency of data, the Group selected the medium and high emission scenarios of RCP4.5 and RCP8.5 to better assess its climate resilience.
1：在高排放情景下，極端天氣事件發生的頻率和強度變大的可能性增強，綜合資料可得性和一致性考慮，本集團選擇RCP4.5和RCP8.5中高排放情景能更好評估公司氣候韌性。

Scenario Selection and Hypotheses for Physical and Transition Risks (Continued)
實體風險與轉型風險情景選擇與假設（續）

	Physical Risks 實體風險		Transition Risks 轉型風險	
Estimated temperature rise at the end of the century 預估世紀末溫升	2.5-3°C	> 4°C	< 2°C	2-3°C
Time dimension 時間維度	Base year: 2024 [1] 基準年：2024年[1]	Short-term: 2026-2028 短期：2026年-2028年	Medium-term: 2029-2040 中期：2029年-2040年	Long-term: 2041-2050 長期：2041年-2050年
Analysis boundaries 分析邊界	Locations of physical assets of 4 subsidiaries, namely Henan XLX, Xinjiang XLX, Jiangxi XLX and Guangxi XLX.[2] 河南心連心、新疆心連心、江西心連心、廣西心連心4家單體子公司實體資產所在地[2]。		Core business operations of XLX Group 心連心集團主營業務	
Internal scenario assumptions 內部情景假設	Assuming that internal factors such as core business operations, locations of major production bases or industrial parks, asset scale and risk response measures remain unchanged, certain physical risks faced by the assets held by the Group are evaluated based solely on the severity of hazards under different scenarios. 假定主營業務、主要生產基地或產業園位置、資產規模、風險應對措施等內部因素不變，僅基於不同情景的災害水平，評估公司持有資產面臨的特定實體風險情況。		Assuming that the market where the Group conducts its businesses and primary businesses remain unchanged for the time being, the carbon neutrality pathway at the operational level is regarded as an internal scenario. 假定本集團的經營市場、主營業務等暫時保持現有不變，將營運層面碳中和路徑作為內部情景。	
Data estimation assumptions 數據估算假設	The asset values[3] of the four aforementioned individual subsidiaries as of November 30, 2025, were adopted for the purpose of this analysis. 取上述4家單體子公司2025年11月30日的資產價值[3]用於分析。		The total greenhouse gas (GHG) emissions in 2024 included in this scenario analysis include Scope 1 and Scope 2 of three individual subsidiaries, namely Henan XLX, Xinjiang XLX and Jiangxi XLX. 該情景分析中所用2024年溫室氣體排放總量包含河南心連心、新疆心連心、江西心連心3家單體子公司的範圍1和範圍2。	

1: The Group conducted a comprehensive accounting on the carbon emissions of its three individual subsidiaries, namely Henan XLX, Xinjiang XLX and Jiangxi XLX, during their business operations in 2025.
1：本集團對2025年度河南心連心、新疆心連心、江西心連心3家單體子公司的自身營運階段的碳排放進行了全面核算。

2: The total individual physical assets of the four subsidiaries accounted for about 74% of the Group's total assets, and the actual places of business of other subsidiaries that were not considered were mainly nearby, so they were highly representative.
2：該4大子公司單體實體資產合計約佔公司總資產74%，且未納入考量的其他分子公司實際營運地也主要集中在附近，故具有較強代表性。

3: The assets analyzed included fixed assets, construction in progress, engineering materials, investment properties, intangible assets and inventories.
3：此次分析的資產包含固定資產、在建工程與工程物資、投資性房地產、無形資產與存貨。

• Physical Risks 實體風險

The Group evaluates the frequency and intensity data of 12 types of climate disasters in the locations of all assets.[1] The climate risk scores are obtained based on the Group's own business model, asset categories and sensitivity of geographical characteristics to various disasters. Then, the risk exposures of risk of various physical assets and operating income at varying risk levels are calculated, and taken as core financial indicators for evaluating climate-related financial impacts. Based on the internal research and scenario analysis results, the Group has found that only a few assets might be exposed to extremely high risks under the RCP8.5 for a long time, and the physical risks are controllable as a whole.

本集團評估各資產所在地的12種氣候災害發生頻率與強度數據[1]，結合自身業務模式、資產類型及地理特徵對各類災害的敏感度，得到各項氣候風險評分，進而計算不同風險等級下各類實體資產價值的風險敞口、營業收入風險敞口，並將此作為評估氣候相關財務影響的核心財務指標。基於內部調研和情景分析結果，本集團發現僅少數資產長期在RCP8.5情景下存在暴露於極高風險的可能，整體實體風險可控。

Risk Exposure of Assets with Physical Risks under RCP4.5
RCP4.5情景下實體風險的資產風險暴露情況

Bases 基地	Time Dimension 時間維度	Risk Category[2] 風險類別[2]											
		Chronic risks 慢性風險						Acute risks 急性風險					
		Water scarcity 水短缺	Sea level rise 海平面上升	Warming trend 變暖趨勢	Wet trend 濕潤趨勢	Wind trend 風速趨勢	Dry trend 乾燥趨勢	Extreme heat 極端高溫	Extreme precipitation 極端降水	Flash drought 驟旱	Tropical cyclone 熱帶氣旋	River flooding 河流洪水	Coastal flooding 沿海洪水
Henan XLX 河南心連心	Baseline 基線	Mid 中	–	Low 低	Low 低	Low 低	Mid 中	Mid 中	Mid 中	Mid 中	None 無	None 無	None 無
	2030	Mid 中	None 無	Low 低	Low 低	Low 低	Mid 中	Low 低	Mid 中	–	–	None 無	None 無
	2050	Mid 中	None 無	High 高	Low 低	Low 低	High 高	Mid 中	Mid 中	–	–	None 無	None 無
Xinjiang XLX 新疆心連心	Baseline 基線	High 高	–	Low 低	Low 低	Low 低	Mid 中	Low 低	Low 低	High 高	None 無	None 無	None 無
	2030	High 高	None 無	Low 低	Low 低	Low 低	High 高	Low 低	Low 低	–	–	None 無	None 無
	2050	High 高	None 無	Mid 中	Low 低	Low 低	Mid 中	Low 低	Low 低	–	–	None 無	None 無
Jiangxi XLX 江西心連心	Baseline 基線	Low 低	–	Low 低	Mid 中	Low 低	Low 低	Mid 中	Mid 中	High 高	Mid 中	None 無	None 無
	2030	Low 低	None 無	Mid 中	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	–	None 無	None 無
	2050	Low 低	None 無	Mid 中	Mid 中	Low 低	Low 低	High 高	Mid 中	–	–	None 無	None 無
Guangxi XLX 廣西心連心	Baseline 基線	Low 低	–	Mid 中	Mid 中	Low 低	Low 低	High 高	Mid 中	Low 低	High 高	None 無	None 無
	2030	Low 低	None 無	Mid 中	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	–	None 無	None 無
	2050	Low 低	None 無	High 高	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	–	None 無	None 無

1: The assessment model derived from the physical risk assessment model of MioTech (https://www.miotech.com/zh-CN). It could perform benchmarking analysis of climate risk levels among industry companies.
1：評估模型源於妙盈科技（https://www.miotech.com/zh-CN）實體風險評估模型，其可實現行業企業間氣候風險水平的對標分析。

2: Analysis results of chronic and acute risks at bases: Red indicates high risk, blue indicates medium risk, orange indicates low risk, green indicates no risk, and "–" means that the availability of factor data has not been analyzed.
2：各基地慢性與急性風險分析結果：紅色表示高風險、藍色表示中風險、橙色表示低風險、綠色表示無風險、「-」因數據可得性問題未做分析。

Risk Exposure of Assets with Physical Risks under RCP8.5
RCP8.5情景下實體風險的資產風險暴露情況

Bases 基地	Time Dimension 時間維度	Risk Category[1] 風險類別[1]											
		Chronic risks 慢性風險						Acute risks 急性風險					
		Water scarcity 水短缺	Sea level rise 海平面上升	Warming trend 變暖趨勢	Wet trend 濕潤趨勢	Wind trend 風速趨勢	Dry trend 乾燥趨勢	Extreme heat 極端高溫	Extreme precipitation 極端降水	Flash drought 驟旱	Tropical cyclone 熱帶氣旋	River flooding 河流洪水	Coastal flooding 沿海洪水
Henan XLX 河南心連心	Baseline 基線	Mid 中	–	Low 低	Low 低	Low 低	Mid 中	Mid 中	Mid 中	Mid 中	None 無	None 無	None 無
	2030	Mid 中	None 無	Mid 中	Low 低	Low 低	High 高	Low 低	Mid 中	–	–	None 無	None 無
	2050	Mid 中	None 無	High 高	Low 低	Low 低	Mid 中	Low 低	Mid 中	–	None 無	None 無	None 無
Xinjiang XLX 新疆心連心	Baseline 基線	High 高	–	Low 低	Low 低	Low 低	Mid 中	Low 低	Low 低	High 高	None 無	None 無	None 無
	2030	High 高	None 無	Low 低	Low 低	Low 低	Mid 中	Low 低	Low 低	–	–	None 無	None 無
	2050	High 高	None 無	High 高	High 高	Low 低	Mid 中	Low 低	Low 低	–	None 無	None 無	None 無
Jiangxi XLX 江西心連心	Baseline 基線	Low 低	–	Low 低	Mid 中	Low 低	Low 低	Mid 中	Mid 中	High 高	Mid 中	None 無	None 無
	2030	Low 低	None 無	Mid 中	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	–	None 無	None 無
	2050	Low 低	None 無	Mid 中	Mid 中	Low 低	Mid 中	Low 低	Mid 中	–	None 無	None 無	None 無
Guangxi XLX 廣西心連心	Baseline 基線	Low 低	–	Mid 中	Mid 中	Low 低	Low 低	High 高	Mid 中	Low 低	High 高	None 無	None 無
	2030	Low 低	None 無	Mid 中	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	–	None 無	None 無
	2050	Low 低	None 無	High 高	Mid 中	Low 低	Low 低	Low 低	Mid 中	–	High 高	None 無	None 無

In view of the material physical risks affecting the businesses, the Group carries out value chain impact assessment, traces risk transmission pathways, analyzes potential impacts on key financial indicators. By integrating mitigation measures into our overarching strategy and climate action plans, the Group achieves a seamless alignment between risk management and strategic execution.

針對影響業務的重大實體風險，本集團開展價值鏈影響評估與風險傳導路徑追溯，分析其對關鍵財務指標的潛在影響，將應對措施納入集團整體戰略與氣候行動方案，實現風險管理與戰略執行一體化。

1: Analysis results of chronic and acute risks at bases: Red indicates high risk, blue indicates medium risk, orange indicates low risk, green indicates no risk, and "–" means that the availability of factor data has not been analyzed.
1：各基地慢性與急性風險分析結果：紅色表示高風險、藍色表示中風險、橙色表示低風險、綠色表示無風險、「–」因數據可得性問題未做分析。

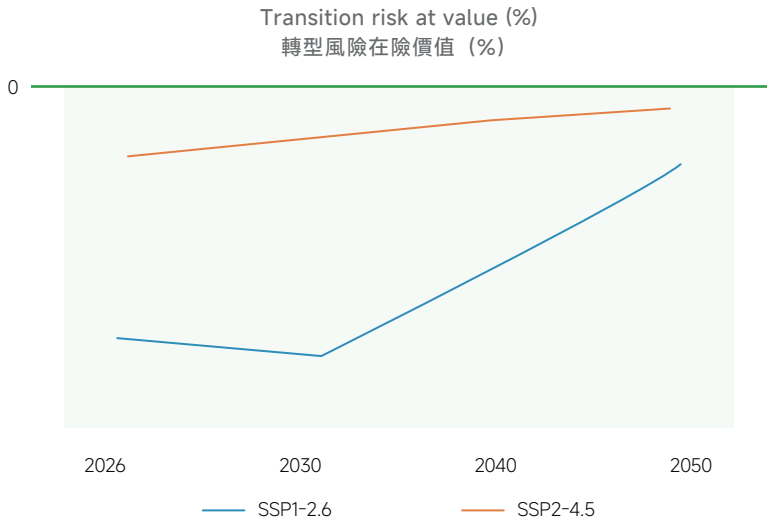
The Group's Physical Climate Risk Identification and Response Measures
本集團重要實體風險影響分析及應對舉措

Risk Type 風險類型	Time Period 時間週期	Potential Risk Description 潛在風險描述	Value Chain Impacts 價值鏈影響	Financial Impacts 財務影響	Risk Response Measures 風險應對措施
Acute risks 急性風險	Short, medium and long-term 短、中、長期	• Climate events, such as extreme heat and heavy precipitation, may pose threats to production bases, leading to equipment damage, operational disruptions, and diminished efficiency, which thereby result in output losses and escalated operational costs. Furthermore, climate anomalies—such as extreme low temperatures in Northeast China and droughts or floods in the Huang-Huai-Hai Plain—can adversely affect crop growth. In response, farmers often increase urea application and nitrogen supplementation to foster seedling growth, driving up demand and causing short-term volatility in the supply-demand dynamics of the urea market. 極端高溫、強降水等氣候事件可能衝擊生產基地，造成設備設施損毀、生產中斷、效率下降，進而導致產值減少、額外成本增加；東北極端低溫、黃淮海旱澇等氣候異常影響作物生長，農戶增施尿素、補氮提苗導致需求上升，短期擾動尿素市場供需格局。	Operations/ downstream 營運/下游	• Increase production and management costs. 增加生產與管理成本。 • Cause asset impairment losses. 造成資產減值損失。 • Decrease operating income. 減少營業收入。	• Formulate multiple specialized emergency response plans and clarify response mechanisms to ensure efficient handling of emergencies. 制定多項專項應急預案，明確回應機制，保障突發事件高效處置。 • Require drafting project construction plans for rainy seasons to improve seasonal climate adaptability. 要求項目編制雨季施工方案，提升季節性氣候適應性。 • Identify natural risks throughout the entire lifecycle of chemical projects and support risk prevention and control frameworks. 辨識化工項目全週期自然風險，支撐防控工作。 • Conduct regular disaster drills to strengthen employees' emergency response capabilities. 定期開展災害演練，強化員工應急處置能力。 • Buy commercial insurances for employees to provide solid personal safety protection. 為員工投保商業保險，築牢人身安全保障。
Chronic risks 慢性風險	Medium and long-term 中、長期	• Prolonged droughts exacerbate water stress at production bases, undermining the stability of water supply and posing significant challenges to business continuity and operational efficiency. 長期乾旱加劇生產基地水資源壓力，削弱供水穩定性，不利生產連續性與營運效率。	Operations 營運	• Increase production and management costs. 增加生產與管理成本。	• Strictly abide by water resource regulations and control total water intake, formulate integrated management regulations to clarify rights, responsibilities, and procedural workflows, to simultaneously improve energy efficiency. 嚴守水資源法規、落實取水總量控制，制定一體化管理規定明確權責流程，同步提升能源使用效率。 • Optimize water consumption patterns of parks and promote water-saving initiatives such as reclaimed water reuse, to improve the recycling rate of water resources. 優化園區用水模式，推進中水回用等節水項目，提升水資源重複利用率。 • Sign reclaimed water agreements to ensure the supply of alternative water sources, strengthen water conservation training for employees, and encourage all employees to participate in water conservation practices. 簽訂再生水協議保障替代水源供應，強化員工節水培訓，鼓勵全員參與節水實踐。

Transition Risks
• 轉型風險

The Group attaches great importance to marginal carbon emission reduction costs and related risks under different climate scenarios. We use third-party professional climate models[1] and data sets to quantitatively analyze the additional carbon emission reduction required for our low-carbon transition. We also calculate the Climate Value-at-Risk (CVaR)[2] of transitional climate carbon as a key indicator for assessing the impacts of climate-related risks and opportunities on financial performance. The analysis results show that if no further carbon reduction measures are taken, climate transition will bring about significant risks and operational pressures to the Group. By actively promoting emission reduction actions, we may turn challenges into long-term development opportunities and enhance our adaptability and competitiveness in a low-carbon economy.

本集團重視不同氣候情景下的邊際碳減排成本及其相關風險，並運用第三方專業氣候模型[1]與數據集，量化分析公司為實現低碳轉型所需的額外碳減排量，同時計算轉型氣候碳在險價值（Climate Value-at-Risk，CVaR）[2]，以此作為評估氣候相關風險與機遇對財務表現影響的關鍵指標。分析結果表明，若不採取進一步減碳措施，氣候轉型將為本集團帶來較為顯著的風險與營運壓力；通過積極推進減排行動，我們能夠將挑戰轉化為長期發展機遇，增強企業在低碳經濟中的適應力與競爭力。



Changes in CVaR under Low and High Emission Scenarios from 2026 to 2050
2026年至2050年低排放與高排放情境下氣候在險價值（CVaR）變化情況

1: The assessment model derived from the transition risk assessment model of MioTech (https://www.miotech.com/zh-CN). It could perform benchmarking analysis of climate risk levels among industry companies.
1：評估模型源於妙盈科技（https://www.miotech.com/zh-CN）轉型風險評估模型，其可實現行業企業間氣候風險水平的對標分析。

2: Carbon value-at-risk (CVaR): A key indicator used for quantifying the transition risk of an enterprise. It refers to the proportion of an enterprise's potential costs caused by carbon prices and related policies to its overall enterprise value under a specific time range and scenario assumptions.
2：碳在險價值（CVaR）：用於量化企業轉型風險的關鍵指標，指在特定時間範圍和情景假設下，企業因碳價及相關政策導致的潛在成本佔其整體企業價值的比例。

The Group's Transition Climate Risk Identification and Response Measures (Continued)
本集團重要轉型風險影響分析及應對舉措（續）

Risk Type 風險類型	Time Period 時間週期	Potential Risk Description 潛在風險描述	Value Chain Impacts 價值鏈影響	Financial Impacts 財務影響	Risk Response Measures 風險應對措施
Policies and regulations 政策法律法規	Short, medium and long-term 短、中、長期	• Energy conservation and carbon reduction policies, including the *Implementation Guidelines for Energy-saving and Carbon-reducing Transformation and Upgrading in Key Areas of High Energy-consuming Industries and Certain Opinions on Strict Energy Efficiency Constraints to Promote Energy Conservation and Carbon Reduction in Key Areas*, become increasingly more stringent. This will result in an increase in the Group's carbon emission compliance and technology upgrading costs accordingly. 國家《高耗能行業重點領域節能降碳改造升級實施指南》《關於嚴格能效約束推動重點領域節能降碳的若干意見》等節能降碳政策驅嚴，將導致企業碳排放合規及技術升級成本相應增加。	Upstream/ operations 上游/營運	• Increase production and management costs. 增加生產與管理成本。 • Increase capital expenditures. 增加資本支出。	• Establish a robust policy monitoring framework to timely interpret regulations and policy trends in the field of energy conservation and carbon reduction. 建立常態化政策跟蹤體系，及時解讀節能降碳領域法規政策動向。 • Increase investment in technological retrofitting, implementing targeted production upgrades such as sewage pump optimization and the deployment of high-efficiency magnetic levitation fans. 加大技改投入，實施污水處理泵優化、高效磁懸浮風機投用等生產環節專項改造。 • Develop and refine an integrated smart manufacturing platform to enable real-time monitoring, data analytics, and early warning systems for energy consumption and carbon emissions. 建成並完善智能製造平臺，實現能耗與碳排放數據即時監控、分析及預警。 • Strictly adhere to local regulatory requirements and the *ESG Reporting Code of the HKEX* to ensure transparent environmental management and social responsibility disclosure, thereby mitigating compliance risks. 嚴格按屬地監管要求及香港聯交所《ESG報告守則》，開展環境信息管理與社會責任披露，防範相關風險。
Technologies 技術	Short, medium and long-term 短、中、長期	• If energy efficiency is not improved through technological upgrade or equipment introduction, the expansion of production scale will significantly increase energy consumption and costs of purchased energies. 若未通過技術升級或設備引進提升能效，生產規模擴張將顯著增加能源消耗與外購能源成本。 • If new energy-saving and low-carbon technologies and equipment are not put into large-scale commercial application, R&D investments will constitute sunk costs and cannot be converted into expected benefits. 節能低碳新技術與設備若未實現規模化商業應用，研發投入將形成沉澱成本，無法轉化為預期效益。 • The increase in R&D expenditures on low-carbon and energy-saving technologies might affect the Group's operating profit in a short-term. 低碳節能技術研發支出增加，短期內可能對集團經營利潤造成影響。	Operations 營運	• Increase production and management costs. 增加生產與管理成本。 • Increase R&D costs. 增加研發成本。 • Decrease operating income. 減少營業收入。	• Increase investments in product R&D, focus on the development of high-efficiency fertilisers and differentiated products, support reduction of fertiliser consumption per unit area in the field of agriculture. 加大產品研發投入，聚焦高效肥與差異化產品開發，助力農業減少單位面積肥料用量。 • Promote technological transformation projects on energy-saving liquid ammonia unloading trucks, introduce advanced programmable control technologies, reduce energy consumption per unit of products and carbon emission intensity. 推進液氨卸車節能等技改項目，引入先進程序控制技術，降低單位產品能耗與碳排放強度。 • Strengthen feasibility study and evaluation on R&D and application of low-carbon energy-saving technologies, strictly control investment risks, and improve the efficiency of achievement transformation. 強化低碳節能技術研發應用的可行性研究與評估，嚴控投資風險，提升成果轉化效率。

The Group's Transition Climate Risk Identification and Response Measures (Continued)
本集團重要轉型風險影響分析及應對舉措（續）

Risk Type 風險類型	Time Period 時間週期	Potential Risk Description 潛在風險描述	Value Chain Impacts 價值鏈影響	Financial Impacts 財務影響	Risk Response Measures 風險應對措施
Market 市場	Medium and long-term 中、長期	• The preference for green and low-carbon products in the downstream market has increased. If a complete product lifecycle carbon footprint management system is not established, the Group might face challenges of declining market share and product competitiveness, which will have structural impacts on revenue. 下游市場綠色低碳產品偏好增強，若未建立完善的產品全生命週期碳足跡管理體系，集團或將面臨市場份額擠壓、產品競爭力下降的挑戰，進而對營收造成結構性影響。	Downstream 下游	• Decrease operating income. 減少營業收入。	• Establish a customer communication and market analysis mechanism, proactively identify the green and low-carbon preferences for downstream products, guide product planning and development. 建立客戶溝通與市場分析機制，前瞻識別下游產品綠色低碳偏好，指導產品規劃研發。 • Perform carbon footprint accounting throughout the product lifecycle, promote data transparency, support product low-carbon design and market communication. 開展產品全生命週期碳足跡核算，推動數據透明化，支撐產品低碳設計與市場溝通。 • Expand the scale of self-owned photovoltaic and biomass power generation, purchase green power and green certificates, increase the proportion of clean energy use, and reduce operational carbon intensity. 擴大自有光伏、生物質發電規模，外購綠電及綠證，提升清潔能源使用比例，降低營運碳強度。 • Start consulting work on the ISCC of green fuels to meet customer needs for green products. 啟動ISCC綠色燃料認證諮詢工作，滿足客戶綠色產品需求。
Reputation/ credit 聲譽/信用	Short, medium and long-term 短、中、長期	• The ESG and climate information disclosure standards of stakeholders such as supervisors, investors and customers become increasingly more stringent. If a systematic and transparent response mechanism is not established, or the disclosed information is not complete or consistent enough, it will damage the trust of stakeholders, devalue the brand, and impose adverse impacts on long-term revenue. 監管、投資及客戶等利益相關方ESG與氣候信息披露標準要求趨嚴，若未建立系統透明的回應機制，或披露信息缺乏完整一致性，將損害利益相關方信任、削弱品牌價值，對長期營收造成不利影響。	Operations 營運	• Increase production and management costs. 增加生產與管理成本。 • Reduce operating income. 減少營業收入。	• Establish a normalized multi-channel ESG and climate communication mechanism. Convey the progress and commitment of the Group's sustainable development and climate governance to investors, customers, regulatory agencies and other stakeholders through the publication of ESG reports, special disclosure on the official website, and participation in domestic and overseas roadshows. 構建常態化多渠道ESG與氣候溝通機制，通過發佈ESG報告、官網專項披露、參與境內外路演等形式，向投資者、客戶、監管機構等利益相關方傳遞集團可持續發展與氣候治理的進展及承諾。

Transition Opportunities
• 轉型機遇

The analysis of transition opportunities focuses on the market growth potential of the Group's primary business segments. The impacts of the Group's important transition opportunities and countermeasures are identified and evaluated based on the Group's business characteristics.

轉型機遇分析聚焦本集團主營業務板塊的市場增長潛力，結合本集團業務特點，識別、評估本集團重要轉型機遇的影響及應對舉措。

The Group's Transition Opportunity Identification and Response Measures
本集團重要轉型機遇影響分析及應對舉措

Opportunity Type 機遇類型	Time Period 時間週期	Opportunity Description 機遇描述	Value Chain Impacts 價值鏈影響	Financial Impacts 財務影響	Opportunity Response Measures 機遇應對措施
Policy 政策	Short, medium and long-term 短、中、長期	• National top-level policies such as the *14th Five-Year Plan for National Agricultural Green* Development clarify the requirements for clean production, energy conservation and carbon reduction, and fertiliser reduction and efficiency improvement. They not only points out the direction of the Group's green transition, but also requires us to strengthen our initiatives for improving our energy efficiency and optimizing our products and production methods, to keep in line with the low-carbon and high-quality development trend of the industry. 國家《「十四五」全國農業綠色發展規劃》等頂層政策明確清潔生產、節能降碳、化肥減量增效要求，既為集團綠色轉型指明方向，也要求我們加大能效提升、產品與生產方式優化投入，順應行業低碳高質量發展趨勢。	Operation/ downstream 營運/下游	• Increase R&D costs. 增加研發成本。 • Increase operating income. 增加營業收入。	• Build a Leading Working Group for Energy Conservation and Carbon Reduction led by the general manager, implement a responsibility system for energy conservation targets, implement a three-year energy management plan and annual plan assessment. 成立總經理牽頭的節能降碳工作領導小組，推行節能目標責任制，落實能源管理三年規劃與年度計劃考核。 • Strengthen R&D and promotion of high-efficiency fertilisers and differentiated products, therefore promoting the optimization and upgrading of product mixes. 強化高效肥及差異化產品研發推廣，推動產品結構優化升級。 • Participate in climate change exchanges and formulation of industry standards, build a collaborative platform for the industry-university-research, carry out low-carbon technology R&D and industrial practices. 參與氣候變化交流及行業標準制定，搭建產學研協同平臺，開展低碳技術研發與產業實踐。
Market 市場	Medium and long-term 中、長期	• The preference for green chemical products in the downstream market continuously increases. The demand for environmentally friendly products such as high-efficiency fertilisers and ecological organic fertilisers is growing. Meanwhile, the requirements for product carbon footprint certification and transparency are becoming increasingly stringent. All these promote the transformation of the chemical industry to become clean and low-carbon with high added value. 下游市場對綠色化工產品的偏好持續提升，高效肥料、生態有機肥等環境友好型產品需求增長，同時對產品碳足跡認證與透明度的要求日趨嚴格，推動化工行業向清潔、低碳、高附加值方向轉型。	Operation/ downstream 營運/下游	• Increase R&D costs. 增加研發成本。 • Increase operating income. 增加營業收入。	• According to the soil characteristics of different regions, we promote differentiated products to improve soil structure and increase disease resistance and yield of crops. 針對不同區域土壤特性，推行差異化產品，改善土壤結構，提升作物抗病力與產量。 • Strengthen investment in product innovations and R&D, technology optimization and market promotion of high-efficiency fertilisers and differentiated products. 強化產品創新研發投入，加大高效肥及差異化產品技術優化與市場推廣力度。

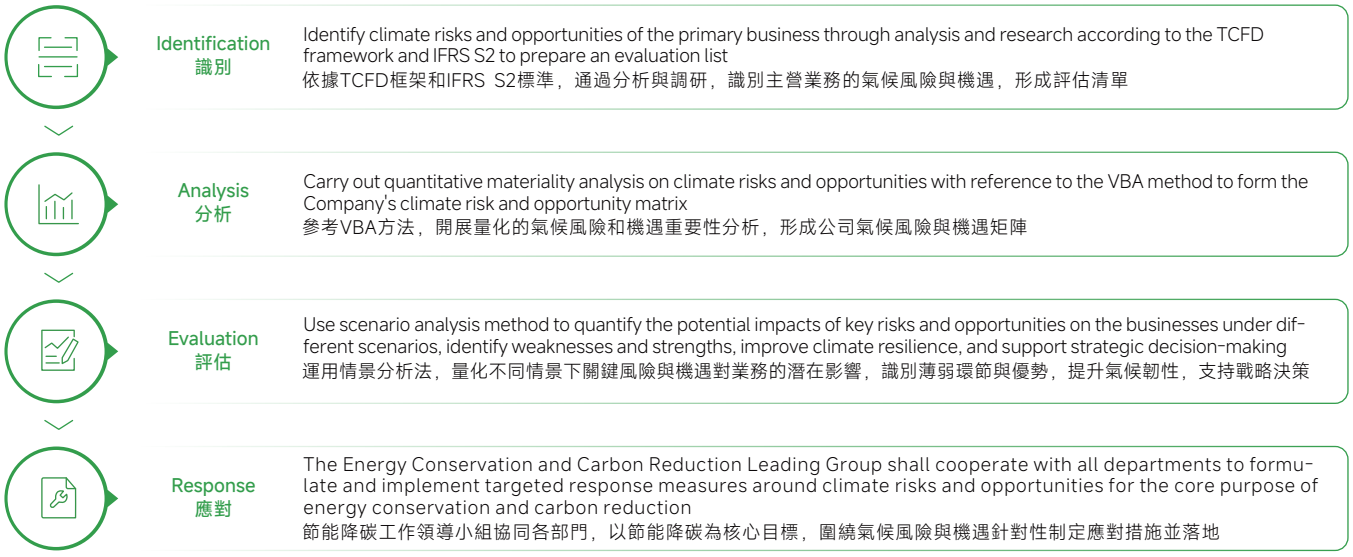
The Group's Transition Opportunity Identification and Response Measures (Continued)
本集團重要轉型機遇影響分析及應對舉措（續）

Opportunity Type 機遇類型	Time Period 時間週期	Opportunity Description 機遇描述	Value Chain Impacts 價值鏈影響	Financial Impacts 財務影響	Opportunity Response Measures 機遇應對措施
Technologies 技術	Short, medium and long-term 短、中、長期	• The overall energy consumption and carbon emission of the Group are considerable. The systematic improvement of energy utilization efficiency may simultaneously reduce operational carbon emissions and energy costs, achieving dual environmental and economic benefits. 企業綜合能耗與碳排放規模較大，系統提升能源利用效率，可同步實現營運碳減排與能源成本降低，達成環境與經濟雙重收益。	Operation 營運	• Increase R&D costs. 增加研發成本。 • Increase capital expenditures. 增加資本支出。 • Increase operating income. 增加營業收入。	• Through technological R&D and innovation, equipment upgrading, process optimization and energy management system upgrading, we deeply tap the energy-saving potentials of all links, improve energy utilization efficiency and reduce energy consumption per unit of products. 通過技術研發創新、設備更新換代、工藝流程優化及能源管理體系升級，深挖各環節節能潛力，提升能源利用效率，降低單位產品能耗。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

The Group develops a closed-loop climate risk management process of "Identification-Analysis-Assessment-Response" based on business characteristics and internal and external environments, prepares a list of risks and opportunities through multi-dimensional analysis, and draws on methodologies such as Value Balance Alliance (VBA) to evaluate, rank and formulate strategies. Led by the management of production bases, we have regular meeting tracking and annual targets included in our performance appraisal to ensure closed-loop management.

本集團結合業務特點與內外部環境，構建「識別-分析-評估-應對」閉環氣候風險管理流程，通過多維度分析形成風險機遇清單，借鑒價值平衡聯盟（VBA）等方法學評估排序並制定策略。由生產基地管理層牽頭，以例會跟蹤、年度目標納入績效考核，保障管理閉環落地。



The Group's Climate Risk and Opportunity Management Process
本集團氣候風險和機遇管理流程

Carbon Emission Management
• 碳排放管理

To fulfill climate goals under the Paris Agreement and the national "Dual Carbon" strategy, the Group carried out Scope 1, 2 and 3 greenhouse gas emissions accounting for Henan XLX, Xinjiang XLX and Jiangxi XLX with reference to ISO 14064 and the greenhouse gas emissions accounting guidelines for the chemical industry. We have added a carbon emission management module to the intelligent manufacturing platform for data centralization, digitalization and intelligent management. We also support energy efficiency optimization and low-carbon decision-making. We have built a special team for carbon footprint certification, jointly promoted greenhouse gas emission verification and product carbon footprint certification with various production bases, and empowered the green value of products through standardized certification.

為落實巴黎協議氣候目標與國家「雙碳」戰略，本集團參照ISO 14064國際標準及化工行業溫室氣體排放核算指南，對河南心連心、新疆心連心、江西心連心開展範圍一、二、三溫室氣體排放核算。我們在智能製造平臺增設碳排放管理模組，實現數據集中化、數字化、智能化管理，支撐能效優化與低碳決策。我們成立碳足跡認證工作專項小組，聯合各生產基地推進溫室氣體排放核查及產品碳足跡認證工作，以標準化認證賦能產品綠色價值。

To promote low-carbon transformation of the industry and improve the carbon management system, the Group actively participates in exchanges and cooperation on climate change. In 2025, as a founding member, the Group jointly built a collaborative platform for industry-university-research together with the Green and Low-carbon Development Innovation Committee of Henan Environmental Protection Federation to promote the implementation of low-carbon technologies and standards. We also actively participate in the formulation of national and industry standards on greenhouse gas emissions and CCUS, and contribute professional strengths to the carbon footprint accounting of the nitrogen fertiliser industry and the large-scale application of CCUS technology.

為推進行業低碳轉型、完善碳管理體系，本集團積極參與應對氣候變化交流合作。2025年，本集團以核心成員身份聯合發起河南省環保聯合會綠色低碳發展創新委員會，搭建產學研協同平臺推進低碳技術與標準落地。同時，我們積極參與溫室氣體排放及CCUS領域國家及行業標準制定，為氮肥行業碳足跡核算及CCUS技術規模化應用貢獻專業力量。

Case 案例

Adding a carbon emissions management module to the intelligent manufacturing platform
智能製造平臺新增碳排放管理模塊

In 2025, the Group launched a carbon emissions management module on the existing intelligent manufacturing platform for automatic collection and real-time summary of key emission source data, ensuring real-time, complete and traceable data, and provide reliable support for carbon accounting, disclosure and verification. This initiative marks a key step for refinement and informatization of carbon management.

2025年，本集團在現有智能製造平臺上線碳排放管理模塊，實現關鍵排放來源數據自動採集與即時匯總，保障數據即時、完整、可追溯，為碳核算、披露及核查提供可靠支撐，標誌著碳管理精細化、信息化建設邁出關鍵一步。

Case 案例

Initiating special consulting work for ISCC on green fuels
啟動ISCC綠色燃料認證諮詢專項工作

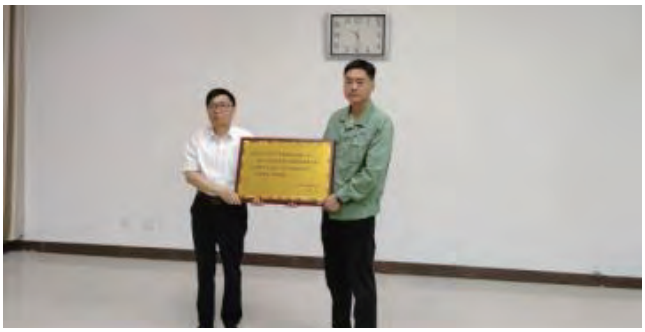
In order to systematically promote product carbon footprint management and green fuel market access, the Group initiated special work on ISCC, built a special team and entrusted a third-party organization to provide end-to-end support. We have completed key links such as system construction, on-site audit and data accounting. The certification complies with ISCC EU specifications. We passed the certification in December 2025 to help expand our international green fuel market and enhance the competitiveness of our low-carbon supply chain.

為系統推進產品碳足跡管理與綠色燃料市場準入，本集團啟動ISCC認證專項工作，組建專項小組並委託第三方機構提供全流程支援。我們已完成體系搭建、現場審核及數據核算等關鍵環節，認證符合ISCC EU規範，於2025年12月取證，助力拓展國際綠色燃料市場、提升低碳供應鏈競爭力。



ISCC EU Certificate





Participated in the founding meeting of the Green and Low-Carbon Development Innovation Committee of Henan Environmental Protection Federation.

參加河南省環保聯合會綠色低碳發展創新委員會成立大會。

Energy Management
• 能源管理

The Group promotes low-carbon energy management in multiple dimensions, implements a series of energy-saving technological transformation projects, and relies on intelligent platforms for digital management and control of energy data. We have deployed photovoltaic and biomass power generation and outsourced green power to optimize the energy structure, promote green logistics initiatives, and comprehensively reduce energy consumption and carbon emissions in production and logistics.

本集團從多維度推進能源低碳化管理，實施系列節能技改項目，依託智能平臺實現能源數據數字化管控。我們佈局光伏、生物質發電並外購綠電以優化能源結構，推廣綠色物流舉措，全面降低生產與物流環節能耗及碳排放。

Major Measures of Henan XLX, Xinjiang XLX and Jiangxi XLX for Energy Conservation and Carbon Reduction and Outcomes in 2025
河南心連心、新疆心連心和江西心連心2025年節能降碳主要舉措及成效

Type 類型	Main Measures 主要舉措	Number of Projects 項目個數	Total Energy Saved (tons of standard coal/year) 節能量總和（噸標準煤/年）
General equipment upgrading 通用設備改造	Optimized high-efficiency equipment and systems, including upgrading of key equipment such as fans, water pumps and compressors and overall system transformation. 應用高效設備與系統優化，包括風機、水泵、壓縮機等關鍵設備升級及系統整體改造。	7	3,408
Waste heat and pressure utilization 餘熱余壓利用	Recovered waste heat and pressure of the processes, realized cascade use and recycling of energies by additionally equipping heat exchange and power generation devices. 回收工藝餘熱餘壓，通過增設換熱與發電裝置，實現能源的梯級與循環利用。	5	4,470
Process optimization 工藝流程優化	Optimized processes and recycling, reduced energy consumption in production through pipeline modification, material substitution and exhaust gas recovery. 優化流程與循環利用，通過管路改造、物料替代、尾氣回收等方式，系統降低生產能耗。	12	3,170
Platform construction 平臺建設	Built a digital energy and carbon management platform for real-time monitoring and refined management of energy and carbon emission data. 建設數字化能碳管理平臺，實現能源與碳排數據的即時監控與精細化管理。	1	3,665
Special equipment upgrading 專用設備改造	Optimized operating parameters of special equipment and achieve energy-saving operation of specific systems by adjusting key process parameters. 優化專用設備運行參數，通過調整關鍵工藝參數實現特定系統的節能運行。	1	88
Total 總計		26	14,801



Hydrogenpower, as the recipient and subscriber of China's first Zero-Carbon Energy Certificate, marks the official launch of green certification and the market-based development of non-electric renewable energy use in China.

氫力能源作為國內首張零碳能源證書的獲頒與認購方，標誌著我國可再生能源非電利用的綠色認證與市場化進程正式啟動。




Henan XLX's meeting for workshop technicians to share their lessons from technological transformations and energy management system.
河南心連心組織車間技術員技改經驗、能源管理體系學習心得分享會。




Jiangxi XLX's 3 internal energy management sessions, and participation in a provincial hydrogen energy seminar and national external training on energy carbon management.
江西心連心對內組織3場能源管理培訓，並參加省級氫能座談、國家級能源碳管理外部培訓。

Indicators and Performances[1] 指標與績效[1]

In 2025 2025年

Henan XLX saved **3,196** tons of standard coal and cut energy costs by RMB **12.37** million through R&D of new technologies, purchase of energy-saving equipment or improvement of energy-consuming equipment
河南心連心通過研發新技術、購買節能設備或改進用能設備等舉措實現節能**3,196**噸標準煤，節約用能成本總計**1,237**萬元

Henan XLX independently built photovoltaic power generation capacity of **9.58** million kWh, saving approximately **1,177** tons of standard coal, purchased green electricity of **361** million kWh
河南心連心自建光伏發電量**958**萬千瓦時，節約標準煤約**1,177**噸；購買綠電**3.61**億千瓦時

Xinjiang XLX purchased green electricity of **124.07** million kWh, bought **21,000** green certificates, and achieved the green benefit of saving **39,100** t standard coal
新疆心連心購買綠電**1.2407**億千瓦時；購買綠證**2.1**萬張，實現節約標煤**3.91**萬噸的綠色效益

Jiangxi XLX's self-built photovoltaic and wind power installations generated electricity of **29,000** kWh, purchased **977,100** green certificates, and achieved the green benefit of saving **278,000** tons of standard coal
江西心連心自建光伏、風電裝置發電量**2.9**萬千瓦時；購買綠證**97.71**萬張，實現節約標煤**27.8**萬噸的綠色效益

1: The coverage of related data only focuses on the Group's three main production entities, namely Henan XLX, Xinjiang XLX, and Jiangxi XLX.
1：相關數據覆蓋範圍僅聚焦於本集團旗下三家主要生產主體公司，分別為河南心連心、新疆心連心和江西心連心。

As of the end of 2025, the Group

截至2025年末，本集團

3 major bases and major subsidiaries of the Group had established **ISO 14001** Environmental Management System and passed its certification

三大基地及主要子公司均已建立**ISO 14001**環境管理體系並通過認證

3 national "green factories"

國家級「綠色工廠」**3**家

had completely kept "leading" in the energy efficiency of its three main products, namely synthetic ammonia, urea and methanol for two consecutive years. Among them, the Group had been the industry leader in energy efficiency of synthetic ammonia for fourteen consecutive years, and the energy consumption per unit of products was **16.8%** below the industry average

連續兩年實現合成氨、尿素、甲醇三大主要產品能效全面「領跑」，其中合成氨能效連續十四年穩居行業能效「領跑者」地位，單位產品能耗較行業平均水平低**16.8%**

passed **6** product carbon footprint certifications, covering Xinxiang 45·80 liquid ammonia, industrially upgraded methanol, manufactured green urea, Jiangxi liquid ammonia, urea and Xinjiang melamine products

獲得**6個**產品碳足跡認證，覆蓋新鄉45·80液氨、產業升級甲醇、綠色製造尿素、江西液氨、尿素以及新疆三聚氰胺產品



Environmental Compliance Management
環境合規管理

XLX Group continuously improves the environmental management system covering all businesses, puts the end-to-end process control over various pollutants such as waste gas, wastewater, solid waste and noise at the core of operations, strictly controls environmental risks, promote pollutant emission reduction, balance business development and ecological impact, and practice the green and low-carbon path.

心連心集團不斷完善覆蓋全業務的環境管理體系，將廢氣、廢水、固體廢物及噪聲等各類污染物的全過程管控置於營運核心，嚴控環境風險、力促污染物減排，平衡經營發展與生態影響，踐行綠色低碳之路。

Entities 主體	Environmental Compliance Targets 環境合規目標	Performance in 2025 2025年表現	Achievement 完成情況
The whole Group 全集團	To ensure that 0 major environmental accidents or non-compliance incidents occur 重大環境事故及環保違規事件為0	0	✓
The whole Group 全集團	To make the compliant disposal rate of solid wastes and noise monitoring achievement rate be 100% 固廢合規處置率、噪聲監測達成率100%	100%	✓
Henan XLX 河南心連心	To carry out environmental inspections/audits, organize no less than 2 environmental audits, no less than 30 environmental inspections and no less than 4 training sessions 開展環保督察/審核，組織開展不低於2次環保審核、不低於30次環保督察、不低於4次培訓	5 environmental compliance audits were carried out, 48 inspection plans were formulated and carried out as scheduled, 52 environmental training sessions were carried out 已開展5次環保合規審核，制定48次督察計劃並按計劃開展，開展52次環保培訓	✓
Henan XLX 河南心連心	To make classification and fixed-point collection of solid wastes, containers, ledgers, and transfer manifests 100% standardized 固廢分類定點收集及容器、台賬、轉移聯單規範率均達 100%	Collection of hazardous wastes was compliant. All ledgers and documents were up to standard. No hazardous wastes were placed together or leaked. General solid wastes were connected to the management system for online reporting and declaration 危廢收集合規、台賬聯單全達標，零混放零洩漏；一般固廢接入管理系統實現線上填報	✓
Henan XLX 河南心連心	To have recyclable solid wastes such as waste engine oil and waste catalysts recycled by professional organizations with a recovery rate of 100% 廢機油、廢催化劑等可資源化固廢由專業機構回收，回收率100%	The recycling rate of hazardous wastes was 100% 危廢回收利用率100%	✓

Entities 主體	Environmental Compliance Targets 環境合規目標	Performance in 2025 2025年表現	Achievement 完成情況
Jiangxi XLX 江西心連心	To make the total emissions of COD and ammonia nitrogen reach 105 and 7t/year COD、氨氮排放總量分別為105、7噸/年	Independently implemented stricter emission standards, with actual emissions of 65 and 2 tons 自主執行更嚴格的排放標準，實際排放65和2噸	✓
Jiangxi XLX 江西心連心	To make total emissions of SO_2 from coal-burning boilers reach 35t/year 燃煤鍋爐SO_2排放總量35噸/年	21.4 tons 21.4噸	✓
Jiangxi XLX 江西心連心	To make total emissions of NOx from coal-burning boilers + gas boilers reach 270t/year 燃煤鍋爐+燃氣鍋爐NOx排放總量270噸/年	154.5 tons 154.5噸	✓

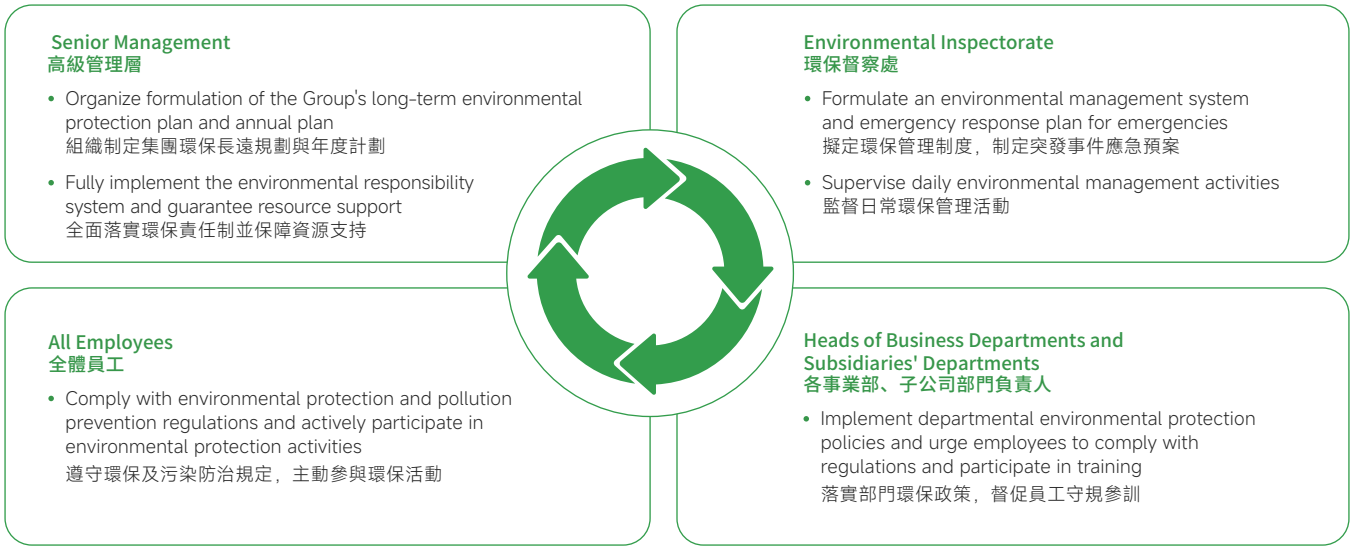
Governance
治理

In strict compliance with related laws and regulations on environmental protection and the industry's emission standards, the Group has prepared more than 20 Group-level management system documents, including the responsibility system for environmental protection, environmental protection target and indicator management regulations, environmental monitoring management regulations, control procedures for identification and evaluation of environmental factors, pollution prevention and control management, environmental risk emergency management, etc., based on the actual production and operation, to ensure that all environmental management work is rule-based and efficient. All branches and branch factories formulate and update their own environmental management measures according to their actual operations, and implement the Group's environmental protection requirements.

本集團嚴格遵守環保相關法律法規及行業排放標準，結合生產經營實際，制定包含環境保護責任制、環保目標指標管理、環境監測管理規定、環境因素識別評價控制程序、污染防治管理、環境風險應急管理等內容的20餘份集團層級管理制度文件，確保各項環境管理工作有章可循、高效運行。各分公司和分廠根據經營實際制定並更新自身的環境管理辦法，將集團環保要求扎實落地。

The Group has established a top-down environmental governance structure with senior management as the decision-making layer and clear division of labor. We have set up the Environmental Protection Supervision Department of the Production Management Center as the comprehensive supervision department to coordinate environmental compliance, management of emissions of three wastes, environmental protection training and publicity of all departments and branches.

本集團構建以高管層為決策層的自上而下、分工明確的環境治理架構，設生產管理中心環保督察處為綜合監管部門，統籌協調各部門及分廠的環保合規、三廢排放管理與環保培訓宣貫工作。



Environmental Governance Structure of the Group
本集團環境治理架構

Strategy
戰略

The Group upholds "people-oriented, law-abiding, faithful, green energy conservation and continuous improvement" as its environmental protection policy. We integrate the environmental protection concept into the operations management of the Group, continuously improve our environmental management system, and set environmental goals including management of three wastes and noise and annual action plans for environmental protection based on the actual operating conditions. Our environmental management work has been focusing on two dimensions: improving environmental control and digital intelligent environmental protection platform.

本集團踐行「以人為本、守法誠信、綠色節能、持續改進」的環境保護方針，將環境保護理念融入企業經營管理，持續完善環境管理體系，並根據實際經營情況制定包括三廢和噪音管理在內的環境目標和年度環保行動方案。本集團環境管理工作持續圍繞提升環保管控水平、健全數智化環保大平臺兩個維度開展。

Improve environmental control
環保管控水平提升

- Improve environmental performance grading
環保績效分級提升
- Improve environmental risk assessment mechanisms of the Group
完善集團公司環保風險評價機制
- Carry out environmental inspections
開展環保督察
- Organize environmental audits
組織開展環保審核
- Improve environmental management capabilities
環保管理能力水平提升

Improve the big digital and intelligent environmental protection platform
健全數智化環保大平臺

- Plan introduction of environmental protection data and sulfur recovery data into the intelligent manufacturing platform
策劃環保數據和硫回收數據引進智能製造平臺
- Add factory boundary emissions reports
增加廠界排放物報表
- Complete the erection of optical fiber cables between monitoring facilities
完成監控設施間的光纖搭設
- Introduce unorganized emission data from factory boundaries into the one environmental protection picture
將廠界無組織排放數據引入環保一張圖

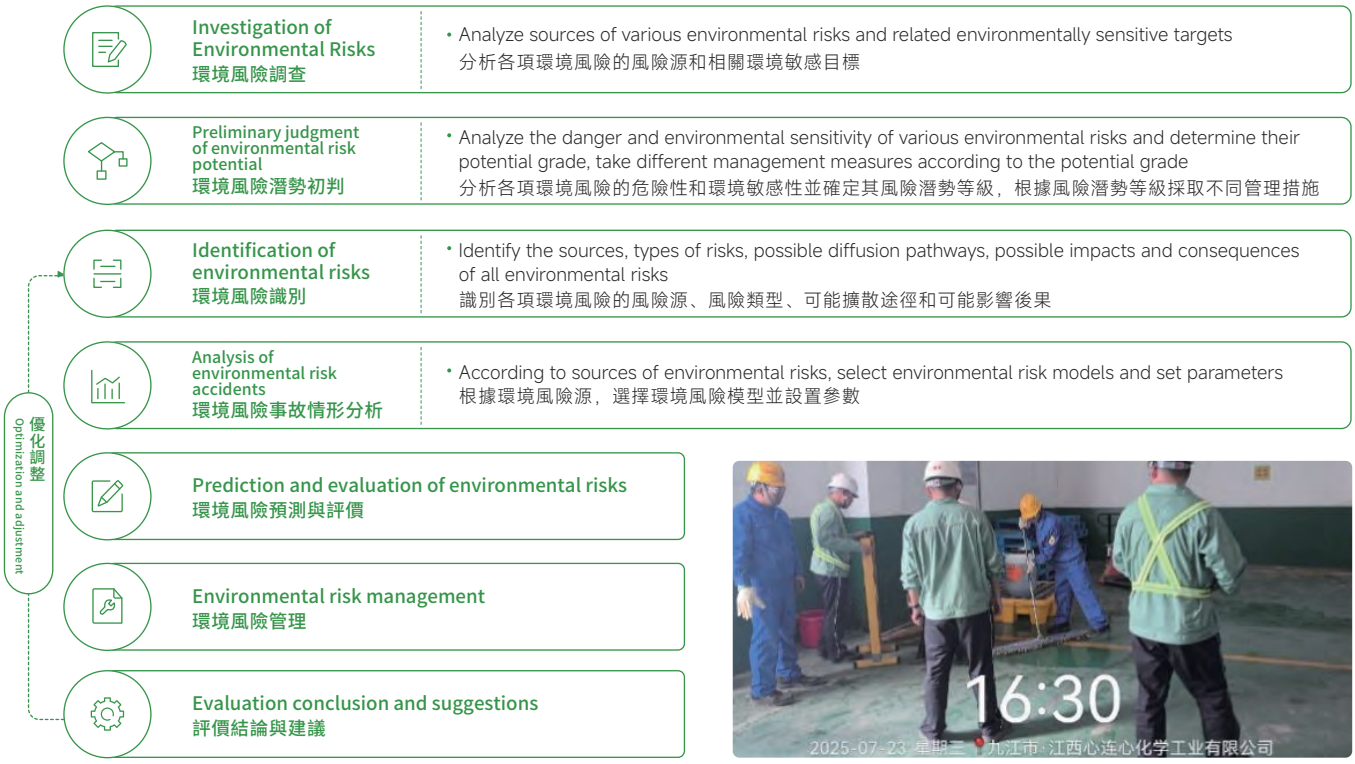
Key Tasks of Environmental Compliance Management
環境合規管理重點工作

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Environmental Risk Management
• 環境風險管理

Based on systems such as the *Control Procedure for Identification and Evaluation of Environmental Factors*, the Group annually carries out internal and external audits of the environmental management system that covers pollution discharge permits, monitoring of "three wastes", operation of environmental protection facilities and emergency management to eliminate potential environmental safety hazards in a timely manner. We have synchronously completed the environmental impact assessment and environmental acceptance of construction projects, optimized our measures based on the review results and updated our comprehensive environmental emergency response plan. In order to ensure the coverage and effectiveness of environmental management system certification, we regularly invite third-party professional organizations to supervise and audit our ISO 14001 Environmental Management System Certification.

本集團依據《環境因素識別評價控制程序》等制度，每年開展覆蓋排污許可、「三廢」監測、環保設施運行及應急管理的環境管理體系內、外審，及時消除環境安全隱患；同步完成建設項目環評與環保驗收，結合評審結果優化措施並更新環境綜合應急預案。為保證環境管理體系認證的覆蓋率和有效性，我們定期邀請第三方專業機構監督審核ISO 14001環境管理體系認證。



Workflow of the Environmental Impact Assessment of Construction Projects
建設項目環境影響評價工作流程

Jiangxi XLX conducted environmental emergency drill
江西心連心開展環保應急演練

Waste Gas Management
• 廢氣管理

Taking air pollution prevention and control as the core of operations management, the Group implements unified standards for stringently keeping emissions of fume not being higher than 10mg/Nm³, SO_2 not being higher than 35mg/Nm³, and NOx not being higher than 50mg/Nm³. The bases formulate their waste gas emission management plans based on their actual production conditions to lay a solid foundation for compliance. In 2025, by implementing key treatment projects such as replacing denitration catalysts for SCR of coal-fired boilers and equipping a closed dust removal station in the feeding process of compound fertiliser towers, we significantly reduced the concentration and total amount of nitrogen oxides emissions, efficiently collected unorganized dust, and synchronously aligned supporting treatment and upgrading measures to promote the reduction of both the intensity and total waste gas emissions through the synergy of technologies and management.

本集團將大氣污染防治納入營運管理核心，對全集團生產基地執行煙塵≤10mg/Nm³、SO_2≤35mg/Nm³、NOx≤50mg/Nm³的統一嚴控排放標準，各基地結合生產實際制定廢氣排放管理方案，築牢合規根基。2025年，我們通過實施更換燃煤鍋爐SCR脫硝催化劑、在複合肥高塔投料環節新增密閉式除塵站等關鍵治理工程，實現氮氧化物排放濃度與總量顯著下降、無組織粉塵高效收集，同步搭配配套治理升級措施，以技術與管理協同的方式推動廢氣排放強度與總量雙下降。

Wastewater Management
• 廢水管理

The Group has built wastewater treatment plants in all its production bases. In these plants, biochemical processes such as SBR are utilized for advanced wastewater treatment. The plants have standard sewage outlets to ensure that all sewage is stably discharged up to standard after collection and treatment. We have established a dual guarantee mechanism that integrates equipment operation and maintenance with third-party verification, maintained and updated online monitoring equipment, and entrusted third parties to independently verify discharge data on a quarterly basis to ensure that wastewater discharge indicators continuously exceed national and local standards.

本集團在各生產基地均建有廢水處理廠，採用SBR等生化工藝對廢水進行深度處理，並設有標準排污口，確保所有污水經收集處理後穩定達標排放。我們建立「設備運維+第三方核驗」雙重保障機制，維護更新線上監測設備，每季度委託第三方獨立核驗排放數據，確保廢水排放指標持續優於國家及地方標準。

In 2025, Xinjiang XLX put "three-in-one pretreatment devices" into operation for advanced treatment of reused wastewater. These devices effectively lowered total hardness, COD and other pollutant indicators. They promoted subsequent increase in the water yield of the reclaimed water system to 60%, and significantly increased the reuse rate of water resources.

2025年，新疆心連心投用「三法一體預處理裝置」深度處理回用廢水，有效降低總硬度、COD等多項污染物指標，推動後續中水系統產水率提升至60%，顯著提高水資源重複使用率。

Waste Management
• 廢棄物管理

Adhering to the principle of "reduction, recycling and harmless" disposal, the Group takes the construction of "waste-free factories" as its core goal, and performs classified management of solid wastes. We clearly classify solid wastes into hazardous wastes and general industrial solid wastes. Supporting standardized storage sites for solid wastes and special hazardous waste warehouses are constructed for closed, classified and safe storage. Meanwhile, declaration and registration systems are strictly implemented for industrial solid wastes. Information on generation, storage, flow direction and disposal of solid wastes are regularly reported to ecological environment authorities in detail to ensure transparency and traceability of the entire process.

本集團以「減量化、資源化、無害化」為處置原則，將「無廢工廠」建設作為核心目標，對固體廢棄物實施分類管理。我們將固廢明確劃分為危險廢物與一般工業固廢兩類，配套建設規範的固廢貯存場所與專用危廢庫，實現封閉式、分類安全貯存，同時嚴格執行工業固體廢物申報登記制度，定期向生態環境主管部門詳實申報固廢產生量、貯存、流向及處置信息，確保全過程透明可追溯。

In terms of disposal and recycling, the Group has established a comprehensive classified treatment system: General industrial solid wastes such as coal gasification coarse slag and boiler slag are outsourced for processing into building materials. Waste molecular sieves for air separation are recycled by professional third parties. Qualified organizations are entrusted for compliant disposal of hazardous wastes such as waste catalysts. Our three major production bases have established solid waste emission reduction targets and requirements for compliance disposal rate, planned special projects for comprehensive utilization of coal ash and slag, and supported environmental protection facilities to eliminate secondary pollution, and organized special training on solid waste management for all employees to minimize solid waste emissions through end-to-end control, and earnestly fulfilled environmental responsibilities and commitments.

在處置與資源化利用方面，本集團建立完善的分類處理體系：氣化粗渣、鍋爐爐渣等一般工業固廢外送加工為建材，空分廢分子篩由專業第三方回收，廢催化劑等危險廢物則委託具備資質的單位合規處置。三大生產基地制定固廢減排目標與合規處置率要求，規劃煤灰爐渣綜合利用專項項目並配套環保設施杜絕二次污染，同時組織開展全員固廢管理專項培訓，通過全流程管控最大限度減少固廢排放，切實履行環保責任與環境承諾。



Case 案例

Comprehensive drills on hazardous chemical leakage accidents
開展危險化學品洩漏事故綜合演練

On July 3, 2025, Henan XLX successfully carried out a comprehensive drill on hazardous chemical leakage accidents in dimethyl ether storage tank areas. The drill innovatively integrated the agile emergency system, fire-fighting robot, AR technology and 5G transmission. It efficiently integrated the government-enterprise emergency linkage process, and significantly improved the ability to contain, clear and handle leakages in a harmless manner. This drill improved the employees' emergency response efficiency by more than 40%, clarified the responsibilities for handling at all links, and developed a replicable emergency response process, which was highly recognized by local governments.

2025年7月3日，河南心連心在二甲醚儲罐區成功開展危化品洩漏事故綜合演練。演練創新融合敏捷應急系統、消防機器人、AR技術與5G傳輸，高效磨合政企應急聯動流程，顯著提升洩漏物圍堵、清理及無害化處置能力。此次演練使員工應急回應效率提升40%以上，明確各環節處置責任，形成可複製的應急流程，獲地方政府高度肯定。



危險化學品洩露演練現場
Hazardous Chemical Leakage Drill Site

Case 案例

Training on environmental regulations for strengthening the bottom line of compliance
開展環保法規培訓強化合規底線

During the Environment Day on June 5, 2025, Xinjiang XLX implemented a special action known as "moisturizing ecology with laws - initiating the future with corporate actions" to introduce environmental regulations into it, and invited industry experts to give lectures. In combination with the characteristics of the chemical industry, we analyzed the key points of environmental compliance and illegal risks, clarified difficult points on management through informal discussions, and strengthened all employees' awareness of environmental laws and regulations.

2025年六五環境日期間，新疆心連心開展「法潤生態•企動未來」環保法規入企專項行動，邀請行業專家授課，結合化工行業特點剖析環保合規重點與違法風險，通過座談解答管理難點，強化全員環保法規意識。

Noise Management
• 噪音管理

The Group has established a systematic noise control system, incorporated noise emission into the management of pollution discharge permits, and adopted three-dimensional measures such as source control, regular maintenance monitoring and individual protection. Taking into account the bottom line of compliance and humanistic care, we effectively prevent and control noise pollution, and protect the health of our employees and surrounding residents.

本集團建立系統噪聲管控體系，將噪聲排放納入排污許可管理，通過源頭控制、定期維護監測及個體防護等立體化舉措，兼顧合規底線與人文關懷，有效防治噪聲污染，保障員工及周邊居民健康。

Source/layout optimization 源頭/佈局優化	• Optimize noise-producing facilities and logistics routes, select low-noise equipment and tools 優化產噪設施、物流路線，選低噪設備工具
Equipment maintenance 設備維護	• Check the equipment mechanism/seal wear, maintain and replace them in time 檢測設備機構/密封件磨損，及時保養更換
Spare parts reserve 備件儲備	• Store wear parts of noisy equipment, and comply with equipment management regulations 儲存噪聲設備易損件，遵設備管理規程
Operation and maintenance procedures 運維規程	• Determine operation and maintenance procedures for noise/vibration equipment according to the equipment operating environment 根據設備使用環境制定噪聲/振動設備運維規程
Noise reduction of new projects 新項目降噪	• Take combined measures for sound insulation, vibration reduction and noise elimination for noise-producing equipment of new projects in factory buildings 新項目產噪設備採用廠房隔聲、減振、消聲組合措施
Facility inspection 設施檢查	• Regularly maintain noise reduction facilities to ensure reliability 定期維護降噪設施，保障可靠
Noise monitoring 噪聲監測	• Entrust quarterly monitoring of factory boundary noise 每季度委託監測廠界噪聲
Employee protection 員工防護	• Provide professional earplugs for high-noise positions 高噪崗位配專業耳塞

Major Initiatives for Noise Management
噪音管理主要舉措

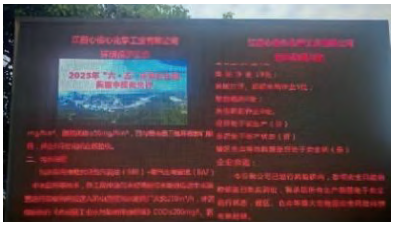
Environmental Training and Publicity
• 環保培訓宣貫

The Group has established a normalized environmental education system, drawn up an annual training plan for improving its external capabilities, and invited external environmental experts to give quarterly group lectures. The Group also monthly organizes special training for internal environmental management personnel, refines practical requirements and responsibility standards, and lays a solid foundation for green development through multi-level education. In addition, Jiangxi XLX has built a group for communicating environmental abnormalities and a rainwater drainage group to efficiently respond to environmental emergencies.

本集團建立常態化環保教育體系，制定年度外部能力提升培訓計劃，每季度邀請外部環保專家開展集體授課。同時，本集團每月組織內部環保管理人員專項培訓，細化實操要求與責任規範，以多層次教育築牢綠色發展根基。此外，江西心連心搭建環保異常溝通群、雨水外排群，高效應對環保突發狀況。



Henan XLX's Environmental Impact Assessment Training
河南心連心開展環境影響評價培訓





Jiangxi XLX's publicity of the Environmental Day on June 5
江西心連心六五環境日宣傳

Xinjiang XLX's invitation of Xinjiang Uyghur Autonomous Region Ecological Environment Protection Industry Association to carry out a special action known as "Moisturizing Ecology with Laws - Initiating the Future with Corporate Actions" to introduce environmental regulations into it.

新疆心連心邀請新疆維吾爾自治區生態環境保護產業協會組織開展「法潤生態·企動未來」環保法規入企專項行動。





Indicators and Performances 指標與績效

In 2025, the Group 2025年，本集團

- invested RMB **233,169,200** in environmental protection
  環保資金投入**23,316.92**萬元
- Henan XLX and Jiangxi XLX invested RMB **8,889,800** and RMB **48,695,000** in waste gas treatment respectively
  河南心連心和江西心連心廢氣處理資金投入分別為**888.98**萬元和**4,869.50**萬元
- obtained green loans of RMB **7.979** billion for green manufacturing, intelligent upgrading of production equipment, slow-release fertiliser and other fields
  獲得綠色貸款**79.79**億元，用於綠色製造、生產設備智能化升級、緩控釋肥等領域
- conducted **7** internal environmental audits and **3** external environmental audits
  共開展內部環境審核**7**次，外部環境審核**3**次
- had no major environmental accidents or environmental violations
  無重大環保事故或環境領域違法違規事件發生
- organized **97** environmental protection training sessions, with **13,350** person-times, and about **84** hours training hours per employee on average
  組織環保培訓**97**次，員工參與環保培訓**13,350**人次，員工環保培訓人均時長約**84**小時
- Jiangxi XLX was honorably titled "Waste-free Factory" among Jiujiang Excellent Cases on Creation of "Zero-waste Cells"
  江西心連心榮獲九江市「無廢細胞」建設優秀案例中的「無廢工廠」稱號

Water Resources Management
水資源管理

XLX Group considers water resources management as essential for the sustainable development strategy. By implementing integrated management regulations, the Group controls total water intake and quota, puts reclaimed water reuse and refinery facilities, strengthens scientific control over the entire process of water intake, use and drainage, improves water use efficiency, and actively fulfills environmental responsibilities while guaranteeing its operations. All production bases rely on the Group's unified strategic framework for water resources and combine local water sources with actual production to set differentiated and quantifiable water consumption efficiency and total volume control targets.

心連心集團將水資源管理納入可持續發展戰略核心，通過執行一體化管理規定、實施取水總量與定額雙控，投用中水回用及精製設施，強化取水、用水、排水全流程科學管控，提升用水效率，在保障營運的同時積極履行環境責任。各生產基地依託集團統一水資源戰略框架，結合屬地水源與生產實際，制定差異化、可量化的用水效率及總量管控目標。

Entities 主體	Water Resources Management Targets 水資源管理目標	Achievement 完成情況
The whole Group 全集團	To maintain the "Water Efficiency Frontrunner" 保持 「水效領跑」	✓

Governance
治理

The Group has established a top-level system for systematic water resources management and formulated several regulations, including *Integrated Water Resources Management Regulations of the Group* to standardize the management of water intake, use and drainage of all bases. We have established a management network at three levels: production bases, branch factories and workshops. It is clarified in this network that the production management center is the centralized competent department for overall supervision, and the production department of each unit is the competent department for management.

本集團構建系統水資源管理頂層制度，制定《集團水資源一體化管理規定》等多項規章，規範各基地取水、用水、排水管理。我們建立「生產基地—分廠—車間」三級管理網絡，明確生產管理中心為歸口主管部門統籌監督，各單位生產科為主管部門落實管理。

Strategy
戰略

The Group attaches great importance to improving the water resource utilization efficiency in the production process, strictly controls the total water intake, strengthens the process supervision over water use and drainage, and ensures efficient utilization and compliant discharge of water resources by implementing measures such as the industry's water consumption quota, the park's water resource demonstration, the water intake permit mechanism, the project expert review, the application for project water intake index and the water balance test. In 2025, water resources management focused on the model research and promotion around water intake permits for nitrate-based fertilisers, the new chemical material projects, and the park's water resource demonstration.

本集團高度重視提高生產環節水資源利用效率，通過實施行業水耗定額、園區水資源論證、取水許可機制、項目專家評審、項目取水指標申請、水平衡測試等舉措，嚴格管控取水總量，強化用水與排水的過程監管，保障水資源高效利用與合規排放。2025年，水資源管理重點圍繞硝基肥及化工新材料項目取水許可、園區水資源論證開展模式研究推進。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Our main water sources are surface water, groundwater, municipal water supply, etc. The Group has identified and assessed water risks, and identified water shortage as current core physical risk. Affected by the tightening of regional water resource policies, the down-regulation of total water intake limit and the allocation requirements for recycled water, the pressure on water supply in some production bases of the Group has increased. We have formulated a series of water conservation, efficiency improvement and water source protection measures to address the risk of water shortage. We have not yet encountered a shortage of water resources in year 2025. In the future, we plan to incorporate dimensions such as water quality, water pollutants and local water resource policies into the water risk assessment framework to further enhance the resilience and forward-looking of water resources management.

本集團主要取水水源爲地表水、地下水、市政供水等。本集團已開展水風險識別與評估，明確水資源短缺為當前核心物理風險。受區域水資源政策收緊、取水總量限額下調及再生水配置要求影響，集團部分生產基地水資源供給壓力加大，我們制定系列節水提效與水源保障舉措應對水資源短缺風險。2025年，我們尚未遇到水資源不足的情況。未來，我們計劃將水質、水污染物及地方水資源政策等維度納入水風險評估框架，進一步提升水資源管理的韌性與前瞻性。





Conducted water conservation training and publicity for employees
開展員工節水培訓宣貫

Invest in reclaimed water reuse and produced water refinery facilities to realize 50% recycling and reuse of circulating water and sewage in the park

投資中水回用及產水精製設施，實現園區循環水排污水50%回收再利用

Strengthen water-saving training and publicity for employees, collect water-saving suggestions from workshops, and mobilize all employees to save

強化員工節水培訓宣貫，徵集車間節水建議，推動全員節水

Water resource management measures

水資源管理舉措

Introduce new reclaimed water reuse facilities to improve the recycling rate of unconventional water sources

新增再生水回用設施，提升非常規水源循環利用率

Strengthen communications with governments, enter into reclaimed water use agreements, and ensure a stable supply of alternative water sources

加強政企溝通，簽訂再生水用水協議，保障替代水源穩定供應

Indicators and Performances
指標與績效

In 2025, the Group had no incidents of non-compliance associated with water quality permits, standards or regulations

2025年，本集團無違反水質許可證、標準和法規的事件發生

In 2025, the water resource recycling rate of Henan XLX(Phase II), Xinjiang XLX and Jiangxi XLX was **66.9**%, **98.5**% and **46**% respectively

2025年，河南心連心（二期）、新疆心連心、江西心連心水資源回收利用率分別為**66.9**%、**98.5**%、**46**%



Circular Economy
循環經濟

Deeply engaged in the field of the coal chemical industry, XLX Group propels green transition with circular economy as the core and promotes efficient resource utilization throughout the chain. Through technological innovations, wastes such as carbon dioxide and coal ash slag are converted into high-value resources to build a closed loop of green development. As a pioneer in the "Dual Carbon" goals of the nitrogen fertiliser industry, the Group intensively utilizes park resources through base-based and park-based models, annually recovers 1.5 million tons of carbon dioxide, and realizes the carbon reduction effect equivalent to planting 80 million trees.

心連心集團深耕煤化工領域，以循環經濟為核心推進綠色轉型，全鏈條推動資源高效利用，通過技術創新將二氧化碳、煤灰爐渣等廢棄物轉化為高價值資源，構建綠色發展閉環。作為氮肥行業「雙碳」目標先行者，本集團以「基地化、園區化」模式實現園區資源集約利用，年回收二氧化碳150萬噸，碳減排效應相當於種植8,000萬棵樹。

Actions and Measures
行動與舉措

Material Management
• 物料管理

The Group pays attention to environment-friendliness and recycling of product materials. We convert corn cobs as agricultural wastes into high-value raw chemical materials through furfuryl alcohol business. We give priority to organizing production using renewable materials and industrial wastes, including R&D of double-tower distillation process to recover carbon dioxide into dry ice. By improving production processes and equipment, and recycling product packages, we reduce material use and loss from the source and production process. In addition, the Group manages the usage of packaging materials in real time, standardizes work processes, provides data support for package reduction and greening, and reduces negative impacts of production and operation on the surroundings.

本集團注重產品材料環保與循環利用，通過糠醇業務將農業廢棄物玉米芯轉化為高價值化工原料，同時優先採用可再生材料、產業廢棄物組織生產，例如研發雙塔精餾工藝回收二氧化碳製成乾冰；並通過改進生產工藝與設備、開展產品包裝回收，從源頭和生產過程降低材料使用與損耗。此外，集團即時統計管理包裝材料使用情況，規範工作流程，為包裝減量化、綠色化提供數據支撐，減少生產經營對周邊環境的負面影響。

Circular Economy
• 循環經濟

The Group performs low-carbon operations through waste recycling and builds a closed-loop resource management system covering production and office work. On the production side, our three major bases have clarified requirements for recycling and disposal rate of solid wastes. On the office side, we promote classification and recycling of domestic wastes, and reuse production waste heat for steam heating to achieve both environmental and operational benefits.

本集團以廢棄物循環利用踐行低碳營運，構建覆蓋生產與辦公的資源閉環管理體系。生產端，三大基地明確固廢回收處置率要求；辦公端，推行生活垃圾分類回收，複用生產餘熱蒸汽供暖，實現環境與營運效益雙贏。

The Group regards increasing the recycling rate of water resources as the key to water conservation. We have put reclaimed water reuse and refinery facilities into use to quantitatively and qualitatively strengthen the resilience of water resources management. An automatic dosing device was introduced into Xinjiang XLX's circulating water system, saving circulating water by 10,000 m^3 during the Reporting Period.

本集團將提升水資源循環使用率作為節水關鍵，投用中水回用及精製設施，從量質兩方面強化水資源管理韌性。新疆心連心循環水系統引入自動加藥裝置，報告期內節約循環水1萬方。

By independent developing a double-tower rectification process, Shenleng Energy recycles waste carbon dioxide into products such as dry ice and electronic grade carbon dioxide. It has created a circular economy model for carbon dioxide recycling. In the efficient recycling and clean production projects of hydrogen energy and biomass, it has independently developed the biomass conversion process, efficiently converted corn cobs as agricultural wastes into furfuryl alcohol and derivative raw chemical materials, and created a model of circular economy for recycling agricultural wastes.

深冷能源自主研發雙塔精餾工藝，將廢棄二氧化碳回收製成乾冰、電子級二氧化碳等產品，打造二氧化碳資源化利用的循環經濟典範。氫力能源生物質高效循環利用清潔生產項目，自主研發生物質轉化工藝，將農業廢棄物玉米芯高效轉化為糠醇及衍生化工原料，打造農林廢棄物資源化利用的循環經濟典範。

Case 案例

Special project for comprehensive utilization of coal ash and boiler slag
煤灰爐渣綜合利用專項項目

The Group implemented circular economy with the comprehensive coal ash and slag utilization project. We constructed a full-chain treatment system for storage and processing of solid wastes, pollution prevention and control by transforming idle workshops. We achieved ultra-low emission by two-stage dust removal by closed raw material storage for dust suppression and waste gas drying. The project converted bulk solid wastes into usable resources, achieved zero emission and high-value utilization, and provided a replicable demonstration solution for solid waste treatment in the industry.

本集團以煤灰爐渣綜合利用項目踐行循環經濟，通過改造閒置車間構建固廢儲存、加工、污染防控全鏈條處理體系，原料儲存封閉抑塵、烘乾廢氣兩級除塵實現超低排放。項目將大宗固廢轉化為可用資源，達成零排放與高值化利用，為行業固廢處理提供可複製的示範方案。

Indicators and Performances　指標與績效

In 2025　2025年

the Group achieved full recycling and disposal of all office wastes, used batteries, waste toner cartridges and ink cartridges, and scrapped electronic wastes
產生辦公垃圾、廢舊電池、廢硒鼓和墨水匣、報廢電子廢棄物回收處置率均達**100%**

Henan XLX recycled general industrial solid wastes of **368,462.15** t, and reused hazardous wastes (hazardous production wastes) of **763.5** t
河南心連心一般工業固體廢物回收利用**368,462.15**噸，有害廢棄物（生產危廢）再利用**763.5**噸

the top news headline of the *People's Daily* on March 27 focused on the first natural resource-intensive pilot counties, and Jiangxi XLX was successfully included in the list as a typical enterprise in Pengze County
《人民日報》3月27日要聞版頭條聚焦首批自然資源節約集約示範縣，江西心連心作為彭澤縣的典型企業成功上榜



Ecosystem and Biodiversity Protection
生態與生物多樣性保護

Led by ecological civilization, XLX Group abides by the *Convention on Biological Diversity, the Kunming Declaration, the Judicial Protection of Biodiversity in China, the China National Biodiversity Conservation Strategy and Action Plan* (2023-2030), laws and regulations related to biodiversity protection at home and abroad. The Group strictly controls the negative impacts of production and operation activities on the surrounding ecological environment, actively participates in ecosystem protection and restoration, and contributes XLX's efforts to the "30x30" biodiversity targets.

心連心集團以生態文明為引領，恪守《生物多樣性公約》《昆明宣言》《中國生物多樣性司法保護》及《中國生物多樣性保護戰略與行動計劃（2023—2030年）》等國內外生物多樣性保護相關法律法規，嚴控生產營運活動對周邊生態環境的負面影響，主動投身生態系統保護與修復，為「30×30」生物多樣性目標貢獻「心連心」力量。

Ecosystem and Biodiversity Protection Targets 生態與生物多樣性保護目標	Performance in 2025 2025年表現	Achievement 完成情況
To achieve environmental sensitive targets of no places of interest, natural reserves, scenic spots, rare animals and plants that require special protection within the operation scope of construction projects 建設項目營運範圍內無名勝古跡、自然保護區、風景名勝區和珍稀動植物等需要特殊保護的環境敏感目標	Within the operational and construction scope of all the Group's projects, none are located in or intersect with environmentally sensitive areas, including nature reserves and drinking water source protection zones 本集團所有建設項目營運範圍內，均未涉及自然保護區、飲用水水源地等相關環境敏感目標	✓

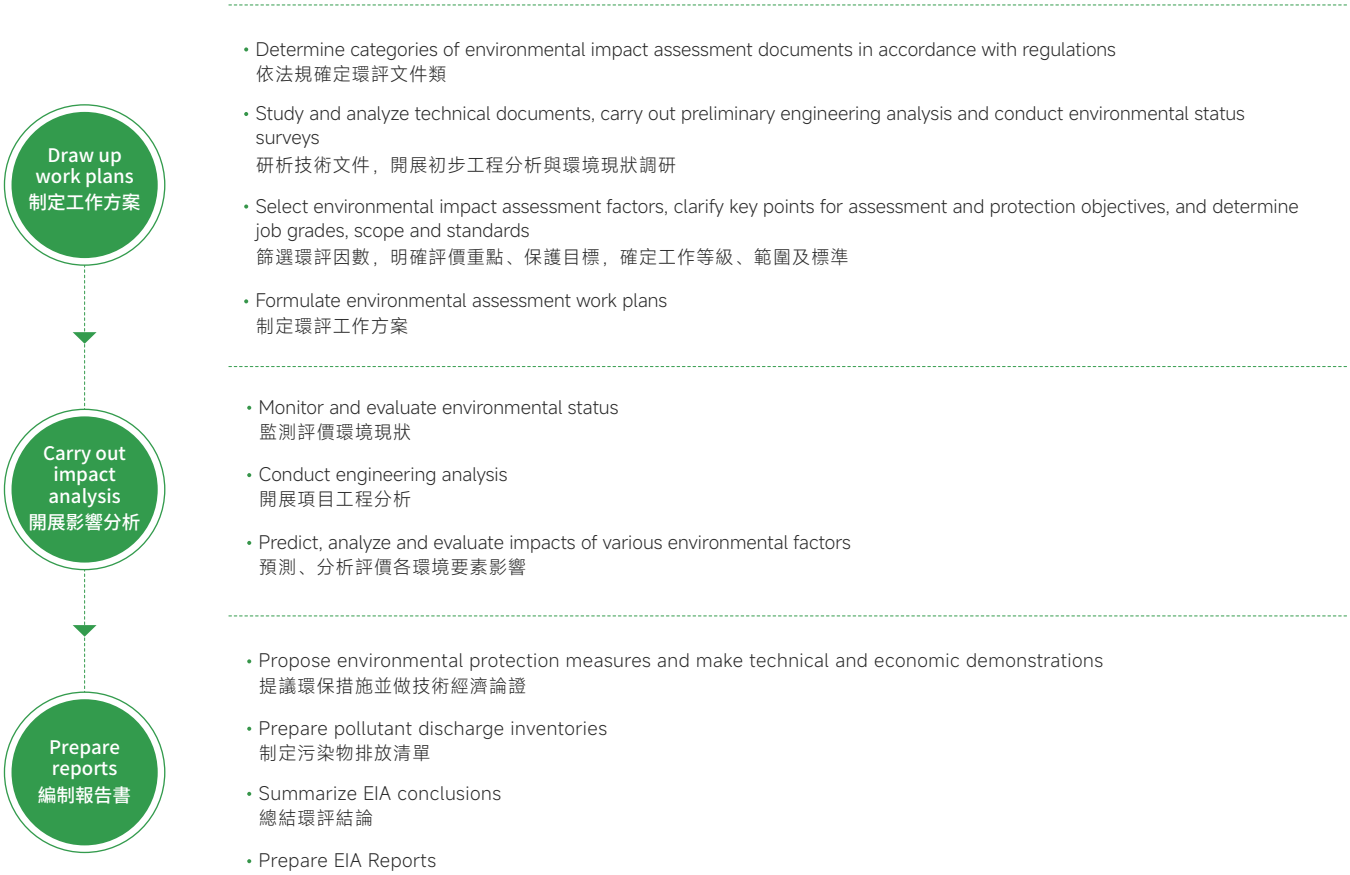
Actions and Measures
行動與舉措

The Group's core operations, such as fertilizer production, energy consumption, and waste emissions, may have environmental impacts on air, water, and land resources, and may also put potential pressure on the ecosystems and biodiversity of the surrounding areas. The potential impact of ecological and biodiversity conservation issues on the Group has been described in detail in the "Current or Potential Impacts, Risks, and Opportunities Related to ESG Topics" section of the aforementioned "Sustainable Development Management" chapter.

本集團化肥生產、能源耗用及廢棄物排放等核心營運活動，可能對空氣、水體及土地資源帶來環境影響，亦可能對周邊區域的生態系統與生物多樣性造成潛在壓力。有關生態與生物多樣性保護議題可能對本集團造成的影響，已於前述「可持續發展管理」章節之「ESG議題相關當前或可能發生的影響、風險和機遇」部分詳細描述。

With reference to related technical guidelines for environmental impact assessment, the Group carries out ecological impact assessments on soil and water resources for all construction projects, identifies and controls the environmental impacts of the projects. Relying on the sustainability management structure, we have constructed a multi-level governance system for biodiversity conservation, we have consolidated responsibilities at varying levels, and guaranteed the implementation of conservation commitments.

本集團參照相關環境影響評價技術導則，對所有建設項目開展土壤、水資源等生態影響評價，識別管控項目環境影響。我們依託可持續發展管理架構，構建多級生物多樣性保護治理體系，層層壓實責任，保障保護承諾落地。



Workflow of the Environmental Impact Assessment of Construction Projects
建設項目環境影響評價流程

Based on the environmental impact assessment results, the Group implements targeted risk prevention and control measures in the areas of soil, water quality and forest resource protection. We carry out thematic training on biodiversity conservation, and continuously strengthen ecological and environmental protection in and around the places of business.

本集團根據環境影響評價結果，在土壤、水質、森林資源保護領域落地針對性風險防控措施，開展生物多樣性保護主題培訓，持續強化營運地及周邊的生態環境保護工作。



Soil Conservation and Remediation 土壤保護和修復	• Standardize the disposal of solid wastes, prevent seepage and leakage throughout the process, and direct contact with soil 規範處置固廢，全程防滲防漏，杜絕與土壤直接接觸 • Annually carry out soil hazard inspections and tests, adjust pH through humic acid products, and operate dust recovery devices to control soil risks 每年開展土壤隱患排查檢測，通過腐植酸產品調節酸鹼度，運行粉塵回收裝置管控土壤風險 • Strengthen the greening of factory areas, plant trees, shrub and grass vegetation, improve the micro-ecological environment 強化廠區綠化，種植喬灌草植被，改善微生態環境
Water Quality Protection 水質保護	• Independently build a sewage treatment plant for secondary sewage treatment, and ensure that the quality of discharged water is up to the fish survival standards 自建污水處理廠，實施污水二次處理，排水水質達魚類生存標準 • Establish a three-level accident wastewater prevention and control system in the factory area 構建廠區三級事故廢水防控體系 • The construction plans for construction projects focus on water quality protection and strictly prevent water and soil erosion 建設項目施工方案聚焦水體水質保護，嚴防水土流失
Protection of Forest Resources 森林資源保護	• Give priority to avoiding ecologically sensitive areas such as forests and wetlands in construction site selection 建設項目選址優先避讓森林、濕地等生態敏感區域 • Carry out plant status surveys to ensure that there are no rare protected wild plants or ancient and famous trees within the scope of the project 開展植物現狀調查，確保項目範圍內無珍稀保護野生植物及古樹名木 • Vegetation restoration shall be completed in the earthwork backfilling and temporary soil piling areas of the construction project 建設項目土方回填、臨時堆土區域均需完成植被恢復 • Introduce green ornamental vegetation as needed to expand the lawn coverage area in the factory area 按需引入綠化觀賞植被，擴大廠區草坪覆蓋面積

Biodiversity Risk Management Initiatives
生物多樣性風險管理舉措

Indicators and Performances　指標與績效

As of the end of 2025　截至2025年末

the Group identified no biodiversity risks within its own operations
本集團在自身營運範圍內未發現任何生物多樣性風險

the greening rate of Henan XLX and Xinjiang XLX was **28**% and **20.9**% respectively
河南心連心和新疆心連心廠區綠化率分別為**28**%和**20.9**%

the concentration of arsenic and its compounds in factory soil of Henan XLX was **8.04**mg/kg. The concentration of cadmium and its compounds was **0.0.95**mg/kg. No chromium or its compounds, phenolic compounds, sulfides, etc. were detected
河南心連心廠區土壤中的砷及其化合物濃度為**8.04**mg/kg，鎘及其化合物濃度為**0.0.95**mg/kg，鉻及其化合物、酚類化合物、硫化物等均未測出

Innovation Leadership·
Warm Services

創新引領·服務暖心

03

In reliance upon diversified scientific research platforms, XLX Group is deeply engaged in technological innovations. The Group strictly controls the entire process to create green high-quality products, practices the customer-centered concept with precise agricultural services, and builds an "innovation-driven, quality-based and service-empowered sustainability ecosystem".

心連心集團以多元科研平臺為依託深耕技術創新，以全流程嚴控鑄就綠色優質產品，以精準化農服踐行客戶中心理念，構建起「創新驅動、質量築基、服務賦能」的可持續發展生態。

Material Sustainability Topics Concerned in this Chapter
本章所涉及的重大可持續發展議題

- Product and solution innovation
  產品與解決方案創新
- Product quality and safety
  產品質量與安全
- Chemical management
  化學品管理
- Customer services
  客戶服務

SDGs Addressed in this Chapter:
本章所回應的 SDGs:





R&D and Innovation
研發與創新

XLX Group has constructed a systematic R&D innovation system. Based on platform construction, system optimization and talent training, it comprehensively promotes technological innovation and achievement transformation, and provides strong momentum for its high-quality development through continuous innovation practices, sound intellectual property protection and in-depth industry-university-research cooperation.

心連心集團構建了系統化的研發創新體系，以平臺建設、制度優化和人才培養為基礎，通過持續的創新實踐、健全的知識產權保護和深入的產學研合作，全面推動技術創新與成果轉化，為企業高質量發展提供強勁動力。

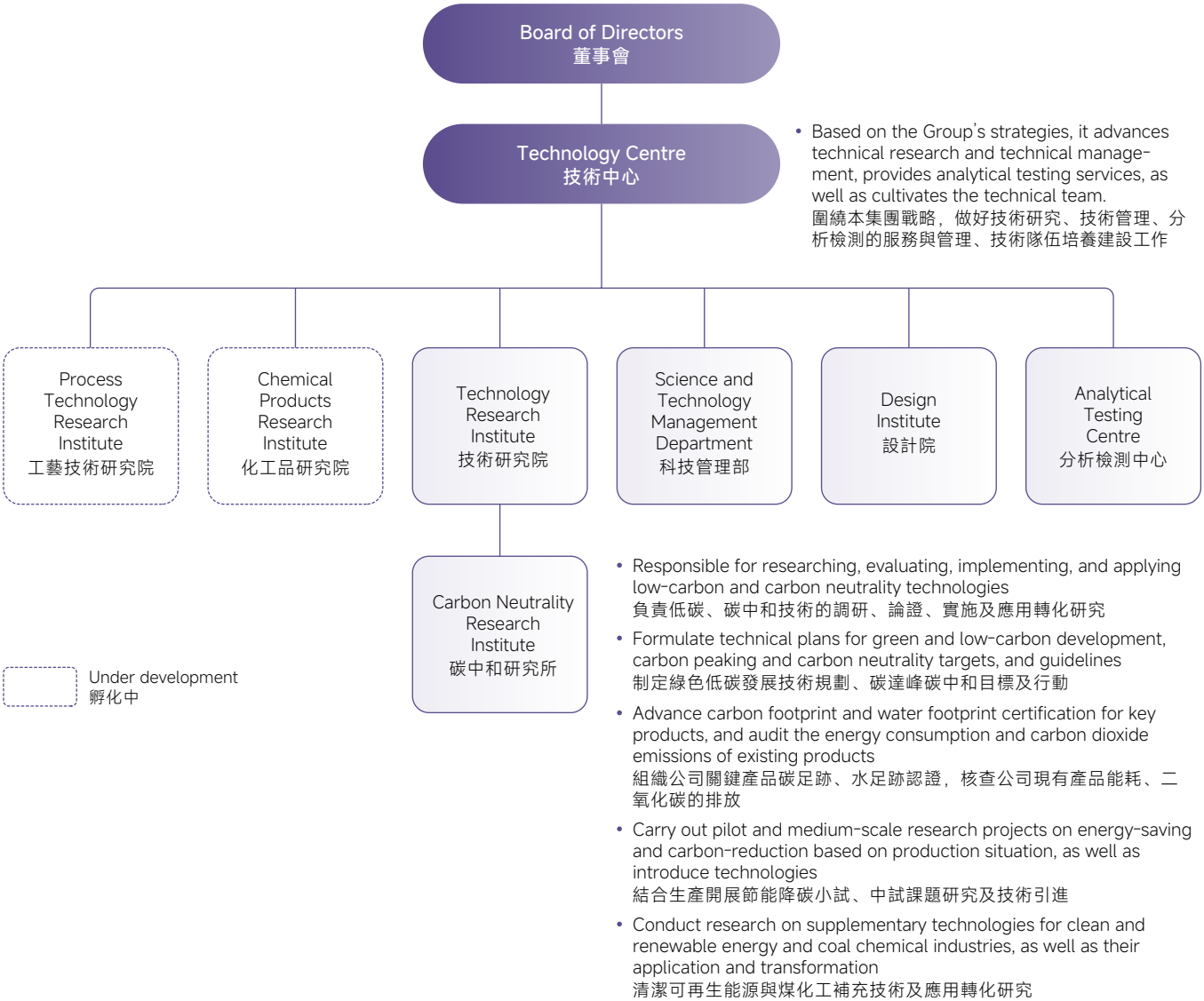
Governance
治理

In strict compliance with relevant laws and regulations, the Group has prepared more than 50 internal management documents focusing on key areas such as innovation guidance, talent incentive and intellectual property protection. These documents have constituted a systematic R&D system. By standardizing the entire process of technology R&D, project review, laboratory construction and talent incentive, we ensure that scientific research activities are institutionalized and carried out in compliance.

本集團嚴格遵循相關法律法規，圍繞創新引導、人才激勵與知識產權保護等關鍵領域，制定了50餘份內部管理文件，形成系統化的研發制度體系。我們通過規範技術研發、項目評審、實驗室建設及人才激勵等全流程，確保科研活動制度化、合規化開展。

The Group has built and continuously optimized a multi-level organizational structure for R&D and innovation comprising the Board of Directors, senior leaders and talents in various fields in a business-oriented manner. This organizational structure is fully responsible for R&D management and implementation. By fully empowering professional teams and strengthening cross-departmental collaboration, we effectively stimulate their innovation vitality and improve their technical operation efficiency.

本集團以業務導向搭建並持續優化由董事會與高層領導、多領域人才構成的多層級研發創新組織架構，全面負責研發管理與實施。我們通過充分授權專業團隊並強化跨部門協作，有效激發創新活力，提升技術運作效率。



R&D Management Structure
研發管理架構

Strategy
戰略

The Group designated 2025 as the year of innovation, guided by the strategy of "Fertiliser as foundation, with high quality development", we aim at "low cost + differentiation + high-end + green". Relying on the R&D system of "basic chemicals-fine chemicals-biochemicals" and the synergistic advantages of industry-university-research, we focus on the R&D of core products such as humic high-efficiency fertilisers and customized formula fertilisers, as well as the innovation of energy-saving and carbon-reducing processes.

本集團將2025年定為「創新年」，以「以肥為基、高質量發展」戰略為引領，錨定「低成本+差異化+高端化+綠色化」方向，依託「基礎化工-精細化工-生物化工」研發體系與產學研協同優勢，聚焦腐植酸高效肥、定制配方肥等核心產品研發及節能降碳工藝創新，助力農業減肥增效與企業高質量發展。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Low-carbon Technology, Product and Solution Innovations
• 低碳技術、產品與解決方案創新

In 2025, the Group continuously promoted the reserve of low-carbon technologies, products and solutions. We systematically investigated a total of 20 carbon dioxide recycling technologies of five major categories, including chemical, biological and mineralized utilization. We completed the blending technology research and scheme design in terms of biomass energy utilization, providing technical support for the goal of carbon neutrality and the transformation of energy structure. Relying on a three-level R&D system and virtual simulation technology, we continuously carried out product innovations such as high-efficiency fertilisers and crop-specific fertilisers, and promoted the implementation of precision agriculture solutions in respect of "one area, one crop, one fertiliser and one technology".

2025年，本集團持續推進低碳技術、產品與解決方案儲備，系統調研了包括化學、生物及礦化利用等五大類共20種二氧化碳資源化技術，在生物質能利用方面已完成摻燒技術調研與方案設計，為碳中和目標與能源結構轉型提供技術支撐。同時，我們依託三級研發體系，借助虛擬模擬技術，持續開展高效肥料、作物專用肥等產品創新，推動「一區一作一肥一技」的精準農業解決方案落地。



Guangxi XLX's green chemical new material project started with the core positioning of "gaeen,intelligent,efficient". Through the efficient use of coal to produce synthetic ammonia, urea and other downstream chemical products, it adopted SCR denitrification and semi-lean liquid gas purification technologies, etc. so that particulate matters and the ammonia nitrogen content in wastewater met the national ultra-low emission standards, and the comprehensive energy consumption per ton of ammonia was advanced in the industry.

廣西心連心綠色大化工新材料項目以「綠色、智能、高效」為核心定位開工，通過高效利用煤炭生產合成氨、尿素及其他下游化工產品，採用SCR脫硝、半貧液氣體淨化等技術，實現顆粒物與廢水氨氮含量符合國家超低排放標準，噸氨綜合能耗達行業先進水平。



Intelligent Equipment Company overcame the "Bottleneck" technologies in ultra-low temperature wound tube heat exchangers of nuclear fusion devices, and achieved a value chain leap from traditional manufacturing to high-end equipment with excellent performance in fulfilling the tasks for three months in over one and a half months. This initiative not only ensured independent control over major national scientific research projects, but also injected resilience into the country's core strategic industrial chain with cutting-edge technical standards and stable supply capabilities.

智能裝備公司攻克核聚變裝置超低溫纏繞管換熱器「卡脖子」技術，以一個半月完成三月任務的卓越績效實現從傳統製造向高端裝備的價值鏈躍升，既保障國家重大科研項目自主可控，又以尖端技術標準和穩定供應能力為國家核心戰略產業鏈注入韌性。

Manufacturing Innovation and R&D
• 製造創新與研發

The Group introduced cutting-edge sensors and internet of things technologies. Through refined management and manufacturing process upgrades, we comprehensively improved operational efficiency and product performance on the basis of consolidating work safety, promoted refined utilization of resources and continuous reduction of energy consumption, and achieved both economic development and ecological benefits.

本集團引入前沿的感測器和物聯網技術，借助精細化管理與製造工藝升級，在鞏固安全生產的基礎上，全面提升運行效率與產品性能，推動資源精細化利用與能耗持續削減，達成經濟發展與生態效益協同共贏。

Presentation of Certain Advanced Manufacturing Technology Innovations and Achievements
部分先進製造技術創新與成果展示

New Technologies/New Processes 新技術/新工藝	Empowerment Effect 賦能效果	Value Creation 價值創造
Upgrading of green ice makers 綠色製造冰機改造	• Reduce energy consumption 降低能耗	• Reduce steam consumption by 1.2 tons/hour 降低蒸汽消耗1.2噸/小時 • Generate economic benefits of RMB1 million/year 產生經濟效益人民幣100萬元/年
APC system 空分APC系統	• Reduce energy consumption 降低能耗 • Improve production efficiency 提高生產效率	• Increase the yield of liquid argon by 2 tons/hour 液氬產量增加2噸/小時 • Generate economic benefits of RMB300,000/year 產生經濟效益人民幣30萬元/年
Upgrading of waste heat recovery with black water 黑水餘熱供暖升級	• Resource recycling 資源循環利用	• Heat recovery at 36MW/h 回收熱量36兆瓦/小時 • Generate economic benefits of RMB9 million/heating season 產生經濟效益人民幣900萬元/供暖季
Sensible heat recovery from gasification 氣化顯熱回收技術	• Improve resource utilization efficiency 提高資源使用效率 • Resource recycling 資源循環利用	• Increase steam output by 6.5ton/hour 蒸汽產出增加6.5噸/小時 • Generate economic benefits of about RMB2.6 million 產生經濟效益約人民幣260萬元
Retrofit of synthetic circulating water 合成循環水改造	• Optimize resource utilization 優化資源使用	• Annually save water by 12% 年節水率12% • Save and supplement 24,000 cubic meters of fresh water per year in a single tower 單塔節約補充新鮮水2.4萬方/年
Carry out systematic technical upgrade of three core filling lines (A/B/D) of automotive urea 車用尿素A/B/D三條核心灌裝生產線開展系統性技術升級	• Reduce breakdown rate of production lines 降低生產線故障停線率 • Improve production efficiency and product quality 提升生產效率與產品質量	• Lower breakdown rate of Production Line A by about 26%, and improve production efficiency by about 17% A線故障停線率降低約26%，生產效率提升約17% • Keep the delivery speed of diversion pipes not lower than 15 times/minute on Production Line B B線導流管投放速度不低於15次/分鐘 • Keep gripping speed of the palletizing system not lower than 350 times/hour on Production Line D after its upgrading D線改造後碼垛系統抓取速度不低於350次/小時

Digital Intelligence Operations
• 數智營運

With the overall vision of "creating advantages of digital intelligence and making XLX intelligent", the Group promotes transformation by building a digital intelligence system. We are committed to building a modern intelligent factory through large-scale equipment, automated control, intelligent management, park layout, information and data-based operations. In 2025, based on the results of the "1 +6 + N" digital intelligence system, the Group continuously deepened the application of artificial intelligence and actively strove for special support and benchmark recognition. We were widely invited to participate in provincial, ministerial and national industry conferences to share our transformation practices and provide important references for the industry.

本集團以「打造數智優勢，建設智慧心連心」為總體願景，通過構建數智化體系推進轉型，致力於打造「裝置大型化、控制自動化、管理智能化、佈局園區化、營運信息化與數據化」的現代智能化工廠。2025年，公司基於「1+6+N」數智化體系成果，持續深化人工智能應用、積極爭取專項支持與標杆認定，並廣泛受邀參與省部級及國家級行業會議，分享轉型實踐，為同行業提供重要參考。



In July 2025, the Group and Huawei reached comprehensive cooperation in the fields of digital intelligence transformation, chemical process optimization, large Ai models, digital infrastructure, smart parks, power supply, grid, load and energy storage.

2025年7月，本集團與華為就數智化轉型、化工工藝優化、AI大模型、數位基建、智慧園區及源網荷儲等領域達成全面合作。



In August 2025, Henan XLX completed the trial operation of the industrial Ai nutrient optimization system (phase I) of the compound fertiliser drum production line, achieving a milestone breakthrough in the application of industrial artificial intelligence in the compound fertiliser industry.

2025年8月，河南心連心完成複合肥滾筒生產線AI養分優化系統（一期）試運行，實現複合肥行業人工智能應用里程碑式突破。



Built a high-quality cockpit of synthetic ammonia for visual presentation of key quality data and achievement of quality objectives.

搭建合成氨質量駕駛艙，實現關鍵質量數據與質量目標達成情況視覺化呈現。



Guangxi XLX created a "Smart Brain" for the production lines by integrating the distributed control system and AGV, making the entire compound fertiliser production process automatic, and ensuring stable product quality with precise parameter control.

廣西心連心通過整合集散控制系統與AGV自動導引程序打造生產線「智慧大腦」，實現複合肥生產全流程自動化運行，以參數精準把控保障產品質量穩定。

Intellectual Property Protection
• 知識產權保護

The Group has established a comprehensive intellectual property management system, covering the whole process of creation, layout, protection and application of intellectual property rights. We protect our core technologies and innovations through various forms such as patents, trademarks and trade secrets.

本集團建立了完善的知識產權管理體系，覆蓋知識產權的創造、佈局、保護和運用全過程，通過專利、商標及商業秘密等多種形式保護核心技術與創新成果。

System Construction and Organizational Structure
制度建設與組織架構

- Strictly abide by national intellectual property laws and regulations, establish and improve internal systems, clarify the management process and requirements for the whole lifecycle of intellectual property
  嚴格遵守國家知識產權法律法規，建立健全內部制度，明確知識產權全生命週期的管理流程與要求
- Establish an intellectual property management department with professional personnel responsible for the overall management and planning of intellectual property rights of the Group
  設立知識產權管理部門，配備專業人員，負責企業知識產權的整體管理與統籌

Risk Prevention and Mitigation
風險防範與應對

- Practise intellectual property risk management through the whole operation process, including R&D, production, procurement and sales, continuously improve the risk prevention and control system, conduct regular internal assessments
  知識產權風險管理貫穿研發、生產、採購、銷售等經營全流程，持續完善風險防控體系，定期開展內部評估
- Pay attention to industry and competitor dynamics, strengthen collaboration with regulatory and judicial authorities to prevent and reduce intellectual property risks
  關注行業與競爭對手動態，加強與監管及司法部門的協作，以預防和降低知識產權風險

Rights Protection and Management
維權保護管理

- Establish a perfect internal and external infringement prevention and response mechanism, quickly defend rights according to laws if any infringement is found
  制定完善的內外部侵權預防與應對機制，一旦發現侵權，可迅速依法維權
- Set a public e-mail address for infringement reporting (zscqjjhnxlx.com.cn) to encourage employees to report infringement in time and assist in evidence collection
  設有侵權檢舉公共郵箱（zscqjj@hnxlx.com.cn），鼓勵員工及時舉報並協助取證

Training and Cultural Development
培訓與文化建設

- Regularly organize intellectual property training, invite experts and lawyers to explain relevant laws, application procedures and protection strategies to employees, enhance intellectual property awareness and capabilities of all employees
  定期組織知識產權培訓，邀請專家、律師為員工講解相關法律、申請流程及保護策略，提升全員知識產權意識與能力

Performance Appraisal
績效考核

- Incorporate intellectual property management objectives into the assessment system and establish a clear reward and punishment mechanism
  將知識產權管理目標納入考核體系，並建立明確的獎懲機制

Initiatives for Intellectual Property Protection
知識產權保護舉措

Industry-University-Research Cooperration
• 產學研合作

The Group has a powerful industry-university-research cooperation system. Focusing on joint R&D and achievement transformation of environmentally friendly new fertilisers, we coordinate industry forces to participate in international exchanges. We have developed close cooperation with more than 20 scientific research institutions to continuously enhance our independent innovation and industry-university-research transformation capabilities and industry influence.

本集團擁有強大的產學研合作體系，聚焦環境友好型新型化肥聯合研發與成果轉化，聯動行業力量、參與國際交流，已與二十餘家科研院校建立緊密合作，持續提升自主創新與產學研轉化能力及行業影響力。



XLX Group joined hands with a Group of academicians and experts to draw a "Strategic Map" of water and fertiliser integration.
心連心集團攜手院士專家團繪製水肥一體化「戰略地圖」。



A team of researchers from the Chinese Academy of Agricultural Sciences visited Henan XLX to conduct in-depth exchanges and discuss future cooperation around agricultural scientific and technological innovations such as red soil improvement.
中國農業科學院研究員團隊訪問河南心連心，圍繞紅壤改良等農業科技創新進行深入交流並探討未來合作。



In July 2025, a team of experts from the Institute of Soil Science, Chinese Academy of Sciences visited Jiangxi XLX. The two parties conducted in-depth exchanges on soil health and fertiliser R&D.

2025年7月，中科院南土所專家團隊到訪江西心連心，雙方圍繞土壤健康與肥料研發進行深入交流。



In December 2025, XLX Group entered into a contract with the Coconut Research Institute, Chinese Academy of Tropical Agricultural Sciences to jointly carry out R&D of efficient and environmentally friendly coconut fertilisers.

2025年12月，心連心集團與中國熱科院椰子所簽約，聯合開展高效環保型椰子專用肥研發。





Jiangxi XLX Modern Agriculture Demonstration Park, which undertook the National Program Known as "Integrated Technology for Yield Improvement" organized by Jiangxi Academy of Agricultural Sciences, achieved a maximum yield of 946.5kg/mu, with an average of 694kg (with an increase of 6% compared with previous year), realized continuous stable production, increased production and hit a record high in the park.

承辦江西省農科院組織的「單產提升集成技術」國家級課題的江西心連心現代農業示範園最高畝產946.5公斤，平均694公斤（較去年增長6%），實現連續穩產增產並創園區歷史新高。

Creation of an Innovative Atmosphere

• 營造創新氛圍

In reliance upon its national, provincial, municipal and industry-level R&D platforms, the Group has constructed a three-level R&D system covering basic research, achievement transformation and production research. We have continuously improved our product technologies and quality, providing support for energy conservation and consumption reduction. The Group relies on platforms such as postdoctoral and academician workstations to recruit scientific research talents, and builds an innovative culture with universities.

In 2025, a year of innovation, the Group launched a "small innovation activity platform" "innovation mini-class" "employees innovation points" and other mechanisms. We encouraged innovations in an all-round way by establishing management innovation award, technology innovation award, QC achievement award and patent award, and carrying out innovation awareness training, internal and external communication activities.

本集團依託國家級、省市級及行業級研發平臺，構建了覆蓋基礎研究、成果轉化與生產攻關三級研發體系，持續提升產品技術與品質，並為節能降耗提供支撐。公司依託博士後與院士工作站等平臺延攬科研人才，並與高校共建創新文化。

本集團在2025「創新年」推出「小創新活動平臺」「創新微課堂」「全員創新積分」等機制，並通過設立管理創新獎、技術創新獎、QC成果獎、專利獎勵以及開展創新意識培訓、內外部交流活動等方式，全面鼓勵創新。





The Group's 2025 General Work Technical Competition was held on October 20 at Manas Base in Xinjiang.
本集團2025年通用工種技術比武於10月20日在新疆瑪納斯基地舉行。

Indicators and Performances
指標與績效

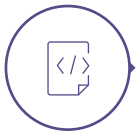
In 2025, the Group　2025年，本集團

- was participating in **5** national key R&D programs/products
  正在參與國家重點研發計劃項目/產品**5**項
- was studying **25** products of different types
  各類在研產品**25**項
- organized a total of **26** special training sessions on scientific and technological innovations
  共計組織科技創新專項培訓**26**場次
- spent a total of RMB**200,000** in intellectual property performance incentives and bonuses
  知識產權績效獎勵與獎金支出總計人民幣**20**萬元
- carried out **3** intellectual property-related publicity, training and cultural construction activities, with more than **358** participants, and average training time of **2** hours per capita
  開展**3**場知識產權相關宣傳、培訓與文化建設活動，**358**餘人參與，人均培訓時長**2**小時
- had no incidents where it was punished by related competent authorities or subject to court judgment to take responsibility for infringement upon others' intellectual property, or major intellectual property infringement litigation incidents (including abuse of dominant position, counterfeiting and piracy)
  未發生因侵犯他人知識產權受到相關主管部門處罰或法院判決承擔責任的事件，未發生重大知識產權侵權訴訟事件（包括濫用支配地位、假冒和盜版）

As of the end of 2025, the Group 截至2025年末，本集團



had **1** national enterprise technology center, **2** postdoctoral research workstations, **3** national key laboratories for enterprises, and **22** provincial/municipal/industry-level R&D platforms
擁有國家企業技術中心**1**家，博士後科研工作站**2**個，國家級企業重點實驗室**3**個，省/市/行業級研發平臺**22**個



had **18** national high-tech enterprises and **4** specialized, refined, differential and innovative enterprises
擁有國家高新技術企業**18**家，專精特新企業**4**家



owned **116** invention patents related to its primary business
擁有與主營業務相關的發明專利**116**項



had **1,334** R&D workers, including **12** R&D workers holding the Ph.D. Degree
擁有研發人員**1,334**人，其中博士**12**人

Intellectual Property Acquired by the Group (Unit: item)

本集團獲取的知識產權情況，單位（項）

Category 類別	Number of Intellectual Properties Acquired 累計獲取數量	Number of Valid Intellectual Properties in 2025 2025年內有效數	Number of Intellectual Properties Acquired in 2025 2025年獲取數量	Number of Applications in 2025 2025年申請數量
Invention 發明專利	116	114	8	19
Utility model patents 實用新型專利	539	435	78	106
Design patents 外觀設計專利	19	6	1	0
Patents subtotal 專利小計	674	555	87	125

Honors and Awards
• 榮譽與獎項

The "High Efficiency Urea Ammonia Emission Reduction Technology" jointly developed by the Group and China Agricultural University has been recognized as a main provincial agricultural technology promoted by the Department of Agriculture and Rural Affairs of Henan Province. This technology may save fertilisers by more than 25%, increase grain yield by 6-8%, significantly decrease ammonia volatilization and reduce agricultural non-point source pollution.

由本集團與中國農業大學聯合研發的"高效尿素氨減排技術"，獲河南省農業農村廳省級農業主推技術認定，該技術可實現節肥25%以上、糧食增產6-8%，並顯著降低氨揮發、減少農業面源污染。

In July 2025, the "high-yield rape cultivation technology model under the rice-rapeseed rotation model" that the Group participated in was selected as a typical case of large-area yield improvement of grain and rape crops in China with a measured yield of 248.48kg/mu.

2025年7月，本集團參與的「稻油輪作模式下油菜高產栽培技術模式」，以實測畝產248.48公斤的成績入選全國糧油作物大面積單產提升典型案例。

In November 2025, the Group won a number of honors at the 12th National Annual Agrochemical Service Conference: The project named "Integration of Agrochemical Service Technology System - High-efficiency Comprehensive Application Solution of Water and Fertiliser in Southern Mountainous Orchards" won the first prize. "Innovation and Practice of Three New Supporting Efficient Fertiliser Technology Models" and "Smart Agrochemical Ecosystem - A Solution to Improving Quality and Efficiency of Big Data-driven Agrochemical Services" won the second prize. Besides, China Chemical Enterprise Management Association publicly praised the Group for its important roles in compiling the *Guideline on Agrochemical Services during the "15th Five-Year Plan" Period*.

2025年11月，本集團在第十二屆全國農化服務工作年會上斬獲多項榮譽：「農化服務技術體系集成—南方山地果園水肥高效綜合應用方案」項目榮獲一等獎，「三新配套高效用肥技術模式創新與實踐」「智慧農化生態體系——大數據驅動下的農化服務提質增效解決方案」兩個項目獲評二等獎，同時，中國化工企業管理協會就本集團在《「十五五」期間農化服務工作指導》編制工作中發揮的重要作用予以通報表揚。









Honors and Awards (Continued)
• 榮譽與獎項（續）

Li Zhengliang, an employee of Xinjiang XLX was included in the list of trainees of "Tianshan Craftsmen" by the Autonomous Region Federation of Trade Unions. Zheng Jiliang Model Worker and Craftsman Talent Innovation Studio was selected into the list of key support targets for the Autonomous Region Model Worker and Craftsman Talent Innovation Studio in 2024.

新疆心連心李正亮入選自治區總工會2025年「天山工匠」培育對象名單。鄭繼亮勞模和工匠人才創新工作室入選2024年自治區勞模和工匠人才創新工作室擬重點扶持對象名單。

Feng Shengjun, chief engineer of Jiangxi XLX, was honorably evaluated as "National Model Worker of Industrial and Information System" for his outstanding contributions to the fields of technological innovation and intelligent manufacturing in the chemical industry.

江西心連心總工程師馮聖君，憑藉其在化工產業技術創新與智能製造領域的卓越貢獻榮膺「全國工業和信息化系統勞動模範」。

Black Tech's "HS mineral source potassium fulvate" product was honorably evaluated by CBPC as "Top 10 Recommended Brands" for its excellent characteristics such as acid resistance, salt resistance, hard water resistance and instant solubility.

黑色科技「HS礦源黃腐酸鉀」產品，以抗酸、抗鹽、抗硬水、即溶等優異特性，榮獲生物刺激劑專委會「10大推薦品牌」殊榮。



Quality and Safety
質量與安全

XLX Group firmly builds the quality and brand awareness of all employees, establishes, improves and dynamically optimizes the product quality and safety management system. We cultivate a lean quality culture through end-to-end quality control, employee quality capability building and digital construction. We provide our customers with high-quality products and services in support of them. With a view to achieving the high standard goal of "zero defects", the Group ensures that product quality fully meets and exceeds national standards and corporate internal control requirements, and exactly satisfies customer needs with higher quality.

心連心集團牢固樹立全員質量與品牌意識，建立健全並動態優化產品質量與安全管理體系，通過全流程質量管控、員工質量能力培育與數字化建設，厚植精益質量文化，為客戶提供高品質產品與服務保駕護航。本集團錨定「零缺陷」高標準目標，確保產品質量全面滿足並優於國家標準及企業內控要求，以更高品質精準契合客戶需求。

Annual Product Quality Objectives and Their Completion (Partial)
產品年度質量目標及完成情況（部分）

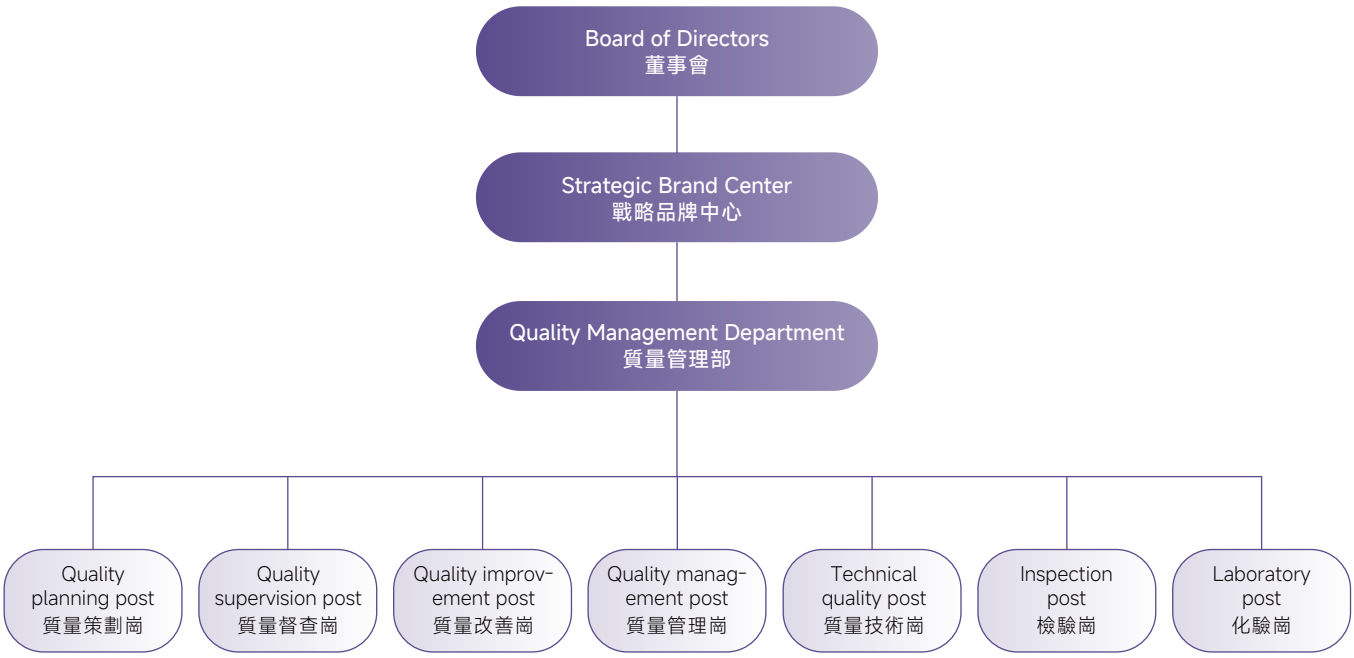
Product Quality Indicator 產品質量指標	Target Value in 2025 2025年目標值	Achievement 完成情況
Fertiliser products 化肥產品		
Proportion of fertiliser quality accidents per ton 噸肥質量事故佔比	0.8‰	✓
Number of batch quality accidents 批量質量事故次數	0	✓
Pass rate 合格品率	99.8%	✓
Rework rate 返工率	0.8%	✓
IPQC rate of quality control points 質量控制點巡檢率	95%	✓
Major product quality events 產品重大質量事件	0	✓
Chemical products 化工產品		
Excellent rate of melamine, dimethyl ether, methanol, hydrogen peroxide, liquid ammonia, organic amine series and other products 三聚氰胺、二甲醚、甲醇、雙氧水、液氨、有機胺系列等產品優等率	100%	✓
Pass rate of polyoxymethylene copolymer 共聚甲醛合格率	100%	✓
Purity of carbon monoxide, carbon dioxide, methane, hydrogen and other gas products 一氧化碳、二氧化碳、甲烷、氫氣等氣體產品純度	99.999%	✓

Product Quality Indicator 產品質量指標	Target Value in 2025 2025年目標值	Achievement 完成情況
Pharmaceutical intermediate products 醫藥中間體產品		
Purity of main products 主要產品純度	≥99%	✓
Total content of impurities in products 產品總雜質含量	≤0.5%	✓

Governance
治理

The Group strictly abides by domestic and foreign laws and regulations, complies with national and industry standards for fertiliser products such as GB/T 15063-2020 and GB 18382-2021, formulates and implements a series of rules and regulations such as storage, transportation, outbound delivery, traceability, inspection and control over non-conforming products. We have established a quality management system, where the general manager assumes direct responsibility for quality. The system covers the entire process of product design, R&D, production and post-marketing to ensure product safety, quality and efficiency.

本集團嚴格遵守國內外法律法規，遵循GB/T 15063-2020、GB 18382-2021等化肥產品國家及行業標準，制定並落實儲運、出庫、追溯、檢驗、不合格品管控等系列制度規程，建立「總經理質量直接負責制」的質量管理體系，覆蓋產品設計、研發、生產及上市後全流程，保障產品安全、質量與效能。



Quality Management Structure of XLX Group
心連心集團質量管理架構

Strategy
戰略

The Group focuses on ensuring the safety of farmers and crops. In reliance upon big data, we implement models of precise formulas, precise dosage and precise time to accurately accommodate market demand. We will continue to intensify our special actions for improving our product quality and safety. Concentrating on the precision of topics, tool application and achievement promotion, we make innovative breakthroughs around key and difficult business issues. We make every effort to promote our product quality upgrades and efficiency improvements, so as to further improve our product quality.

本集團以保障農戶與作物安全為核心，依託大數據落地精準配方、精準用量、精準時間的「三個精準」模式，精準對接市場需求。我們將持續深化產品質量與安全提升專項行動，聚焦課題精準性、工具應用與成果推廣，圍繞業務重難點創新突破，全力推動產品品質升級、效能提優，實現產品質量新躍升。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Quality Compliance Management, Audit and Certification
• 質量合規管理、審核與認證

The Group has formulated internal control standards higher than national and industry standards. Our exported products fully comply with EU REACH, RoHS Directive, FPR, US EPA's fertiliser registration requirements, Globally Harmonized System of Classification and Labeling of Chemicals, other regional regulations and quality norms, in order to ensure safe and controllable quality of products throughout their lifecycle. Our major subsidiaries have passed ISO 9001 Quality Management System Certification. In 2025, the Group actively cooperated with external customers' ESG inspections, supervision by regulatory authorities and quality system audits. No material non-conformities related to product quality and safety were found. Our completion rate of rectification of general non-conformities and improvement suggestions was up to 100%.

本集團制定高於國家及行業標準的內控標準，出口產品全面遵循歐盟REACH、RoHS指令、FPR肥料法規，美國EPA化肥登記要求，國際GHS化學品分類標籤制度等多區域法規與質量規範，保障產品全生命週期質量安全可控。旗下主要子公司均通過ISO 9001質量管理體系認證。2025年，本集團積極配合外部客戶ESG維度檢查、監管部門督查及質量體系審核，未發現產品質量安全相關重大不符合項，一般不符合項與改善建議整改完成率達100%。

Product Quality and Safety Management throughout Lifecycle
• 全生命週期產品質量與安全管理

The Group unifies quality in multiple bases through standard BOM. We have constructed a digital closed-loop management and control system in reliance upon advanced testing and full lifecycle research to provide customers with efficient and safe high-standard products.

本集團以標準BOM實現多基地質量統一，依託先進檢測與全生命週期研究，構建數字化閉環管控體系，為客戶提供高效安全的高標準產品。

R&D 研發

- Establish scientific and rigorous R&D procedures and operating procedures, formulate strict quality standards, and carry out comprehensive quality inspections on R&D samples
  建立科學嚴謹的研發流程與操作規範，制定嚴格質量標準，對研發樣品實施全面質量檢測

Procurement 採購

- Assure the quality of raw materials through a strict supplier screening and long-term cooperation mechanism, carry out multi-dimensional and comprehensive inspections of incoming materials, control the quality from the source
  通過嚴格供應商篩選與長效合作機制保障原料品質，對來料開展多維度全方位檢測，從源頭把控質量

Production 生產

- Provide high-precision production equipment, optimize processes with new technologies, and set key parameters for multi-node real-time monitoring
  配備高精度生產設備，運用新技術優化工藝，設置多節點即時監控關鍵參數
- Build a quality and safety management team, draw a quality risk identification form, implement lean quality management projects, and inspect intermediate products in the whole process
  組建質量安全管理小組，繪製質量風險識別表，推行精益質量管理項目，對中間產品實施全流程檢測

Inbound Delivery 入庫

- Make quality traceable in the whole process by standardizing inspection frequency, performing IPQC and outgoing inspections, conducting cross analysis every 2-4 hours, and entering factory delivery results into the NC system
  通過規範檢驗頻次、實行過程與出廠雙線檢驗、每2-4小時交叉分析、出廠結果錄入NC系統，實現質量追溯全流程覆蓋
- Third-party testing in 2025 suggested that product quality indicators and heavy metal content exceeded national standards
  2025年第三方檢測顯示，產質量量指標及重金屬含量均優於國標

Storage 倉儲

- Standardize identification ledgers, regularly check inventory, and timely dispose of nonconforming products
  規範標識台賬，定期盤點、及時處置不合格品
- Storage of chemical fertilisers and multi-form chemical products, relying on modern warehouses, classified storage, special sites, safety facilities, and professional personnel's management, comprehensively strengthens standardized control
  化肥及多形態化工產品倉儲，依託現代化庫房、分類存放、專用場地與安全設施、專業人員管理，全面強化標準化管控

Transportation 運輸

- With the support of smart logistics platform, GPS and Internet of Things technologies, visualize the whole transportation process, and formulate emergency response plans to reduce the impacts of emergencies
  借助智慧物流平臺與GPS、物聯網技術，實現運輸全程視覺化，制定應急預案，降低突發事件影響
- Effectively avoid quality and safety risks by selecting compliant transportation means, adopting qualified packages, entrusting qualified carriers and strictly verifying vehicles
  通過優選合規運輸工具、採用合格包裝、委託資質承運方及嚴格車輛核驗，有效規避質量安全風險

After-sales 售後

- Draw up and perform regular drills on recall plans, rely on information technologies to make quality traceable in the whole process, establish a monitoring and feedback mechanism, If after-sales quality problems are found, immediately start recall and improvement procedures
  制定並定期演練召回預案，依託信息化手段實現質量全程追溯，建立監控反饋機制，若出現售後質量問題，即刻啟動召回及改進程序

Case 案例

Overcoming yellowing of chemically synthesized cytosine products
化學合成胞嘧啶產品發黃問題攻關

In view that chemical synthesized cytosine was yellowed and unsalable owing to the generation of by-products at high temperature and under high pressure, the Group built a key task group to trace types of the by-products. With reference to external technologies and peer experience, we successfully solved the problem on product yellowing by regulating post-cyclization crystallization parameters and improving the activated carbon model.

針對化學合成胞嘧啶因高溫高壓工藝產生副產物、導致產品發黃滯銷的難題，本集團組建攻關小組，溯源副產物種類，借鑒外部技術與同行經驗，通過調控環合後結晶參數、改良活性炭型號，成功解決產品發黃問題。

Quality Capability and Culture Building
• 質量能力和文化建設

The Group attaches great importance to the cultivation of quality capabilities and cultural construction. Through diversified quality activities, normalized management, full-chain training and hierarchical incentives, the Group fosters the quality awareness of all employees to strive for excellence, and consolidates the foundation for its sustainable development.

Thematic quality month activities

In 2025, Quality Month was performed closely around the theme of "innovation empowering high-quality development". Through launching ceremony, question answering, training, skills competition and other activities, all employees were procured to establish the concept that "quality is the lifeline" and improve quality control efficiency.

Normalized quality management

Regularly carry out outward bound training, QC breakthrough and monthly quality and safety analysis meetings, focus on settling quality complaints and key issues, promote an excellent performance and lean quality management model to assure stable product and service quality.

Full-chain training empowerment

Organize internal employee quality awareness training and foster the concept of quality first, carry out external supplier quality training, clarify standard requirements, and ensure the quality compliance of raw materials.

Hierarchical quality incentives

Establish a positive quality incentive and accountability mechanism, and regularly carry out evaluations of honorary titles such as "quality stars, job pacesetters, quality craftsmen, and craftsman teams", grant material and spiritual rewards to those who have made outstanding quality improvements, seriously investigate responsibilities for quality problems caused by inadequate performance of duties.

本集團高度重視質量能力培育與文化建設，通過多元質量活動、常態化管理、全鏈條培訓及分層激勵，樹立全員精益求精的質量意識，夯實企業持續發展根基。

主題質量月活動

2025年質量月緊扣「創新賦能高質量發展」主題，通過啟動儀式、答題、培訓、技能比拼等活動，推動全員樹立「質量是生命線」理念，提升質控效能。

常態化質量管理

定期開展拓展訓練、QC攻關、月度質量安全分析會，聚焦質量投訴與核心問題攻關，推行卓越績效與精益質量管理模式，保障產品及服務質量穩定。

全鏈條培訓賦能

對內組織員工質量意識培訓，樹立「質量第一」理念，對外開展供應商質量培訓，明確標準要求，保障原材料質量合規。

分層級質量激勵

建立質量正向激勵與追責機制，常態化開展「質量之星、崗位標兵、質量工匠、工匠班組」等榮譽評比，對質量改進突出人員予以物資與精神獎勵，對履職不到位引發的質量問題嚴肅追責。



Six achievements of the Group won the first prize of the 44th National Outstanding Quality Management Achievement Award for the Petroleum and Chemical Industry in 2025. Two of the achievements also won the National Award of Excellence in quality management.

本集團6項成果均獲2025年第四十四次全國石油和化工行業優秀質量管理成果一等獎，其中2項成果還斬獲全國質量管理成果優勝獎。





The Group's 2025 General Work Technical Competition Commendation Conference was held at Xinjiang XLX on October 22, with more than 160 technical elites participating.
本集團2025年通用工種技術比武表彰大會於10月22日在新疆心連心舉行，160余名技術精英參賽。

Indicators and Performances
指標與績效

In 2025　2025年

the Group found **0** major defects in product quality, and the quality management risk of sold products was controllable
本集團未發現產品質量存在嚴重缺陷，已售產品質量管理風險可控

the Group recalled **0** products sold or delivered for inspection for quality, safety and health
本集團未發生已售或已送檢的產品因質量、安全與健康原因須召回的事件

the completion rate of product quality inspections and tests and the pass rate of sampling inspections for the Group's products both reached **100%**
本集團產品質量檢驗檢測完成率、抽檢合格率均達**100%**

100% of the Group's products were subject to hazard assessment
本集團**100%**的產品經過危害評估

Henan XLX promoted the optimization of quality control points by "serving one workshop on a quarterly basis", optimized more than **20** control points and more than **140** control standards throughout the year, improved and added more than **560** control measures
河南心連心以「每季度服務一車間」推進質量控制點優化，全年優化控制點**20**余項、控制標準**140**余項，完善及新增管控措施**560**余項

Intelligent Equipment Company was recognised as an "AAA Enterprise for Quality Integrity System Construction in Henan Province", and Shenleng Energy was rated as an "A-Level Enterprise for Quality Integrity System Construction in Henan Province"
智能裝備公司榮膺「河南省質量誠信體系建設AAA級企業」榮譽，深冷能源獲評「河南省質量誠信體系建設A等企業」

Shenleng Energy was titled by Swire Coca-Cola Beverages Zhengzhou Limited as an "Excellent Supplier" in 2025
深冷能源榮獲鄭州太古可口可樂2025年度「優秀供應商」稱號

Black Tech won the 2025 "Quality Award of Excellence for Humic Acid-containing Water-soluble Fertiliser Products"
黑色科技斬獲2025年度“含腐植酸水溶肥料產品質量優秀獎”

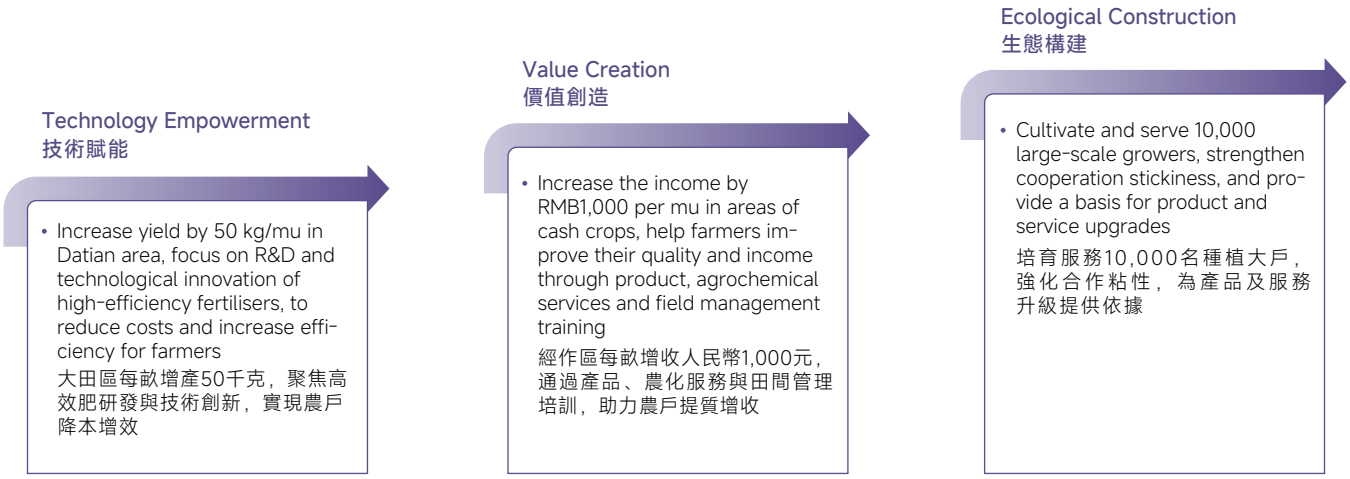
Black Tech successfully passed the OMRI certification. Its products meet the green and pollution-free requirements of **47** countries or regions around the world, and could be used for planting local organic agricultural products
黑色科技順利通過OMRI認證，產品符合全球**47**個國家或地區綠色、無公害的要求，可用於當地的有機農產品種植



Customer Services
客戶服務

Consistently upholding being "customer-centered" and "utmost sincerity", XLX Group has creatively developed a "shared service" model. In reliance upon multi-team collaboration and digital technology empowerment, we improve our service system, promote marketing reform, and enhance our customer satisfaction and loyalty.

心連心集團堅守「以客戶為中心」「至精至誠」理念，創新「共服務」模式，依託多團隊協同與數字化技術賦能，完善服務體系、推進營銷變革，提升客戶滿意度與忠誠度。



Action Plan for "Hundreds of Millions" of Agrochemical Services
「百千萬」農化服務行動計劃

Governance
治理

Based on laws and regulations, the Group has formulated and implemented more than 20 internal management regulations that cover all aspects, including responsible marketing, market feedback and complaint handling. The Marketing Committee is supervised by the Board of Directors and consists of officers. It coordinates major marketing decisions and strategies of the Group. The Group continuously optimizes the marketing organization and assessment mechanism. We have built a nationwide offline service network comprising more than 100 agricultural service centers and more than 200 fertiliser distribution stations, and built a professional agrochemical marketing team with more than 1,000 members.

本集團依據法律法規，制定並執行覆蓋責任營銷、市場反饋及投訴處理等全環節的20餘份內部管理規程。由董事會監督、高層參與的營銷委員會，統籌本集團重大營銷決策與戰略落地。本集團持續優化營銷組織與考核機制，建成含100餘家農業服務中心、200餘家配肥站的全國線下服務網絡，組建千餘人專業營銷農化團隊。

Actions and Measures
行動與舉措

• Strategic Upgrading 戰略升級

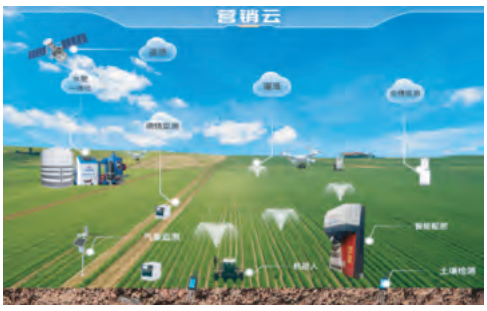
In 2025, the Group upgraded its fertiliser business brand positioning from an "China's Advocate of High-Efficiency Fertilisers" to an "China's Advocate of High-Efficiency Fertiliser Application". The Group simultaneously promoted the transformation of service strategy from providing high-efficiency products to comprehensive solutions on "good products + good services", and realized the upgrade from a leader of high-efficiency fertilisers to a leader of scientific fertiliser concepts and solutions, in order to meet the needs of farmers, keep in line with the high-quality development trend of agriculture, and lead the development of the industry in high dimensions.

2025年，本集團將肥料業務品牌定位從「中國高效肥倡導者」升級為「中國高效用肥倡導者」，同步推動服務戰略從「提供高效產品」向「好產品+好服務」綜合解決方案轉型，實現從高效肥引領者到科學用肥理念與方案引領者的升級，以契合農民需求與農業高質量發展趨勢，高維引領行業發展。

• Digital Empowerment 數字化賦能

In response to national policies, the Group focuses on the transformation of digital intelligence of agriculture, promotes the construction of digital agriculture on the customer services, and drives the upgrading of agriculture into a product + data + technology + service model. Through the integrated water and fertiliser system, we build an agricultural big data platform at four levels, namely "province-city-county-township" in combination with satellite remote sensing and big data technology. This platform covers multi-dimensional data on arable land and soil fertility. We have drawn a national "soil map" that covers more than 50,000 samples, forming a closed business loop. In reliance upon platforms such as "digital smart farmland", we open up both ends of production and marketing, provide one-stop services, and realize farmers' accurate farming and fertilization without leaving home. Field demonstration suggests that equivalent nutrient fertilization may increase yield by 10%-15%, and the yield may be still increased by 3%-5% despite reduction of fertiliser application by 15%-20%.

本集團回應國家政策，聚焦農業數智化轉型，在客戶服務端推進數字農業建設，推動農業向「產品+數據+技術+服務」模式升級。我們通過水肥一體化系統融合衛星遙感、大數據技術，搭建「省—市—縣—鄉」四級農業大數據平臺，覆蓋耕地、土壤肥力等多維度數據，繪製含5萬餘個樣本的全國「土壤地圖」，形成業務閉環。我們依託「數智農田」等平臺打通產銷兩端，提供一站式服務，實現農戶足不出戶精準種地施肥。大田示範顯示，當量養分施肥可增產10%-15%，減肥15%-20%仍增產3%-5%。



Integrated remote sensing, internet of things and other technologies, coordinated multi-terminal resources, and built a "marketing cloud" based digital ecological platform covering smart agricultural services, precision marketing and social services.

整合遙感、物聯網等技術，聯動多端資源，構建覆蓋農業智慧服務、精準營銷與社會化服務的「營銷雲」數字化生態平臺。

Product Availability and Affordability
• 產品可及與可負擔性

The Group relies on its sales network and efficient logistics system covering more than 5,000 grassroots outlets across the country and foreign countries to ensure the widespread availability of products. Through the scale effect of the whole industrial chain, continuously optimized production process and strict cost control, we effectively improve product affordability. We strive to enable farmers to obtain high-quality fertilisers and increase yield with more economical investment by providing diversified and efficient fertilisers and supporting agrochemical services.

In addition, Ruicheng Technology ensures widespread accessibility of key pharmaceutical intermediates such as adenine through large-scale production and global supply network. Meanwhile, it reduces production costs with the support of process optimization, significantly improves product affordability, and provides important support for the treatment of major infectious diseases.

本集團依託覆蓋全國超5,000個基層網點並輻射海外的銷售網絡與高效物流體系確保產品廣泛可及。同時，我們憑藉全產業鏈規模效應、持續優化的生產工藝與嚴格的成本控制有效提升產品可負擔性，通過提供多樣化高效肥料及配套農化服務，致力於讓廣大農戶能以更經濟的投入獲得優質肥料與增產收益。

此外，瑞誠科技通過規模化生產與全球供應網絡，確保腺嘌呤等關鍵醫藥中間體的廣泛可及，同時借助工藝優化降低生產成本，顯著提升產品的可負擔性，為治療重大傳染性疾病提供重要支援。

Responsible Marketing
• 責任營銷

The Group comprehensively ensures the legality and compliance of marketing activities by unifying brand promotion standards, strengthening full-process compliance review, conducting compliance training for all employees and implementing internal sales control audit. Besides, the product manuals have been compiled by R&D, production and marketing departments in collaboration. They have been reviewed in terms of both technology and compliance to ensure that the marketing information is true, accurate, scientific, practical, legal and compliant. We effectively safeguard the rights and interests of our customers. In 2025, the Group carried out 2 special audits of responsible marketing, and the rectification rate of audit problems was 100%.

本集團通過統一品牌宣傳標準、強化全流程合規審查、開展全員合規培訓及實施銷售內控審計，全方位保障營銷活動合法合規，同時，產品說明書由研發、生產、市場多部門協作編寫並經技術與合規雙重審核，確保營銷信息真實準確、科學實用、合法合規，切實維護客戶權益。2025年，本集團實施2場負責任營銷專項審計，審計問題整改率100%。

Product Identification Management　產品標識管理

- Strictly abide by relevant national standards and regulations, and clearly mark products in conspicuous positions
  嚴格遵守國家相關標準和規定，在顯著位置對產品進行清晰地標識標記
- For liquid and gas chemicals, mark key indicators such as main compositions and pressure range, and safety warning information
  對於液體和氣體化工產品標明產品主要成分、壓力範圍等關鍵指標，標注安全警示信息
- Prepare informative, comprehensive and compliant product instructions and update them in time, make their electronic versions available on the official website to ensure that customers can obtain the latest and most accurate information on product use
  編制內容豐富、全面、合規的產品說明書並及時更新，同時在官網提供電子版本，確保客戶能夠獲取最新、最準確的產品使用信息

Customer Complaint and Satisfaction Management
• 客戶投訴與滿意度管理

The Group has built eight service systems, including agrochemical services, planting management, marketing and promotion, financial support and efficient logistics, with the "two major points and one common service" model as the core. In order to continuously optimize our service network, we have created multiple feedback channels such as customer service hotline, online customer service and digital system, for the purpose of promptly gaining insight into customer needs and market changes. We have also established a closed-loop complaint management mechanism based on the principle of "customer first and internal attribution", and effectively guarantee service quality and customer experience through satisfaction follow-up, and supporting reward and punishment measures.

In order to continuously optimize products and services, we systematically collect customers' opinions and expectations on product quality, fertiliser efficiency, packaging and agrochemical services through regular methods such as customer follow-up, market research, distributor meetings and special questionnaires. Continual improvements are made based on customer feedback.

本集團以「兩大一分共服務」模式為核心，構建涵蓋農化服務、種植管理、營銷推廣、金融支援與高效物流等在內的八大服務體系。為持續優化服務網絡，我們搭建客服熱線、線上客服及數字化系統等多元反饋渠道，以便及時洞察客戶需求與市場變化。同時，我們建立以「客戶至上、歸因於內」為原則的投訴閉環管理機制，通過滿意度回訪與配套獎懲措施，切實保障服務質量和客戶體驗。

為持續優化產品與服務，我們通過客戶回訪、市場調研、經銷商會議及專項問卷等常態化方式，系統收集客戶對產品質量、肥效、包裝及農化服務等多維度的意見與期望。基於客戶反饋進行持續改進。





Invited core customers to visit and communicate with our factories. Listened to product improvement suggestions and service needs in depth.
邀請核心客戶到廠參觀交流，深入聽取產品改進建議與服務需求。





The Group carried out XLX On-site Observation Activities on the integration of water and fertiliser technology solutions for corns, rapeseed yield improvement and efficient fertilization technologies.
本集團開展心連心玉米水肥一體化技術方案、油菜單產提升與高效施肥技術現場觀摩會活動。





After receiving a request for support from farmers for abnormal growth of zucchini in their greenhouses, the Group quickly investigated problems, found out high temperature and over high concentration of medium and trace elements in foliar fertilisers, successfully resolved the difficulties of the farmers and won their trust by providing free experimental fields and technical guidance throughout the process.

本集團接到農戶大棚西葫蘆生長異常的求助後，迅速上門排查出高溫且中微量元素葉面肥濃度過高的問題，通過提供免費試驗田與全程技術指導，成功化解農戶困境並贏得信任。



From December 5 to December 15, "Two Major Points and One Common Service Training Camp" was organized. more than 70 directors of the six major theaters, new sub-theater managers and other related personnel participated in the training. The training adopted an alternate model of "theoretical learning + market practice", covering marketing transformation, market development, team management and other practices to help employees better serve customers.

12月5日-15日，組織「兩大一分共服務訓戰營」，70餘名六大戰區總監、新增分戰區經理等相關人員參訓，培訓採用「理論學習+市場實踐」交替模式，涵蓋營銷轉型、市場開發、團隊管理等實操內容，助力員工更好服務客戶。

Indicators and Performances
指標與績效

In 2025, the Group　2025年，本集團

committed **0** violation that the actual products/services were seriously inconsistent with the public information and logo content

未出現產品/服務實際狀況與公開信息、標識內容嚴重不符的違規情形

committed **0** serious major marketing communication violations such as false propaganda and unfair competition

未發生涉及虛假宣傳、不正當競爭等性質惡劣的重大營銷傳播違規事件

received **0** complaints related to product health and safety and customer privacy leakage

未接獲任何與產品健康安全、客戶隱私洩露相關的投訴

the customer service platform received a total of **14,853** market feedback cases, including **13,558** inquiries, **397** complaints to be handled, and **175** suggestions and demands
客服平臺受理市場反饋數量**14,853**起，其中諮詢**13,558**起，投訴及處理**397**起，建議及需求**175**起

recycled/recalled **0** products sold or shipped for safety and health reasons
已售或已運送產品數中因安全與健康理由而須回收/召回的數量**0**件

carried out **4** training sessions on responsible marketing and 4 training sessions on customer services
責任營銷培訓、客戶服務培訓各開展**4**場

As of the end of 2025, the Group
截至2025年末，本集團

had provided **10,376** free soil testing and formula services in aggregate, and gave more than 10,000 scientific and technological lectures
已累計提供免費測土配方服務**10,376**次，開展科技講座萬餘場



Employee Empowerment· Safety Mindset

員工賦能・安全凝心

04

XLX Group takes employee empowerment as a key lever and safety mindset as the cornerstone for coordinating and promoting compliant employment, talent cultivation, welfare, care and work safety, in order to build a solid people-centered safeguard for its sustainable development.

心連心集團以員工賦能為抓手、以安全凝心為基石，統籌推進合規僱傭、人才培育、福利關懷與安全生產工作，為企業可持續發展築牢堅實人本防線。

Material Sustainability Topics Concerned in this Chapter
本章所涉及的重大可持續發展議題

- Occupational health and safety and chemical management
  職業健康安全與化學品管理
- Compliant Employment
  合規僱傭
- Employee rights and benefits
  員工權益與福利
- Employee development and training
  員工發展與培訓

SDGs Addressed in this Chapter:
本章所回應的 SDGs:





Safety and Health Management
安全與健康管理

XLX Group has always deeply integrated the "people-oriented and safe development" concept into the whole production and operation process. We have built a protective barrier by constructing a work safety management system covering the entire chain, all positions and all elements. In 2025, we focused on the implementation of the safety responsibility system for all employees, the deepening of the "Xin'an" system, and the promotion of the "evaluation + empowerment" management model. Leveraging an information platform to standardize safety management, we carried out safety management work, in order to make continual improvements in our safety management capabilities and performance.

心連心集團始終將「以人為本、安全發展」理念深度融入生產營運全流程，通過構建覆蓋全鏈條、全崗位、全要素的安全生產管理體系築牢防護屏障，2025年，我們以全員安全責任制落實、「心安」體系深化、「考評+賦能」管理模式推進為抓手，依託信息化平臺標準化開展安全管理工作，實現安全管理能力與績效的持續提升。

Aimed at the strategic goal of 2025, the "year of innovation", the Group empowered safety management with standardization and intelligence. We formulated annual safety goals and work plans through research and communication. We incorporated occupational health and safety targets on casualty accidents and lost time injury frequency rate into the performance appraisal at management and execution levels. We clarified the incentive quota for related units and linked it with our annual targets. Our safety goals were decomposed level by level. All our employees signed letters of responsibility, and their individual fulfillment was directly related to their remuneration. In 2025, all the Group's occupational health and safety related goals were achieved. We have not experienced any major occupational health and safety accidents in the past three years.

我們錨定2025「創新年」戰略目標，以標準化、智能化賦能安全管理，經調研溝通，編制形成年度安全目標與工作方案。我們將傷亡事故、二十萬工時損工傷害率等職業健康安全目標納入管理層與執行層績效考核，明確相關單元激勵額度並掛鈎年度目標，安全目標逐級分解、全員簽責，個人完成情況直接關聯薪酬。2025年，本集團職業健康與安全相關目標全部達成，近三年來我們未發生重大職業健康與安全事故。

Achievement of Safety and Health Goals
安全與健康目標達成情況

Safety and Health Indicator 安全與健康指標	Unit 單位	Target Value in 2025 2025年目標值	Achievement 達成情況
Work-related casualties 因公傷亡事故	/	0	✓
Major injuries [1] 重大傷害事故[1]	/	0	✓

1: According to the accident standards of the *Management Measures for Work Safety Accidents and Incidents*, 3 or more people were seriously injured and 1 or more persons died.
1: 按《生產安全事故事件管理辦法》的事故標準，重傷3人及以上，死亡1人及以上。

Safety and Health Indicator 安全與健康指標	Unit 單位	Target Value in 2025 2025年目標值	Achievement 達成情況
Class A process, equipment, fire accidents A級工藝、設備、火災事故	/	0	✓
False reporting and concealment 謊報瞞報事故	/	0	✓
Lost time injury frequency rate 二十萬工時損工傷害率	/	< 0.25	✓
Incidence of occupational diseases 職業病發生率	%	0	✓
Completion rate of hazard rectification plan [1] 隱患整改計劃完成率 [1]	%	100	✓
Full implementation of the "Xin'an" system 「心安」體系全面落地	%	≥90	✓

Governance
治理

The Group strictly complies with safety-related laws and regulations. By benchmarking against ISO 45001 Occupational Health and Safety Management Systems and international best practices, we have built an end-to-end occupational health and safety management system covering risk prevention and control, operating specifications, emergency response, training and assessment. Synchronously, we have formulated management rules and operational guidelines featuring hierarchical classification, and established a safety management and control mechanism that clarifies rights and responsibilities. The relevant policies and regulations apply to all employees of the group, contractors, and other third-party personnel who need to enter the park.

As of the end of 2025, we had formulated more than 100 safety production management systems and operating procedures for positions, constructed and consistently implemented the "Xin'an" integrated safety management system covering all business scenarios and adapting to multiple business types, and synchronously promoted the dynamic iteration and optimization of the system, to further protect the working environment and conditions of employees and third-party workers.

With the responsibility system for work safety as the core, the Group has established a supporting evaluation system for clarifying all-level safety responsibilities and realizing closed-loop management. The Group has also established a responsibility system for hierarchical safety risk management and control at varying levels from the Board of Directors to all departments, offices and production systems. This system covers all safety management links of the whole process, including strategy approval, risk identification and rectification.

本集團嚴格遵守安全相關法律法規，對標ISO 45001職業健康安全管理體系標準及國際最佳實踐，構建起覆蓋風險防控、作業規範、應急處置、培訓考核的全流程職業健康安全管理制度體系。同步配套分層分類的管理細則與操作指引，建立權責清晰的安全管控機制，相關政策制度適用於集團全體員工、承包商及其他需進入園區的第三方人員。

截至2025年末，我們制定安全生產管理制度及崗位操作規程百余項，構建並一貫執行覆蓋全業務場景、適配多業態類型的「心安」一體化安全管理體系，同步推進體系的動態迭代與優化，進一步保障員工及第三方工作人員健康安全的工作環境與作業條件。

本集團以安全生產責任制為核心，配套考評制度明確全層級安全職責並實現閉環管理，同時構建起從董事會到各部室及生產系統的分層級安全風險管控職責體系，覆蓋戰略審定、風險辨識、整改落實等全流程安全管理環節。

1: Rectification plans are available for general hazards that cannot be rectified immediately.
1: 無法立即整改的一般隱患有整改計劃。

Board of Directors
董事會

- Approve safety and health strategies, plans and goals, coordinate enterprise development
  審定安全健康戰略、規劃及目標，協同企業發展
- Supervise the performance of duties by management, review reports and make decisions on major issues
  監督管理層履職，聽取彙報並決策重大事項

General Manager
總經理

- Organize enterprise security risk identification and identify major risks
  組織企業安全風險辨識，確定重大風險
- Organize and implement major risk rectification measures
  組織落實重大風險整改措施
- Approve the list of the Group's major risks
  審批企業重大風險清單

Deputy General Manager
副總經理

- Organize the identification of safety risks of departments/systems in charge and list their major risks
  組織分管部門/系統的安全風險辨識，確定其重大風險清單
- Organize the formulation and implementation of rectification measures for major risks within the scope of responsibility
  組織制定並落實分管範圍內重大風險的整改措施

Safety, Environmental and Energy Conservation Department
安環節能部

- Manage safety risk assessment of the Company, take charge of system compilation, revision and interpretation
  歸口管理企業安全風險評價，負責制度的編制、修訂與解釋
- Supervise and guide all departments and production systems to carry out safety risk assessment and control work
  監督、指導各部門及生產系統開展安全風險評價管控工作
- Summarize and submit for approval the list of major risks of the Group
  匯總、報批企業重大風險清單
- Supervise implementation of the Company's major risk rectification measures
  監督落實公司重大風險整改措施

All Departments and Production Systems
各部室及生產系統

- Build a risk assessment team to carry out regular hazard identification and risk assessment, prepare a risk control list and a list of major risks
- 成立風險評估小組，常態化開展危險源辨識與風險評價，形成風險管控及重大風險清單
- Organize the publicity and training on risk assessment results and control measures to ensure that all employees understand job risks and response requirements
- 組織風險評價結果與管控措施宣貫培訓，確保全員掌握崗位風險及應對要求
- Formulate and implement their own safety risk rectification measures
- 制定並落實本單位安全風險整改措施

Organizational Structure and Responsibilities of Safety and Health Management
安全與健康管理組織架構及職責

Strategy
戰略

The Group always adheres to the principle of "safety first, prevention foremost and comprehensive governance". In close combination with the top-level goal of zero major risks in work safety, we have built a "Xin'an" management system that integrates advanced concepts such as Du-Pont's safety management approach and covers 15 primary elements. We are committed to creating a healthy and safe working environment. By establishing and improving our responsibility system for work safety, we strengthen full participation and scientific management with refined element coverage and digital platform empowerment, promote full-process control over safety risks, and achieve accurate identification and closed-loop management of risks.

本集團始終堅持「安全第一、預防為主、綜合治理」的方針，緊扣安全生產零重大風險的頂層目標，構建融合杜邦安全管理體系等先進理念、涵蓋15個一級要素的「心安」管理體系，致力於營造健康、安全的工作環境。我們通過建立健全安全生產責任制，以精細化要素覆蓋與數字化平臺賦能強化全員參與、科學管理，推動安全風險全流程管控落地，實現風險的精準識別與閉環治理。

Classification and Key Points of Safety Risks 安全風險分類及要點	Full-process Risk Control 風險全流程管控
Physical risks: Fire, explosion, high temperature and high pressure, etc., including leakage of flammable gases, easy explosion, and high-pressure operations which easily cause mechanical injuries. 物理風險：含火災、爆炸、高溫高壓等，如易燃氣體洩漏易爆炸，高壓作業易致機械傷害。	• Classification and investigation of risk points: Classification and investigation of risk points according to production processes, sites, facilities and operation activities (including temporary special operations). 風險點劃分與排查：按生產流程、場所、設施、作業活動（含臨時特殊作業）劃分並排查風險點。
Chemical risks: Risks involving toxic and harmful/flammable and explosive chemicals. Exposure to these risks may cause skin/eye injuries, and prolonged exposure might result in poisoning. 化學風險：涉及有毒有害/易燃易爆化學品風險，接觸可致皮膚/眼部損傷，長期暴露可能中毒。	• Hazard identification: Comprehensively identify hazards from the perspective of environment, processes, equipment and materials, maintain files, construct monitoring systems and keep records on major hazards. 危險源辨識：從環境、工藝、設備、物料等維度全面辨識危險源，對重大危險源建立檔案、設監測系統並備案。
Human risks: Accidents caused by human behaviors such as improper operations, non-compliant operations and inadequate safety awareness. 人為風險：因操作不當、違規作業、安全意識不足等人為行為引發事故。	• Risk analysis and evaluation: Analyze the possibilities and consequences of risks, use matrix method and other tools to classify risks into four grades: significant, relatively significant, general and low. 風險分析與評價：分析風險發生可能性與後果，採用矩陣法等工具，將風險分為重大、較大、一般、低4個等級。
Equipment risks: Equipment failure, aging and inadequate maintenance that might lead to production interruption or safety accidents. 設備風險：設備故障、老化、維護不到位，可能導致生產中斷或安全事故。	• Risk control and list: "The higher the risks, the higher the level of control". Prepare and dynamically update a list containing information on risk locations, consequences, grades and responsibilities. 風險控制與清單：按「風險越高管控層級越高」實施分級管控，編制含風險位置、後果、等級、責任等信息的清單並動態更新。
Environmental risks: Including water and air pollution caused by natural disasters and improper treatment of production waste gas/wastewater. 環境風險：含自然災害及生產廢氣/廢水處理不當造成的水、大氣污染等。	• Risk announcement: Create notification cards for positions and set up bulletin boards for areas with major risks to clarify hazards, control and emergency measures. 風險公告：崗位設告知卡、重大風險場所設公告欄，明確危害、管控及應急措施。
	• Continual improvement: Assess and update risk identification and control measures at least once a year, conduct self-assessment and prepare a report. 持續改進：每年至少1次評估更新風險辨識及管控措施，開展自評並形成報告。

Impact, Risk and Opportunity Management
影響、風險和機遇管理

Hazard Identification and Safety Inspection
• 隱患排查與安全檢查

The Group has established eight types of safety inspections covering comprehensive, daily, seasonal and professional inspections, major events and holidays, accident analogy, safety contracting, and inspections before resumption of production and work. We have built a leading group and an execution group for hazard inspection. The inspections cover 14 key dimensions such as safety leadership, responsibility system for work safety, on-the-job education and training, management of major hazards and hazardous chemicals, equipment operation and trial production management, work safety information management, emergency and accident management.

本集團建立覆蓋綜合、日常、季節性、專業性、重大活動及節假日、事故類比、安全承包、複產復工前的八類安全檢查體系，設立安全隱患排查工作領導小組及執行小組，明確檢查核心內容包括安全領導能力、安全生產責任制、崗位教育培訓、重大危險源與危化品管理、裝置運行與試生產管理、安全生產信息管理、應急及事故事件管理等14項關鍵維度。



Types, Frequency and Practices of Hazard Investigations
隱患排查類型、執行頻次及實踐表

Inspection Type 檢查類型	Inspection Frequency 檢查頻次	Main Practices of Bases in 2025 2025年各基地主要實踐
Comprehensive safety inspection 綜合性安全檢查	Semi-annually at the company level, quarterly at the department level and monthly at the workshop level 公司級每半年一次、部門級每季度一次、車間級每月一次	• Xinjiang XLX carried out 11 hazard inspections in accordance with the *Xinjiang Company's Safety Inspection and Hazard Inspections Management* Regulations. A total of 639 hazards were found in the inspections, with a rectification rate of 100%. Besides, external experts were invited to carry out third-party professional inspections of hazardous chemicals enterprises. 19 problems were detected in total, and all of them were rectified. • 新疆心連心依據《新疆公司安全檢查與隱患排查治理管理規定》開展11次隱患排查，共排查隱患639個，整改率100%，同時，邀請外部專家開展第三方危化品企業專業檢查，共檢查出19項問題，均已完成整改。
Daily safety inspection 日常安全檢查	Every day 每天	
Seasonal safety inspection 季節性安全檢查	Quarterly 每季度一次	
Professional safety inspection 專業性安全檢查	Semi-annual 每半年一次	• Jiangxi XLX carried out 11 hazard inspections in accordance with *Jiangxi Company's 2025 Safety Inspection Plan*, and identified a total of 23,000 hazards, with a rectification rate of 100%. Furthermore, external experts were invited to inspect the Group, and a total of 84 problems were detected. The workshop conducted an overall inspection of similar problems and completed rectification. • 江西心連心按照《江西公司2025年安全檢查實施方案》開展11項隱患排查，累計排查出23,000項隱患問題，整改率為100%，同時，邀請外聘專家對公司進行檢查，共計檢查出84項問題，車間對類似問題進行舉一反三整體排查並完成整改。
Investigation before key periods and holidays 重點時段及節假日前檢查	Before key periods and holidays 重點時段及節假日前	
Accident analogy and hazard inspection 事故類比隱患檢查	Within one week after the accident 事故發生後一周內	
Safety contracting and hazard inspection 安全承包隱患檢查	Monthly 每月一次	
Inspection before production and work resumption 複產復工前檢查	Before production and work resumption 複產復工前	
Pre-start safety inspection 啟動前安全檢查	Before start-up of devices and equipment 裝置、設備啟動前啟動前	
External experts' inspection 外聘專家檢查	Annually or as needed 每年一次或根據需要	

Work Safety Emergency Management
• 安全生產應急管理

The Group has established an intelligent work safety emergency management system for "plans + technologies + drills". We have continuously improved our emergency response plan system covering multiple scenarios, dynamically optimized the adaptability of our plans, constructed an intelligent emergency command system, and enabled efficient handling in accident situations through data aggregation and AI technology. We apply personnel positioning, AR real-scene maps and other technologies in emergency drills to cover all response steps, achieve closed-loop management, and continuously make our emergency response more professional and intelligent.

We organize fire safety training for all employees at least once every six months. Our new employees are required to undergo corresponding fire safety training when joining us or experience job transfer. Leveraging initiatives such as Safety Month and Fire Month, we regularly carry out fire protection publicity, emergency drills and other activities. We regularly organize and implement monthly fire protection inspections, daily inspections, special training and practical drills. In case of emergencies, employees can call the emergency command center or contact the control room of each unit. In 2025, Xinxiang Base, Xinjiang Manas Base and Jiangxi Base organized 2,386, 104 and 521 emergency drills related to health and safety respectively.

本集團構建「預案+技術+演練」的智能化安全生產應急管理體系。我們持續完善覆蓋多場景的應急預案體系，動態優化預案適配性，搭建智能應急指揮系統，通過數據匯聚與AI技術實現事故狀態下的高效處置。我們在應急演練中應用人員定位、AR實景地圖等技術，覆蓋全處置環節，形成閉環管理，持續提升應急處置的專業化、智能化水平。

我們每半年至少組織一次全員消防安全培訓，新員工入職或調崗時也須完成相應消防安全培訓。依託安全月、消防月等節點，常態化開展消防宣傳、應急演練等活動，並定期組織實施消防月度檢查、日常巡查、專項培訓與實戰演練。如遇緊急情況，可撥打應急指揮中心電話或聯繫各單位控制室。2025年，新鄉基地、新疆瑪納斯基地和江西基地組織的與健康安全相關的各類應急演練次數分別為2,386次、104次、521次。



Case 案例

Organization of comprehensive emergency drills in the second half of 2025
組織開展2025年下半年綜合應急演練

On June 28, Henan XLX successfully organized a comprehensive emergency drill for the second half of 2025. In this drill, the leakage scenario of a liquid ammonia storage tank was simulated. This drill comprehensively covered key aspects such as on-site disposal, information release, public response, logistical support and personnel evacuation. A total of 70 people participated in the practical operations, and 132 people were evacuated in an orderly manner. The drill lasted for 45 minutes. Three fire rescue vehicles and one environmental monitoring vehicle were mobilized for the drill. Through this drill, the emergency linkage mechanism between the Group and external units such as the Industrial Park Management Committee was effectively tested. Valuable experience was accumulated for production safety at both the enterprise and regional levels.

6月28日，河南心連心成功組織開展2025年下半年綜合應急演練。本次演練模擬液氨儲罐洩漏場景，全面覆蓋現場處置、信息發佈、輿情澄清、後勤保障及人員撤離等關鍵環節。演練共計70人參與實戰操作，132人有序疏散，歷時45分鐘，並調集消防救援車3輛、環保監測車1輛投入演練。通過本次演練，有效檢驗了企業與園區管委會等外部單位的應急聯動機制，為企業及區域安全生產積累了寶貴經驗。





Emergency drill site for simulating the leakage of a liquid ammonia storage tank
模擬液氨儲罐洩漏應急演練現場





Practical training at Hebi regional comprehensive emergency rescue support base from July 8 to July 11, 2025.
於2025年7月8日至11日在鶴壁市區域性綜合應急救援保障基地開展實訓拉練。



A drill with the themes of "Safety Awareness for All, Emergency Skills for Everyone" and "Fire Safety for All, Life First".
開展「人人講安全、個個會應急」「全員消防、生命至上」主題演練活動。

Hazardous Chemicals Management
• 危險化學品管理

The Group has established a closed-loop management system for the entire life cycle of hazardous chemicals. This system covers nine core links: registration, procurement, production, storage and use, loading and unloading, transportation, sales, analysis and testing, emergency rescue and waste disposal. We strictly abide by the bottom line of compliance and safety risk control requirements.

本集團構建危險化學品全生命週期閉環管理體系，覆蓋登記、採購、生產儲存與使用、裝卸、運輸、銷售、分析化驗、應急救援、廢棄物處置九大核心環節，嚴守合規底線與安全風控要求。

Basic Registration and Procurement Management
基礎登記與採購管理

- Strictly implement a registration system for hazardous chemicals, complete registration, review and renewal according to regulations
  嚴格執行危化品登記制度，按規完成登記及覆核換證
- Check the compliance qualification of suppliers before procurement, specify safety requirements in the contracts, and request safety technical specifications and labels
  採購前核查供應商合規資質，合同約定安全要求，索要安全技術說明書及標籤
- Archive and report procurement of explosives/precursor chemicals, maintain procurement lists and traceability ledgers
  對易制毒/易制爆化學品實行備案採購與信息報備，建立採購名錄及追溯台賬

Manufacturing, Storage and Use Specifications
生產儲存與使用規範

- Maintain full files on hazardous chemicals, as well as ledgers on outbound delivery, inbound delivery and requisition, implement zoned and classified storage
  建立危化品全量檔案及出入庫、領用台賬，實行分區分類儲存
- Equip explosive precursor chemicals storage places with compliant security facilities, set up warning signs and safety notification cards in storage areas, use and clearly mark containers in a standardized manner
  易制爆儲存場所配備合規安防設施，存放區域設置警示標誌與安全告知卡，容器規範使用並明確標識
- Equip sufficient protective and fire protection facilities, set up compliant cofferdams in liquid areas, perform special management for major hazards and highly toxic chemicals
  配備足量防護及消防設施，液體區域設置合規圍堰，重大危險源、劇毒化學品實行專項管理
- Review and file records for new hazardous chemicals
  新增危化品需審核備案

Loading, Unloading and Transportation Safety Control
裝卸與運輸安全管控

- Check the qualifications of vehicles and personnel before loading and unloading. Operators shall take up posts with work permits and wear protective equipment. It is strictly forbidden to carry articles that are easy to generate static sparks
  裝卸前核查車輛及人員資質，作業人員持證上崗、穿戴防護用品，嚴禁攜帶易產生靜電火花的物品
- Implement safety protection measures, fill according to the approved tonnage, and strictly prohibit illegal operation in a tank farm
  落實安全防護措施，按核定噸位充裝，罐區嚴禁違規作業
- Transportation units shall obtain corresponding licenses, and employees shall take up posts with work permits. Road transportation shall be equipped with escorts, and dynamic monitoring can be realized through information technologies
  運輸單位需取得相應許可，從業人員持證上崗，道路運輸配備押運人員，通過信息化手段實現動態監控

Sales and Analytical Laboratory Test Management
銷售與分析化驗管理

- Perform pre-sale review of purchaser qualifications and purposes
  銷售前審核購買方資質及用途
- Maintain special records and ledgers for explosives/precursor chemicals, inform safety requirements in writing, provide safety labels and technical specifications to customers and maintain ledgers
  對易制爆/易制毒化學品建立專項記錄及台賬，書面告知安全要求，向客戶提供安全標籤及技術說明書並留存台賬
- Wear protective equipment in the analysis and testing process, clearly label reagent samples, and carry out dangerous operations in the fume hoods
  分析化驗環節規範穿戴防護用品，試劑樣品貼標清晰，危險操作在通風櫥內進行



Emergency Rescue and Waste Disposal
應急救援與廢棄物處置

- Formulate emergency response plans for hazardous chemicals, provide rescue personnel and equipment, conduct emergency drills semi-annually at the company level and quarterly at the workshop level
制定危化品應急預案，配備救援人員及器材，公司每半年、車間每季度開展應急演練
- When an accident occurs, start the response immediately, and carry out rescue according to the principle of "control before handling"
發生事故時立即啟動回應，按「先控制後處置」原則開展救援
- Waste disposal shall comply with relevant regulations. Maintain ledgers for packaging materials of highly toxic chemicals, which shall be harmlessly treated. Waste containers, equipment and pipelines shall be disposed of according to regulations after cleaning and replacement
廢棄物處置遵循相關規定，劇毒化學品包裝物建立台賬並無害處理，廢棄容器、設備管道經清洗置換合格後按規處置

End-to-end Control of Hazardous Chemicals
危險化學品全流程管控

We have established an annual special audit mechanism for the whole process. We conduct at least one internal audit and one external audit each year. In 2025, we specially audited 8 modules of 15 units in our three major bases. 123 corrective actions were implemented, achieving a 100% close-out rate. We synchronously completed the HAZOP analysis reports of 32 units, and implemented the process of replacing acetone with absolute ethanol to reduce the risk of precursor chemicals from the source. In 2025, we carried out publicity and training for all employees on hazardous chemicals management. The publicity and training focused on chemical classification characteristics and key points of process management. They enhanced the safety management awareness of all our employees. Besides, we standardized our control over solid wastes, hazardous wastes and radioactive sources. We have built a radiation safety protection management team for management of radioisotopes to prevent occupational diseases and occupational injuries.

我們建立全流程年度專項審核機制，每年至少開展一次內外部審核。2025年完成三大基地15家單位8大模塊專項審核，123項整改項100%閉環，同步完成32個裝置HAZOP分析報告，並推行無水乙醇替代丙酮工藝，從源頭降低易制毒化學品使用風險。2025年，我們開展危險化學品管理全員宣貫培訓，聚焦化學品分類特性及過程管理要點，提升全員安全管理意識，同時規範固廢、危廢及放射源管控，成立輻射安全防護管理小組專項負責放射性同位素管理，防範職業病與職業傷害事故。

Third-party Safety Management
• 第三方安全管理

To continuously strengthen the safety management of suppliers, distributors and franchisees entering our factories, we have formulated a special management system for outsourcing business and constructed an end-to-end closed-loop third-party safety control system. This system covers key links such as qualification and credibility review, safety management system evaluation, definite contract responsibilities, pre-operation training and assessment, on-site supervision during operation, regular safety education and safety performance evaluation, in order to steadily improve our safety management quality and efficiency. In 2025, we carried out special audits of the third parties, and the completion rate of problem rectification reached 100%.

為持續強化進入本集團廠區的供應商、經銷商及加盟商的安全管理，我們制定外包業務專項管理制度，構建全流程閉環式第三方安全管控體系，覆蓋資質信譽審查、安全管理體系評估、簽約責任明確、作業前培訓考核、作業中現場監管、定期安全教育、安全表現評價等關鍵環節，穩步提升安全管理質效。2025年，我們對第三方開展了專項審核，問題整改完成率達100%。

Occupational Health and Safety
• 職業健康與安全

With safeguarding the employees' occupational health as an important goal, the Group improves its occupational health and safety management system, plans and assessment standards in accordance with the related laws and regulations and the "Xin'an" safety management system. We strengthen the prevention and control of occupational diseases in toxic and hazardous workplaces. We annually implement multi-dimensional measures to steadily improve our occupational health management:

本集團以保障員工職業健康為重要目標，依據相關法律法規及「心安」管理體系，健全職業健康與安全管理制度、計劃及考核標準，強化有毒有害作業場所職業病防治工作。我們每年依託多維度舉措，穩步提升職業健康管理水平：



Carry out occupational health evaluation and testing in the workplaces, entrust professional organizations to conduct annual evaluation and testing of dust, noise, toxic gases and other hazards in the production workshops, update ventilation, noise reduction and other protective facilities in a targeted manner

開展工作場所職業健康評價與檢測，委託專業機構對生產車間粉塵、噪聲、有毒氣體等危害因素進行年度評價與檢測，針對性更新通風、降噪等防護設施



Organize full-cycle health examinations for personnel, strictly organize pre-job, on-job, off-job and special physical examinations for special positions, and establish a "one person, one file" tracking mechanism for physical examination results

落實人員全週期健康檢查，嚴格執行崗前、在崗、離崗及特殊崗位專項體檢，對體檢結果建立“一人一檔”跟蹤機制



Promote closed-loop improvements, clarify the responsible persons and time limits for rectifications in response to problems such as exceedance points and protection shortcomings found in various audits/inspections/tests, perform retrospective verification of rectification results, and effectively protect the occupational health rights and interests of employees

推動閉環改進，針對各項審核/檢查/檢測等發現的超標點位、防護短板等問題，明確整改責任人與時限，落實整改成效回頭核驗，切實保障員工職業健康權益

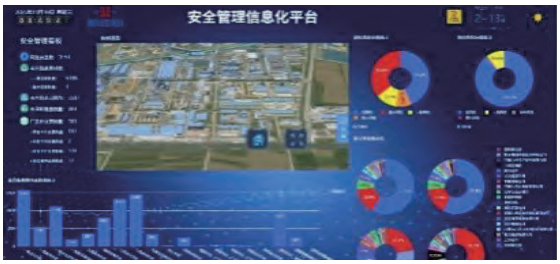
In 2025, the Group carried out occupational disease prevention, occupational health testing and evaluation, health education and physical examination monitoring, etc. We approximately invested RMB54.5261 million in occupational health and safety throughout the year. The fund was mainly used to handle "three-simultaneity" formalities for the projects, conduct full-cycle physical examinations for all employees, perform on-site monitoring and remediation measures, and update publicity warning signs.

2025年，本集團開展職業病防護、職業衛生檢測評價、健康宣教及體檢監護等工作，全年職業健康安全投入約5,452.61萬元，主要用於項目「三同時」手續辦理、全員全週期體檢、現場監測治理及宣傳警示標識更新。

Digitalization of Work Safety
• 安全生產數字化

Our safety information platform comprehensively covers the core scenarios of our safety management. The Group sets up unified management dashboards from the Group to work teams, and performs systematic self-evaluation based on our industrial mechanism-based model. Besides, our intelligent dual prevention control system supports real-time risk monitoring, dynamic early warning, on-site registration and closed-loop hazard handling. A governance network linking "points, lines and surfaces" forms. In addition, by opening up the data procedures for risk control and hazard management, we dynamically update our four-color risk map with the hazard status. The hazards may be traced throughout the entire process, with early-warning alerts. This significantly improves timeliness and governance efficiency of risk control. In 2025, the platform further optimized the safety responsibility system evaluation module to evaluate intelligent distribution and independent completion in real time. A contractor management module has been launched, to completely strengthen dynamic management of the contractors throughout the process.

本集團安全信息化平臺全面覆蓋企業安全管理核心場景，構建起從集團到班組的統一管理看板，並基於工業機理模型實現系統自評價。同時，智能雙預控系統支援風險即時監測、動態預警及隱患現場登記與閉環處理，形成「點、線、面」聯動的治理網絡。此外，通過打通風險管控與隱患治理數據流程，系統實現風險四色圖隨隱患狀態動態更新，隱患全流程可跟蹤、可預警，顯著提升風險管控的及時性和治理效率。2025年，平臺進一步優化安全責任制考評模塊，實現智能派發與自主填寫的即時考評，上線承包商管理模塊，全面加強承包商全流程動態管理。



Intelligent dual prevention control system
智能雙預控系統


Emergency command platform
應急指揮平臺



The online infrared thermal imaging monitoring and early-warning system for the coal yard can automatically identify high-temperature areas above preset thresholds, detect spontaneous combustion risks, and trigger alarms and send alerts to on-site personnel, enabling seamless linkage between early warning and response.

煤場紅外熱成像線上監控預警系統可自動識別超預設值高溫區域、檢測自燃風險並觸發報警推送至現場人員，實現安全預警處置無縫銜接。

Safety Culture Development
• 安全文化建設

In order to implement the work safety responsibility system for all employees and improve our overall safety risk control, we formulated and implemented the *Management Measures for Safety Risk Funds*. The measures are based on job responsibilities and risk levels. Risk fund payment standards and assessment rules are formulated at varying levels. The risk fund contributions are directly linked to remuneration and performance. The work safety responsibility assessment covers ten core dimensions, including system revision, education, training, and hazard rectification. We implement a graded and classified assessment mechanism.

為落實全員安全生產責任制，提升本集團整體安全風險管控水平，我們制定並實施《安全風險金管理辦法》。辦法基於崗位責任與風險等級，分級設定風險金繳納標準與考核細則，將風險金與薪酬績效直接掛鈎。安全生產責任考核覆蓋制度修訂、教育培訓、隱患整改等十大核心維度，實行分級分類考評機制。

Meanwhile, we have established an annual evaluation system in "five dimensions", covering safety leadership (10%), safe performance of responsibilities (6%), behavior-based safety (22%), process safety (34%) and equipment safety (28%). In 2025, we completed safety self-assessments across all production and operation units. In addition, we took advantage of the "Work Safety Month" to carry out selection and commendation activities such as "Safety Cup", advanced teams and safety role models. We built advanced work safety models and created a safety culture atmosphere with full participation.

同時，我們構建「五維度」年度考評體系，涵蓋安全領導力（10%）、安全履職（6%）、行為安全（22%）、工藝安全（34%）和設備安全（28%）。2025年，我們已完成對全部生產經營單位的安全自主考評。此外，我們以「安全生產月」為契機，開展「安全杯」、先進班組、安全模範等評選表彰活動，樹立安全生產先進典型，營造全員參與的安全文化氛圍。



Promotion of Several Initiatives Around the Safety and Health Awareness Cultivation System
圍繞安全健康意識培育系統推進多項舉措

In 2025, XLX Group continuously strengthened employee safety capacities, Xinjiang XLX and Jiangxi XLX's perfpormance were as follows

2025年，心連心集團持續強化員工安全能力建設，新疆心連心與江西心連心相關績效如下

Safety training participation reached **9,800** and **1,137** person-times, respectively. Their average training hours per employee were **24** hours and **30** hours respectively.
安全培訓參與分別為 **9,800**人次和 **1,137**人次，人均培訓時長分別為**24**小時和**30**小時。

Safety warning education films were viewed **5,876** and **500** person-times, respectively.
觀看安全警示教育片分別為 **5,876**人次和 **500**人次。

14 and **10** safety knowledge lectures were organized by the two companies respectively.
舉辦安全知識講座分別為**14**場和**10**場。

15 and **17** safety skills competitions were organized by these two companies respectively.
舉辦安全技能競賽分別為**15**場和**17**場。



A third-party consulting company was invited to conduct two safety leadership training sessions for key positions.
邀請第三方諮詢公司開展兩期關鍵崗位安全領導力提升培訓。



Organization of process safety information and pre-start safety review training.
組織工藝安全信息及啟動前安全審查培訓。



Organization of special training on alarm management.
組織報警管理專項培訓。



Carried out special training on earthquake safety and built a solid defense line for enterprise disaster prevention and mitigation.
開展地震安全專題培訓，築牢企業防災減災防線。



From March to December, according to the safety skills improvement plan for all employees, the group designed targeted training courses for "four groups" Based on the principles of "Risk Identification, Risk Avoidance and Risk Control". More than 4,400 employees participated in the safety training sessions throughout the year, laying a solid foundation for the implementation of the "Xin'an" system.

3-12月，集團按全員安全技能提升方案，以「識險、避險、控險」為原則，針對性設計「四類人群」培訓課程，4,400餘人參加全年安全輪訓，為「心安」體系落地築牢基礎。

Indicators and Performances
指標與績效

In 2025　2025年

the safety risk level of the park where the Group was located was rated D (relatively low)

本集團園區安全風險等級被評為D級（較低）水平

the Group organized **3,011** employee drills, with a total of **18,472** person-times

本集團員工演練場次**3,011**，員工參加總**18,472**人次

Jiangxi XLX spent RMB**1,819.20** million on the work safety liability insurance

江西心連心安全生產責任險投入**181,920**萬元

the XLX Smart Factory's Integrated Park Management Project won the third prize in the 2025 Henan Provincial 5G Application Solicitation Competition and the 8th "Bloom Cup" finals

心連心智慧工廠一體化園區管理項目獲2025年河南省5G應用徵集大賽暨第八屆「綻放杯」決賽三等獎

Shenleng Energy won the title as Advanced Enterprise in Safety Management in the Hazardous Chemicals Logistics Industry in 2025

深冷能源榮膺2025年危化品物流行業安全管理先進企業

As of the end of 2025　截至2025年末

the major subsidiaries of our three major bases obtained ISO 45001 Occupational Health and Safety Management System Certification, and regularly conducted internal and external audits for the certification

三大基地的主要子公司均已獲得ISO 45001職業健康安全管理體系認證，並定期開展體系認證內部與外部審核

Labor Management
勞工管理

XLX Group regards its employees as its most valuable asset. We continuously enhance our employees' sense of fulfillment and belonging by standardizing our employment, advocating diversity and equality, creating inclusiveness, improving remuneration and benefits, strengthening protection, and improving our communication mechanism and keeping channels open. In 2025, all our employees were adults aged 18 or above. No child labor, forced labor, etc. were used, and we committed no serious violations of human rights requirements for debt bondage, trafficking or transfer of labor.

心連心集團視員工為最寶貴的財富。我們通過規範僱傭夯實基礎、倡導多元平等營造包容、完善薪酬福利強化保障、健全溝通機制暢通渠道，持續提升員工獲得感與歸屬感。2025年，本集團所有僱傭人員均為18歲以上成年工，未發生僱傭童工、強迫勞動等情況，且不涉及抵債勞動、勞動力販賣或轉移等嚴重違背人權要求的行為。

Labor Management Targets 勞工管理目標	Performance in 2025 2025年表現	Achievement 完成情況
0 illegal employment incidents 違規用工事件0起	0	✓
0 discrimination and harassment incidents 年度歧視、騷擾事件0起	0	✓
Regularly enter into various collective contracts with employees, and the proportion of employees covered shall be 100% 與員工定期簽訂各類集體合同，受保障員工佔比100%	100%	✓

Governance
治理

XLX Group adheres to the *Universal Declaration of Human Rights*, the *Ten Principles of the United Nations Global Compact*, labor-related laws and regulations, and international conventions. We have formulated and implemented more than ten internal policies on personnel management, code of conduct, and employee benefits, etc. with reference to the SA 8000 standard. We insist on equal treatment of employees from different backgrounds. We strictly prohibit child labor, forced labor, discrimination, harassment, and restriction of employee freedom.

心連心集團恪守《世界人權宣言》《聯合國全球契約十項原則》及勞動相關法律法規、國際公約，參考SA 8000標準制定實施人事管理、行為規範、員工福利等內部制度十餘份，堅持公平對待不同背景的員工，嚴禁童工、強迫勞動、歧視騷擾、限制員工自由等行為。

The Group has fully integrated labor and human rights management into its HR governance system, and established a two-tier "Group-unit" committee mechanism. Our Human Resources Management Committee is responsible for strategic planning, policy review and major decision-making. All our secondary committees take charge of implementation and grassroots implementation. By combining "regular meetings + special-topic discussions", we ensure effective implementation and continuous optimization of our management system. We have also developed complaint channels managed by dedicated departments to strengthen oversight of employee management.

本集團將勞工與人權管理全面納入人力資源治理體系，建立「集團-單位」兩級委員會機制。集團人力資源管理委員會負責戰略規劃、政策審議與重大決策，各二級委員會負責執行落實與基層推進。我們通過「例會+專題研究」相結合的運作模式，確保管理體系有效落地、持續優化。同時，我們設立專職部門負責的投訴渠道，強化員工管理監督。

Actions and Measures
行動與舉措

Compliant Employment
• 合規僱傭

The Group regards respecting and protecting human rights as the core principle of employment management. We adhere to the principles of legality, fairness and impartiality throughout the employment cycle. The Group safeguards personal dignity and equal rights of employees. We ensure employment compliance and transparency. Adhering to the principle of voluntary and equal consultation, we verify identity, age, education background or qualifications before onboarding to prevent employment risks and protect the legitimate rights and interests of employees. During the recruitment process, we will carefully review the identity and age range of job applicants, and conduct regular checks through internal file management, to avoid the use of child labor.

本集團將尊重與保障人權作為僱傭管理核心原則，全用工週期堅守合法公平公正準則，維護員工人格尊嚴與平等權利，確保用工合規透明。我們秉持自願平等協商原則，入職前核驗身份、年齡、學歷或資質核驗，防範用工風險，保障員工合法權益。我們在招聘環節會仔細審核求職者身份年齡文件，並通過內部檔案管理定期排查，避免誤用童工。

At the same time, we clearly define working hours and overtime rules in employee employment contracts to protect employees' rights to rest and vacation. We strictly abide by national and local policies and regulations and establishes a sound employee working hours, rest and vacation system. We clearly define employee holidays as statutory holidays, paid annual leave, family leave, marriage leave, bereavement leave, maternity leave, sick leave, personal leave, etc., fully protecting employees' leave rights and interests. In addition, based on our actual production and operation conditions and the characteristics of employ ees' positions, we implement the standard working hours system, irregular working hours system and comprehensive working hours system in accordance with regulations, and register them with government departments to effectively protect employees' rest rights and interests.

同時，我們在員工雇傭合約中明確工時與加班規則，保障員工休息休假權益。我們嚴格遵照國家及屬地政策法規，建立健全員工工時及休息休假制度。我們明確員工假期包含法定節假日、帶薪年休假、探親假、婚假、喪假、產假、病假、事假等，充分保障員工的休假權益。此外，我們根據自身生產經營實際情況，結合員工崗位特點，按規定實行標準工時制、不定時工時制和綜合計算工時工作制，並到政府部門備案，切實保障員工權益。

Diversity, Inclusion and Equal Opportunities
• 多元、包容與平等機會

The Group attaches great importance to employee diversity and equal opportunities. We strive to create a diverse and inclusive working environment. We also respect our employees' differences in gender, age, ethnicity, region, religious beliefs, culture, experience and background. We advocate mutual understanding and inclusion. We uphold "equal opportunities and talent-oriented", optimize recruitment, promotion, training and remuneration and other management mechanisms, provide equal development space, strictly prohibit all kinds of discrimination and non-compliance, and keep employee complaint channels open.

The Group provides targeted support to various groups of employees. We conduct health lectures and physical examinations for female employees, set up humanized facilities such as maternal and infant rooms, provide flexible parental leave and family care leave, remain capability-oriented in selection, promotion and training, and make equal career development channels accessible. We provide job opportunities, care and integration support for veterans. In 2025, we had 740 veterans on staff. We pay attention to the living and cultural needs of our employees from ethnic minorities and foreign nationalities. In 2025, we had 343 employees from ethnic minorities and 6 foreign employees.

本集團重視員工多樣性與平等機會，致力於營造多元包容的工作環境，尊重員工在性別、年齡、民族、地區、宗教信仰、文化與經驗背景等方面的差異，倡導相互理解融合。我們堅持「機會平等、唯才是用」，優化招聘、晉升、培訓、薪酬等管理機制，提供公平發展空間，嚴禁各類歧視與不合規行為，暢通員工投訴渠道。

本集團面向多群體員工提供針對性支援。我們為女性員工開展健康講座與體檢，設置母嬰室等人性化設施，提供靈活育兒假、家庭關愛假，選拔晉升培訓堅持能力導向，暢通平等職業發展通道，為退役軍人提供崗位、關懷及融入支援，2025年在職740人。我們關注少數民族與外籍員工的生活文化，2025年在職少數民族343人、外籍6人。









Focusing on the theme of "Paying Tribute to Women and Bringing Happiness", the Group organized various activities such as health lectures, cultural and sports activities and handicraft experiences.
本集團圍繞「致敬巾幗，幸福滿格」主題，組織開展健康講座、文體活動及手工體驗等形式多樣的活動。

Employee Salaries and Benefits
• 員工薪資與福利

The Group attaches great importance to the systematic of the remuneration system. Guided by "the improvement of labor efficiency per capita and employee income, the industry's first-class income for core employees and the region's first-class income for general employees", we adhere to the distribution according to job value and performance contribution, in order to promote the synergistic growth of employee income and our operating benefits. We advocate "equal pay for those in the same positions, with the same capabilities and the same performance". We guarantee equal and transparent remuneration distribution and effective incentives through institutionalization. We have established a standardized management structure for "unified decision-making, professional support, centralized management, financial supervision and classified implementation".

本集團重視薪酬體系科學建設，以「人均勞效與員工收入雙提升，核心員工收入行業一流、一般員工收入區域一流」為指導，堅持按崗位價值和績效貢獻分配，推動員工收入與企業經營效益協同增長。我們倡導「同崗同能同業績者同酬」，以制度化保障薪酬分配公平透明與激勵有效性，建立「統一決策、專業支撐、歸口管理、財務監督、分類執行」的規範管理架構。

The Group annually reviews and evaluates its performance-based remuneration system, provides differentiated incentives based on job and business characteristics, and promotes the synergistic growth of employee income and business performance. In 2025, we updated the *Group Remuneration Management System* and other systems to further enhance the fairness, market competitiveness and incentive effectiveness of our remuneration system by optimizing our remuneration model, improving our subsidization rules, and standardizing our salary setting and adjustment mechanism.

本集團每年梳理評估績效薪酬體系，結合崗位與業務特點實施差異化激勵，推動員工收入與企業效益協同增長。2025年，我們更新《集團薪酬管理制度》等制度，通過優化薪酬模式、完善津補貼規則、規範定薪調薪機制，進一步提升薪酬體系的公平性、市場競爭力與激勵有效性。

Broadband Pay System 寬頻制

- Set a wide salary range according to job value and rank, flexibly determine salaries according to employees' capabilities, experience and performance, take into account internal fairness and market competitiveness
  按崗位價值與職級設寬幅薪酬區間，結合員工能力、經驗與績效靈活定薪，兼顧內部公平與市場競爭
- Be suitable for management, technical, professional (non-sales commission) and operation (non-piece rate) positions
  適用於管理、技術、專業（非銷售提成）及操作（非計件）崗位
- Salary standard (basic salary + performance-based salary) + allowances and subsidies + individual awards + year-end benefit awards + medium and long-term incentives + benefits
  工資標準（基本工資 + 能效工資）+ 津補貼 + 單項獎 + 年終效益獎 + 中長期激勵 + 福利

Commission System 提成制

- Based on sales performance and basic salary, calculate commissions according to business indicators such as sales, sales amount and collections, strengthen market development and business results-oriented incentives
  以銷售業績為導向，在基本工資基礎上，按銷售量、金額、回款等業務指標計提提成，強化市場開拓與業務結果導向激勵
- Applicable to professional posts with sales commissions
  適用於專業職類銷售提成崗位
- Basic salary + commission + allowances and subsidies+ individual awards + medium and long-term incentives + benefits
  基本工資 + 提成工資 + 津補貼 + 單項獎 + 中長期激勵 + 福利

Piece-rate System 計件制

- Calculate and pay salaries according to the piece rate standard formulated based on production characteristics, business plans and historical data of each units. The income directly reflects the individual output and efficiency
  按各單位生產特點、經營計劃及歷史數據制定的計件標準計發工資，收入直接體現個人產量與效率
- Applicable to operational posts paid by workload/piece
  適用於操作職類可按工作量/件計薪的崗位
- Basic salary + piece rate pay + allowances and subsidies + individual awards + year-end performance-based bonus + medium and long-term incentives + benefits
  基本工資+計件工資+津補貼+單項獎+年終效益獎+中長期激勵+福利

Agreement System 協議制

- The remuneration level shall be determined through market-based negotiations and implemented as agreed during the term of the agreement, and can be adjusted through annual negotiations based on performance
  以市場化談判確定薪酬水平，協議期內按約定執行，年度可結合業績協商調整
- Suitable for scarce management, professional and technical talents recruited from the market
  適用於市場化聘用的稀缺管理、專業、技術類人才
- As agreed in the agreement
  按照協議約定

Remuneration Structure
薪酬結構

On the basis of paying social insurance and the housing provident fund in according with laws, the Group continuously improves its welfare protection for all employees and employee benefits through diversified practical measures, including commercial insurance, medical mutual assistance, health check-ups, living facilities, subsidies, gifts, special benefits and statutory holidays.

本集團在依法繳納社保公積金基礎上，通過商業保險、醫療互助、健康體檢、生活配套、補貼、禮品、專項福利及法定假期等多樣化實用舉措，持續完善全員福利保障、提升員工福利水平。

Basic Security System 基礎保障體系

- Pay social insurance, medical insurance and the housing provident fund in according with laws
  依法繳納社保、醫保、公積金
- Purchase group accident insurance and employer liability insurance to provide multi-layered protection
  購團體意外險、僱主責任險，建多層保障
- Set up a medical mutual aid fund to help employees address medical financial difficulties
  設醫療互助基金，助員工解醫療經濟難
- Organize annual health and occupational physical examinations to improve occupational health management
  組織年度健康及職業體檢，完善職業健康管理

Subsidies and Financial Support 補貼與經濟支持

- Distribute holiday cash gifts
  發節日禮金
- Provide subsidies such as meal allowances and high temperature subsidies
  提供就餐、降溫等多項補貼
- Distribute heatstroke prevention/warmth materials to front-line employees
  一線員工發防暑/保暖物資
- Those who meet the conditions are entitled to a talent home purchase subsidy of RMB 100,000–300,000
  符合條件者享10-30萬人才購房補貼
- Children of employees admitted to full-time undergraduate programs or above are eligible for the "XLX Scholarship"
  員工子女考入全日制本科及以上享「心連心獎學金」

Life Support System 生活支持體系

- Provide comfortable uniforms for free
  免費提供舒適工服
- Set up an employee canteen to provide nutritious meals and subsidies for commuter meals
  設員工餐廳，供營養餐併發工作餐補貼
- Provide free dormitories (with each dormitory shared by two persons) with complete facilities
  提供配套完善的2人間免費宿舍
- Provide commuter shuttle buses covering major residential areas
  開通覆蓋主要居住區的通勤班車
- Provide EV charging stations
  提供新能源充電樁

Holiday and Vacation Guarantee 假期與休假保障

- Enjoy paid annual leave according to length of service
  按工齡享帶薪年休假
- Those who meet the conditions enjoy home leave and are reimbursed for round-trip transportation expenses
  符合條件者享探親假，報銷往返交通費
- Provide paid leave such as marital leave and maternity leave
  提供婚假、產假等帶薪假期

Multi-level Employee Benefit System
多層次員工福利體系



In August 2025, the Group held the 8th scholarship award ceremony for employees' children under the theme of "Youth Chasing Dreams, 'Heart' Toward the Future", with more than 160 employees' families participating.

2025年8月，本集團以「青衿逐夢‘心’向未來」為主題舉辦第八屆職工子女獎學金頒獎活動，160餘名員工家庭參與。



Jiangxi XLX launched preferential subsidies and end-to-end assistance services for purchasing talent apartments to provide a solid housing guarantee for employees.

江西心連心推出人才公寓購房優惠補貼及全流程協助服務，為員工築牢安居保障。

Employee Care
• 員工關愛

The Group consistently pays attention to the physical and mental health, family life and emotional well-being of employees outside of work. We enhance our emotional connections with our employees and their families by arranging drop-off and pick-up for our employees' children, organizing family reunions and parent-child activities, establishing "matchmaker groups", providing assistance in wedding affairs and condolence support for employees' families, holding ceremonies for retired employees, assisting in handling formalities and visiting retired employees during holidays. We create public spaces for fitness, reading, etc. We regularly organize health promotions activities, cultural and sports exchanges, leisure, entertainment and tourism activities. We introduce 24-hour professional psychological EAP services, support the development of employees' interest clubs and organize cultural and sports activities during festivals. Besides, all our bases launch special care services to create warm and comfortable working and living environments, and enhance employees' sense of fulfillment and belonging.

本集團始終關注員工工作之外的身心健康、家庭生活與情緒福祉。我們通過安排職工子女接送、組織家屬團聚及親子活動、成立「紅娘幫幫團」、提供婚嫁事務協助與親屬慰問關懷，以及為退休員工舉辦儀式、協助手續辦理和節日走訪等舉措，增進企業與員工及家庭的情感聯結。我們打造健身、閱讀等公共空間，定期組織健康促進、文體交流、休閒娛樂及旅遊活動，引入24小時EAP專業心理服務，支持員工興趣社團發展並在節日組織文體活動。同時，各基地推出特色關愛服務，全方位營造溫暖舒心的工作生活環境，提升員工獲得感與歸屬感。





Jiangxi XLX organized the first collective wedding.　江西心連心組織首屆集體婚禮。



Organize travel activities for more than 200 annual meritorious figures and their family members.
組織200餘名年度功勳人物及其家屬旅遊活動。



Xinjiang XLX invested more than RMB 1.5 million in comprehensively upgrading the employee canteen.
新疆心連心投入150余萬元全面升級職工食堂。



Xinjiang XLX invested RMB 5 million in building a comprehensive activity center with an area of more than 1,000 m^2, divided into multiple functional areas and used by more than 100 person-times on average per day. This activity center became a popular place for employees to relax, keep fit and improve themselves.
新疆心連心斥資500萬元打造1,000餘平方米綜合活動中心，劃分多類功能區域，日均使用超100人次，成為職工休閒健身、自我提升的熱門場所。



"Jiang Xiao An" Veteran Station, staffed primarily by veterans, implemented a 24-hour year-round standby mechanism, provided various free emergency and convenience services to more than a thousand employees, and functioned as a "safety steward" for employees.
以退伍軍人為主體的「疆小安」老兵驛站，實行24小時全年無休備勤機制，為千余名職工提供多項免費應急便民服務，是職工身邊的「安全管家」。



Jiangxi XLX organized more than 360 employees and their family members to gather in Mangu Pastoral Scenic Area to participate in the New Year's Eve carnival event known as "Passionate New Year's Eve · Set a Fire" on the beach.
江西心連心組織360餘名員工及家屬齊聚蔓谷田園景區，共同參與「激情跨年·火一把」沙灘跨年狂歡夜活動。



An honorable retirement commemorative event was organized for retirees, including the presentation of commemorative medals and a visit to the corporate culture exhibition hall.
退休人員舉辦光榮退休紀念活動，包含紀念章頒發與企業文化展廳參觀環節。

Employee Communication and Feedback
• 員工溝通與反饋

The Group attaches great importance to two-way communication and employees' feedback. We continuously improve our multi-level regular communication mechanism to protect our employees' right to know, participate and express their opinions. In 2025, we established a labor dispute mediation committee in accordance with the law, built a formal negotiation platform, promoted internal resolution of labor disputes, facilitated harmonious and stable labor relationships, and enhanced the standardization and transparency of our corporate governance by mediating disputes and supervising the performance of agreements. We also conducted satisfaction surveys on all employees, and systematically collected feedback from employees on managers' integrity, talent pipeline development, recruitment fairness, employee cultivation and training, employee care and suggestions, innovation and team communication, etc. The questionnaire response rate was about 50%, and about 80% of employees were at least satisfied with the Group. Based on the survey results, the Group continuously optimized its management measures to improve employee satisfaction and sense of belonging.

本集團重視員工雙向溝通與意見反饋，持續完善多層次常態化溝通機制，保障員工知情權、參與權與表達權。2025年，我們依法成立勞動爭議調解委員會，搭建正式協商平臺，通過調解糾紛、監督協議履行，推動勞動爭議內部化解，促進勞動關係和諧穩定，助力提升企業治理規範性與透明度。同時，我們面向全體員工開展滿意度調研，系統收集員工在幹部品德、人才梯隊建設、招聘公平性、員工培養與培訓、員工關懷與意見反饋、創新與團隊溝通等方面的反饋，問卷回收率約50%，員工滿意及以上佔比約80%。公司基於調研結果持續優化管理舉措，不斷提升員工滿意度與歸屬感。



Rational Suggestions and Incentives
合理化建議激勵

- Collect suggestions on a regular basis, and reward and commend those whose suggestions produce positive results

  常態化徵集建議，對採納見效的予以獎勵表彰



Closed-loop Management of Grassroots Communication
基層溝通閉環管理

- Organize quarterly discussions, and arrange senior management to visit the front line, follow up on appeals and suggestions and provide feedback in a closed loop

  每季度組織座談，高層深入一線，訴求建議跟蹤反饋閉環



Democratic Decision-making of the Workers' Congress
職代會民主決策

- Annually convene the Workers' Congress and the Trade Union Members' Congress to deliberate over major issues on enterprise development, remuneration and benefits

  每年召開職工代表大會和工會會員代表大會，審議企業發展、薪酬福利等重大事項



Guarantee of Accessible Supervision Channels
監督渠道暢通保障

- Improve the complaint reporting and integrity supervision mechanism, keep opinion channels open, protect rights and interests, enhance the transparency of governance norms

  健全投訴舉報與廉政監督機制，暢通意見渠道，保障權益並提升治理規範透明度

Regular Employee Communication and Feedback Measures
常態化員工溝通與反饋舉措





Convened a trade union members' congress and workers' congress
召開工會會員代表暨職工代表大會



Launched employee voice platform
上線員工心聲平臺



Organized 2025 Q1 "Zero-distance" communication meeting
組織2025年第一季度零距離溝通會

Indicators and Performances
指標與績效

In 2025　2025年

the signing rate of labor contracts in the Group was **100%**
本集團勞動合同簽署率**100%**

0 non-compliant employment incidents occurred
本集團發生違法僱傭事件**0**件

the coverage rate of employees' five insurances and the housing provident fund was **100%**
本集團員工五險一金覆蓋率**100%**

the coverage rate of group commercial accident insurance and supplementary medical insurance was **100%**

本集團團體商業意外險及醫療補充保險覆蓋率**100%**

the coverage rate of employee physical examinations was **100%**

本集團員工體檢覆蓋率**100%**

Xinjiang XLX was successfully selected into the fourth batch ACFTU pilot units for improving employees' quality of life announced by the General Office of the All-China Federation of Trade Unions

新疆心連心成功入選中華全國總工會辦公廳公佈的第四批提升職工生活品質全總試點單位

Jiangxi XLX was awarded the honorary title of "2025 Vital Employer"

江西心連心榮膺「2025年度活力僱主」榮譽稱號

Employment of the Group by Regions of Production Bases in 2025

本集團2025年按生產基地區域劃分的僱傭情況

Classification 分類			Henan 河南		Xinjiang 新疆		Jiangxi 江西		Guangxi 廣西	
			Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例
Classification of employees by gender and age 按性別和年齡劃分的員工構成	Total 總計		8,748	67.48%	2,222	17.14%	1,631	12.58%	363	2.80%
	Male 男性	<30 years old <30歲	2,199	33.67%	900	52.18%	621	51.41%	139	48.59%
		30~39 years old 30~39歲	2,746	42.04%	511	29.62%	404	33.44%	93	32.52%
		40~49 years old 40~49歲	1,095	16.76%	216	12.52%	139	11.51%	42	14.69%
		≥50 years old ≥50歲	492	7.53%	98	5.68%	44	3.64%	12	4.20%
	Total number of male employees 男性員工合計		6,532	74.67%	1,725	77.63%	1,208	74.06%	286	78.79%
	Female 女性	<30 years old <30歲	570	25.72%	283	56.94%	267	63.12%	66	85.71%
		30~39 years old 30~39歲	1,122	50.63%	154	30.99%	117	27.66%	7	9.09%
		40~49 years old 40~49歲	490	22.11%	54	10.87%	38	8.98%	3	3.90%
		≥50 years old ≥50歲	34	1.53%	6	1.20%	1	0.24%	1	1.30%
	Total number of female employees 女性員工合計		2,216	25.33%	497	22.37%	423	25.94%	77	21.21%

Classification 分類			Henan 河南		Xinjiang 新疆		Jiangxi 江西		Guangxi 廣西	
			Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例	Person 人數	Proportion 所佔比例
Classification of employees by education background 按學歷劃分的員工構成	Junior college or below 大專及以下		4,684	53.54%	1,204	54.19%	940	57.63%	193	53.17%
	Undergraduate 本科		3,426	39.16%	986	44.37%	672	41.20%	156	42.98%
	Master 碩士		627	7.17%	32	1.44%	19	1.16%	13	3.58%
	PhD 博士		11	0.13%	0	0.00%	0	0.01%	1	0.27%
Classification of employees by positions 按崗位劃分的員工構成	Production 生產		5,515	63.04%	1,655	74.48%	1,383	84.79%	147	40.50%
	Sales 銷售		1,198	13.69%	128	5.76%	0	0.00%	2	0.55%
	R&D/technology 研發技術		1,027	11.74%	110	4.95%	105	6.44%	88	24.24%
	Other 其他		1,008	11.52%	329	14.81%	143	8.77%	126	34.71%
Classification of new employees by gender 按性別劃分的新員工構成	Male 男性		713	78.61%	362	74.95%	105	70.95%	68	74.73%
	Female 女性		194	21.39%	121	25.05%	43	29.05%	23	25.27%
Employee turnover by gender and age 按性別和年齡劃分的員工流失	Total 總計		503	68.81%	112	15.32%	98	13.41%	18	2.46%
	Male 男性	<30 years old <30歲	257	62.08%	65	80.25%	59	90.77%	12	100.00%
		30~39 years old 30~39歲	126	30.43%	12	14.81%	5	7.69%	0	0.00%
		40~49 years old 40~49歲	29	7.00%	3	3.71%	1	1.54%	0	0.00%
		≥50 years old ≥50歲	2	0.49%	1	1.23%	0	0.00%	0	0.00%
	Total number of male employees 男性員工合計		414	82.31%	81	72.32%	65	66.33%	12	66.67%
	Female 女性	<30 years old <30歲	58	65.17%	21	67.74%	22	66.67%	6	100.00%
		30~39 years old 30~39歲	25	28.09%	9	29.03%	9	27.27%	0	0.00%
		40~49 years old 40~49歲	6	6.74%	1	3.23%	2	6.06%	0	0.00%
		≥50 years old ≥50歲	0	0.00%	0	0.00%	0.00%	0.00%	0	0.00%
	Total number of female employees 女性員工合計		89	17.69%	31	27.68%	33	33.67%	6	33.33%

Employee Development and Training
員工發展與培訓

XLX Group focuses on talent development and regards employee development and training as key initiatives. By strengthening our talent attraction and retention, enhancing our career promotion channels, optimizing our training system, improving our performance incentive mechanism, and building a learning organization, we coordinate and promote talent recruitment, capability development and incentive mechanism construction, so as to realize the mutual reinforcement of employee growth and business development, and consolidate the foundation for our long-term competitiveness.

心連心集團聚焦人才發展，將員工發展與培訓作為重要抓手，通過強化引才留才、暢通職業晉升通道、優化培訓體系、健全績效激勵機制、打造學習型組織，統籌推進人才引進、能力培養與激勵機制建設，實現員工成長與業務發展良性互促，夯實企業長期競爭力根基。

Initial establishment and operation
初始化建立與營運

- Build a three-level structure and management chain
  搭建三級架構與管理鏈條
- Improve the training system for three teams
  完善三支隊伍培養體系
- Create a faculty system for featured courses
  形成特色課程師資體系
- Strengthen the cultivation for high-skilled talents
  強化高技能人才培養
- Build a digital training platform
  搭建數字化培訓平臺

Phase I: 1-3 years | From zero to one
第一階段：1-3年 | 從無到有

Systematic operation
系統化營運

- Optimize the operation system
  優化營運體系
- Create a knowledge map of core positions and apply it to develop 50% of internal courses and 20 high-quality courses, and achieve faculty grading certification (coverage rate: 70%)
  構建核心崗位知識地圖並落地落地50%內部課程+20門精品課，實現師資分級認證（覆蓋率70%）
- Introduce multiple tools to accelerate the full coverage of talent training
  引入多元工具加速人才培養全覆蓋

Phase II: 3-5 years | To be excellent
第二階段：3-5年 | 從有到優

Routine operation
常態化營運

- Establish a training evaluation mechanism
  建立培訓考評機制
- Improve employee growth paths
  完善員工成長路徑
- Achieve comprehensive coverage of courses, with internal courses accounting for 70% and an annual iteration rate of 20%, and internal trainers leading 70% of training programs
  實現課程全面覆蓋，內部課程佔比70%+年反覆運算率20%，內訓師主導70%培養項目
- Promote the intelligent upgrade of talent selection and cultivation in all scenarios
  推動人才選拔與培養用全場景智能化升級

Phase III: 5 years + | To be leading
第三階段：5年+ | 從優到強

Continuous Improvement of Organizational Capabilities　組織能力的持續提升

Business Objectives of XLX University and Approaches to Promoting Their Realization
心連心大學營運目標與推進路徑

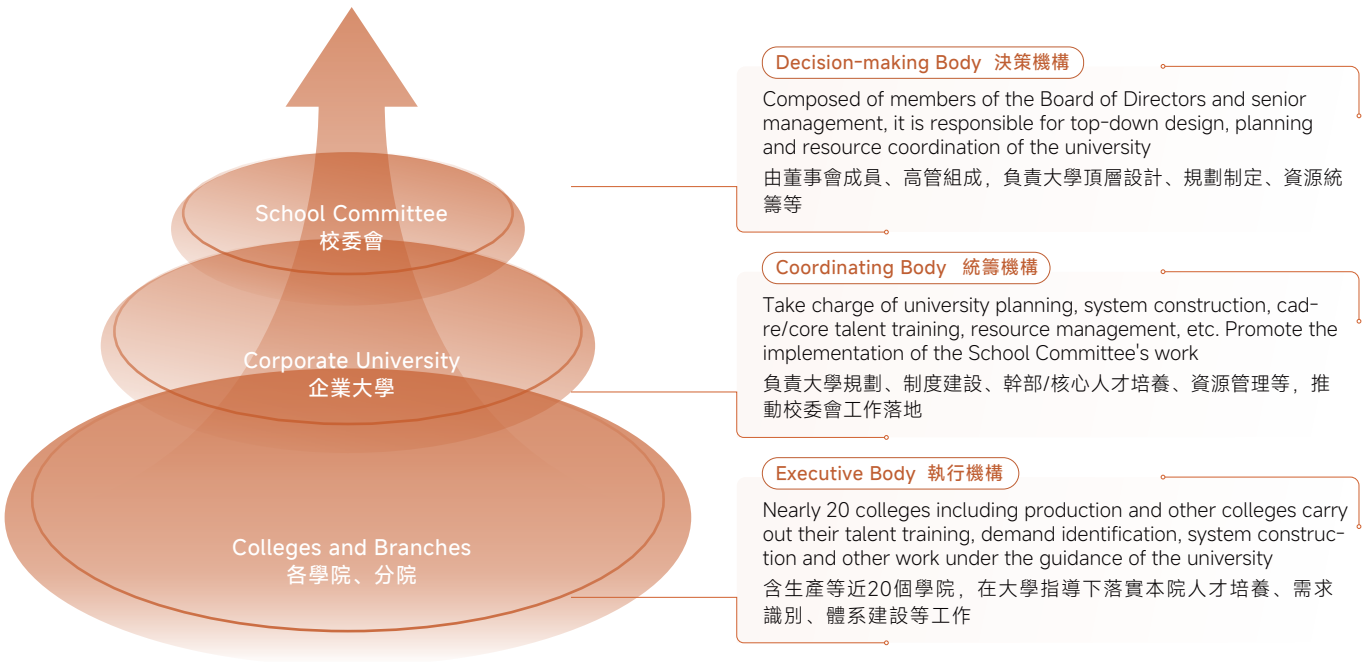
Governance
治理

The Group formulated the *External Recruitment Management Measures* and other policies to clarify the principles and responsibilities for talent introduction, retention, internal referral and employee transfer, and optimized the recruitment process. We also review our recruitment needs every six months, draft plans at the beginning of each year, follow up on and evaluate them in the middle of the year, accurately match talent supply with demand, and support the achievement of the Group's strategic goals with a complete recruitment system.

本集團通過制定《外部招聘管理辦法》等制度，明確人才引進、留用、內推及員工轉崗的原則與職責，優化招聘流程，同時每半年盤點招聘需求，年初定計劃、年中跟蹤評估，精準匹配需求，以完善的招聘體系支撐集團戰略目標落地。

The Group incorporates employee training and career development into its human resources governance system, and under the overall decision-making of the Human Resources Management Committee to establish XLX University as a dedicated training platform. Through the hierarchical and classified training system coordinated by the headquarters and implemented by the University and its branches, the Group effectively matches its employees' competences with its job requirements, and provides systematic support for the employees' growth and improvement of organizational capabilities.

本集團將員工培養與職業發展納入人力資源治理體系，依託人力資源管理委員會統籌決策，設立心連心大學作為專門培養平臺，通過本部統籌、學院分院落地的分層分類培養體系，實現員工能力與崗位需求的有效匹配，為員工成長和組織能力提升提供系統化支撐。



Organizational Structure of XLX University
心連心大學組織架構

Actions and Measures
行動與舉措

Talent Introduction and Retention
• 人才引進與留存

The Group continuously improves its multi-channel and multi-level talent introduction system. We adhere to the idea of "combining internal and external recruitment". Internally, we competitive selection and job mobility, to tap into our internal talents' potential. Externally, we recruit talent for key positions through social recruitment and campus recruitment. We ensure the quality of selection based on a multi-dimensional evaluation mechanism. Meanwhile, supporting policies such as housing subsidies, remuneration and benefits packages attract and retain core talents in short supply. We deepen our cooperation with universities, carry out exchanges and scientific research collaboration, reserve young talent reserves, and consolidate our talent foundation.

本集團持續完善多渠道、多層次人才引進體系，堅持「內外結合」用人思路。對內推進競聘與崗位流動，啟動內部人才潛力，對外通過社會招聘、校園招聘等引進關鍵崗位人才，依託多維度評估機制保障選拔質量。同時，配套購房補貼、薪酬福利等政策吸引、留用核心緊缺人才，深化校企合作開展交流辦學與科研協作，儲備青年後備人才，夯實人才根基。



Jiangxi XLX hosted the practice team of Tanwei College, Tsinghua University in July 2025 to conduct research and exchanges, deepen its communication with universities, help young students understand the enterprise and its industry, and lay a solid foundation for talent introduction.

江西心連心於2025年7月接待清華大學探微書院實踐團開展調研交流，深化校企溝通，助力青年學生認知企業與行業，夯實人才引進基礎。



The Group and the College of Chemistry and Chemical Engineering, Taiyuan University of Technology entered into a school-enterprise cooperation agreement and established a joint innovation center in August 2025 to deepen industry-university-research cooperation around core technology R&D and talent co-cultivation, and consolidate the foundation for talent introduction and reserves.

本集團與太原理工大學化學與化工學院於2025年8月簽署校企合作協議並成立聯合創新中心，圍繞核心技術研發與人才共育深化產學研合作，夯實人才引進與儲備根基。

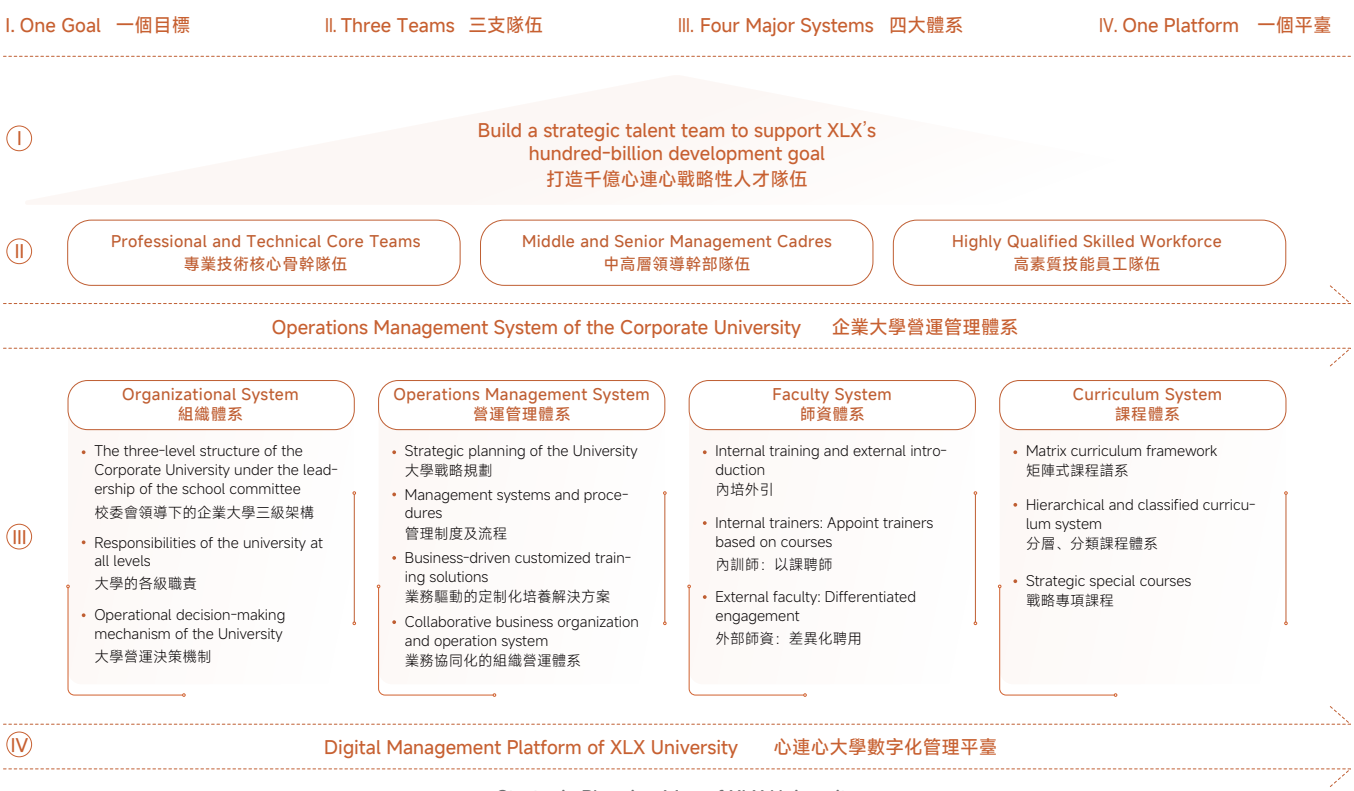
Talent Training
• 人才培養

The Group has constructed a hierarchical and classified talent training mechanism based on different development stages of employees, implemented special training plans, supported by diversified training measures, and systematically promoted the upgrading of the talent training system by launching and continuously improving the construction of XLX University, in order to provide talent support for its long-term and steady development.

For newly recruited graduates, we implemented phased training plans for "XLX seedling" and "XLX star". In combination with mentoring by middle and senior management, special training and construction of training centers, we improve the participants' professional skills and suitability for jobs across the entire process. For employees who have been employed for 3 years or more, we have constructed a hierarchical and classified training system for four categories: cadre training, business empowerment, business consulting, and skills development, to cultivate talents at all levels through multiple projects such as "XLX leadership". We also provide diversified outbound training and cost support for degree and non-degree programs, in order to comprehensively consolidate the foundation for the Group's talent pipeline development.

本集團圍繞員工不同發展階段構建分層分類人才培養機制，落地專項培養計劃並配套多元培訓舉措，通過啟動並持續完善心連心大學建設系統化推進人才培養體系升級，為企業長期穩健發展提供人才支撐。

針對新進大學生，我們落地「心苗」「心星」階段化培養計劃，搭配中高層帶教、專項培訓及實訓中心建設，全鏈路提升其專業技能與崗位適配度，針對3年及以上在崗員工，構建幹部培訓、業務賦能、業務諮詢、技能人才四大類分層分類培養體系，通過「心領軍」等多項目培育各層級人才，同時提供學歷與非學歷多元外出培訓及費用支持，全方位夯實集團人才梯隊建設根基。



Strategic Planning Map of XLX University
心連心大學戰略規劃圖

Position Sequence M/P/T/O 崗位序列M/P/T/O	Leadership Course System 領導力課程體系	Professional Curriculum System 專業課程體系	General Curriculum System 通用課程體系	Special Curriculum System 專項課程體系
Strategic Level/Expert 戰略層/專家	• Globalization strategy 全球化戰略 • Transformational leadership 變革領導力 • Cross-border innovative thinking 跨界新思維	• Company M&A 公司並購 • Corporate governance 公司治理 • General manager's financial thinking 總經理的財務思維	• Analysis of macroeconomic situation 宏觀經濟形勢分析 • International situation 國際形勢 • Path to driving economic growth of the Company through new quality productive forces 新質生產力驅動企業經濟發展之道	• AI and industrial development 人工智能AI與產業發展
Management Level/Senior 經營層/資深	• Entrepreneurial spirit 企業家精神 • Strategic thinking and management 戰略思維與管理 • Building high-performance teams 高績效團隊打造 • Business leadership 業務領導力 • Management psychology 管理心理學 • Strategic decision-making 戰略決策	• Strategic production management 戰略生產管理 • Financial management 財務管理 • Strategic marketing 戰略營銷 • Product strategies and product innovations 產品戰略與產品創新 • HR management 人力資源管理 • Marketing 市場營銷	• Look at the solutions to main contradictions from the perspective of historical classics 從歷史經典看主要矛盾解決 • Shift team building system 班組建設體系 • Xin' an system 心安體系 • Industry trend insights 行業趨勢洞察	• Digital intelligence transformation 數智化轉型 • Project management 項目管理 • Construction of large projects 大項目建設 • Quality management 質量管理
Operational Level/Senior 營運層/高級	• ERP simulation of comprehensive business operation and management 企業全面經營管理沙盤模擬 • How new managers undertake business strategies 新晉經理人如何承接業務戰略 • How managers communicate 管理者溝通之道 • Team management 團隊管理	• Brand strategy for the enterprise's sustainable management 企業永續經營的品牌戰略 • Business model and channel planning 業務模式與渠道規劃 • Key account marketing 大客戶營銷 • Production and operations management 生產營運管理之道 • Risk control 風險管控	• Innovative thinking 創新思維 • Professional qualities 職業素養 • Methods for analyzing operations with data 利用數據進行營運分析的方法 • Objective and plan management 目標與計劃管理 • Tutoring and apprenticeship 導師帶教	• Management innovation 管理創新 • Marketing development trend in a digital age 數字化時代市場營銷發展趨勢
Executive Level/Intermediate 執行層/中級	• High-performance self-management 高效能自我管理 • Influence shaping 影響力塑造 • Objectives and plan execution 目標與計劃執行 • Upward management 向上管理	• Site management 現場管理 • Lean production 精益生產 • Equipment management 設備管理 • Brand building 品牌建設 • Marketing 市場推廣 • Product knowledge 產品知識	• How to handle conflicts 如何處理衝突 • Standardized management 標準化管理 • Interdepartmental communication skills 跨部門溝通技巧	• AI empowers efficient office work AI賦能高效辦公
University Students/Junior 大學生/初級	• Change in workplace roles 職場角色轉變 • Communication and collaboration 溝通與協作 • Emotional intelligence management 情商管理 • Time management 時間管理	• Required job operation knowledge and skills 崗位實操應知應會 • Basic knowledge of chemical industry 化工基礎知識 • Knowledge of agrochemical products 農化產品知識	• Corporate culture 企業文化 • Structured thinking 結構思維 • Etiquette 禮儀 • Corporate systems and procedures 公司制度流程 • Efficient office skills 高效辦公技能	• Career planning 職業規劃 • Safety work procedures 安全工作規範 • Stress management and psychological adjustment 壓力管理與心理調試

Curriculum System of XLX University

心連心大學課程體系



From March 24 to March 25, the first lecture known as *XLX Principal EMBA* with XLX Features was given. Executive director Zhang Qingjin, Yan Yunhua etc. gave lectures in person, covering more than 300 core management cadres of the Group.

3月24日-25日，心連心特色的《心連心校長EMBA》首期開講，執行董事張慶金、閆蘊華等親自授課，覆蓋公司核心管理幹部300余人。



On April 30, the Second Lecture of *XLX Principal EMBA* was given. As Chairman of the Board of Directors, Liu Xingxu gave a lecture titled the *Essential Path from Manager to Entrepreneur-Self-Discipline*. More than 280 executives and core management cadres of the Group participated in this training session.

4月30日，《心連心校長EMBA》第二期開講，董事長劉興旭講授《由「管理者」到「企業家」的必由之路—自律》，公司高層及核心管理幹部280余人參加此次培訓。



Chairman Liu Xingxu conducted special training named *From Strategy to Implementation* for middle and senior cadres. The Group's senior management and related personnel from various units participated in the training.

董事長劉興旭為中高層幹部開展《從戰略到執行》專題培訓，集團高層及各單位相關人員參訓。



From May 27 to May 28, the ninth lesson of Peking University - Henan XLX Group's "leading talent" training program was launched. More than 80 senior management members of the group and trainees participated in the training.

5月27日-28日，北京大學河南心連心集團「領軍」人才培養計劃第一期第九課開講，80餘位集團高層及學員參訓。



The first pre-job training in 2025, with the theme of "Building a Foundation with Talents, Leading the Way with Innovation, Building a Vital Echelon, and Empowering Two Major Battles", lasted for one month and covered 275 new employees in 11 departments, including the Technology Center.

以「以人才築基，以創新領航，鍛造活力梯隊，賦能兩大戰役」為主題的2025年第一期崗前培訓，歷時一個月，覆蓋技術中心等11個部門的275名新員工。



In 2025, XLX University conducted pre-job training for 698 person-times. The training covered basic content and job skills on work safety, fire emergency response, and chemical operation, helping new employees shorten their independent job placement by one third.

2025年，心連心大學開展698人次新員工崗前實訓，培訓涵蓋安全生產、消防應急、化工操作等基礎內容與崗位技能，助力新員工獨立定崗時間縮短三分之一。





On April 20, XLX Group launched the first *General Work Technician Program*. In this program, classes were set for three fields specializations: fitters, electricians and instrument technicians. the program was designed according to the idea of "One Post, One Policy" and in combination with job qualifications, with 270–300 class hours. Lasting over 8 months, it was implemented through the standardized process of "Position Identification-Course Design-Teaching-Assessment and Certification". The teaching mode of "Internal Key Staff + Industry Experts + Famous College Teachers" was adopted. Finally, 56 people (out of 74 participants) passed the assessment.

4月20日，心連心集團啟動首屆《通用工種技師班》，設鉗工、電工、儀錶工三個專業班，按「一崗一策」思路，結合崗位任職資格設計課程（課時270-300個），歷經8個月，以 「崗位識別-課程設計-教學實施-考核認證」標準化流程及「內部骨幹+行業專家+院校名師」授課模式推進，最終56人（共74人參訓）通過考核。



On May 22, XLX University Xinjiang branch held an open lecture titled *AI Empowers Efficient Office Work, Opening a New Era of Efficient Work*. It specially invited experts to tailor the course and helped more than 150 employees master the application skills of mainstream AI tools to promote the Group's digital transformation through "Theoretical Explanations + Case Analysis + Practical Drills".

5月22日，心連心大學新疆分院舉辦《AI賦能高效辦公，開啟高效工作新時代》公開課，特邀專家量身定制課程，通過「理論講解+案例分析+實操演練」模式，助力150餘名員工掌握主流AI工具應用技巧，推動企業數字化發展。



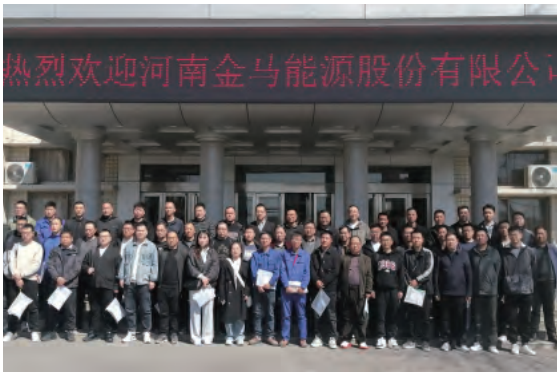
On March 8, XLX University Jiangxi Branch organized special training named "DeepSeek-based AI Empowerment Analysis and Digital Industry Transformation Thinking". Nearly 50 management cadres, including the Group's senior management and base section chiefs and above, participated on site, and more than 100 people participated in the training via livestreaming on the video channel.

3月8日，心連心大學江西分院組織開展「基於DeepSeek的AI賦能解析與數字化產業變革思維」專題培訓，公司高層及基地科長級以上管理幹部近50人現場參加，100餘人通過視頻號直播同步參訓。



On February 25, XLX University launched its first open course titled *AI Empowers Efficient Office Work* to enhance all employees' cognition of and ability to use artificial intelligence (AI) technology and help employees better use AI tools at work and improve their work efficiency and innovation capabilities, with a total of more than 1,280 people participating online and offline.

2月25日，心連心大學推出首期公開課《AI賦能高效辦公》，提升全體員工對人工智能（AI）技術的認知與應用能力，助力員工在工作中更好地運用AI工具，提升工作效率與創新能力，線上線下共計1,280餘人參與。



In 2025, the training base of XLX University provided 4 special safety training sessions for external chemical companies and parks such as Henan Jinma Energy, innovatively adopted the "2 + N" model, and incorporated the knowledge and skills required by the Emergency Management Department on hazardous chemicals and major hazards, and was highly recognized by the management committee and the trained enterprises.

2025年，心連心大學實訓基地為河南金馬能源等外部化工企業及園區提供4項安全專題培訓，創新採用「2+N」模式，融入危險化學品、重大危險源等應急管理部要求的知識技能，獲管委會及受訓企業高度認可。



In 2025, the training base of XLX University received 300 visitors from external units such as government human resources and social security departments, emergency management authorities, and chemical companies 19 times, and successfully built a training brand.

2025年，心連心大學實訓基地承接政府人社部門、應急部門、化工企業等外部單位參訪19起約300人，成功打造實訓品牌。







The Group conducted benchmarking visits Greentown University, Geely Academy, Transfar University, CEIBS, Hikvision and other leading corporate universities.

本集團赴綠城大學、吉利學堂、傳化大學、中歐、海康威視等行業標杆企業大學開展對標學習。

Talent Incentives
• 人才激勵

The Group has established a scientific closed-loop performance management and appraisal system. We comprehensively and objectively evaluate the performance of employees at all job levels and organizational performance through a unified indicator framework and standardized processes. In particular, we pay attention to work results, job competence and value creation, in order to ensure that the evaluation is equal, impartial, transparent and traceable. The Group has established employee performance communication channels and a regular performance feedback and appeal mechanism (employees who have doubts about their compensation and performance can apply for a review to the human resources department of their respective units). Performance results are regularly fed back to employees to clarify the direction of improvement. They also serve as a core basis for salary scale adjustment, bonus distribution, recognition and promotion. Based on a clear job grade system, the Group has developed a multi-channel career development path with parallel management and professional tracks, supports vertical promotion and horizontal development of employees, deeply linked performance, capability improvement and job qualification requirements, and continuously improved the development channels for all positions.

本集團構建科學閉環的績效管理考核體系，通過統一指標框架與規範流程，全面客觀評估各崗位層級員工及組織績效，重點關注工作成果、履職能力與價值創造，確保評價公平公正、透明可追溯。本集團建立員工績效溝通渠道及常態化的績效反饋與申訴機制（員工對薪酬績效有疑義時，可以向所屬單位的人力資源管理部門申請覆核），績效結果定期反饋員工以明確改進方向，同時作為薪級調整、獎金分配、評優晉升的核心依據。依託清晰的職位職級體系，本集團搭建管理與專業並行的多通道職業發展路徑，支援員工縱向晉升與橫向發展，將績效表現、能力提升與任職資格要求深度綁定，持續完善各崗位發展通道。



Performance Management Process
績效管理流程

To guarantee the fairness of frontline employees' growth, in 2025, the Group commenced the construction of a qualification system of operation positions for synthetic ammonia production sequences. By sorting out responsibilities and capabilities and optimizing promotion paths, we developed a clear and sustainable development channel for front-line positions, and created a replicable framework to provide references for the promotion of other production sequences.

為保障基層員工發展公平性，2025年，本集團啟動合成氨生產序列操作崗位任職資格體系建設，通過梳理職責能力、優化晉升路徑，搭建一線崗位清晰可持續的發展通道，形成可複製框架，為其他生產序列推廣提供參照。

Indicators and Performances
指標與績效

In 2025, the Group　2025年，本集團

- recruited a total of **1,629** new employees, including **1,031** fresh graduates
  新進員工共**1,629**，其中新招應屆畢業生**1,031**人
- carried out pre-job training with **814** person-times
  開展新工崗前培訓**814**人次
- conducted special training (including training on simulation system, strategies, risk management, LTC processes, etc.) with **6,160** person-times
  專項培訓（包括模擬系統、戰略、風險管理、LTC流程等培訓）**6,160**人次
- carried out safety rotation training for **4,432** person-times
  全員安全輪訓**4,432**人次
- organized visits, competitions, examinations and commissioned training with **2,384** person-times
  參訪競賽考試委培**2,384**人次
- Provided certification training to **208** person-times in chemical production roles and **1,251** person-times in other crafts, with **273** employees successfully obtaining vocational skill level certificates
  化工崗位取證培訓**208**人次、其他工種取證培訓**1,251**人次、職業技能等級認定獲證人員**273**人

As of the end of 2025, the Group　截至2025年末，本集團

- had **127** experts and **564** lecturers
  專家隊伍**127**人，講師隊伍**564**人

Ecological Win-win·
Partner Unity

生態共贏·夥伴同心

05

With green supply chain and industrial synergy as the core, XLX Group links practices such as rural revitalization and community public welfare to build a win-win ecosystem for the industry and society, and joins hands with all parties to create a sustainable future.

心連心集團以綠色供應鏈與產業協同為核心，聯動鄉村振興、社區公益等實踐，構建產業與社會共贏的生態體系，攜手各方共創可持續未來。

Material Sustainability Topics Concerned in this Chapter
本章所涉及的重大可持續發展議題

- Supply chain management
  供應鏈管理
- Rural revitalization and social contributions
  鄉村振興與社會貢獻

SDGs Addressed in this Chapter:
本章所回應的 SDGs:





Sustainable Supply Chain
可持續供應鏈

XLX Group adheres to the concept of "mutual benefit, win-win and risk sharing". We promote the construction of a transparent, resilient, sunny and efficient cooperation environment with high-quality upstream and downstream partnerships in the supply chain. We provide solid support for supply chain resource integration and realization of the Group's strategies, laying a solid foundation for the sustainable development of the value chain.

心連心集團秉持「互惠共贏，風險共擔」理念，以高質量上下游夥伴關係促進透明、韌性、陽光、高效的合作環境建設，為實施供應鏈資源整合、保障集團戰略實現提供堅實支撐，為價值鏈可持續發展夯實基礎。

Supply Chain Management Targets 供應鏈管理目標	Performance in 2025 2025年表現	Achievement 達成情況
In the next 3 years, 100% of key partner suppliers shall meet the basic ESG requirements 未來3年內，關鍵合作供應商100%符合ESG基礎要求	In progress 推進中	
The timely arrival rate of purchased materials shall reach 86% 物資採購到貨及時率達86%	90.43%	✓
The first pass yield of materials shall be 99.6% 物資一次質量合格率達99.6%	100%	✓
The achievement rate of the training plan shall be 100% 培訓計劃達成率100%	100%	✓
0 raw material and material supply quality accidents shall occur 發生0起原料、物資供應質量事故	0	✓

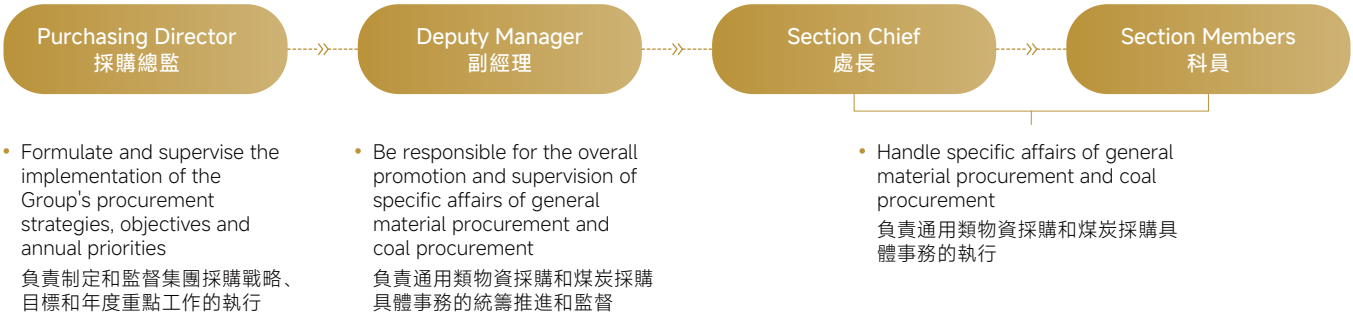
Governance
治理

The Group strictly complies with the relevant laws and regulations on enterprise procurement in China. We have formulated dozens of system documents, including the Group Supplier Management System. We require our suppliers to sign the *Supplier Integrity Commitment Letter and Green Supplier Commitment Letter* to procure the suppliers to carry out supply chain management and supervision. We also incorporate sustainable procurement indicators into the performance appraisal of procurement personnel to promote the balance among environmental protection, social responsibility and economic benefits.

本集團嚴格遵守我國企業採購相關法律法規，制定《集團供應商管理制度》等數十份制度文件，並要求供應商簽署《供應商廉潔承諾書、綠色供應商承諾書》，推動供應商開展供應鏈管理及監督工作。同時，我們將可持續採購指標納入採購人員績效考核，推動環保、社會責任與經濟效益平衡。

XLX Group continuously optimizes the sustainable supply chain management structure at four levels: purchasing director-deputy manager-section chief-section members, to ensure consistent procurement policies and practices, and systematically manage responsible supply chain construction in a standardized manner.

心連心集團持續優化「採購總監-副經理-處長-科員」四級可持續供應鏈管理架構。以確保採購政策和實踐一致，系統規範地管理負責任供應鏈建設。



Sustainable Supply Chain Management Structure
可持續供應鏈管理架構

Strategy
• 策略

The Group regards supply chain management as the core strategy for its sustainable development. With a view to maximizing the procurement value, we have prepared scientific procurement budgets in combination with our external environmental and development planning. We define our management objectives and action paths to ensure the safety and sustainability of the supply chain. In addition, we have created a systematic strategic supply chain management map in four dimensions: finance, customers, internal operations, learning and growth. We have actively responded to the challenges and opportunities of the sustainable supply chain, and promoted the green and compliant development of the supply chain.

本集團將供應鏈管理列為企業可持續發展核心戰略，以採購價值最大化為目標，結合外部環境與發展規劃制定科學採購預算，明確管理目標與行動路徑，保障供應鏈安全可持續，同時從財務、客戶、內部營運、學習成長四維構建系統化供應鏈管理戰略地圖，積極應對可持續供應鏈挑戰與機遇，推動供應鏈綠色合規發展。





Strategic Supply Chain Management Map
供應鏈管理戰略地圖

Actions and Measures
行動與舉措

Risk and Opportunity Identification and Evaluation
• 風險和機遇識別與評估

Based on policy trends, market layout and industry characteristics, the Group has identified and assessed four risks (difficulties in upstream carbon emission management, extreme weather disturbances, raw material price fluctuations, international political and economic turbulence) and two opportunities (increased market preference for raw materials of green products, cost reduction and efficiency improvement of the digital supply chain platform) of the sustainable supply chain. We have implemented targeted policies in the supplier lifecycle management, supply chain risk control, incoming material quality management and sustainable supply chain construction to promote sustainable supply chain transformation.

本集團結合政策趨勢、市場佈局及行業特性，識別評估出可持續供應鏈四項風險（上游碳排放管理難、極端天氣擾動、原材料價格波動、國際政經局勢動盪）與兩項機遇（綠色產品原料市場偏好提升、數字化供應鏈平臺降本增效），並針對性在供應商全生命週期管理、供應鏈風險管控、來料質量管理及可持續供應鏈建設等方面施策，推動供應鏈可持續轉型。

Supply Chain Lifecycle Management
• 供應鏈全生命週期管理

The Group continuously improves the supplier lifecycle management mechanism, integrates ESG requirements into key nodes (including analysis, matching, sourcing, onboarding, evaluation and elimination), collects and evaluates the sustainable development performance of suppliers, and improves procurement efficiency and supply chain resilience. We have also refined the grading and classification policies, selected and cultivated strategic suppliers, established a dynamic advance and retreat upgrade mechanism, and built a win-win value chain community with a shared future.

本集團持續完善供應商全生命週期管理機制，將ESG要求融入分析、匹配、尋源、準入、評價、淘汰各關鍵節點，採集評估供應商可持續發展績效，提升採購效率與供應鏈韌性，同時細化分級分類政策，遴選培育戰略供應商，建立動態進退升級機制，構建合作共贏的價值鏈命運共同體。

Development and Onboarding
開發和準入

- Based on the importance of purchased materials and the intensity of market competitions, general materials are divided into four categories: key, bottleneck, leveraged, and daily materials. Establish supporting differentiated onboarding standards, and investigate various suppliers in three dimensions: "qualification review + field investigation + market validation". Quantitatively assess suppliers' compliance qualifications and continuous supply capabilities
  基於採購物資重要性與市場競爭度，將通用類物資劃分為關鍵、瓶頸、杠杆、日常四類，配套差異化準入標準，對各類供應商實施“資質審核+實地考察+市場驗證”三維考察，量化評估其合規資質與持續供貨能力

Evaluation and Handling
評價和處置

- Carry out annual supplier performance appraisal to evaluate suppliers' performance in ten aspects, including technology input, supply quality, supply timeliness, supply proportion, safety and environmental protection
  開展年度供應商績效評價，評價供應商在技術投入、供貨質量、供貨及時性、供貨量佔比、安全環保等十個方面的表現
- According to the performance appraisal results, suppliers are divided into five grades: Grade S strategic suppliers, Grade A core suppliers, Grade B qualified suppliers, Grade C suppliers to be improved and Grade D restricted partner suppliers for hierarchical management. For Grade S and Grade A suppliers, give priority to the allocation of resources such as production capacity, joint development, capital logistics, etc., and award licenses
  依據績效評價結果，將供應商劃分為S級戰略、A級核心、B級合格、C級待改善、D級限制合作五個等級並實施分級管理，對S級、A級供應商，優先配置產能、聯合開發、資金物流等資源，並予以授牌獎勵



Exit
退出

- Initiate elimination procedures for Grade D restricted partner suppliers
  對D級限制合作供應商，啟動淘汰程序
- For blacklisted suppliers, immediately freeze their transactions and set a restricted period of not less than 12 months, during which the suppliers are prohibited from participating in any bidding and procurement activities
  對黑名單供應商，立即凍結交易，設置不少於12個月禁入期，期間禁止其參與任何招投標及採購活動

Supplier Lifecycle Management Process
供應商全生命週期管理流程

Supply Chain Risk Management
• 供應鏈風險管理

The Group continuously strengthens its control over procurement risks and improves its special implementation plans. We have introduced risk radar tools, and developed online control functions such as IP-based bid collusion warning and overdue order reminder. We help our business departments make their response plans in advance through timely identification and early warning of risks.

本集團持續強化採購風險管控，完善專項實施方案，引入風險雷達工具，開發IP串標預警、超期未訂貨提醒等線上管控功能，通過風險的及時識別與預警，助力業務部門前置規劃應對方案。

In 2025, the Group carried out joint inspections of procurement business risks on a quarterly basis, completed the standardized audit of 11 procurement systems, comprehensively identified and controlled various procurement risks. By expanding the scale of centralized procurement, maintaining safety stocks of core raw materials, entering into long-term agreements with key suppliers, optimizing the layout of multi-regional and multi-channel suppliers and studying the substitutability of materials, we have improved the safety, stability and diversification of our supply chain in multiple dimensions.

2025年，本集團每季度開展採購業務風險聯合檢查，完成11家採購系統標準化體系審核，全方位識別、管控各品類採購風險。同時，我們通過擴大集采規模、建立核心原料安全庫存、與關鍵供應商簽訂長期協議、優化多區域多渠道供方佈局及研究物料可替代性，多維度提升供應鏈安全、穩定與多元化水平。

Supplier Quality Management
• 供應商質量管理

The Group coordinates and controls the quality of suppliers' incoming materials throughout the process, including material demand, supplier selection, ordering, process control and quality problem handling, by coordinating users with demand, procurement centers, engineering technologies and quality management departments. By carrying out inspections and audits of material suppliers and testing the quality of fuel coal delivered into the site, we ensure that incoming materials meet production requirements. We have constructed a reward and punishment mechanism for procurement quality management, to punish those who fail to perform their duties accordingly.

本集團由需求使用單位、採購中心、工程技術及質量管理部門協同聯動，從物資需求、供應商選擇、訂貨、程序控制、質量問題處理全流程管控供應商來料質量，通過開展物資供應商巡檢審核、化驗入場燃料煤質量，確保來料符合生產要求，並配套制定採購質量管理獎懲機制，對履職不到位人員予以相應懲罰。

Supply Chain Risk Management
• 供應鏈風險管理

The Group integrates ESG performance requirements into the end-to-end supply chain management to ensure timely detection and resolution of potential ESG risks. We have incorporated climate change into our sustainable supply chain management and built a green, low-carbon and resilient supply chain. We also incorporate extreme weather and geological disasters into our emergency response plans for transportation. We ensure stable supply of materials and coal through measures such as multi-regional supply, joint reserve and preparation, cultivation of nearby core raw material suppliers, and docking with third-party platforms. In the future, we will optimize our product varieties, introduce management systems, expand our emergency suppliers, and mitigate the negative impacts of climate change on the supply chain. Meanwhile, we will integrate our energy efficiency requirements into the varieties of products purchased. We control greenhouse gas and other exhaust gas emissions during the use stage of controlled materials.

本集團將ESG績效要求融入供應鏈全流程管理，確保及時發現並化解潛在ESG風險。本集團將氣候變化納入可持續供應鏈管理，構建綠色低碳韌性供應鏈，將極端天氣、地質災害納入運輸應急預案，通過多區域供貨、聯儲聯備、培養就近核心原料供方、對接第三方平臺等舉措保障物資與煤炭供應穩定。未來，我們將優化品類、引入管理系統、拓展應急供應商，降低氣候變化對供應鏈的負面影響，同時將能效要求融入採購品類，管控物資使用階段的溫室氣體及其他廢氣排放。

Onboarding 準入

- Require suppliers to sign the *Green Supplier Commitment Letter* to clarify their obligations such as environmental compliance and social responsibilities. If they breach the contracts, they will face consequences such as economic penalties, cooperation termination and blacklisting
  要求供應商簽署《綠色供應商承諾書》，明確環保合規、社會責任等義務，違約將面臨經濟處罰、合作終止、列入黑名單等後果

Contract signing 合同簽署

- Consolidate safety, environmental protection and on-site management requirements in the form of terms
  以條款形式固化安全、環保及現場管理要求

Cooperate 合作

- Incorporate safety and environmental indicators into the supplier evaluation system, and assist suppliers' rectification of problems
  將安全環保指標納入供應商評價體系，對存在問題的供應商協助整改

ESG Risk Management for the Supply Chain
供應鏈ESG風險管理

Environmental compliance and product requirements 環保合規與產品要求

- Comply with national environmental protection laws and regulations
  遵守國家環保法律法規
- Provide low-carbon, energy-saving products or services
  提供低碳、節能產品或服務
- Regularly disclose environmental information
  定期披露環境信息

Social responsibility and employee rights and interests 社會責任與員工權益

- Fulfill social responsibilities
  履行社會責任
- Protect employee rights and interests
  保障員工權益

Corporate governance and business conduct 公司治理與商業行為

- Establish and improve the corporate governance system
  建立健全公司治理體系
- Avoid commercial bribery and other misconducts
  杜絕商業賄賂等不正當行為

Goals of green supply chain management 綠色供應鏈管理目標

- Promote the construction of a green supply chain
  推動綠色供應鏈建設
- Continual improvements and innovations
  持續改進與創新

The *Green Supplier Commitment Letter*
《綠色供應商承諾書》

Supply Chain Integrity and Compliance Management
• 供應鏈廉潔合規管理

The Group explicitly requires suppliers to abide by business ethics on anti-bribery, anti-corruption, transparent supply chain and responsible procurement. Suppliers involved in business ethics cases will be strictly investigated, and those suspected of violating the laws will be handed over to judicial organs. In the onboarding process, material suppliers are required to sign the *Integrity Agreement* and coal suppliers are procured to sign the *Integrity Co-construction Agreement*. We perform due diligence on the links of cooperation, investigate the risks in major violations of discipline and regulations, and urge suppliers with business ethics risks to formulate and implement rectification plans until they meet the standards.

本集團明確要求供應商恪守反賄賂反腐敗、供應鏈透明及負責任採購等商業道德規範，涉商業道德案件的供應商將被嚴格審查，涉嫌違法的移交司法機關。準入環節，要求物資供應商簽訂《廉潔協議書》，推動煤炭供應商簽署《廉潔共建協議書》，合作環節開展盡職調查，排查重大違紀違規風險，對存在商業道德風險的供應商，督促其制定並落實整改計劃，直至達標。

Supply Chain Empowerment
• 供應鏈賦能

The Group continuously and repeatedly computes the online supplier management platform, embeds the Qixin Huiyan module to improve our real-time management of supplier qualifications and risk warning functions, and realize the online procurement process. Besides, an online supplier evaluation solution is promoted. Through the "data scraping + automated judgment + manual confirmation" model, the cooperation potential and performance of suppliers are comprehensively evaluated from the perspective of safety, environmental protection, technical investments, supply quality, timeliness, etc. As of the end of 2025, the Group had launched an online management system covering six major dimensions, including inspection, evaluation, and quality management, in order to improve our management efficiency, reduce procurement costs, ensure stable, reliable and efficient competition in the supply chain, enhance supply chain resilience, control risks and create greater value.

本集團持續反覆計算供應商線上管理平臺的數據，嵌入啟信慧眼模塊完善供方資質即時管理與風險預警功能，實現採購全流程線上化，同時推行供應商評價線上化方案，通過「數據抓取+自動化判定+人工確認」模式，全面評估供應商安全環保、技術投入、供貨質量與及時性等維度的合作潛力與績效表現。截至2025年末，集團已上線覆蓋考察、評價、質量管理等六大維度的線上管理系統，以此提升管理效率、降低採購成本，保障供應鏈穩定可靠與高效競爭，增強供應鏈韌性、管控風險並創造更大價值。

In addition, the Group continuously promotes its capacity building for sustainable development of the supply chain. By holding supplier conferences and fellowship meetings, conducting supplier exchange activities, indirectly affecting procurement personnel, and providing special fund support, etc., we help suppliers improve their product quality control, production and operations management capabilities. In 2025, the Jiangxi allocated special fund of RMB300,000 to support the core business operations of suppliers, established a tracking mechanism to ensure the efficient use of the fund, and improved the sustainable development of the supply chain.

此外，本集團持續推進供應鏈可持續發展能力建設，從舉辦供應商大會與聯誼會、開展供應商交流活動、採購人員間接影響、專項資金支持等多維度入手，助力供應商產品質量管控和生產營運管理能力提升。2025年，江西基地撥付人民幣30萬元專項資金支持供應商核心業務營運，建立跟蹤機制保障資金高效利用，提升供應鏈可持續發展水平。





On October 21, 2025, the Group held the first supplier fellowship meeting to build an in-depth communication platform through industry research and judgment, policy interpretation, strategic contract signing, and honorable commendation, laying an ecological foundation for a new industrial chain.

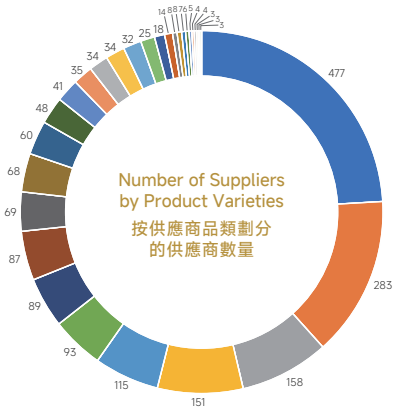
2025年10月21日，本集團舉辦首屆供應商聯誼會，通過行業研判、政策解讀、戰略簽約及榮譽表彰等環節，搭建深度交流平臺，奠定新型產業鏈生態基礎。

In 2025, the Group carried out professional training for various procurement personnel regarding Supply Chain Management Specialist (SCMP) certification, production knowledge, external coaching, interpretations of system terms and benchmarking learning. We strengthened the teams' professional skills through examinations for work permits and new employee growth reports.

2025年，本集團開展供應鏈管理專家（SCMP）認證、生產知識、外部輔導、體系條款解讀及對標學習等多類採購人員專業培訓，並通過上崗證考試、新工成長匯報夯實隊伍專業技能。

Indicators and Performances
指標與績效

Number of Suppliers
• 供應商數量





Henan 河南 · Jiangsu 江蘇 · Zhejiang 浙江 · Shandong 山東 · Shanghai 上海 · Jiangxi 江西 · Xinjiang 新疆 · Liaoning 遼寧
Hebei 河北 · Beijing 北京 · Anhui 安徽 · Hubei 湖北 · Shanxi 陝西 · Tianjin 天津 · Sichuan 四川 · Guangdong 廣東
Guangxi 廣西 · Hunan 湖南 · Chongqing 重慶 · Shanxi 山西 · Heilongjiang 黑龍江 · Fujian 福建 · Yunnan 雲南 · Jilin 吉林
Abroad 海外 · Gansu 甘肅 · Ningxia 寧夏 · Inner Mongolia 內蒙古 · Hainan 海南 · Guizhou 貴州

Qualified suppliers 可選供應商 · Preferred suppliers 優選供應商 · Strategic suppliers 戰略供應商
Restricted suppliers 限選供應商 · Grade S (special contribution) suppliers S 級（特殊貢獻）供應商 · Terminated suppliers 終止合作供應商

As of the end of 2025, the Group
截至2025年末，本集團

The number of suppliers with ISO 14001 certification: **1,392**
通過ISO 14001體系認證的供應商數量：**1,392**家

The number of suppliers with ISO 9001 certification: **1,392**
通過ISO 9001體系認證的供應商數量：**1,392**家

The number of suppliers with ISO 45001 certification: **1,392**
通過ISO 45001體系認證的供應商數量：**1,392**家

The number of suppliers with SA 8000 certification: **560**
通過SA 8000體系認證的供應商數量：**560**家



Empowering Industry Development
賦能行業發展

Actively fulfilling its industry responsibilities, XLX Group plays an exemplary and leading role by deepening industry collaboration, participating in standardization initiatives and technical dialogue. We promote the improvement of industry standards and sustainable development.

心連心集團積極履行行業責任，通過深化行業協作、參與標準化建設和技術對話，發揮示範與引領作用，推動行業規範提升和可持續發展。

Collaborative Development
協作發展

Through multi-party exchanges and industry collaboration, the Group actively participates in industry associations, academic exchanges and industry dialogue platforms to promote experience sharing, coordinated development, healthy and orderly development of the chemical industry.

本集團通過多方交流與行業協作，積極參與行業協會、學術交流及產業對話平臺，推動經驗共用與協同發展，促進化工行業健康有序發展。



The Group's participation in the founding meeting of the Green and Low-Carbon Innovation Development Committee of the Henan Environmental Protection Federation.
本集團出席河南省環保聯合會綠色低碳創新發展專業委員會成立大會。



A delegation from Casale (Switzerland) visited the Group, and both parties entered into a strategic cooperation agreement, agreeing to deepen technical exchanges and promote project implementation.
瑞士卡薩利集團一行到訪本集團，雙方簽約戰略合作，約定深化技術交流、推進項目落地。



Shenleng Energy received an "Outstanding Contribution Award" for the special gas industry in 2025.
深冷能源榮獲2025年特種氣體行業「傑出貢獻獎」。

Leading Standards Development
標準引領

The Group actively participates in work related to industry standardization, research, discussion and application of relevant standards in combination with its technical practices, converts its production experience into practical references for standardization work, and promotes the linking of standards with industry realities. In 2025, we participated in the formulation of national standards such as *Industrial Water Quotas – Part 8: Synthetic Ammonia*. Local standards such as *Technical Regulations for Integration of Water and Fertiliser for Drip Irrigation under Garlic Film* were released and implemented.

本集團積極參與行業標準化相關工作，結合企業技術實踐參與有關標準的研究、討論及應用，將生產經驗轉化為標準化工作中的實踐參考，推動標準內容與行業實際相銜接。2025年，我們參與制定的《工業用水定額第8部分合成氨》等國家標準，《大蒜膜下滴灌水肥一體化技術規程》等地方標準被發佈實施。




荣誉证书

"十四五"全国腐植酸肥料领域
标准创新贡献奖

The industry standard *HG/T 6396-2025 Compound Fertiliser Containing Fulvic Acid*, for which the Group led the drafting, was awarded the "14th Five-Year Plan" National Standard Innovation Contribution Award in the field of humic acid fertilisers by the conference.

本集團牽頭起草的行業標準《HG/T 6396-2025含黃腐酸複合肥料》被大會授予「十四五」全國腐植酸肥料領域標準創新貢獻獎。




证 书

兹聘请 **顾朝晖** 同志为中国氮肥工业协会团体标准化工作委员会副主任委员，任期时间（2025-2030 年）。

特颁此证！

中国氮肥工业协会

二〇二五年十月

In October 2025, the Group assisted China Nitrogen Fertiliser Industry Association in convening the 2025 Work Conference of the Group Standards Committee. Gu Zhaohui, the chief engineer of the Group, and three technicians were appointed by the Standardization Committee.

2025年10月，本集團協助中國氮肥工業協會召開團體標委會2025年工作會議，本集團總工程師顧朝暉及3名技術人員獲標委會聘任。

Rural Revitalization
鄉村振興

Based on the positioning of agricultural services, XLX Group focuses on ensuring the supply of chemical fertilisers. We incorporate serving agriculture and supporting rural development into the social responsibility and sustainable development management system. Centered on grain security and rural revitalization strategies, we integrate resources across research, production and marketing, as well as agrochemical services. We promote efficient and sustainable agricultural development through measures such as high-quality fertiliser supply, technical training, demonstration and extension. We help improve farmers' income and comprehensive agricultural production capacity.

心連心集團立足農業服務定位，聚焦化肥保供，將服務農業、支援鄉村發展納入社會責任與可持續發展管理體系，圍繞糧食安全與鄉村振興戰略，整合研產銷及農化服務資源，通過優質肥料供應、技術培訓、示範推廣等舉措，推動農業高效可持續發展，助力提升農戶收益與農業綜合生產能力。


中华人民共和国工业和信息化部

感谢信

Henan XLX was commended by a thank-you letter from the Ministry of Industry and Information Technology for its outstanding contributions to ensuring the supply of chemical fertilisers and grain production. It was the fourth consecutive year that it had been recognized at the national level.

河南心連心因在化肥保供、保障糧食生產方面貢獻突出，獲工信部感謝信表彰，系連續四年獲此國家層面肯定。



In response to the policy requirements for agricultural green transition and intelligent precise production services, Jiangxi XLX built a full chain system of "Production-Supply-Marketing-Services", supported spring ploughing and guaranteed national food security with technological innovation and intelligent services.

江西心連心回應農業綠色轉型與智能生產精準服務政策要求，構建「產-供-銷-服」全鏈條體系，以科技創新與智能服務助力春耕、保障國家糧食安全。



On November 20, 2025, trainees from the high-caliber farmer training class of Jiujiang Academy of Agricultural Sciences went to Jiangxi XLX Modern Agriculture Demonstration Park for a science and technology study tour. By visiting exhibition halls, greenhouses and experimental areas, they learned technologies such as precision irrigation and efficient application of chemical fertilisers, and provided targeted solutions in combination with scientific fertilization and other technologies to facilitate application of agricultural technologies in the fields.

2025年11月20日，九江市農科院高素質農民培訓班學員赴江西心連心現代農業示範園開展科技研學，通過參觀展廳、大棚及試驗區，學習精準灌溉、化肥高效施用等技術，並結合科學施肥等技術提供針對性解決方案，助力農業技術田間落地。



The Group, together with Huazhong Agricultural University, carried out 23 rapeseed field trials in Pengze, Jiangxi, delivered 46 sessions of agricultural technical guidance and directly served more than 200 farming households. We developed locally tailored fertilisers and established a high-yield cultivation model for rice–rape-seed rotation. The trial fields achieved a yield of 248.48 kg per mu, and were selected as a national-level high-yield benchmark case, ranking second in Jiangxi Province.

本集團聯合華中農業大學在江西彭澤開展23個油菜田間試驗，累計開展農技指導46場次、直接服務農戶200余戶，開發當地專用肥並構建稻油輪作高產栽培技術模式，試驗田畝產達248.48公斤，入選國家級高產典型案例且位列江西省第二名。



The Group entered into an agreement with representatives of towns and villages around the Inner Mongolia base to exchange compound fertilisers for corn cobs. This initiative opened up a utilization pathway for agricultural wastes and reduced fertiliser costs for farmers. The Group implemented the rural revitalization strategy.

本集團與內蒙古基地周邊鄉鎮代表簽署「複合肥換玉米芯」協議，打通農業廢棄物利用路徑、降低農戶用肥成本，踐行鄉村振興戰略。



In response to the local government's call for helping farmers, Guangxi XLX purchased 5 metric tons of Guiwei lychees, directly delivered them to the Group's headquarters by cold chain, supported rural revitalization with practical actions and demonstrated its responsibility to give back to society.

廣西心連心響應當地政府助農號召，採購5噸桂味荔枝冷鏈直送集團總部，以實際行動支持鄉村振興、彰顯企業反哺社會的責任擔當。

In 2025　2025年

Xinxiang Base: Created a green channel for the shipment of spring ploughing fertilisers, optimized organization of railway transportation and mechanized loading, saved freight of more than RMB **9 million** in freight costs for customers from January to February 2025, and reduced the costs of spring ploughing fertilisers for farmers

新鄉基地：建立春耕化肥發運綠色通道，優化鐵路運輸組織與機械化裝車水平，2025年1-2月累計為客戶節省運費人民幣**900**余萬元，降低農戶春耕用肥成本

The national agricultural science and technology experimental demonstration base led by XLX Group was officially approved for establishment

心連心集團牽頭申報的國家級農業科技試驗示範基地正式獲批成立



Community Influence and Public Welfare

社區影響與公益

XLX Group adheres to the principle of "taking from society and giving back to society". Based on the development needs of local communities, the Group continuously carries out public welfare practices in the fields of education support, charity, care and other public welfare initiatives. Relying on the trade union, we draw up public welfare plans, establish a special leading group to coordinate implementation, set up special public welfare funds and standardize management through public disclosure of income and expenditure and third-party audits. In the field of education, in addition to setting up scholarships and donating money and materials, we have also explored a collaborative university–enterprise education model through faculty co-construction, curriculum co-creation and practice integration. We establish a regular communication mechanism with the local community, with community communication meetings, site visits, and factory open days as the core forms, supplemented by daily instant communication channels such as telephone and email, to ensure that the community's reasonable demands are responded to and resolved in a timely manner.

Furthermore, we deepen cooperation with local governments, scientific research institutes and non-profit organizations. We pay attention to the development of local communities and people's livelihood needs. We participate in community development through charity donations and material support. We organize activities such as volunteer services at homes for the aged, voluntary blood donation, tree planting, and "exam support" activities to promote community care, facilitate our coordinated development with communities, and help create a harmonious and inclusive social environment.

心連心集團秉持「取之社會，回饋社會」原則，立足屬地社區發展需求，圍繞教育支持、慈善關愛和公共公益等領域持續開展公益實踐。本集團依託工會制定公益規劃，成立專項領導小組統籌推進，設立專項公益資金並通過公開收支、第三方審計規範管理。在教育領域，除設立獎學金、捐款捐物外，我們還通過師資共建、課程共創、實踐共融探索企校協同育人模式。本集團建立與當地社區的常態化溝通機制，以社區溝通會議、實地走訪、廠區開放日為核心形式，配套電話、郵件等日常即時溝通渠道，切實保障社區合理訴求得到及時回應與解決。

同時，我們聯動地方政府、科研院校及公益組織深化合作，關注屬地社區發展和民生需求。我們通過公益捐款、物資支援參與社區建設，並組織敬老院志願服務、無償獻血、植樹、「愛心助考」等活動推進社區關愛，促進企業與社區協同發展，助力構建和諧共融的社會環境。



Carried out grant distribution activities in Xinxiang County No.1 Middle School for 8 consecutive years.
連續8年在新鄉縣第一中學開展助學金發放活動。



Responded to the Pengze "Filling the World with Love, One-day Charity Donation" campaign.
響應彭澤「愛滿人間慈善一日捐」活動。



Organized voluntary blood donation activities, with an aggregate blood donation volume of nearly 10,000 ml.
組織義務獻血活動，累計獻血量近萬毫升。



Sponsored the Jiangxi "XLX Cup" gateball, badminton and other competitions, and supported community cultural and sports activities.
贊助江西省「心連心杯」門球，羽毛球等比賽，支持社區文體活動。



Caring support activities for the college entrance examination.
開展愛心助力高考活動。



Carry out tree planting activities.
開展植樹活動。







Condolence activity for the fire brigade, Teacher's Day, and the home for the aged.
開展消防隊、教師節、敬老院慰問活動。

In addition, we advocate a positive corporate culture and awareness of social responsibility. Employees take the initiative to resolve difficulties in case of emergencies such as fire and traffic disruptions. Leveraging volunteer services, our bases have set up all-weather convenience service stations such as XLX Driver's Home to provide emergency charging, tire inflation, lost and found, assistance in returning home and emergency rescue services for the public and drivers. We effectively respond to the actual needs of the communities. In 2025, the Xinjiang XLX Driver's Home activity benefited 2,500 stakeholder drivers. The "Jiang Xiao An" brand provided social services 2,000 times, covering 2,100 people. It received a total of 20 expressions of appreciation for its free social services, public welfare assistance and other actions.

此外，我們倡導積極向上的企業文化與社會責任意識，員工在火情、交通受阻等緊急情況時主動擔當、化解困境。各基地依託志願服務力量，設立心連心司機之家等全天候便民服務站，為群眾及司機群體提供應急充電、充氣、失物招領、協助返家及緊急救援等服務，切實回應社區實際需求。2025年，新疆心連心「司機之家」活動惠及關聯方司機2,500人次，「疆小安」 品牌開展社會服務2,000場次、覆蓋 2,100人次，憑藉無償社會服務、公益幫扶等行動累計獲得社會致謝20次。



Employees helped move and organize scattered goods on the park roads to restore traffic order on site.
員工協助搬運整理園區道路散落貨物，恢復現場通行秩序。



After discovering roadside fire, employees took the initiative to control the fire and prevent it from spreading.
員工發現路邊火情後，主動控火防蔓延。



Jiang Xiao An Convenience Service Station at the Xinjiang base.

新疆基地疆小安便民服務站。



Set up a "Drivers' Home", optimized and expanded rest and dining areas during high temperatures, equipped heatstroke prevention medicines, maintained cooling equipment, supplied cool drinking water, and implemented heatstroke prevention measures.
設立「司機之家」，並在高溫期間優化擴充休息就餐區域，配備防暑藥品、維護降溫設備、供應清涼飲用水，落實防暑保障措施。



The Manas County United Front Work Practice and Innovation Base was unveiled at Xinjiang XLX, building a platform for communication and growth for local new social strata.
瑪納斯縣相關統戰工作實踐創新基地在新疆心連心揭牌，為當地新的社會階層人士搭建交流成長平臺。

In 2025　2025年

the Group had **0** operating sites that have caused actual or potential significant negative impacts on local communities
本集團不存在對當地社區造成實際或潛在重大負面影響的營運點

a charity donation of RMB **75.44** million was made
慈善捐款**7,544.4**萬元

Xinjiang XLX: Employee Tang Wenjie was recognized as "Manas Good Person" in Q2. This company recorded **320** person-times in employee community activities, **40** person-times in environmental public welfare activities, with a total of **160** service hours, 200 participant-times in volunteer activities, with a total of **600** service hours, and **40** person-times in volunteer blood donations, with a total blood donation volume of **20,000** ml
新疆心連心：員工唐文傑獲第二季度「瑪納斯好人」，員工社區活動**320**人次，環保公益活動**40**人次、累計服務**160**小時，志願者活動**200**人次、累計服務**600**小時，無償獻血**40**人次、總獻血量**20,000**毫升

Jiangxi XLX: Won the "China Red Cross Dedication Award", **100** person-times in employee community activities,**120** person-times in volunteer activities, with **200** hours of services, **30** participant-times in voluntary blood donations, with a total blood donation volume of **10,000** ml
江西心連心：獲「中國紅十字奉獻獎」，員工社區活動**100**人次，志願者活動**120**人次、累計服務**200**小時，無償獻血**30**人次、總獻血量**10,000**毫升



Appendix 附錄

Key Performance[1] Indicators
關鍵績效[1]指標表

Economic Performance
• 經濟績效

Indicator 指標	Unit 單位	2025	2024	2023
Revenue 營業收入	RMB million 百萬元	25,352.47	23,128.29	23,475.34
Net profit attributable to shareholders of the listed company 歸屬於上市公司股東的淨利潤	RMB million 百萬元	932.02	1,459.45	1,186.88
Equity attributable to the parent company 歸屬於母公司權益	RMB million 百萬元	9,744.67	8,961.17	7,687.55
Total assets 總資產	RMB million 百萬元	38,760.43	32,518.24	29,133.50
Basic earnings per share 基本每股收益	RMB cents per share 每股人民幣分	76	120	97
Diluted earnings per share 攤薄每股收益	RMB cents per share 每股人民幣分	75	118	97

Environmental Indicators
• 環境指標

Indicator 指標		Unit 單位	2025	2024	2023
Addressing climate change 應對氣候變化	Total greenhouse gas emissions (Scope 1 + Scope 2)[2] 溫室氣體排放總量（範圍1+範圍2）[2]	tCO_2e 噸二氧化碳當量	15,427,288.33	14,057,750.33	14,184,736.63

1: Unless otherwise specified, the Group's environmental indicators cover three major legal production entities (core production entities with core assets accounting for over 70%), namely Henan Xinlianxin, Xinjiang XLX and Jiangxi XLX. 100% of the remaining dimensional indicators cover the entire Group.
1：若無特殊說明，本集團環境指標涵蓋河南心連心、新疆心連心、江西心連心3家主要生產法人公司（核心生產主體，核心資產佔比超70%），其餘維度指標100%覆蓋全集團。
2: The greenhouse gas inventory includes carbon dioxide, which mainly comes from purchased electricity, raw coal, fuel coal, diesel, gasoline and natural gas.
2：溫室氣體清單包括二氧化碳，源自外購電力、原料煤、燃料煤、柴油、汽油以及天然氣。

Indicator 指標		Unit 單位	2025	2024	2023
Addressing climate change 應對氣候變化	Greenhouse gas emissions intensity (Scope 1 + Scope 2)[1] 溫室氣體排放密度（範圍1+範圍2）[1]	tCO_2e/ton of product 噸二氧化碳當量/噸產品	1.39	1.29	1.36
	Scope 1 greenhouse gas emissions[2] 範圍1溫室氣體排放量[2]	tCO_2e 噸二氧化碳當量	14,413,842.33	13,114,855.16	13,047,929.33
	Scope 2 greenhouse gas emissions[3]-location based 範圍2溫室氣體排放量[3]-基於位置	tCO_2e 噸二氧化碳當量	1,013,446.00	942,895.17	1,136,807.30
	Scope 2 greenhouse gas emissions-market based 範圍2溫室氣體排放量-基於市場	tCO_2e 噸二氧化碳當量	868,680.00	/	/
	Scope 3 greenhouse gas emissions (Category 6 + Category 7) 範圍3溫室氣體排放量（類別6+類別7）	tCO_2e 噸二氧化碳當量	10,289.09	/	/
	Category 6: Business travel 類別6：商務差旅	tCO_2e 噸二氧化碳當量	4,290.46	/	/
	Category 7: Employee commuting 類別7：員工通勤	tCO_2e 噸二氧化碳當量	5,998.63	/	/
Energy consumption 能源使用	Total energy consumption[4] 能源消耗總量[4]	Ton of standard coal 噸標準煤	5,928,300.22	5,545,170.94	5,282,091.06
	Intensity of energy consumption 能源消耗密度	Ton of standard coal/ton of product 噸標準煤/噸產品	0.53	0.51	0.50
	Total direct energy consumption 直接能源消耗總量	Ton of standard coal 噸標準煤	5,691,827.20	5,322,836.30	5,038,836.92

1: The fluctuation of greenhouse gas emission intensity compared with 2024 mainly arose from the increase in fuel coal and raw coal purchased by the Group in 2025 compared with 2024. In addition, the greenhouse gas emissions were estimated, which might be different from the actual inventory results at a later stage. The greenhouse gas emissions in 2024 were updated according to the latest verification report of the Group.
1：溫室氣體排放密度較2024年有波動主要系本集團2025年採購的燃料煤和原料煤較2024年增加，另溫室氣體排放量為估算數，可能較後期實際盤查結果有差異。2024年溫室氣體排放量根據企業最新核查報告做了資料更新。

2: Scope 1 greenhouse gas emissions refer to the greenhouse gas emissions generated by coal consumption as fuel and raw materials in the Group's production process, diesel and gasoline consumed by stationary sources such as boilers and mobile sources such as self-owned vehicles, and natural gas used. The emission calculation coefficients are based on the *Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Chemical Production Enterprises in China (Trial)* issued by the National Development and Reform Commission.
2：範圍1溫室氣體排放量，指本集團生產過程中用作燃料和原料的煤消耗，鍋爐等固定源及自有車輛等移動源消耗的柴油、汽油，使用的天然氣所產生的溫室氣體排放量。排放計算系數參照國家發展和改革委員會發佈的《中國化工生產企業溫室氣體排放核算方法與報告指南（試行）》。

3: Scope 2 greenhouse gas emissions refer to the greenhouse gas emissions generated by the Group's consumption of purchased electricity (including purchased clean energy electricity, excluding self-generated and self-consumed clean energy electricity, and no green certificates were deducted). The emission calculation coefficients for 2025 was based on the latest (then) average power grid emission factors jointly released by the Ministry of Ecology and Environment and the National Bureau of Statistics, location-based factor was 0.5306 tCO_2/MWh, Market-based factor was 0.6096 tCO_2/MWh.
3：範圍2溫室氣體排放量，指本集團消耗外購電力（含外購清潔能源電力，不含自發自用清潔能源電力，且未抵扣綠證）所產生的溫室氣體排放量。2025年排放計算系數選用國家生態環境部、國家統計局聯合最新發佈（當時）的平均電網排放因數，基於位置的排放因子為0.5306 tCO_2/MWh，基於市場的排放因子為0.6096 tCO_2/MWh。

4: Comprehensive energy consumption (converted), including electricity, fuel coal, raw material coal, gasoline, diesel and natural gas. The conversion coefficients are sourced from GB/T 2589-2020 *General Principles for Calculation of Comprehensive Energy Consumption*. The energy consumption data for 2024 were updated based on the Company's latest verification report.
4：包括電力、燃料煤、原料煤、汽油、柴油以及天然氣的折算綜合能耗量，折算系數來源：GB/T 2589-2020《綜合能耗計算通則》。2024年能耗資料根據企業最新核查報告做了資料更新。

Indicator 指標		Unit 單位	2025	2024	2023
Energy consumption 能源使用	Fuel coal 燃料煤	ton 噸	1,866,536.93	1,576,565.95	1,447,356.87
	Raw material coal 原料煤	ton 噸	6,029,099.70	5,804,617.09	5,538,037.93
	Petrol 汽油	ton 噸	0	28.00	209.00
	Diesel 柴油	ton 噸	199.81	141.17	353.94
	Natural gas 天然氣	10,000 m^3 萬立方米	3,885.93	3,775.21	3,635.05
	Total indirect energy consumption 間接能源消耗總量	Ton of standard coal 噸標準煤	236,473.02	222,334.64	243,254.14
	Purchased electricity from non-clean energy sources 外購非清潔能源電力	MWh 兆瓦時	1,425,000.00	1,809,069.49	1,979,285.10
	Purchased clean energy power 外購清潔能源電力	MWh 兆瓦時	485,000.00		
	Clean energy electricity self-generated for self-use 自發自用清潔能源電力	MWh 兆瓦時	14,109.20	/	/
	Purchased green certificates 外購綠證	MWh 兆瓦時	998,100.00	/	/
Water consumption 水資源使用	Water intake 取水	ton 噸	46,981,133.00	/	/
	Water consumption 耗水	ton 噸	38,556,018.27	27,838,721.86	39,540,828.00
	Intensity of water consumption 耗水密度	ton/ton of product 噸/噸產品	3.47	2.55	3.78
Package consumption 包裝物消耗	Total packaging consumption 包裝密度總量	ton 噸	11,120.59	9,702.86	20,941.22
	Packaging material density 包裝材料密度	ton/10,000 tons of product 噸/萬噸產品	18.61	16.17	31.27
	Woven bags 編織袋	ton 噸	11,120.59	9,068.15	20,941.22
Air pollutant emissions 廢氣排放	Total air pollutant emissions 廢氣排放總量	ton 噸	581.33	569.60	552.13
	Waste gas discharge intensity 廢氣排放密度	ton/10,000 tons of product 噸/萬噸產品	0.52	0.52	0.53
	Nitrogen oxides (NOx) 氮氧化物（NOx）	ton 噸	410.38	418.42	414.10

Indicator 指標		Unit 單位	2025	2024	2023
Air pollutant emissions 廢氣排放	Sulfur oxides (SOx) 硫氧化物（SOx）	ton 噸	77.88	60.81	77.19
	Soot and dust 煙塵	ton 噸	31.95	32.49	60.84
	Particulate matter 顆粒物	ton 噸	61.11	57.88	/
Wastewater discharge 廢水排放	Total wastewater (including domestic wastewater) 廢水總量（含生活廢水）	ton 噸	8,425,114.73	7,097,891.21	8,070,089.32
	Wastewater discharge intensity 廢水排放密度	ton/ton of product 噸/噸產品	0.76	0.65	0.77
	Chemical oxygen demand (COD) 化學需氧量（COD）	ton 噸	288.27	276.70	237.13
	Average concentration of chemical oxygen demand[1] 化學需氧量平均排放濃度[1]	mg/L	34.22	38.98	30.06
	Ammonia nitrogen ($N-NH_3$) 氨氮（$N-NH_3$）	ton 噸	7.58	12.34	13.52
	Average concentration of ammonia nitrogen 氨氮平均排放濃度	mg/L	0.90	1.74	1.68
	Total phosphorus 總磷	ton 噸	1.84	1.06	0.77
	Average concentration of total phosphorus 總磷平均排放濃度	mg/L	0.22	0.15	0.10
	Total nitrogen 總氮	ton 噸	123.71	93.88	97.41
	Average concentration of total nitrogen 總氮平均排放濃度	mg/L	14.68	13.23	12.07
Waste management 廢棄物管理	Total non-hazardous wastes[2] 無害廢棄物總量[2]	ton 噸	734,194.77	702,404.30	589,604.43
	Discharge intensity of non-hazardous wastes 無害廢棄物排放密度	ton/10,000 tons of product 噸/萬噸產品	661.08	644.03	880.30
	Boiler slag (including wastewater sludge) 鍋爐渣（包含水污泥）	ton 噸	107,836.77	337,519.70	/

1: Average concentration of chemical oxygen demand: The COD discharge (in tons) is converted to milligrams and divided by the total wastewater discharge volume (in liters). The calculation logic of ammonia nitrogen, total phosphorus, and total nitrogen concentrations is the same.
1：化學需氧量的平均排放濃度：化學需氧量(COD)的排放量（噸）轉換為毫克，除以廢水的總排放量（以升為單位）。氨氮、總磷、總氮濃度計算邏輯同理。

2: Non-hazardous wastes include production wastes generated during the Group's production and operation, but are not included in construction wastes and domestic wastes.
2：無害廢棄物包括本集團生產營運過程中產生的生產垃圾，暫未納入建築垃圾及生活垃圾。

Indicator 指標		Unit 單位	2025	2024	2023
	Fly ash and gasification ash 粉煤灰和氣化灰渣	ton 噸	607,947.00	348,705.60	/
	Gasification filter cakes 氣化濾餅	ton 噸	18,411.00	16,179.00	/
	Total hazardous wastes [1] 有害廢棄物總量 [1]	ton 噸	916.02	490.89	625.80
	Discharge intensity of hazardous wastes 有害廢棄物排放密度	ton/10,000 tons of product 噸/萬噸產品	0.82	0.45	0.91
Air pollutant emissions 廢氣排放	Waste engine oil 廢機油	ton 噸	250.77	281.86	/
	Waste catalysts 廢催化劑	ton 噸	504.95	95.42	/
	Waste activated carbon 廢活性炭	ton 噸	28.90	45.64	/
	Fusel oil and waste hydrocarbonization liquor 雜醇油和煙化廢液	ton 噸	12.52	38.87	/
	Waste barrels and bags 廢包裝桶、袋	ton 噸	78.31	14.64	/
	Waste lead-acid batteries 廢鉛蓄電池	ton 噸	12.50	12.54	/
	Waste analytical fluid 分析廢液	ton 噸	28.07	1.92	/

1: Types of hazardous wastes follow the *National Catalogue of Hazardous Wastes* (2021). The discharge of some types of hazardous wastes will fluctuate greatly according to the actual production process requirements and equipment working conditions.
1：有害廢棄物類型依照《國家危險廢物名錄（2021年版）》，部分有害廢棄物種類排放量會根據實際生產工藝需求及設備工況而產生較大波動。

Social Indicators
• 社會指標

Indicator 指標		Unit 單位	2025	2024	2023
Employment, rights and interests 僱傭與權益	Total number of employees 員工總數	Person 人	12,964	11,787	10,390
	By gender 按性別劃分				
	Male 男性	Person 人	9,751	8,806	7,763
	Female 女性	Person 人	3,213	2,981	2,627
	By age 按年齡劃分				
	<30 years old < 30歲	Person 人	5,045	4,504	3,436
	30~49 years old 30歲~49歲	Person 人	7,231	6,702	6,466
	≥50 years old ≥50歲	Person 人	688	581	488
	By type of employment 按僱傭類型劃分				
	Full-time 全職	Person 人	12,964	11,787	10,390
	Part-time 兼職	Person 人	0	0	0
	Labor dispatch 勞務派遣制	Person 人	0	0	0
	By ethnic group 按民族劃分				
	Minority employees 少數民族員工	Person 人	343	283	/
	Non-minority employees 非少數民族員工	Person 人	12,621	11,504	/
	By educational background 按學歷劃分				
	Junior college or below 大專及以下	Person 人	7,021	6,873	6,667
	Undergraduate 本科	Person 人	5,240	4,301	3,343

Indicator 指標		Unit 單位	2025	2024	2023
	Master 碩士	Person 人	691	608	375
	PhD 博士	Person 人	12	5	5
	By job grade 按員工職級劃分				
	Management 管理層	Person 人	900	882	993
	General employees 普通員工	Person 人	12,064	10,905	9,397
	Number of female managers in management 管理層女性管理人員數量	Person 人	125	/	/
Em-ploy-ment, rights and inter-ests 僱傭與權益	Percentage of female managers in management 管理層女性管理人員佔比	%	13.89	/	/
	By posts 按崗位劃分				
	Production personnel 生產崗位	Person 人	8,700	5,656	5,644
	Sales personnel 銷售崗位	Person 人	1,328	1,194	982
	R&D and technical posts 研發技術崗位	Person 人	1,330	1,018	747
	Other posts 其他崗位	Person 人	1,606	3,919	3,017
	By region 按地區劃分				
	China (including Hong Kong, Macao and Taiwan) 中國（含港澳臺）	Person 人	12,958	11,780	10,387
	Other countries or regions 其他國家或地區	Person 人	6	7	3

Indicator 指標		Unit 單位	2025	2024	2023
Em-ploy-ment, rights and inter-ests 僱傭與權益	**Total number of new employees 新招聘員工總數**	Person 人	1,629	1,771	/
	New male employees 新招男性員工	Person 人	1,248	1,347	1,100
	New female employees 新招女性員工	Person 人	381	424	292
	Newly hired fresh graduates 新招應屆畢業生	Person 人	1,031	838	/
	Total employee turnover 員工流失總人數	Person 人	731	519	350
	By gender　按性別劃分				
	Male 男性	Person 人	572	432	277
	Female 女性	Person 人	159	87	73
	By age　按年齡劃分				
	<30 years old < 30歲	Person 人	500	383	243
	30~49 years old 30歲~49歲	Person 人	228	133	103
	≥50 years old ≥50歲	Person 人	3	3	4
	By region　按地區劃分				
	China (including Hong Kong, Macao and Taiwan) 中國（含港澳臺）	Person 人	730	519	350
	Other countries or regions 其他國家或地區	Person 人	1	0	0
	Total employee turnover rate 員工總流失率	%	5.6	4.4	3.4
	By gender　按性別劃分				
	Male 男性	%	78.2	83.2	79.1
	Female 女性	%	21.8	16.8	20.9

	Indicator 指標	Unit 單位	2025	2024	2023
	By age 按年齡劃分				
	<30 years old < 30歲	%	68.4	73.8	69.4
	30~49 years old 30歲~49歲	%	31.2	25.6	29.4
	≥50 years old ≥50歲	%	0.4	0.6	1.1
	By region 按地區劃分				
	China (including Hong Kong, Macao and Taiwan) 中國（含港澳臺）	%	99.9	100	100
	Other countries or regions 其他國家或地區	%	0.1	0	0
Em-ploy-ment, rights and inter-ests 僱傭與權益	**Employee rights and interests 員工權益**				
	Labor contract signing rate 勞動合同簽訂比例	%	100	100	100
	Compliance rate of minimum wage 最低工資標準合規率	%	100	100	100
	Coverage rate of statutory and non-statutory employee benefits among employees 法定和非法定職工福利員工覆蓋率	%	100	100	100
	Signing and coverage rate of collective agreements 集體協議簽約覆蓋率	%	100	100	100
	Social insurance payment rate 社保繳納率	%	100	100	100
	Coverage rate of physical examina-tions among employees 員工體檢覆蓋率	%	100	100	100
	Number of employees taking annual leave 休年休假人數	Person 人	11,530	/	/
	Average days of annual leave days per employee 平均年休假天數	Day 天	8	/	/
	Parental leave return rate 育兒假返崗率	%	100	/	/
	Number of discrimination or harassment cases 歧視或騷擾案件數	Number 件	0	0	0

Indicator 指標		Unit 單位	2025	2024	2023
Employment, rights and interests 僱傭與權益	Number of incidents of child or forced labor 童工或強迫勞動事件數	Number 件	0	0	0
Employee development and training 員工發展與培訓	Total employee training investment 員工培訓總投入	RMB 10,000 萬元	250	/	/
	Percentage of employees who regularly undergo performance and career development assessments 定期接受績效和職業發展考核的員工百分比	%	100	100	100
	Coverage rate of performance-based variable remuneration among employees 基於績效的可變薪酬員工覆蓋率	%	100	100	100
	Total number of trainees 受訓總人數	Person 人	12,964	11,787	10,390
	Percentage of trainees by gender 按性別劃分受訓百分比				
	Male 男性	%	100	100	100
	Female 女性	%	100	100	100
	Percentage of trainees by level 按層級劃分受訓百分比				
	Management 管理層	%	100	100	100
	General staff 普通員工	%	100	100	100
	Percentage of trainees by posts 按崗位劃分受訓百分比				
	Production 生產	%	100	100	100
	Sales 銷售	%	100	100	100
	R&D technologies 研發技術	%	100	100	100
	Other 其他	%	100	100	100
	Total training hours 受訓總時數	Hour 小時	157,908	91,220	87,988
	Total training hours by gender 按性別劃分受訓總時數				
	Male 男性	Hour 小時	118,260	76,120	71,163

Indicator 指標		Unit 單位	2025	2024	2023
	Female 女性	Hour 小時	39,648	15,100	16,825
	Total training hours by job grade　按職級劃分受訓總時數				
	Senior management 高級管理層	Hour 小時	1,608	2,510	1,997
	Middle management 中級管理層	Hour 小時	9,732	4,800	4,042
	General staff 普通員工	Hour 小時	146,568	83,910	81,949
	Total training hours by posts　按崗位劃分受訓總時數				
	Production 生產	Hour 小時	95,544	75,216	71,104
	Sales 銷售	Hour 小時	15,024	3,993	3,523
	R&D technologies 研發技術	Hour 小時	16,080	4,176	3,990
	Other 其他	Hour 小時	19,920	7,835	9,371
Employee development and training 員工發展與培訓	**Average training hours 平均受訓時數**	Hour/person 小時/人	12.2	7.7	8.5
	Average training hours by gender　按性別劃分平均受訓時數				
	Male 男性	Hour/person 小時/人	12.1	8.6	9.2
	Female 女性	Hour/person 小時/人	12.3	5.1	6.4
	Average training hours by job grade　按職級劃分平均受訓時數				
	Senior management 高級管理層	Hour/person 小時/人	12.0	7.2	6.9
	Middle management 中級管理層	Hour/person 小時/人	12.7	10.9	9.8
	General staff 普通員工	Hour/person 小時/人	12.2	3.2	3.0
	Average training hours by posts　按崗位劃分平均受訓時數				
	Production 生產	Hour/person 小時/人	11.0	4.0	3.8
	Sales 銷售	Hour/person 小時/人	11.3	3.0	3.0

Indicator 指標		Unit 單位	2025	2024	2023
	R&D technologies 研發技術	Hour/person 小時/人	12.1	8.7	8.5
	Other 其他	Hour/person 小時/人	12.4	5.0	5.0
Occupational health and safety 職業健康與安全	Health safety investment 健康安全投入	RMB 10,000 萬元	5,452.61	/	/
	Number of employees' work-related injury accidents caused by production accidents 因生產事故導致的員工工傷事故數	Number 件	1	1	/
	Number of process safety incidents (PSIC) 工藝安全事故數（PSIC）	Number 件	0	5	/
	Incidence of PSIC (200,000 working hours) 工藝安全總事故率（二十萬工時）	/	0	0.02	/
	Number of employees' work-related deaths caused by production accidents 因生產事故導致的員工工傷死亡人數	Person 人	0	0	0
	Number of contractors' work-related deaths caused by production accidents 因生產事故導致的承包商工傷死亡人數	Person 人	0	0	0
	Number of employees' injuries with serious consequences (excluding deaths) 員工嚴重後果工傷數量（排除死亡）	Number 件	0	0	0
	Employees' total actual working hours 員工實際總工時數	Hour 小時	43,251,800	50,831,000	/
	Employees' working hours lost due to work-related injuries 員工因工傷損失工作時數	Hour 小時	0	/	/
	Mortality rate caused by employees' work-related injuries (200,000 working hours) 員工工傷造成的死亡率（二十萬工時）	/	0	0	0
	Incidence of employees' work-related injuries with serious consequences (200,000 working hours) 員工嚴重後果工傷率（二十萬工時）	/	0	0	0
	Incidence of employees' recordable work-related injuries with serious consequences (200,000 working hours) 員工可記錄工傷率（二十萬工時）	/	0.09	/	/
	Incidence of contractors' recordable work-related injuries with serious consequences (200,000 working hours) 承包商可記錄工傷率（二十萬工時）	/	0.06	/	/
Research, development and innovation 研發創新	Number of patents filed that year 當年申請專利數量	Number 件	125	106	/
	Cumulative number of granted patents 累計專利授權數量	Number 件	674	563	/
	Number of patents granted that year 當年專利授權數量	Number 件	87	73	/

Indicator 指標		Unit 單位	2025	2024	2023
	Proportion of R&D technical personnel 研發技術人員比例	%	10.3	9.4	9.5
Products and services 產品與服務	Number of complaints received about products and services 收到關於產品與服務的投訴數量	Number 件	397	452	406
	Timely response rate of complaints 投訴及時回應率	%	95	/	/
	Complaint resolution rate 投訴解決率	%	100	/	/
	Pass rate of random product inspections 產品抽檢合格率	%	100	100	100
	Times of product recalls caused by quality, safety and health problems 因質量安全與健康問題而發生的產品召回次數	Times 次	0	0	0
	Revenue affected by product recalls 因召回產品而被影響的收入金額	RMB 10,000 萬元	0	0	0
	Customer satisfaction 客戶滿意度	Points 分	> 90	> 90	> 90
Supply chain management 供應鏈管理	Total number of suppliers 供應商總數	Number 家	1,982	1,886	1,660
	Total number of suppliers-domestic (including Hong Kong, Macao and Taiwan) 供應商總數-國內（含港澳臺）	Number 家	1,977	1,884	1,658
	Total number of suppliers-foreign 供應商總數-國外	Number 家	5	2	2
	Tier 1 suppliers 一級供應商	Number 家	1,576	1,392	/
	Non-tier 1 suppliers 非一級供應商	Number 家	406	494	/
	Number of suppliers discontinued from cooperation during the Reporting Period 報告期內終止合作供應商數量	Number 家	6	11	/

Governance Indicators
• 管治指標

Indicator 指標		Unit 單位	2025	2024	2023
Business-Ethics andAnti-corruption 商業道德與反貪腐	Percentage of directors and senior management participating in anti-corruption (commercial bribery) training 參與反腐敗（商業賄賂）培訓的董事及高級管理層百分比	%	100	100	/
	Percentage of employees participating in anti-corruption (commercial bribery) training 參與反腐敗（商業賄賂）培訓的員工百分比	%	100	100	/
	Coverage rate of integrity talks for high-risk positions 高風險崗位廉政談話覆蓋率	%	100	100	/
	Signing rate of integrity agreements for business partners 商業夥伴廉潔協議簽訂率	%	100	100	100
	Number of confirmed corruption or bribery incidents 經確認的腐敗或賄賂事件數量	Number 件	1	0	0
	Legal actions for anti-competition behavior, anti-trust, and anti-monopoly practices 針對反競爭行為、反托拉斯和反壟斷的法律訴訟	Number 件	0	0	0
Data security and privacy protection 數據安全與隱私保護	Times of data breach incidents involving customer data and business system data 客戶數據、業務系統數據洩露次數	Times 次	0	0	0
	Losses caused by violations of related laws and regulations on the protection of customer rights and interests 違反客戶權益保障相關法律法規造成的損失	RMB 10,000 萬元	0	0	0
	Substantiated complaints concerning breaches of customer privacy and loss of customer data 涉及侵犯客戶隱私和丟失客戶資料的經證實的投訴	Times 次	0	0	0

HKEX Environmental, Social and Governance Reporting Guide
香港聯交所《環境、社會及管治報告守則》

Subject Areas, Aspects, General Disclosure and KPIs 強制披露規定		Location of disclosure 披露位置
Governance Structure 管治架構	A statement from the board containing the following elements: 由董事會發出的聲明，當中載有下列內容： (i) a disclosure of the board's oversight of ESG topics, (i) 披露董事會對環境、社會及管治事宜的監管， (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses), and (ii) 董事會的環境、社會及管治管理方針及策略，包括評估、優次排列及管理重要的環境、社會及管治相關事宜（包括對發行人業務的風險）的過程，及 (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. (iii) 董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關連。	Statement of the Board of Directors on ESG 董事會ESG聲明
Reporting Principles 匯報原則	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: 描述或解釋在編備環境、社會及管治報告時如何應用匯報原則。	About this Report 關於本報告
Reporting Boundary 匯報範圍	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change. 解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因。	About this Report 關於本報告

Subject Areas, Aspects, General Disclosure and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Location of disclosure 披露位置
A. Environment　範疇A：環境		
Aspect A1: Emissions　層面A1：排放物		
General disclosure：Relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste: 一般披露：有關廢棄及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) the policies, (a) 政策， (b) and compliance with relevant laws and regulations that have a significant impact on the issuer. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Environmental Compliance Management 環境合規管理
A1.1	The type of emissions and respective emissions data. 排放物種類及相關排放數據。	Key Performance Indicators 關鍵績效指標表
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 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）。	Key Performance Indicators 關鍵績效指標表
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 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）。	Key Performance Indicators 關鍵績效指標表

Subject Areas, Aspects, General Disclosure and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Location of disclosure 披露位置
A1.5	Description of emissions target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的措施。	Environmental Compliance Management 環境合規管理
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 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的步驟。	Environmental Compliance Management 環境合規管理
Aspect A2: Use of Resources　層面A2：資源使用		
General disclosure：Policies on the efficient use of resources, including energy, water and other raw materials. 一般披露：有效使用資源（包括能源、水及其他原材料）的政策。		Climate Action and Energy Management/Water Resources Management 應對氣候變化與能源管理、水資源管理
A2.1	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). 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）。	Key Performance Indicators 關鍵績效指標表
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度（如以每產量單位、每項設施計算）。	Key Performance Indicators 關鍵績效指標表
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益計劃及為達到這些目標所採取的步驟。	Climate Action and Energy Management 應對氣候變化與能源管理
A2.4	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. 描述求取適用水源上可有任何問題，以及所訂立用水效益目標及為達到這些目標所採取的步驟。	Water Resources Management 水資源管理
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 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。	Key Performance Indicators 關鍵績效指標表
Aspect A3: The Environment and Natural Resources　層面A3：環境及天然資源		
General disclosure: Policies on minimising the issuer's significant impacts on the environment and natural resources. 一般披露：減低發行人對環境及天然資源造成重大影響的政策。		Ecosystem and Biodiversity Protection 生態與生物多樣性保護
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 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。	Ecosystem and Biodiversity Protection 生態與生物多樣性保護
B. Social　範疇B：社會		
Employment and Labor Standards　僱傭與勞工準則		
Aspect B1: Employment　層面B1：僱傭		
General disclosure: Relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare: 一般披露：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： (a) the policies, (a) 政策， (b) and compliance with relevant laws and regulations that have a significant impact on the issuer. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Labor Management 勞工管理

Subject Areas, Aspects, General Disclosure and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Location of disclosure 披露位置
B1.1	Total workforce by gender, employment type (for example, fulltime or part-time), age group and geographical region. 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。	Key Performance Indicators 關鍵績效指標表
B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Key Performance Indicators 關鍵績效指標表
Aspect B2: Health and Safety　層面B2：健康與安全		
General disclosure: Relating to providing a safe working environment and protecting employees from occupational hazards. 一般披露：有關提供安全工作環境及保障僱員避免職業性危害的： (a) the policies, (a) 政策； (b) and compliance with relevant laws and regulations that have a significant impact on the issuer, relating to providing a safe working environment and protecting employees from occupational hazards. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Safety and Health Management 安全與健康管理
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年（包括匯報年度）每年因工亡故的人數及比率。	Key Performance Indicators 關鍵績效指標表
B2.2	Lost days due to work injury. 因工傷損失工作日數。	Key Performance Indicators 關鍵績效指標表
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 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。	Safety and Health Management 安全與健康管理
Aspect B3: Development and Training　層面B3：發展及培訓		
General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 一般披露：有關提升僱員履行工作職責的知識和技能的政策。描述培訓活動。		Employee Development and Training 員工發展與培訓
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。	Key Performance Indicators 關鍵績效指標表
B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Key Performance Indicators 關鍵績效指標表
Aspect B4: Labour Standards　層面B4：勞工準則		
General Disclosure: Relating to preventing child and forced labour: 一般披露：有關防治童工或強制勞動的： (a) the policies, (a) 政策； (b) and compliance with relevant laws and regulations that have a significant impact on the issuer. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Labor Management 勞工管理
B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Labor Management 勞工管理
B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Labor Management 勞工管理

Subject Areas, Aspects, General Disclosure and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Location of disclosure 披露位置
Operating Practices　營運慣例		
Aspect B5: Supply Chain Management　層面B5：供應鏈管理		
General Disclosure: Policies on managing environmental and social risks of the supply chain. 一般披露：管理供應鏈的環境及社會風險政策。		Sustainable Supply Chain 可持續供應鏈
B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Key Performance Indicators 關鍵績效指標表
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 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。	Sustainable Supply Chain 可持續供應鏈
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 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。	Sustainable Supply Chain 可持續供應鏈
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在挑選供應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。	Sustainable Supply Chain 可持續供應鏈
Aspect B6: Product Responsibility　層面B6：產品責任		
General Disclosure: relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress: 一般披露：有關所提供產品和服務的健康與安全、廣告、標籤及隱私事宜以及補救方法的： (a) the policies, (a) 政策； (b) and compliance with relevant laws and regulations that have a significant impact on the issuer. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Quality and Safety/ Customer Services/ Information Security and Privacy Protection 質量與安全、客戶服務、信息安全與隱私保護
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 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。	Key Performance Indicators 關鍵績效指標表
B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Customer Services /Key Performance Indicators 客戶服務、關鍵績效指標表
B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	R&D and Innovation 研發與創新
B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Quality and Safety 質量與安全
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者數據保障及隱私政策，以及相關執行及監察方法。	Information Security and Privacy Protection 信息安全與隱私保護

Subject Areas, Aspects, General Disclosure and KPIs 主要範疇、層面、一般披露及關鍵績效指標		Location of disclosure 披露位置
Aspect B7: Anti-corruption 層面B7:反貪污		
General Disclosure: Relating to bribery, extortion, fraud and money laundering: 一般披露：有關防止賄賂、勒索、欺詐及洗黑錢的： (a) the policies, (a) 政策； (b) and compliance with relevant laws and regulations that have a significant impact on the issuer. (b) 及遵守對發行人有重大影響的相關法律及規例的數據。		Business Ethics and Anti-corruption 商業道德與反貪腐
B7.1	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. 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。	Key Performance Indicators 關鍵績效指標表
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Business Ethics and Anti-corruption 商業道德與反貪腐
B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的煩貪污培訓。	Business Ethics and Anti-corruption/ Key Performance Indicators 商業道德與反貪腐、關鍵績效指標表
Community 社區		
Aspect B8: Community Investment 層面B8:社區投資		
General Disclosure: 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. 一般披露：有關以社區參與來了解營運所在社區需要和確保其業務活動會影響社區利益的政策。		Rural Revitalization/ Community Influence and Public Welfare 鄉村振興、社區影響與公益
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Rural Revitalization/ Community Influence and Public Welfare 鄉村振興、社區影響與公益
B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源（如金錢或時間）。	Rural Revitalization/ Community Influence and Public Welfare 鄉村振興、社區影響與公益
Part D: Climate-related Disclosures 範疇D：氣候變化		Climate Action and Energy Management 應對氣候變化與能源管理

GRI Standards
GRI索引表

GRI Standards Use Statement: The Group has reviewed and complied with GRI 1: Foundation 2021 and, on this basis, used the GRI Standards to prepare this sustainability report in accordance with the GRI Standards

GRI標準使用聲明：本集團查閱並遵守GRI 1：基礎2021，在此基礎上使用GRI標準，編制符合GRI標準的可持續發展報告

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 2: General Disclosures GRI 2：一般披露	2-1 Organizational details 2-1 組織詳細情況	About XLX Group 走進心連心集團
	2-2 Entities included in the organization's sustainability reporting 2-2 納入組織可持續發展報告的實體	About this Report 關於本報告
	2-3 Reporting period, frequency and contact point 2-3 報告期、報告頻率和連絡人	About this Report 關於本報告
	2-4 Restatements of information 2-4 信息重述	Key Performance Indicators 關鍵績效指標表
	2-6 Activities, value chain and other business relationships 2-6 活動、價值鏈和其他業務關係	Material ESG Topics Management/ Sustainable Supply Chain/ Empowering Industry Development ESG重要性議題管理、可持續供應鏈、賦能行業發展
	2-7 Employees 2-7 員工	Safety and Health Management/ Labor Management 安全與健康管理、勞工管理
	2-8 Workers who are not employees 2-8 員工之外的工作者	Safety and Health Management 安全與健康管理
	2-9 Governance structure and composition 2-9 管治架構和組成	Corporate Governance 公司治理
	2-10 Nomination and selection of the highest governance body 2-10 最高管治機構的提名和遴選	Corporate Governance 公司治理
	2-11 Chair of the highest governance body 2-11 最高管治機構的主席	A Message from the Chairman 董事長致辭
	2-12 Role of the highest governance body in overseeing the management of impacts 2-12 在管理影響方面，最高管治機構的監督作用	Corporate Governance/ ESG Management 公司治理、ESG管理
	2-13 Delegation of responsibility for managing impacts 2-13 為管理影響的責任授權	Corporate Governance/ ESG Management 公司治理、ESG管理
	2-14 Role of the highest governance body in sustainability reporting 2-14 最高管治機構在可持續發展報告中的作用	Statement of the Board of Directors on ESG /ESG Management 董事會ESG聲明、ESG管理
	2-15 Conflicts of interest 2-15 利益衝突	Business Ethics and Anti-corruption 商業道德與反貪腐
	2-16 Communication of critical concerns 2-16 重要關切問題的溝通	Material ESG Topics Management ESG重要性議題管理

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 2: General Disclosures GRI 2：一般披露	2-17 Collective knowledge of the highest governance body 2-17 最高管治機構的共同知識	ESG Management ESG管理
	2-18 Evaluation of the performance of the highest governance body 2-18 對最高管治機構的績效評估	Corporate Governance 公司治理
	2-19 Remuneration policies 2-19 薪酬政策	Corporate Governance/ Labor Management 公司治理、勞工管理
	2-20 Process to determine remuneration 2-20 確定薪酬的程序	Corporate Governance/ Labor Management 公司治理、勞工管理
	2-22 Statement on sustainable development strategy 2-22 關於可持續發展戰略的聲明	Statement of the Board of Directors on ESG 董事會ESG聲明
	2-23 Policy commitments 2-23 政策承諾	List of Laws, Regulations and Policies of the Group 法律法規及本集團制度一覽表
	2-24 Embedding policy commitments 2-24 融合政策承諾	List of Laws, Regulations and Policies of the Group 法律法規及本集團制度一覽表
	2-25 Processes to remediate negative impacts 2-25 補救負面影響的程序	Material ESG Topics Management/Compliance Operation and Risk Management /Business Ethics and Anti-corruption ESG重要性議題管理、合規營運與風險管理、商業道德與反貪腐
	2-26 Mechanisms for seeking advice and raising concerns 2-26 尋求建議和提出關切的機制	Material ESG Topics Management ESG重要性議題管理
	2-27 Compliance with laws and regulations 2-27 遵守法律法規	List of Laws, Regulations and Policies of the Group 法律法規及本集團制度一覽表
	2-28 Membership associations 2-28 協會的成員資格	Industry Associations 行業協會
	2-29 Approach to stakeholder engagement 2-29 利益相關方參與的方法	Material ESG Topics Management ESG重要性議題管理
GRI 3: Material Topics GRI 3：實質性議題	3-1 Process to determine material topics 3-1 確定實質性議題的過程	Material ESG Topics Management ESG重要性議題管理
	3-2 List of material topics 3-2 實質性議題清單	Material ESG Topics Management ESG重要性議題管理
	3-3 Management of material topics 3-3 實質性議題的管理	Material ESG Topics Management ESG重要性議題管理
GRI 101: Biodiversity GRI 101: 生物多樣性	101-1 Policies to halt and reverse biodiversity loss 101-1 阻止和扭轉生物多樣性喪失的政策	Ecosystem and Biodiversity Protection 生態與生物多樣性保護
	101-2 Management of biodiversity impacts 101-2 生物多樣性影響的管理	Ecosystem and Biodiversity Protection 生態與生物多樣性保護

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 201：Economic Performance GRI 201：經濟績效	201-1 Direct economic value generated and distributed 201-1 直接產生和分配的經濟價值	Key Performance Indicators 關鍵績效指標表
	201-2 Financial implications and other risks and opportunities due to climate change 201-2 氣候變化帶來的財務影響和其他風險和機遇	Climate Action and Energy Management 應對氣候變化與能源管理
	201-3 Defined benefit plan obligations and other retirement plans 201-3 固定福利計劃義務和其他退休計劃	Labor Management 勞工管理
GRI 203：Indirect Economic Impacts GRI 203：間接經濟影響	203-2 Significant indirect economic impacts 203-2 重大間接經濟影響	Rural Revitalization/ Community Influence and Public Welfare 鄉村振興、社區影響與公益
GRI 205：Anti-corruption GRI 205：反腐敗	205-1 Operations assessed for risks related to corruption 205-1 已經進行腐敗風險評估的的營運點	Business Ethics and Anti-corruption 商業道德與反貪腐
	205-2 Communication and training about anti-corruption policies and procedures 205-2 反腐敗政策和程序的傳達及培訓	Business Ethics and Anti-corruption 商業道德與反貪腐
	205-3 Confirmed incidents of corruption and actions taken 205-3 經確認的腐敗事件和採取的行動	Business Ethics and Anti-corruption 商業道德與反貪腐
GRI 206：Anti-competitive Behavior GRI 206：反競爭行為	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices 206-1 針對反競爭行為、反托拉斯和反壟斷實踐的法律訴訟	Business Ethics and Anti-corruption 商業道德與反貪腐
GRI 207：Tax GRI 207：稅收	207-1 Approach to tax 207-1 稅務方針	Compliance Operation and Risk Management 合規營運與風險管理
	207-2 Tax governance, control, and risk management 207-2 稅務治理、控制和風險管理	Compliance Operation and Risk Management 合規營運與風險管理
	207-3 Stakeholder engagement and management of concerns related to tax 207-3 與稅務關切相關的利益相關方參與及管理	Compliance Operation and Risk Management 合規營運與風險管理
GRI 301：Materials GRI 301：物料	301-1 Materials used by weight or volume 301-1 所用物料的重量或體積	Key Performance Indicators 關鍵績效指標表
	301-2 Recycled input materials used 301-2 所用循環利用的進料	Circular Economy 循環經濟
	301-3 Reclaimed products and their packaging materials 301-3 再生產品及其包裝材料	Circular Economy 循環經濟
GRI 302：Energy GRI 302：能源	302-1 Energy consumption within the organization 302-1 組織內部的能源消耗量	Key Performance Indicators 關鍵績效指標表
	302-3 Energy intensity 302-3 能源強度	Key Performance Indicators 關鍵績效指標表
	302-4 Reduction of energy consumption 302-4 降低能源消耗	Climate Action and Energy Management 應對氣候變化與能源管理
	302-5 Reductions in energy requirements of products and services 302-5 降低產品和服務的能源需求量	Climate Action and Energy Management/ R&D and Innovation 應對氣候變化與能源管理、研發與創新

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 303：Water and Effluents GRI 303：水資源和污水	303-1 Interactions with water as a shared resource 303-1 組織與水作為共有資源的相互影響	Water Resources Management 水資源管理
	303-2 Management of water discharge-related impacts 303-2 管理與排水相關的影響	Environmental Compliance Management 環境合規管理
	303-3 Water withdrawal 303-3 取水	Water Resources Management/ Key Performance Indicators 水資源管理、關鍵績效指標表
	303-4 Water discharge 303-4 排水	Environmental Compliance Management/ Key Performance Indicators 環境合規管理、關鍵績效指標表
	303-5 Water consumption 303-5 耗水	Water Resources Management / Key Performance Indicators 水資源管理、關鍵績效指標表
GRI 305：Emissions GRI 305：排放	305-1 Direct (Scope 1) GHG emissions 305-1 直接（範圍1）溫室氣體排放	Key Performance Indicators 關鍵績效指標表
	305-2 Energy indirect (Scope 2) GHG emissions 305-2 能源間接（範圍2）溫室氣體排放	Key Performance Indicators 關鍵績效指標表
	305-3 Other indirect (Scope 3) GHG emissions 305-3 其他間接（範圍3）溫室氣體排放	Key Performance Indicators 關鍵績效指標表
	305-4 GHG emissions intensity 305-4 溫室氣體排放強度	Key Performance Indicators 關鍵績效指標表
	305-5 Reduction of GHG emissions 305-5 溫室氣體減排量	Climate Action and Energy Management 應對氣候變化與能源管理
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions 305-7 氮氧化物(NOx)、硫氧化物(SOx)和其他重大氣體排放	Key Performance Indicators 關鍵績效指標表
GRI 306：Waste GRI 306：廢棄物	306-1 Waste generation and significant waste-related impacts 306-1 廢棄物的產生及廢棄物相關重大影響	Environmental Compliance Management 環境合規管理
	306-2 Management of significant waste-related impacts 306-2 廢棄物相關重大影響的管理	Environmental Compliance Management 環境合規管理
	306-3 Waste generated 306-3 產生的廢棄物	Key Performance Indicators 關鍵績效指標表
	306-4 Waste diverted from disposal 306-4 從處置中轉移的廢棄物	Environmental Compliance Management 環境合規管理
	306-5 Waste directed to disposal 306-5 進入處置的廢棄物	Environmental Compliance Management 環境合規管理
GRI 308：Supplier Environmental Assessment GRI 308：供應商環境評估	308-1 New suppliers that were screened using environmental criteria 308-1 使用環境評價維度篩選的新供應商	Sustainable Supply Chain 可持續供應鏈
	308-2 Negative environmental impacts in the supply chain and actions taken 308-2 供應鏈中的負面環境影響以及採取的行動	Sustainable Supply Chain 可持續供應鏈

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 401：Employment GRI 401：僱傭	401-1 New employee hires and employee turnover 401-1 新進員工僱傭率和員工流動率	Key Performance Indicators 關鍵績效指標表
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-2 提供給全職員工（不包括臨時或兼職員工）的福利	Labor Management 勞工管理
	401-3 Parental leave 401-3 育兒假	Key Performance Indicators 關鍵績效指標表
GRI 403：Occupational Health and Safety GGRI 403：職業健康與安全	403-1 Occupational health and safety management system 403-1 職業健康安全管理體系	Safety and Health Management 安全與健康管理
	403-2 Hazard identification, risk assessment, and incident investigation 403-2 危害識別、風險評估和事故調查	Safety and Health Management 安全與健康管理
	403-3 Occupational health services 403-3 職業健康服務	Safety and Health Management 安全與健康管理
	403-4 Worker participation, consultation, and communication on occupational health and safety 403-4 職業健康安全事務：工作者的參與、意見徵詢和溝通	Safety and Health Management 安全與健康管理
	403-5 Worker training on occupational health and safety Promotion of worker health 403-5 工作者職業健康安全培訓	Safety and Health Management 安全與健康管理
	403-6 Promotion of worker health 403-6 促進工作者健康	Safety and Health Management 安全與健康管理
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-7 預防和減緩與業務關係直接相關的職業健康安全影響	Safety and Health Management 安全與健康管理
	403-8 Workers covered by an occupational health and safety management system 403-8 職業健康安全管理體系覆蓋的工作者	Safety and Health Management 安全與健康管理
	403-9 Work-related injuries 403-9 工傷	Safety and Health Management/ Key Performance Indicators 安全與健康管理、關鍵績效指標表
	403-10 Work-related ill health 403-10 工作相關的健康問題	Safety and Health Management 安全與健康管理
GRI 404：Training and Education GRI 404：培訓與教育	404-1 Average hours of training per year per employee 404-1 每名員工每年接受培訓的平均小時數	Key Performance Indicators 關鍵績效指標表
	404-2 Programs for upgrading employee skills and transition assistance programs 404-2 員工技能提升方案和過渡援助方案	Employee Development and Training 員工發展與培訓
	404-3 Percentage of employees receiving regular performance and career development reviews 404-3 定期接受績效和職業發展考核的員工百分比	Key Performance Indicators 關鍵績效指標表
GRI 405：Diversity and Equal Opportunity GRI 405：多元化與平等機會	405-1 Diversity of governance bodies and employees 405-1 管治機構與員工的多元化	Key Performance Indicators 關鍵績效指標表
GRI 406：Non-discrimination GRI 406：反歧視	406-1 Incidents of discrimination and corrective actions taken 406-1 歧視事件及採取的糾正行動	Labor Management 勞工管理

GRI Standards GRI標準	Disclosure item 披露項	Location of disclosure 披露位置
GRI 408: Child Labor GRI 408：童工	408-1 Operations and suppliers at significant risk for incidents of child labor 408-1 具有重大童工事件風險的營運點和供應商	Labor Management/ Sustainable Supply Chain 勞工管理、可持續供應鏈
GRI 409: Forced or Compulsory labor GRI 409：強迫或強制勞動	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor 409-1 具有強迫或強制勞動事件重大風險的營運點和供應商	Labor Management/ Sustainable Supply Chain 勞工管理、可持續供應鏈
GRI 413: Local Community GRI 413：當地社區	413-1 Operations with local community engagement, impact assessments, and development program 413-1 有當地社區參與、影響評估和發展計劃的營運點	Community Influence and Public Welfare 社區影響與公益
	413-2 Operations with significant actual and potential negative impacts on local communities 413-2 對當地社區有實際或潛在重大負面影響的營運點	Community Influence and Public Welfare 社區影響與公益
GRI 414: Supplier Socia Assessment GRI 414：供應商社會評估	414-1 New suppliers that were screened using social criteria 414-1 使用社會評價維度篩選的新供應商	Sustainable Supply Chain 可持續供應鏈
	414-2 Negative social impacts in the supply chain and actions taken 414-2 供應鏈中的負面社會影響以及採取的行動	Sustainable Supply Chain 可持續供應鏈
GRI 415: Public Policy GRI 415：公共政策	415-1 Political contributions 415-1 政治捐助	Business Ethics and Anti-corruption 商業道德與反貪腐
GRI 416: Customer Health and Safety GRI 416：客戶健康與安全	416-1 Assessment of the health and safety impacts of product and service categories 416-1 評估產品和服務類別的健康與安全影響	Quality and Safety 質量與安全
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services 416-2 涉及產品和服務的健康與安全影響的違規事件	Quality and Safety 質量與安全
GRI 417: Marketing and Labeling GRI 417：營銷與標識	417-1 Requirements for product and service information and labeling 417-1 對產品和服務信息與標識的要求	Customer Services 客戶服務
	417-2 Incidents of non-compliance concerning product and service information and labeling 417-2 涉及產品和服務信息與標識的違規事件	Customer Services 客戶服務
	417-3 Incidents of non-compliance concerning marketing communications 417-3 涉及營銷傳播的違規事件	Customer Services 客戶服務
GRI 418: Customer Privacy GRI 418：客戶隱私	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data 418-1 涉及侵犯客戶隱私和丟失客戶數據的經證實的投訴	Information Security and Privacy Protection 信息安全與隱私保護

SASB Standards Index
SASB準則索引表

Topic 議題	Code 議題編號	Metric 披露項目	Location of disclosure 披露位置
Greenhouse Gas Emissions 溫室氣體排放	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions limiting regulations 全球範圍1排放總量，受排放限制法規覆蓋的百分比	Key Performance Indicators 關鍵績效指標表
	RT-CH-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets 討論管理範圍1排放的長期和短期戰略或計劃、減排目標以及針對這些目標的績效分析	Climate Action and Energy Management 應對氣候變化與能源管理
Air Quality 空氣質量	RT-CH-120a.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs) 空氣中排放以下污染物：（1）氮氧化物（不包括一氧化二氮）、（2）硫氧化物、（3）揮發性有機化合物（VOC）和（4）有害空氣污染物（HAP）	Key Performance Indicators 關鍵績效指標表
Energy Management 能源管理	RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy （1）總能源消耗，（2）電網電力百分比，（3）可再生能源百分比，（4）總自發電量	Climate Action and Energy Management / Key Performance Indicators 應對氣候變化與能源管理、關鍵績效指標表
Water Management 水資源管理	RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress （1）取水總量，（2）用水總量，以及基線水資源壓力高或極高地區的各項百分比	Key Performance Indicators 關鍵績效指標表
	RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations 違反水質許可證、標準和法規的事件數量	Water Resources Management 水資源管理
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks 描述水管理風險並討論減輕這些風險的策略和做法	NA
Hazardous Waste Management 危險廢物管理	RT-CH-150a.1	(1) Amount of hazardous waste generated, (2) percentage recycled （1）產生的危險廢物量，（2）回收利用百分比	Circular Economy / Key Performance Indicators 循環經濟、關鍵績效指標表
Safety & Environmental Stewardship of Chemicals 化學品安全與環境管理	RT-CH-410b.1	(1) Percentage of products that contain Globally Harmonised System of Classification and Labelling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment （1）按收入計算，含有全球化學品統一分類和標籤制度（GHS）第1類和第2類健康與環境有害物質的產品百分比，（2）按收入計算，經過危害評估的此類產品百分比	Not Disclosed 暫不披露
	RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human or environmental impact 討論以下戰略：(1)管理受關注的化學品；(2)開發減少對人類和/或環境影響的替代品	R&D and Innovation/ Quality and Safety 研發與創新、質量與安全

Topic 議題	Code 議題編號	Metric 披露項目	Location of disclosure 披露位置
Product Design for Use-phase Efficiency 產品設計使用階段效率	RT-CH-410a.1	Revenue from products designed for use phase resource efficiency 為提高使用階段資源效率而設計的產品的收入	Not Disclosed 暫不披露
Workforce Health & Safety 勞動力健康與安全	RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees （1）總可記錄事故發生率（TRIR）和（2）死亡率，包括（a）直接僱員和（b）合同僱員	Key Performance Indicators 關鍵績效指標表
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks 描述評估、檢測和減少僱員和合同工面臨的長期（慢性）健康風險的努力	Safety and Health Management 安全與健康管理
Operational Safety, Emergency Preparedness & Response 營運安全、應急準備和回應	RT-CH-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR) 工藝安全事故數量（PSIC）、工藝安全總事故發生率（PSTIR）和工藝安全事故嚴重程度率（PSISR）	Key Performance Indicators 關鍵績效指標表
	RT-CH-540a.2	Number of transport incidents 運輸事故數量	NA
Community Relations 社區關係	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests 討論參與流程以管理與社區利益相關的風險和機遇	Community Influence and Public Welfare 社區影響與公益
Genetically Modified Organisms 轉基因生物	RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs) 含轉基因生物（GMO）的產品收入百分比	NA
Management of the Legal & Regulatory Environment 法律和監管環境管理	RT-CH-530a.1	Discussion of corporate positions related to government regulations or policy proposals that address environmental and social factors affecting the industry 討論與影響行業的環境和社會因素相關的政府法規和/或政策建議的公司立場	List of Laws, Regulations and Policies of the Group 法律法規及本集團制度一覽表
Activity Metrics 活動指標	RT-CH-000.A	Production by reportable segment 報告分部產量	For details, please refer to the 2025 Annual Report of China XLX Fertiliser Ltd 詳見中國心連心化肥二零二五年年報

Standards Development Participation (Partial List)
參與標準制定(部分)

Standard Name 標準名稱	Type 類型	Approving authority 歸口單位
Management Specification for Safety of Chemical Plant Equipment 《化工設備安全管理規範》	National standard 國標	National Technical Committee on Dangerous Chemicals Management of Standardization Administration of China 全國危險化學品管理標準化技術委員會
Digital Transformation Management—Guidance for Capability System Construction 《數字化轉型管理 能力體系建設指南》	National standard 國標	National Technical Committee on Integration of Informatization and Industrialization Management of Standardization Administration of China 全國信息化和工業化融合管理標準化技術委員會
Industrial Internet Platform—Digitalization Management of Safety Production—Part 2: Petrochemical and Chemical Industry 《工業互聯網平臺 安全生產數字化管理 第2部分：石化化工行業》	National standard 國標	National Technical Committee on Integration of Informatization and Industrialization Management of Standardization Administration of China 全國信息化和工業化融合管理標準化技術委員會
Technical Specification for Quantification and Verification of Greenhouse Gas Emission Reduction of Carbon Capture, Utilization and Storage (CCUS) Project 《碳捕集、利用與封存（CCUS）項目溫室氣體減排量化和核查技術規範》	National standard 國標	National Technical Committee on Environmental Management of Standardization Administration of China 全國環境管理標準化技術委員會
Norm of Water Intake—Part 8: Synthetic Ammonia 《取水定額第8部分:合成氨》	National standard 國標	National Technical Committee on Industrial Water Conservation of Standardization Administration of China 全國節水標準化技術委員會
Requirements for Carbon Dioxide Emission Accounting and Reporting—Synthetic Ammonia Enterprises 《二氧化碳排放核算與報告要求 合成氨企業》	Industry 行標	China Petroleum and Chemical Industry Federation 全國石油和化學工業聯合會
Requirements for Carbon Dioxide Emission Accounting and Reporting—Methanol Enterprises 《二氧化碳排放核算與報告要求 甲醇企業》	Industry 行標	China Petroleum and Chemical Industry Federation 全國石油和化學工業聯合會
Humic Acid Urea 《腐植酸尿素》	Group standard 團標	China Nitrogen Fertiliser Industry Association 中國氮肥工業協會
Grading Standards for Green Synthetic Ammonia 《綠色合成氨分級標準》	Group standard 團標	China Nitrogen Fertiliser Industry Association 中國氮肥工業協會
Grading Standard of Green Methanol 《綠色甲醇分級標準》	Group standard 團標	China Nitrogen Fertiliser Industry Association 中國氮肥工業協會
Evaluation Guidelines for High-Quality Development of Petrochemical Enterprises 《石化行業企業高質量發展評價指南》	Group standard 團標	National Standardization Administration of the PRC 國家標準化管理委員會

Standard Name 標準名稱	Type 類型	Approving authority 歸口單位
Green Manufacturing—Evaluation Indexes 《綠色製造 技術指標》	National standard 國標	National Technical Committee on Green Manufacturing Technology of Equipment Manufacturing Industry of Standardization Administration of China 全國綠色製造技術標準化技術委員會
Requirements for Assessment of Green Factory in Urea for Diesel Engine Exhaust Purification Industry 《車用尿素行業綠色工廠評價要求》	Industry standard 行標	China Petroleum and Chemical Industry Federation 中國石油和化學工業聯合會
Co-Producted Sodium Phosphate of α-acetyl-γ-butyrolactone for Industrial Use 《工業用α-乙醯基-γ-丁內酯聯產磷酸鈉鹽》	Industry standard 行標	The Chemical Industry and Engineering Society of China 中國化工學會
Pure Krypton, High Purity Krypton and Ultra Pure Krypton 《純氪、高純氪和超純氪》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Pure Xenon, High Purity Xenon and Ultra Pure Xenon 《純氙、高純氙和超純氙》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Pure Neon, High Purity Neon and Ultra Pure Neon 《純氖、高純氖和超純氖》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Electronic Gas—Noble Gas 《電子氣體 惰性稀有氣體》	National standard 國標	National Technical Committee on Semiconductor Equipment and Materials of Standardization Administration of China 全國半導體設備和材料標準化技術委員會
Pure Helium, High Pure Helium and Ultra Pure Helium 《純氦、高純氦和超純氦》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Methane 《甲烷》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Pure Oxygen and High Purity Oxygen and Ultra Pure Oxygen 《純氧、高純氧和超純氧》	National standard 國標	National Technical Committee on Gas of Standardization Administration of China 全國氣體標準化技術委員會
Electronic Gas—Carbon Monoxide 《電子氣體 一氧化碳》	National standard 國標	National Technical Committee on Semiconductor Equipment and Materials of Standardization Administration of China 全國半導體設備和材料標準化技術委員會
Electronic Gas—Carbon Dioxide 《電子氣體 二氧化碳》	National standard 國標	National Technical Committee on Semiconductor Equipment and Materials of Standardization Administration of China 全國半導體設備和材料標準化技術委員會

Standard Name 標準名稱	Type 類型	Approving authority 歸口單位
Electronic Gas—Carbonyl Sulfide 《電子氣體 羰基硫》	National standard 國標	National Technical Committee on Semiconductor Equipment and Materials of Standardization Administration of China 全國半導體設備和材料標準化技術委員會
Maturity model and Assessment of Digital Transformation for Petrochemical and Chemical Industry 《石化和化工行業數字化轉型成熟度模型與評估》	Industry standard 行標	Petrochemical industry 石油化工行業
Technical Specifications for Explosion-Proof Intelligent Inspection Robots in Petroleum, Chemical and New Material Enterprises 《石油、化工及新材料企業防爆智能巡檢機器人技術規範》	Group standard 團體	Henan Petroleum and Chemical Industry Association 河南省石油和化學工業協會
Compound Fertiliser Containing Fulvic Acid 《含黃腐酸複合肥料》	Industry standard 行標	National Technical Committee on Fertilisers and Soil Conditioners of the Standardization Administration of China 全國肥料和土壤調理劑標準化技術委員會

Industry Associations (Partial List)
行業協會(部分)

Organization/Institution Name 機構/組織名稱	Membership Status 成員身份
International Fertiliser Industry Association 國際肥料工業協會	Member, Asia-Pacific Ambassador 會員、亞太地區大使
China Nitrogen Fertiliser Industry Association 中國氮肥工業協會	Senior vice chairman 高級副理事長
China Chemical Industry Environmental Protection Association 中國化工環保協會	Executive Vice Chairman 常務理事長
Group Standardization Working Committee of the China Nitrogen Fertiliser Industry Association 中國氮肥工業協會團體標準化工作委員會	Member 委員
Green Ammonia and Green Methanol Industry Alliance of the China Nitrogen Fertiliser Industry Association 中國氮肥工業協會綠氨綠醇產業聯盟	Vice chairman 副理事長
Humic Acid Standardization Working Committee of the China Nitrogen Fertiliser Industry Association 中國氮肥工業協會腐植酸標準化工作委員會	Member 委員
Commodity Ammonia Branch of the China Nitrogen Fertiliser Industry Association 中國氮肥工業協會商品氨分會	Vice President 副會長
Sub-Committee on Nitrogen Fertilisers of National Technical Committee on Fertilisers and Soil Conditioners of Standardization Administration of China 全國肥料和土壤調理劑標準化技術委員會氮肥分技術委員會	Member 委員
Standardization Working Committee of the Chinese Society of Plant Nutrition and Fertiliser Science 中國植物營養與肥料學會標準工作委員會	Member 委員
Polyoxymethylene Industry Collaboration Group of the China Synthetic Resin Association 中國合成樹脂協會聚甲醛行業協作組	Director 理事

Organization/Institution Name 機構/組織名稱	Membership Status 成員身份
China Internal Combustion Engine Industry Association 中國內燃機工業協會	Vice Chairman 副理事長
Integrated Circuit Materials Industry Technology Innovative Alliance 積體電路材料產業技術創新戰略聯盟	Member Organization 會員單位
China Photovoltaic Industry Association 中國光伏協會	Member Organization 會員單位
China Electronic Chemical Materials Alliance 電子化工新材料產業聯盟	Director Member 理事單位
China Industrial Gases Association 中國工業氣體協會	Director Member 理事單位
Special Committee on CO_2 of the China Industrial Gases Association 中國工業氣體協會二氧化碳專委會	Deputy Director 副主任委員
Fire Extinguishing Gas Branch of the China Industrial Gases Association 中國工業氣體協會消防氣分會	Director Member 理事單位
Electronic Gas Branch of the China Industrial Gases Association 中國工業氣體協會電子氣分會	Director Member 理事單位
Digital Intelligence Branch of the China Industrial Gases Association 中國工業氣體協會數字化智能分會	Director Member 理事單位
Digital Transformation Promotion Center for the Petrochemical and Chemical Industry 石化化工行業數字化轉型推進中心	Deputy Director 副主任
China Enterprise Anti-Fraud Alliance 中國企業反舞弊聯盟	Member Organization 會員單位
International Fertiliser Association China Consulting Group (IFA CCG) 國際肥料協會中國顧問團（IFA CCG）	Member Organization 會員單位
China Chemical Safety Association 中國化學品安全協會	Director 理事
China Chemical Equipment Association 中國化工裝備協會	Member 委員
China Environmental Protection Industry Association 中國環境保護產業協會	Member Organization 會員單位
Henan Provincial Work Safety and Occupational Health Association 河南省安全生產和職業健康協會	Director 理事
Green and Low-carbon Innovation Development Committee of Henan Environmental Protection Federation 河南省環保聯合會綠色低碳創新發展專業委員會	Member 委員
Henan Chemical and Pharmaceutical Safety Production Association 河南省化工醫藥安全生產協會	Member Organization 會員單位

List of Laws, Regulations and Policies of the Group (Partial List)

法律法規及本集團制度一覽表(部分)

Issues 議題	Applicable Laws and Regulations and Departmental Rules (Selected) 適用的法律法規及部門規範（部分）	Partial Internal Policies/Systems of XLX Group 心連心集團部分制度
Governance 公司治理	• *Company Law of the People's Republic of China* 《中華人民共和國公司法》 • *Securities Law of the People's Republic of China* 《中華人民共和國證券法》 • *Administrative Measures for Independent Directors of Listed Companies* 《上市公司獨立董事管理辦法》 • *Measures for the Administration of Information Disclosure of Listed Companies* 《上市公司信息披露管理辦法》 • *Code on Corporate Governance Practices* 《企業管治守則》	• *Rules of Procedure for the General Meeting* 《股東大會議事規則》 • *Rules of Procedure and Management for the Board of Directors* 《董事會議事管理規則》 • *Provisions on Equity Management of the Group and Subsidiaries* 《集團及各子公司股權管理規定》 • *Management Regulations on External Information Disclosure* 《信息對外披露管理規定》 • *Reception Management Regulations of the XLX Group* 《心連心公司接待管理辦法》
Compliance operation and risk management 合規營運與風險管理	• *Basic Norms for Enterprise Internal Control* 《企業內部控制基本規範》 • *Law of the People's Republic of China on the Administration of Tax Collection* 《中華人民共和國稅收徵收管理法》 • *Enterprise Income Tax Law of the People's Republic of China* 《中華人民共和國企業所得稅法》	• *Internal Audit Management Policy* 《內部審計管理制度》 • *XLX Group's Negative List of Compliance Management* 《心連心集團合規管理負面清單》 • *Corporate Financial Control Measures* 《集團財務管控辦法》 • *Tax Management System* 《稅務管理制度》 • *Management Regulations for Corporate Related-party Transactions* 《集團關聯方交易管理規定》 • *Corporate Contract Management Measures* 《集團合同管理辦法》 • *Corporate Litigation Management Measures* 《集團訴訟管理辦法》 • *XLX Group Offboarding (In-service) Audit Measures* 《心連心集團公司離任（任中）審計辦法 》
Business ethics and anti-corruption 商業道德與反貪腐	• *Anti-Money Laundering Law of the People's Republic of China* 《中華人民共和國反洗錢法》 • *Anti-Unfair Competition Law of the People's Republic of China* 《中華人民共和國反不正當競爭法》 • *Anti-Monopoly Law of the People's Republic of China* 《中華人民共和國反壟斷法》 • *Interim Provisions on Banning Commercial Bribery* 《關於禁止商業賄賂行為的暫行規定》	• *Corporate Integrity Management Measures* 《公司廉潔從業管理辦法》 • *XLX Group's Responsibility Investigation and Fault Tolerance Exemption System* 《心連心集團工作責任追究與容錯免責制度》 • *XLX Group's Complaint, Reporting and Reward Measures* 《心連心集團投訴舉報及獎勵辦法 》 • *Management Measures for Business Entertainment* 《業務招待管理辦法 》

Issues 議題	Applicable Laws and Regulations and Departmental Rules (Selected) 適用的法律法規及部門規範（部分）	Partial Internal Policies/Systems of XLX Group 心連心集團部分制度
Information security and privacy protection 信息安全與隱私保護	• *Personal Information Protection Law of the People's Republic of China* 《中華人民共和國個人信息保護法》 • *Data Security Law of the People's Republic of China* 《中華人民共和國數據安全法》 • *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* 《中華人民共和國消費者權益保護法》 • *Cybersecurity Law of the People's Republic of China* 《中華人民共和國網絡安全法》 • *Regulations for the Administration of Network Data Security* 《網絡數據安全管理條例》	• *Information Security Management System* 《信息安全管理制度》 • *Group Data Governance Management System* 《集團數據治理管理制度》 • *Network and Information Security Management Measures* 《網絡與信息安全管理辦法》 • *Group Confidentiality Management Regulations* 《集團保密管理規定》 • *Management Measures for Key Users of the Group* 《集團關鍵用戶管理辦法》 • *Digital and Intelligent Infrastructure Management System* 《數智化基礎設施管理制度》
Climate change tackling 應對氣候變化	• *Energy Law of the People's Republic of China* 《中華人民共和國能源法》 • *Energy Conservation Law of the People's Republic of China* 《中華人民共和國節約能源法》 • *Measures for the Administration of Energy Conservation in Key Energy-Consuming Units* 《重點用能單位節能管理辦法》 • *Renewable Energy Law of the People's Republic of China* 《中華人民共和國可再生能源法》 • *Measures for the Administration of Industrial Energy Conservation* 《工業節能管理辦法》	• *Group Energy Conservation Management Regulations* 《集團節約能源管理規定》 • *Operations Management System for the Group's Energy Management System* 《集團能源管理體系運行管理制度》 • *Control Procedures for the Group's Energy Performance Parameters, Benchmarks and Targets* 《集團能源績效參數、基準及目標指標控制程序》 • *Energy Review Management Measures* 《能源評審管理辦法》 • *Management Regulations for Energy Conservation of the Synthetic Ammonia Division* 《合成氨事業部節約能源管理規定》 • *Management Regulations for the Group's Carbon Emission Data Accounting* 《集團碳排放數據核算管理規定》
Emissions and waste management 污染物排放與廢棄物處理	• *Environmental Protection Law of the People's Republic of China* 《中華人民共和國環境保護法》 • *Air Pollution Prevention and Control Law of the People's Republic of China* 《中華人民共和國大氣污染防治法》 • *Integrated Emission Standard of Air Pollutants* 《大氣污染物綜合排放標準》 • *Synthetic Ammonia Industrial Water Pollutant Discharge Standard* 《合成氨工業水污染物排放標準》 • *Integrated Wastewater Discharge Standard* 《污水綜合排放標準》 • *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste* 《中華人民共和國固體廢棄物污染環境防治法》 • *Law of the People's Republic of China on the Prevention and Control of Noise Pollution* 《中華人民共和國噪聲污染防治法》	• *Management Regulations on Air Pollution Prevention and Control of Group Companies* 《集團公司大氣污染防管理規定》 • *Management Regulations on Water Pollution Prevention and Control of Group Companies* 《集團公司水污染防治管理規定》 • *Management Regulations on Discharge Permits of Group Companies* 《集團公司排污許可管理規定》 • *Management Regulations of Group Companies on Prevention and Control of Pollution by Solid Wastes* 《集團公司固體廢物污染防治管理規定》 • *Management Regulations on Noise Pollution Prevention and Control of Group Companies* 《集團公司噪聲污染防治管理規定》 • *Management Regulations on Radiation Pollution Prevention and Control of Group Companies* 《集團公司輻射污染防治管理規定》

Issues 議題	Applicable Laws and Regulations and Departmental Rules (Selected) 適用的法律法規及部門規範（部分）	Partial Internal Policies/Systems of XLX Group 心連心集團部分制度
Water resources management 水資源管理	• *Water Law of the People's Republic of China* 《中華人民共和國水法》 • *Water Conservation Regulations* 《節約用水條例》 • *Water Pollution Prevention and Control Law of the People's Republic of China* 《中華人民共和國水污染防治法》	• *Water Resources Management Regulations of the Group* 《集團水資源一體化管理規定》
Circular economy 循環經濟	• *Circular Economy Promotion Law of the People's Republic of China* 《中華人民共和國循環經濟促進法》 • *Notice by the General Office of the State Council of Further Strengthening the Control of Over-packaging of Commodities* 《國務院辦公廳關於治理商品過度包裝工作的通知》	• *Management Regulations for Recycling Bins* 《回收桶管理規定》 • *Standard Operating Procedures for Woven Bag Procuremen* 《編織袋採購作業指導書》 • *Water Resources Management Regulations of Group Companies* 《集團公司水資源一體化管理規定》
Ecosystem and biodiversity protection 生態與生物多樣性保護	• *Environmental Protection Law of the People's Republic of China* 《中華人民共和國環境保護法》 • *Law of the People's Republic of China on the Protection of Wildlife* 《中華人民共和國野生動物保護法》 • *Regulations on Nature Reserves* 《自然保護區條例》 • *Regulations on the Protection of Wild Plants* 《野生植物保護條例》 • *Regulations for the Implementation on the Protection of Terrestrial Wildlife* 《陸生野生動物保護實施條例》 • *Regulations for the Implementation of Wild Aquatic Animal Protection* 《水生野生動物保護實施條例》	• *Regulations on the "Three-simultaneity" Management of Safety Facilities for New Renovation and Expansion Projects of the Group Companies* 《集團公司新改擴建項目安全設施「三同時」管理規定》 • *Environmental Protection Management System of the Group Companies* 《集團公司環境保護管理制度》 • *Environmental Monitoring Management Provisions/Regulations of Group Companies* 《集團公司環境監測管理規定》 • *Management Regulations on Soil Pollution Prevention and Control of Group Companies* 《集團土壤污染防治管理規定》
Product and Solution Innovation 產品與解決方案創新	• *Patent Law of the People's Republic of China* 《中華人民共和國專利法》 • *Enterprise Intellectual Property Management Specification* 《企業知識產權管理規範》	• *Management Measures for Fertiliser Product Development (IPD)* 《肥料產品開發（IPD）管理辦法》 • *Management Measures for the Three-level Fertiliser R&D System* 《肥料產品三級研發體系管理辦法》 • *Technical Confidentiality Management Measures* 《技術保密管理辦法》 • *Measures for Promoting the Group's Intelligent Factory Construction Plan* 《集團智能化工廠建設規劃推進辦法》
Product quality and safety 產品質量與安全	• *Product Quality Law of the People's Republic of China* 《中華人民共和國產品質量法》 • *Regulations on Quality Responsibility for Industrial Products* 《工業產品質量責任條例》 • *Fertiliser Registration Management Measures* 《肥料登記管理辦法》 • *Provisions on the Supervision and Administration of Industrial Product Producers' Implementation of Primary Responsibility for Quality and Safety* 《工業產品生產單位落實質量安全主體責任監督管理規定》	• *Group Dual Coal Management Regulations* 《集團兩煤管理規定》 • *Product Quality Accident Management Regulations of the Group* 《集團產品質量事故管理規定》 • *Identification and Traceability Management Procedure* 《標識與可追溯性管理程序》 • *Management Measures for Quality Inspection of Bulk Products* 《大宗產品質量檢驗管理辦法》 • *Control Procedure for Nonconforming Products* 《不合格品控制程序》 • *Management Measures for Fertiliser Product Launch (IPMS)* 《肥料產品上市（IPMS）管理辦法》 • *Management Measures for Product Exit* 《產品退出管理辦法》

Issues 議題	Applicable Laws and Regulations and Departmental Rules (Selected) 適用的法律法規及部門規範（部分）	Partial Internal Policies/Systems of XLX Group 心連心集團部分制度
Customer services 客戶服務	• *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* 《中華人民共和國消費者權益保護法》	• *XLX Management Provisions on Prevention and Control of Market Risks Related to Product Quality* 《心連心產品質量市場風險防範管理規定》 • *XLX Group's Fertiliser Product Customer Management Regulations* 《心連心集團肥料產品客戶管理規定》 • *XLX Fertiliser Product Package Design Management Regulations* 《心連心肥料類產品包裝設計管理規定》 • *XLX Group's Management Regulations for Fertiliser Product and Material Coding* 《心連心集團肥料類產品物料編碼管理規定》 • *XLX Management Measures for Fertiliser Product Package Coding* 《心連心肥料類產品包裝物編碼管理辦法》
Compliant employment, employee rights and benefits 合規僱傭、員工權益與福利	• *Labor Law of the People's Republic of China* 《中華人民共和國勞動法》 • *Labor Contract Law of the People's Republic of China* 《中華人民共和國勞動合同法》 • *Civil Code of the People's Republic of China* 《中華人民共和國民法典》 • *Social Insurance Law of the People's Republic of China* 《中華人民共和國社會保險法》 • *Provisions on Minimum Wages* 《最低工資規定》 • *Provisions on the Prohibition of Using Child Labor* 《禁止使用童工規定》 • *Special Provisions on Labor Protection for Female Employeesc* 《女職工勞動保護特別規定》	• *Personnel Management System of XLX Group* 《心連心集團人事管理制度》 • *Management Regulations of XLX Group on Labor Discipline and Employees' Disciplinary Violations* 《心連心集團公司勞動紀律及員工違紀管理規定》 • *External Recruitment Management Measures* 《外部招聘管理辦法 》 • *Group Remuneration Management System* 《集團薪酬管理制度》 • *Management Measures for Employee Care* 《員工關愛管理辦法》 • *Scholarship Management Measures for the Children of XLX Group's Employees* 《心連心公司職工子女獎學金管理辦法 》 • *Management Measures for Proposals of Workers' Representatives of the Workers' Congress* 《職代會職工代表提案管理辦法》
Employee development and training 員工發展與培訓	• *Labor Law of the People's Republic of China* 《中華人民共和國勞動法》 • *Vocational Education Law of the People's Republic of China* 《中華人民共和國職業教育法》 • *Law of the People's Republic of China on Work Safety* 《中華人民共和國安全生產法》 • *Regulations on the Safety Training of Production and Business Units* 《生產經營單位安全培訓規定》 • *Provisions on the Training of Enterprise Employees* 《企業職工培訓規定》	• *Group Outbound Training Management Measures* 《集團外出培訓管理辦法 》 • *Internal Lecturer Management Measures (Trial)* 《內部講師管理辦法（試行）》 • *Management Measures for Operations of the Group's XLX University* 《集團心連心大學營運管理辦法》 • *XLX New Graduate Development Management Measures* 《心連心公司新進大學生培養管理辦法》 • *Management Regulations on "Mentoring and Apprenticeship" for New Employees* 《新員工「師帶徒」管理規定》 • *XLX Management Measures for Selection, Appointment and Removal of Management Personnel* 《心連心公司幹部選拔任免管理辦法》 • *Management Measures of XLX Group for Cultivation and Improvement of Cadres* 《心連心公司幹部培養提升管理辦法》 • *Management Measures of XLX Group for Reserve Cadres* 《心連心公司後備幹部管理辦法 》 • *Performance Management System of XLX Group* 《心連心集團績效管理制度》

Issues 議題	Applicable Laws and Regulations and Departmental Rules (Selected) 適用的法律法規及部門規範（部分）	Partial Internal Policies/Systems of XLX Group 心連心集團部分制度
Occupational health and safety and chemical management 職業健康安全與化學品管理	• *Law of the People's Republic of China on Work Safety* 《中華人民共和國安全生產法》 • *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* 《中華人民共和國職業病防治法》 • *Regulation on Work-Related Injury Insurance of the People's Republic of China* 《中華人民共和國工傷保險條例》 • *Interim Provisions on the Investigation and Management of Hidden Dangers of Work Safety Accidents* 《安全生產事故隱患排查治理暫行規定》 • *Implementation Guidelines for the Investigation and Control of Accident Hazards in Hazardous Chemical Enterprises* 《危險化學品企業事故隱患排查治理實施導則》 • *General Specification for Safety Standardization of Entities Engaged in Hazardous Chemicals* 《危險化學品從業單位安全標準化通用規範》 • *Regulations on Labor Protection in Workplaces Using Toxic Substances* 《使用有毒物質作業場所勞動保護條例》 • *Regulations on Safety Management of Hazardous Chemicals* 《危險化學品安全管理條例》	• *Provisions of Group Companies on Safety Risk Identification and Graded Control* 《集團公司安全風險辨識、分級管控規定》 • *Management Provisions of Group Companies on Hidden Danger Investigation and Rectification* 《集團公司隱患排查治理管理規定》 • *Management Measures of Group Companies for Work Safety Accidents and Incidents* 《集團公司生產安全事故事件管理辦法》 • *Management Regulations of Group Companies for Visualization of Safety Signs* 《集團公司安全標識視覺化管理規定》 • *Management Regulations of Group Companies for Emergency Drills* 《集團公司應急演練管理規定》 • *Management Regulations of Group Companies for Personal Protective Equipment* 《集團公司安全防護用品管理規定》 • *Safety Management Regulations of Group Companies for Loading and Unloading of Hazardous Chemicals* 《集團公司危險化學品裝卸作業安全管理規定》
Supply chain management 供應鏈管理	• *Civil Code of the People's Republic of China* 《中華人民共和國民法典》 • *Bidding and Tendering Law of the People's Republic of China* 《中華人民共和國招標投標法》 • *Regulation on the Guarantee of Payment for Small and Medium-Sized Enterprises* 《保障中小企業款項支付條例》	• *Group Supplier Management System* 《集團供應商管理制度》 • *Procurement Management System* 《採購管理制度》 • *Group's Unified Management Measures for Supplier Onboarding* 《供應商集團統一準入管理辦法》 • *Group Tendering Management System* 《集團招標管理制度》 • *Code of Conduct for Procurement Personnel* 《採購人員行為規範》 • *Supplier Integrity Commitment Letter* 《供應商廉潔承諾書》 • *Quality Guarantee Measures for Material Procurement* 《物資採購質量保障辦法》
Rural revitalization and social contributions 鄉村振興與社會貢獻	• *Law of the People's Republic of China on the Promotion of Revitalization of Rural Areas* 《中華人民共和國鄉村振興促進法》 • *Charity Law of the People's Republic of China* 《中華人民共和國慈善法》 • *Agriculture Law of the People's Republic of China* 《中華人民共和國農業法》	• *Reception Management Regulations of the XLX Group* 《心連心公司接待管理辦法》 • *Security Management System* 《治安管理制度》

Main Companies Mentioned in this Report
報告中提及的主要公司

Description of References 稱謂	Refers to 指代	
XLX Group, We, and the Group 心連心集團、我們、本集團	China XLX Fertiliser Ltd. and its subsidiaries 中國心連心化肥有限公司及其附屬公司	-
China XLX Fertiliser 中國心連心化肥	China XLX Fertiliser Ltd. 中國心連心化肥有限公司	The Listed Company 上市主體
Henan XLX 河南心連心	Henan Xinlianxin Chemicals Group Co., Ltd. 河南心連心化學工業集團股份有限公司	Subsidiaries of China XLX Fertiliser Ltd. 中國心連心化肥之附屬公司
Xinjiang XLX 新疆心連心	Xinjiang Xinlianxin Energy Chemical Co., Ltd. 新疆心連心能源化工有限公司	
Jiangxi XLX 江西心連心	Jiangxi Xinlianxin chemical Co., Ltd. 江西心連心化學工業有限公司	
Black Tech 黑色科技	Xinjiang Black Ecological Technology Co., Ltd. 新疆黑色生態科技股份有限公司	
Shenleng Energy 深冷能源	Henan Shenleng Energy Co., Ltd. 河南心連心深冷能源股份有限公司	
Hydrogenpower 氫力能源	Henan Hydrogenpower Energy Co., Ltd. 河南氫力能源有限公司	
Ruicheng Technology 瑞誠科技	Xinxiang Ruicheng Technology Co., Ltd. 新鄉瑞誠科技股份有限公司	
Intelligent Equipment Company 智能裝備公司	Henan Xinlianxin Intelligent Equipment Technology Co., Ltd. 河南心連心智能裝備科技有限公司	
The three production bases 三大基地	Xinxiang Base in Henan, Manas Base in Xinjiang, Jiujiang Base in Jiangxi 河南新鄉基地、新疆瑪納斯基地、江西九江基地	-

Feedback from Readers
讀者意見反饋

Thank you for reading the China XLX Fertiliser Ltd. 2025 Environmental, Social and Governance Report. In order to provide you and other stakeholders with more valuable information and to facilitate China XLX Fertiliser Ltd. to improve its ESG management capabilities and standards, we sincerely welcome your comments and suggestions on the report and feedback to us through the following means: Email: ir@chinaxlx.com.hk.

感謝您閱讀《中國心連心化肥有限公司2025年環境、社會及管治報告》。為了向您及其他利益相關方提供更有價值的信息，促進心連心集團提升ESG管理能力和水平，本集團衷心歡迎您對報告提出意見建議，並通過郵箱: ir@chinaxlx.com.hk反饋給本集團。

1.Which of the following categories of stakeholders do you belong to?
1. 您屬以下哪類利益相關方?

◯ Consumers 客戶
◯ Government and regulatory bodies 政府及監管機構
◯ Employees 員工
◯ Shareholders and investors 股東/投資人
◯ Partners (suppliers and distributors) 合作夥伴（如供應商/承銷商）
◯ Media 媒體
◯ Community 社區
◯ Public welfare organizations and industry associations 公益組織/行業協會
◯ Other 其他 _____

2.Do you feel that this Report fully reflects China XLX's environmental, social and governance performance?
2. 您認為本報告是否全面反映了心連心集團在環境、社會及管治方面的表現?

◯ yes 是
◯ fair 一般
◯ no 否

3.Do you think this Report has fully responded to the expectations and demands of China XLX's stakeholders?
3. 您認為本報告是否能夠全面地回應心連心集團利益相關方的期望和要求?

◯ yes 是
◯ fair 一般
◯ no 否

4.Do you think the quantitative information disclosed in this Report is objective, true and effective?
4. 您認為本報告的定量信息披露是否客觀、真實、有效?

◯ yes 是
◯ fair 一般
◯ no 否

5.Do you consider the presentation of this Report to be clear and easy to understand?
5. 您認為本報告的文字表述是否條理清晰、通俗易懂?

◯ yes 是
◯ fair 一般
◯ no 否

6.Do you think the layout of this Report helps you understand the relevant information?
6. 您認為本報告的版式設計是否有助於您對相關信息的理解?

○ yes 是　　○ fair 一般　　○ no 否

7.What you would like to know that is not disclosed in this Report:
7. 您希望了解但未在本報告中披露的內容:

8.What other comments and suggestions do you have on China XLX's ESG management and ESG report?
8. 您對心連心集團ESG管理工作和ESG報告還有哪些意見和建議?

心连心

China XLX Fertiliser Ltd.
中國心連心化肥有限公司*

(Incorporated in Singapore with limited liability)
(於新加坡註冊成立之有限公司)

Stock Code 股份代號：1866

*For identification purpose only 僅供識別

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