Excellence

卓越商企服務集團有限公司

EXCELLENCE COMMERCIAL PROPERTY & FACILITIES MANAGEMENT GROUP LIMITED

(Incorporated in the Cayman Islands with Limited Liability)

Stock Code: 6989



2025

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



ABOUT THE REPORT

This report is the sixth environmental, social and governance ("ESG") report (the "Report") released by Excellence Commercial Property & Facilities Management Group Limited (the "Company", "Excellence CM", "we" or "us"), a company listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange"). Adhering to the principles of materiality, quantification, consistency and balance, the Report gives a comprehensive view of the Company's management framework, strategic initiatives, operational performance and future plans in environmental, social and governance aspects for 2025. Unless otherwise stated, information presented herein represents the Company's performance data for the year 2025.

SCOPE OF THE REPORT

The Report mainly covers Excellence Commercial Property & Facilities Management Group Limited and its subsidiaries. Environmental data covers the self-developed projects of Excellence Group under the management of the Company.

BASIS OF PREPARATION OF THE REPORT

The Report is prepared in accordance with the *Environmental, Social and Governance Reporting Code* (the "ESG Reporting Code") set out in the Appendix C2 of the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited (the "Hong Kong Stock Exchange").

PRINCIPLES OF PREPARATION

Materiality: We identify major ESG issues through materiality assessment, and relevant process and results have been disclosed in the Report;

Balance: The disclosure in this report endeavours to achieve objectivity, fairness and truthfulness in reflecting the effectiveness of the Company's work and practices in environmental and social matters in 2025, and to disclose the problems encountered and improvement measures in a responsible manner;

Quantification: Quantitative environmental and social information with historical data has been presented in the Report with descriptions of its purpose and impact, and comparative information will be provided in subsequent ESG reports;

Consistency: We use a consistent statistical approach of disclosure. In the Report, we have maintained the same statistical approach of disclosure for the information disclosed in the previous report. For the initial disclosure, we will adopt a consistent approach for ESG information disclosure in subsequent years to facilitate meaningful comparisons year by year.

ACCESS AND RESPONSE TO THE REPORT

The Chinese and English versions of the Report can be downloaded from the website of the Hong Kong Stock Exchange (http://www.hkexnews.hk) and the Company's website. The Report is published in both Chinese and English. In case of any inconsistency, the Chinese version prevails.

CONTACT US

For any comments or suggestions on the ESG performance of the Company, please email us at IR@exceam.com.

CONTENTS

ABOUT THE REPORT 1
Scope of the Report 1
Basis of Preparation of the Report 1
Principles of Preparation 1
Access and Response to the Report 1
Contact Us 1
ABOUT US 5
Company Profile 5
Results for the Year 6
Awards and Accolades 7
Statement of the Board Of Directors 8
Chairman's Message 9
ESG SUMMARY 11
ESG Governance 11
Stakeholder Engagement 12
Investor Relations and Engagement 14
Identification of Material Issues 14
1. OPERATIONAL COMPLIANCE, INTEGRITY AND HONESTY 16
1.1 Corporate Governance 16
1.2 Risk and Compliance Management 16
1.3 Commercial Ethics 17

CONTENTS

2. SERVICE-ORIENTED AND WIN-WIN RESULTS 20
2.1 Enhancement in Quality and Services 20
2.1.1 Quality Customer Services 20
2.1.2 Satisfaction Survey 21
2.1.3 Customer Satisfaction of Excellence CM 23
2.1.4 Protecting Customer Health and Safety 27
2.1.5 Technology Empowerment and Smart Properties 30
2.1.6 Intellectual Property Rights 32
2.1.7 Information Security and Privacy Protection 32
2.2 Green Procurement to Achieve Harmony and Win-Win Results 34
2.2.1 Introduction of Suppliers 34
2.2.2 Suppliers' Access 35
2.2.3 Supplier Contractual Performance and Post-performance Assessment 36
2.2.4 Inspection and Evaluation of Suppliers' Environmental and Social Factors 38
3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE 40
3.1 Equal Employment and Protection of Rights and Interests 40
3.1.1 Employment and Rights Protection 40
3.1.2 Diversified Recruitment Channels 41
3.1.3 Digital Recruitment Upgrade 43
3.1.4 Employee Rights and Welfare 47
3.2 Employee Training for Development and Advancement 51
3.2.1 Employee Promotion 52
3.2.2 Staff Training 52
3.3 Protecting and Caring for Employee Health and Safety 56
3.3.1 Employee Occupational Health and Safety 56

CONTENTS

4. CARING FOR THE COMMUNITY AND GIVING BACK TO SOCIETY 60

4.1 Deepening Philanthropic Foundations: Leveraging Engagement to Strengthen Sustainable Ecosystem Development 60

4.1.1 Leveraging Community Initiatives to Foster a Deep-Rooted Philanthropic Culture 60

4.1.2 Activating Internal Public Welfare through Volunteer System Construction 62

4.2 Building a Philanthropic Ecosystem: Forging Synergies Through Public Welfare Initiatives to Achieve Mutual Benefit Internally and Externally 64

4.2.1 Context-Driven Philanthropy: Aligning Operations with Charity to Form an External Ecosystem Loop 64

4.2.2 Rural Revitalization Programs: Integrating Industrial Chains to Cultivate a Sustainable External Ecosystem 65

4.2.3 Educational Public Welfare: Deepening Student Support and Empowerment to Cultivate a Sound Foundation for Rural Education 68

4.3 Results Precipitation of Public Welfare Environment and Ecology: Demonstrating Public Welfare Value through Activity Outcomes 70

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION 72

5.1 Emissions Control to Protect the Environment 72

5.2 Waste and Greenhouse Gas Emissions Management 72

Discharge Management 74

5.3 Resource Conservation, Energy Saving and Consumption Reduction 77

5.3.1 Use of Renewable Energy 78

5.3.2 Energy Management 79

5.3.3 Water Resources Management 83

5.3.4 Ecological Environment and Biodiversity Conservation 84

5.4 Evaluating and Addressing Climate Change 85

5.4.1 Governance 85

5.4.2 Strategy 85

5.4.3 Risk Management 89

5.4.4 Indicators and Targets 92

APPENDIX 93

2025 Awards and Accolades 93

Index of Environmental, Social and Governance Reporting Code of the Hong Kong Stock Exchange 97

COMMENTS AND FEEDBACK 105

COMPANY PROFILE

Established in October 1999, Excellence Commercial Property & Facilities Management Group Limited is a leading commercial real estate service operator in China, which is dedicated to the provision of customised one-stop comprehensive operation and management services for customers and offers full-life cycle asset maintenance and full-chain overall service solutions.

With its management experience accumulated over two decades, the Company has formed a well-established comprehensive commercial property service model: focusing on commercial properties as its primary development path to achieve a diversified combination of full range of businesses covering high-end commercial office buildings, commercial complexes, high-tech industrial parks, government buildings and residential apartments. The Company offers real estate consulting, asset operation and management, equipment and facilities management, comprehensive administrative logistics and other services. The Company has expanded value-added businesses to boost profit growth, innovated high-end business services, focused on the development and practice of commercial real estate, and developed a complete business chain of real estate life-cycle operation and management services, in order to achieve the management goal of preserving and increasing the value of its assets. The Company has also established new pilot projects for medical services, urban services and government building services, in an effort to enhance overall competitive edges and accelerate business development by promoting the Company's large-scale operation through merger and acquisition and cooperation.

Excellence CM is a holder of the national first-class property management qualification, and a standing director unit of China's property management industry. As a leading enterprise in the field of commercial property services in China, the Company has been intensively developing the field of commercial property services for over two decades, and has continuously innovated intelligent means through its in-depth understanding of the major market areas of property services and customer needs. While providing customers with professional basic management services, it offers customers with overall solutions for customised real estate full-life cycle services and full-chain comprehensive facility management services so as to achieve users' comprehensive value expectations. At present, the Company provides services for a number of Fortune 500 companies including many well-known high-tech, Internet and financial enterprises, and has successfully established itself as an international high-end business enterprise real estate operation service provider, which has been well received and unanimously recognised by the industry.

With years of successful experience in the field of high-end commercial property services, the Company has developed a well-established comprehensive commercial property service operation model. The Company has also been certified with ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System and Other Management System Certification successively. Its standardised workflow, well-established management system and solid precipitation of management provide strong support and assurance for the daily operation of existing projects and the undertaking of new projects. The Company introduces advanced service concepts constantly to dock with international standards. The Company has been successively certified as a platinum member of the International Building Owners and Managers Association (BOMA), a member of the International Facility Management Association (IFMA) and a member of the Royal Institute of Chartered Surveyors (RICS).

RESULTS FOR THE YEAR

For the year ended 31 December 2025, our contracted GFA was approximately 87.44 million sq.m., representing an increase of approximately 5% as compared to those as at 31 December 2024, with the GFA under management of approximately 78.27 million sq.m., representing an increase of approximately 8.4% as compared to those as at 31 December 2024. As of 31 December 2025, Our properties under management are located in 19 first-tier and new first-tier cities across China. Most of these cities are located in the most economically developed area, such as the Greater Bay Area, the Yangtze River Delta Region and regional key cities in China. Among them, the Greater Bay Area[1], the Yangtze River Delta Region[2] and other regions[3] accounted for 36.2%, 32.2% and 31.6% of the GFA under management, respectively.

Contracted GFA	87.44 million sq.m.
GFA under management	78.27 million sq.m.
Business coverage	2 countries, with GFA under management in first-tier and new first-tier cities accounting for 76.5%
Proportion of the GFA under management in the Greater Bay Area	36.2%
Proportion of the GFA under management in the Yangtze River Delta Region	32.2%
Proportion of the GFA under management in other regions	31.6%
Operating income in 2025	RMB4,019.48 million
Proportion of commercial properties[4]	69.4%
Proportion of public properties	11.4%
Proportion of residential properties	19.2%

1 Cities in which we provided property management services to properties in the Greater Bay Area including Shenzhen, Guangzhou, Zhuhai, Huizhou, Dongguan and Zhongshan, etc.

2 Cities in which we provided property management services to properties in the Yangtze River Delta Region including Shanghai, Nanjing, Hangzhou, Suzhou, Jiaxing, Yangzhou, Nantong, Wuxi and Taizhou, etc.

3 Cities in which we provided property management services to (i) properties in other regions in China, including, among others, Beijing, Xi'an, Qingdao, Zhengzhou, Chongqing, Chengdu, Wuhan, Tianjin, Jinan, Shijiazhuang, Changsha, Fuzhou, Nanchang, Jinjiang; and (ii) projects in India.

4 The proportion of commercial, public and residential properties are the percentage calculated on the basis of income from basic property services.

AWARDS AND ACCOLADES

No.	Title of the Awards and Accolades	Awarding Unit	Certificates of Honor
1	2025 China Top 100 Property Service Enterprises	Beijing China Index Academy of Information Technology	
2	2025 China Outstanding Integrated Facility Management (IFM) Service Enterprises	Beijing China Index Academy of Information Technology	
3	2025 China Office Property Service Capability Enterprises	CRIC Property Management/ China Property Research Association	
4	WIND ESG Rating 2025: AA	Wind	
5	2025 ESG Corporate Governance Excellence Enterprises	Gelonghui	
6	2025 “Excellent Enterprise”, Shenzhen Property Management Association	Shenzhen Property Management Association	

* Please see Appendix for the Company’s other awards and accolades for 2025.

STATEMENT OF THE BOARD OF DIRECTORS

As a leading property company in China, Excellence CM has always adhered to the fundamental principle of "assisting customers in achieving their visions" to drive the Company's sustainable development. In 2025, the Company fully leveraged its core competitive advantages in the commercial property sector, focusing on cultivating the commercial property segment, while continuing its efforts in third-party business development to maintain resilient business growth. The Company continued to cultivate strategic customers, actively responded to regional market reforms, broadened business channels and enhanced the concentration of urban business. We have always insisted on the customer-first principle, attaching great importance to customer experience and needs, and continuously optimising internal operational efficiency, in order to provide customers with better services.

Excellence CM will continue to build up diversified business segments, fully leveraging its professional operational capabilities in the commercial property sector to strengthen market competitiveness and enhance its overall risk resistance.

The Board is highly concerned about the all-round development of the Company's Environmental, Social and Governance (ESG), and has fulfilled its duty to oversee and promote the Company's strategy and ESG-related matters. The Company has established a comprehensive risk identification and assessment mechanism, and regularly reviews and updates ESG issues to ensure the effective implementation of corporate social responsibility, continuously improve management efficiency and customer experience, and promote the efficient development of the Company.

In the future, Excellence CM will continue to adhere to its customer-oriented development philosophy, implement the development strategy of "focus on growth" and "enhancement in organisational efficiency", and deeply integrate environmental and social concepts into all aspects of business development to contribute to the sustainable development of the Company and the society.

This Report discloses in detail the progress and effectiveness of the ESG task of Excellence CM in 2025. The Board and all directors of Excellence CM assure that this Report contains no false information or misleading statements or material omissions and that they are jointly and severally responsible for the truthfulness, accuracy and completeness of its content.

CHAIRMAN'S MESSAGE

Dear shareholders, partners, customers, employees and friends from all sectors,

In 2025, the global momentum for sustainable development continues unabated, driving deeper and faster green transformation across the industry. As sustainability moves from shared consensus to concrete action, it is reshaping business principles and defining our collective future. Against this profound shift, Excellence CM has continuously explored and delivered: building lasting value through professionalism, and answering the call of the times with responsibility. On behalf of the Board, I am pleased to share our progress over the past year and our vision for the future.

Over the past year, we have continued to deepen our focus on the core business of commercial real estate, building core competitive advantages through professional services and demonstrating strong resilience amid steady operations. The Company's total GFA under management reached 78.27 million square meters, up 8.4% year on year, of which GFA under management in Greater Bay Area and Yangtze River Delta accounted for 36.2% and 32.2% respectively, further strengthening our dual-core growth engine. Revenue from self-developed third-party basic property services amounted to RMB1.98 billion, rising 17.1% year on year and maintaining double-digit growth. Such steady performance growth underscores customers' longstanding trust in our service quality, which forms the foundation of the Company's sustainable development. **Alongside scalable growth, we have empowered service quality and operational efficiency through digitalization:** we have implemented more than 20 digital systems. Our financial shared service system integrated operations and finance, lifting processing efficiency by over 30%. The billing and collection system enabled automated invoicing, online payment and intelligent reconciliation. The master data system broke down underlying data silos, delivering strong support for business analysis and decision-making. These initiatives not only improved operational efficiency but also strengthened sustainable growth through refined management. **Underpinning all operations is our ongoing enhancement of compliance governance and risk control.** We have fully embedded risk identification mechanisms into business processes, building a solid safeguard for long-term stable development.

We firmly believe that all value creation ultimately comes down to care for people. We have always placed customer experience at the heart of our operations. In 2025, the Company achieved a customer satisfaction score of 99.6 for self-developed commercial and office projects, and 93 for residential and real estate asset management projects, both exceeding annual targets. **Such high satisfaction rate would not be possible without the dedicated service of every employee. For employee development,** we have established a full career-cycle training system, with a total training investment of RMB1.5 million extending to all staff. Through cultural initiatives including the "One Lesson, Three Meetings" programme, we foster a caring workplace culture. Our "Better Health" EAP programme supports every employee, bringing care to the frontline. **This "people-centric" philosophy extends from the organisation to society at large.** We have accumulated cumulative charitable donations of RMB680 million. In partnership with the Shenzhen Excellence Group Charity Foundation, we have continued flagship programmes such as "Excellence Heart • Borderland Love in Action". In 2025, the Foundation attained the "5A Social Organisation" rating in its first evaluation, while its project "Targeted Assistance to Border Regions: Philanthropic Practices and Exploration" was recognised as an "Asia Philanthropy Model Project". The care embodied by Excellence CM continues to reach every corner of society.

ABOUT US

While focusing on our core business and fulfilling social responsibilities, we have actively pursued a development path in harmony with the environment. We have translated sustainability principles into concrete actions and applied green standards across the entire project lifecycle. Among our managed properties, 8 projects have obtained LEED Gold or WELL Gold certifications on 11 occasions. Landmark projects including Shenzhen Excellence Century Center and Excellence Meilin Center Square have been recognised as Shenzhen "Green Properties". We have fully implemented the "Excellence Carbon Cycle Program", procuring 3.6251 million kWh of green electricity during the year, and launched the distributed photovoltaic project at Shanghai Qingpu Century Center. Confronting mounting climate challenges, we have systematically enhanced emergency response mechanisms. We conducted over 600 on-site emergency drills during the year, and rolled out standardised EHS management across 291 projects, committed to delivering environmentally sound and operationally resilient solutions. **Our efforts have earned authoritative recognition:** the Company has achieved a Wind ESG rating of AA, ranking among the top three nationwide in the property service industry. We have also been honored with titles including 2025 ESG Corporate Governance Excellence Enterprise and ESG Model Practitioner in the Property Industry.

Looking ahead, we recognise that we operate in a great industry that underpins the well-being of thousands of households, one that demands dedication, craftsmanship and sincerity. This original aspiration guides our path forward: we will continue to enhance our ESG governance structure, deepen energy conservation and emissions reduction, and fully integrate supplier social responsibility assessments into our supply chain management system. We will accelerate the development of an intelligent, interconnected and low-carbon integrated management ecosystem, aiming to reduce carbon emissions per managed area by more than 10% by 2028 compared with 2024. We will elevate our public welfare initiatives to a sustainable empowerment model featuring "community engagement, rural revitalization and ecological harmony", extending care to wider regions. The Board will lead the Company to further strengthen its commitment to responsibility and collaborate with all sectors of society. Through consistent and solid efforts each day, we will jointly shape a warmer and more sustainable future.

Li Xiaoping
Chairman of the Board and the Strategy and ESG Committee
April 2026

ESG GOVERNANCE

The Board of the Company has been actively promoting ESG-related matters and ensuring the effective implementation of various measures. On 19 April 2022, the Board formally established the Strategy and ESG Committee as a special committee under the Board, which comprises the Chairman of the Board, executive directors, non-executive directors and independent non-executive directors. Its core responsibility is to oversee, actively implement and strictly enforce the Company's strategic planning and ESG related matters.

The main responsibilities of the Strategy and ESG Committee of the Board in relation to ESG include:

- Assist the Board in defining ESG strategy objectives, formulate detailed implementation plans, and coordinate and lead the ESG working group to commence work at the business level;

- Continuously monitor the implementation of the Company's ESG strategy, track the progress of goals, and assess the potential impact of the ESG efforts on the Company's business models and related risks, while collecting internal and external feedback on the ESG work, and making practical recommendations for improvement of the ESG work in the future;

- Regularly assess the effectiveness and impact of the Company's ESG governance, actively promote the construction and publicity of an ESG culture within the Company, and rigorously review the Company's ESG reports;

- Review and evaluate the implementation of the above tasks and propose reasonable adjustments in a timely manner in light of the actual situation to ensure that the ESG work always meets the needs of the Company's development.

To further strengthen the implementation of ESG management, the Company has established an ESG Working Group covering all core business and functional departments. The effectiveness of ESG work is directly linked to the organizational performance assessment of each respective department, with clear red lines for assessment defined to consolidate ESG responsibilities across departments and ensure the compliant and efficient implementation of ESG work throughout the entire process. Meanwhile, the ESG Working Group is equipped with a professional team comprising certified safety engineers, registered energy auditors, certified environmental auditors and other multi-disciplinary professionals. Supported by their professional capabilities, the team sustains the continuous optimization of ESG practices and ensures the authenticity, accuracy and completeness of ESG information disclosure.

At the same time, the ESG working group has assumed the important function of ESG supervision and coordination, and is responsible for implementing the resolutions of the decision-making level, coordinating and communicating ESG related matters, organising the preparation of the ESG report, and reporting the implementation of the related work to the Board on an annual basis.

In addition, all functional departments and subsidiaries of the Company, as implementing organisations, are responsible for the implementation of the plans formulated by the ESG working group, recording and reporting ESG-related data, promoting the effective implementation of ESG management in all aspects, and jointly assisting the Company in making continuous progress in ESG.

In fostering a strong ESG culture, the Company places significant emphasis on internalizing ESG principles and building organizational capabilities. We have implemented structured training programmes and company-wide awareness initiatives. Our proprietary mandatory ESG course, Excellence CM ESG: From Awareness to Action, has been integrated into the annual required training curriculum for all projects. Targeted delivery of learning tasks to all required participants, with follow-up tracking conducted in compliance with a 100% completion rate standard to ensure full participation and mandatory training fulfillment. Over 10,000 participants have completed the training to date. Post-training assessments are administered online via our digital learning platform, with a cumulative pass rate of 99.2%.

STAKEHOLDER ENGAGEMENT

Based on its business characteristics, social responsibility scope and sustainable development strategy, the Company has identified six core stakeholder groups through multi-dimensional assessment, and established a comprehensive internal and external engagement framework to ensure the concerns of all groups are systematically addressed.

In stakeholder engagement, we place particular emphasis on establishing an open and transparent communication mechanism. This not only helps stakeholders understand the Company's development strategy and operational guidelines, but also ensures that we listen to their demands in a timely and effective manner. We adhere to the principle of taking into account the interests of all parties, and fully integrate the reasonable demands of stakeholders into the corporate decision-making process. Through this proactive approach, we continue to strengthen our cooperation with our stakeholders, promote continuous progress in the Company's ESG practices, create greater value for stakeholders, and work together to achieve joint development.

Stakeholder	Government	Shareholders and investors	Employees	Customers	Suppliers	Community
Target and Concern	• Respond to national policies • Operate according to laws and regulations • Pay taxes according to laws • Promote employment	• Business strategy and financial performance • Protect shareholders' rights and interests • Business sustainability • Corporate transparency	• Remuneration and benefits • Protection of rights and interests • Career development • Safety and health • Corporate culture	• Timely service • Safety of residents • Privacy protection • Continuously improve service quality	• Abide by commercial ethics and state laws and regulations • Be transparent and fair • Accomplish commitments, and achieve mutual benefits and win-win cooperation	• Host community events • Participate in community building • Invest in community charity
Method of Communication	• Participate in discussion for formulation of relevant policies • Contribute corporate experience • Guide and influence public policies actively • Dialogue with the local government	• Enhance information disclosure • Board meeting, shareholders' meeting and investors' meeting • Direct communication among shareholders • Roadshows • Telephone conference	• Employee representative • Staff union • Employee representative meeting • Employee survey and feedback • Enhance information disclosure	• Communication during the process of service activities • Property owner survey and feedback • Complaint hotline • Enhance information disclosure	• Announce the management rules of the suppliers • Contract negotiation • Daily business communication • Enhance information disclosure	• Dialogue with the local government and organisations • Community visits and communication • Enhance information disclosure
Key Actions	• Implement national policies, abide by state laws and regulations • Accept supervision and check-ups • Create more labour positions to promote employment • Cooperate with government to guide garbage classification • File tax returns in a timely manner	• Convene shareholders' meetings regularly • Convene Board meetings regularly • Convene investors' meetings • Disclose statutory issues in a timely manner	• Enhance trainings for employees in respect of culture and skills • Improve employees' working and living environment • Guarantee employees' rights and interests, and improve their benefits and welfare • Guarantee for employees' health and safety	• Normalised and standardised services • Conduct regular satisfaction surveys • Respond to customer complaints and provide them with feedback in a timely manner • Practically protect customer privacy	• Set up an open and transparent tendering system • Set up a communication platform for suppliers • Perfect the supplier selection system • Offer equal opportunities to suppliers	• Regularly host activities to benefit the community • Encourage good deeds • Be passionate about public welfare, and give back to society • Conduct volunteer activities for employees

INVESTOR RELATIONS AND ENGAGEMENT

The Company understands that effective communication with shareholders is the key to strengthening investor relations and assisting investors in gaining a precise insight into the Company's business deployment, operational performance and strategic plans. We have always adhered to the criteria of truthfulness, accuracy, completeness, timeliness and fairness in the disclosure of information of the Company, so as to provide shareholders and investors with a solid and reliable cornerstone for decision-making, and help them make prudent and wise investment choices.

In 2025, the Company hosted 20 ad hoc and flexible interactions conducted either online or offline, primarily for institutional and individual investors.

IDENTIFICATION OF MATERIAL ISSUES

Based on the Company's business model and the trend of ESG disclosure in the industry, we have fully considered the principle of double materiality. After comprehensive evaluation, we have ranked the ESG issues and formed a materiality matrix of issues. Based on the results of the materiality assessment, we have made targeted efforts to emphasise these issues in our ESG management work.

In light of stakeholders' key concerns regarding the Company's operations as well as environmental, social and governance performance, and with reference to the Environmental, Social and Governance Reporting Code, a total of 20 issues have been identified, focusing primarily on customer service quality management, occupational health and safety of employees, and corporate governance, among other areas.



Among which, ▲ refers to environmental; ■ refers to social; ● refers to governance

ESG SUMMARY

Very Important

1 Customer Service Quality Management ■
2 Occupational Health and Safety ■
3 Business Ethics ●
4 Corporate Governance ●
5 Protection of Employees' Rights and Interests ■
7 Information Security and Privacy Protection ■
14 ESG Governance ●
17 Labour Standards ■

Important

6 Energy Consumption ▲
8 Addressing Climate Change ▲
9 Green Property Management ▲
10 Water Resources Management ▲
11 Waste Management ▲
12 Employee Development and Training ■
13 Smart Service Development ■
15 Customer Health and Safety ■
16 Diversity and Equal Opportunity ■
18 Supplier Management ■

Relevant

19 Community Engagement and Integration ■
20 Greenhouse Gas Emissions ▲

1. OPERATIONAL COMPLIANCE, INTEGRITY AND HONESTY

1.1 CORPORATE GOVERNANCE

Corporate governance, as the foundation of the Company's culture, plays a crucial role in the stable development of the Company. The Company has fully integrated the *Corporate Governance Code* specified in Appendix C1 of the Listing Rules into its own governance system, and follows and carries out various governance initiatives. Excellence CM has established a clear corporate governance structure with distinct powers and responsibilities, including a Board of Directors, Audit Committee, Remuneration Committee, Nomination Committee and ESG Committee. Each committee strictly performs its duties in accordance with the *Listing Rules* and its own terms of reference, operates in an orderly manner, achieves efficient and coordinated operation, and jointly builds a sound governance structure.

In 2025, the Company fully updated the information disclosure management system in accordance with the Articles of Association, the Securities and Futures Ordinance, the Listing Rules and other relevant documents, which further strengthened the management of information disclosure affairs, improved the quality and transparency of information disclosure, and protected the legitimate rights and interests of the Company, shareholders, creditors and other stakeholders.

1.2 RISK AND COMPLIANCE MANAGEMENT

The Company attaches great importance to risk management and compliance management, and has established a sound management system to ensure legal and compliant business operations and controllable risks. Senior management and relevant departments perform their respective duties and promote work in a coordinated manner.

In terms of risk management, senior management takes the lead in the overall management of risk management procedures. In light of environmental changes and the Company's risk appetite, it strictly implements established risk management policies and regulates information disclosure practices through the Information Disclosure Management System. Its core responsibilities include: reviewing and updating risk management policies; aligning risk management with annual strategies and business plans; developing a scientific risk management methodology; establishing a company-wide risk reporting system; supervising the implementation of policies and methodologies; approving and monitoring material risk-related matters; and conducting regular risk reviews and discussions. Detailed information on corporate governance and risk management can be found in the *Corporate Governance Report* of the Company's 2025 Annual Report.

In terms of compliance management, the Risk Control Department led the improvement of internal systems and the implementation of compliance measures. Key practices in the 2025 fiscal year are as follows: First, the institutional system was refined by updating the Risk Control Standards for Excellence CM Investment and M&A Projects, and risk identification was embedded into the BPM contract approval process to ensure contract compliance and risk control. Second, tiered and categorized compliance training was delivered to key positions, enhancing employees' legal awareness and risk response capabilities. Third, a regular tracking mechanism for laws and regulations was established, with monthly updates on industry legal developments and timely assessment of the impact of regulatory changes on business operations. Fourth, a multi-channel risk monitoring system was constructed to regularly compile regulatory and public opinion risk information and report to management, effectively mitigating the impact of relevant risks. No compliance risk incidents occurred in 2025.

1. OPERATIONAL COMPLIANCE, INTEGRITY AND HONESTY

1.3 COMMERCIAL ETHICS

The Company is firmly committed to the concept of business integrity and strictly abides by the *Criminal Law of the People's Republic of China,* the *Anti-Unfair Competition Law of the People's Republic of China,* the *Audit Law of the People's Republic of China* and other laws and regulations. It maintains a zero-tolerance attitude towards corruption and is determined to combat all forms of corruption and bribery. The Company has formulated the *10 Red Line Rules of Excellence CM* as a guideline to ensure the integrity of its operations. The Company continues to strengthen the risk management system construction, improves corporate internal control, and has developed the *Audit Management Measures* and *Whistleblowing Management Policy*, which is revised and implemented annually in line with business development. It combats corruption, bribery, extortion, fraud and money laundering on all fronts. On major holidays and festivals, the Company issued official documents to reiterate and emphasise disciplinary requirements concerning integrity, self-discipline and anti-corruption, with 100% employee training coverage. In 2025, the internal audit department sent integrity reminders and promotion messages via the reporting mailbox to 3,299 suppliers, extending to all suppliers that had cooperated with the Company in the past year, representing a 100% coverage rate.

In 2025, the Company strengthened the development of integrity and compliance systems and the improvement of related channels. It successively issued two official documents including *Notice on Unifying the Company's Integrity Whistle-blowing Channels* and *Reaffirmation of Penalty Standards for Violations of the Company's "Red Ten Rules" Policy*. Meanwhile, the Company revised and improved the *Reward and Punishment Management Measures*, further refining the penalty standards for violations of the "Red Ten Rules". Penalties were graded based on the amount of economic losses caused to the Company, with corresponding disciplinary measures clearly defined, thus consolidating the institutional defense line.

In terms of whistleblowing channel development, the Company has established an official WeChat auxiliary complaint channel to provide employees and relevant parties with a more convenient way to submit evidence and communicate. Existing whistleblowing channels remain in normal operation to ensure that reporting channels are unobstructed and efficient.

Upon receiving any report, the internal audit department shall conduct thorough investigation and verification in strict accordance with the established whistleblowing investigation procedures. Where suspected violations or non-compliance are confirmed, the matter shall be escalated to management or the Board of Directors for approval before appropriate action is taken. The Company encourages named reporting and prioritises such cases. To safeguard the interests of whistleblowers, the Company explicitly provides in its *Whistleblowing Management Policy* that whistleblower information shall be kept strictly confidential. The Company also solemnly states that no department or individual shall obstruct or discourage whistleblowing, nor shall any retaliation be taken against whistleblowers. Any retaliatory acts, once substantiated, will be subject to stringent disciplinary action in accordance with the Company's policies. In 2025, the Company received a total of 21 reports relating to fraud. All reports were processed in line with the internal audit and compliance procedures, of which 4 were substantiated. The whistleblowing closure rate stood at 100%.

1. OPERATIONAL COMPLIANCE, INTEGRITY AND HONESTY

For confirmed fraud cases involving breaches of the Company's zero-tolerance redline rules, the Company imposes stringent disciplinary actions in strict accordance with the *Rewards and Punishments Management Measures* and other relevant policies, and publicly discloses the outcomes. Cases suspected of involving illegal or criminal activities are transferred to the judicial authorities in accordance with the law, and the Company resolutely pursues the legal liabilities of the relevant personnel.

Meanwhile, in accordance with anti-fraud agreements and the Company's internal management policies, the Company reserves the right to report employee misconduct and violations of laws or regulations to the anti-fraud alliance/association, strengthening industry-wide collaborative supervision and fostering a sound ethical and compliant business environment.

Measures for whistleblowing	Receiving Department: Audit Department Email Address: wyjubao@exceam.com Contact Address: 38A Floor, Tower 4, Excellence Century Centre, Fuhua Third Road, Futian District, Shenzhen, Guangdong Province Postal Code: 518000

Training activities: During onboarding, the Human Resources Department delivers dedicated training on the "Red Ten Rules" to new employees to reinforce ethical conduct, with 100% coverage of all new hires. Throughout the year, the Company also communicated and disseminated the "Red Ten Rules" via staff meetings and other channels.

In 2025, the Company rolled out the "Red Ten Rules" across the organisation and held a dedicated compliance examination. The training covered managers and above, middle-office staff at Level 3 or higher, and all corporate functional employees who joined the Company on or before 30 June 2025.

Audit Team Competence: As the core function responsible for the Company's risk prevention, control and compliance oversight, the Internal Audit Department has always attached great importance to professional capacity building. All team members possess solid professional knowledge, extensive audit experience and authoritative professional qualifications, providing strong support for the professionalism, accuracy and effectiveness of audit and supervision. Team members hold authoritative industry qualifications including CPA (Certified Public Accountant) and CIA (Certified Internal Auditor), with systematic expertise in internal audit and risk management. They are capable of accurately identifying key audit focuses and proficiently applying audit methodologies to conduct comprehensive reviews and in-depth analyses of the Company's management processes, compliance implementation and potential risks.

1. OPERATIONAL COMPLIANCE, INTEGRITY AND HONESTY

Internal Audit Supervision:

In its daily operations, the Internal Audit Department identifies potential integrity risks and corrupt practices through multiple approaches. On one hand, it conducts in-depth reviews of financial statements, procurement records, reimbursement vouchers and other documents. On the other hand, it carries out interviews with employees, customers, suppliers and other relevant parties to focus on detecting irregularities such as fictitious expenses, kickbacks and improper benefits diversion.

The Internal Audit Department conducts ongoing internal audits and routine monitoring. Each year, a selection of regional companies and professional companies are subject to routine audits, with audit selections determined based on a comprehensive assessment of historical audit gaps, risk incidents and abnormal process monitoring signals. While audits are carried out on a regional basis, the scope of review extends deeply to the individual project level.

Based on risk assessment results, all departments of the Company conduct targeted spot checks on high-risk projects. Headquarter functions including Human Resources and Procurement perform regular inspections across all regions, with each region conducting simultaneous self-reviews and rectifications. Given the large number and wide dispersion of projects, the Internal Audit Department adopts sampling procedures to carry out project risk reviews, conducts comprehensive analysis of financial and other data, and consolidates inspection findings from functional departments. It then identifies high-risk projects through formal risk assessment procedures for focused audit examination. No material audit risks were identified in any projects during the year.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

2.1 ENHANCEMENT IN QUALITY AND SERVICES

2.1.1 Quality Customer Services

The Company attaches great importance to quality management and has long adopted internationally leading management system standards. It implements the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System and ISO 50001 Energy Management System. Tailoring these systems to its actual operating characteristics, the Company carries out localised adaptation and optimization to ensure deep integration and effective application with its property management services.

Building on this, the Company has established a comprehensive set of integrated management policies covering all key segments of its property management services. These policies regulate core business areas including quality customer service, refined environmental operations, rigorous facility maintenance and effective security safeguards, providing solid institutional support for standardised and regulated service quality.

To ensure the effective implementation of management systems, the Company has further defined the specific responsibilities and corresponding authorisations of all departments and positions, making job responsibilities clear and tasks well-defined for every employee. This ensures that staff ranging from senior management of project companies to frontline employees fully understand their roles and obligations within the management system, such that all operations are governed by established norms, standards and clear accountable parties. The Company's integrated management system is framed around headquarters-issued management manuals, procedural documents, professional operation guidelines, regulations and controlled forms. These are complemented by project-level localised operating documents and Standard Operating Procedures (SOPs), forming a closed-loop, well-connected and vertically coordinated management system. The Company has established a three-tier control mechanism: "Headquarters strategic planning – Regional supervision and oversight – Project-level implementation". At headquarters level, the Company sets overall management objectives, strategic direction and unified service standards. At regional level, supervision and implementation are strengthened to promptly identify and rectify deviations in system execution. At project level, operations are flexibly adjusted to local characteristics and customer-specific needs, delivering high-quality property services that balance standardisation and customisation. This ensures the accurate and efficient operation of the customer service system, continuously enhancing customer satisfaction and loyalty.

To continuously improve service quality, the Company regularly conducts internal audits across all operations in accordance with system standards and locally adapted requirements, covering document reviews, on-site inspections, customer feedback surveys and other dimensions. In addition, the Company regularly holds management review meetings, where the management team and department heads jointly assess the overall performance of the integrated management system. Through internal audits and management reviews, gaps between the Company's service quality and leading industry standards are identified in a timely manner, enabling the formulation of targeted improvement measures. This drives the iterative upgrading of service quality and helps the Company maintain a leading position in the industry.

2.1.2 Satisfaction Survey

In 2025, the Company conducted regular customer satisfaction surveys covering residential projects, commercial projects, external property management projects and real estate asset management projects, which fully reflected the quality of property services and customer needs. Concurrently, the Company improved its customer complaint management system to safeguard the rights and interests of customers.

1. Research Methods and Implementation Effects

Differentiated research methods were adopted based on project types, with clear implementation standards and frequencies defined to ensure the authenticity and validity of the data. Details are as follows:

- Self-developed residential projects: Online QR code surveys were administered to residents on an annual basis. A total of 17,263 responses were collected, and the overall satisfaction score reached 93 points.

- Self-developed commercial projects: A combination of online QR code surveys and third-party research is adopted, conducted once every six months. Online surveys involved 2,664 participants with a survey score of 99.6. A third-party institution was also engaged to conduct a special survey covering 9 self-developed office projects, resulting in a survey score of 99. The property service satisfaction of the Company's office portfolio has been no less than 99% for nine consecutive years, making it an industry benchmark.

- External property and asset management projects: Performance assessment and evaluation by the clients are taken as the focus, and the survey frequency is implemented in accordance with clients' requirements (monthly or quarterly). The performance qualification rate for the year 2025 reached 98%.

2. Survey Indicators and Follow-up Mechanism

For self-developed projects, performance indicators are set in accordance with the Business Unit's performance management standards. Individual issues shall be 100% addressed and rectified within 30 days, while improvement plans for common issues shall be formulated on a quarterly basis. For externally expanded projects, indicators are benchmarked against client requirements. Any low ratings shall be followed up by the project's N+1 supervisor until full closure.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

3. Customer Communication Channels and Service Upgrades

The Company has specially established multiple communication channels for all types of customers, through which customers may submit inquiries, suggestions and feedback as follows:

- A dedicated Chief Customer Officer email channel and mechanism has been established for individual clients;
- Other clients may contact the Excellence Group hotline at 400 0086 000 and Property Call Center Sunshine Hotline at 400 1116 989;
- Any on-site project staff may directly accept customer complaints via phone or in person;
- The Zhuopin Commercial Platform has been launched for clients of self-developed projects, enabling them to submit orders, lodge complaints, make payments and fulfill other service-related needs online;
- Emails may be sent to zy400@excegroup.com.

The call center of the Company's Customer Relations Department, project managers, and customers can all log customer requests on the online platform, with unified order dispatch and graded follow-up for resolution.

Two service upgrades were implemented in 2025. First, the scope of the call center was expanded to centrally handle inquiries and complaints for proprietary projects excluding the Southwest region, improving response standardisation. Second, the Zhuopin Online platform was launched across all self-developed projects, enabling digital and convenient customer service. Customers can use the platform for visitor access approval, request submission, complaint feedback, property fee payment, parking fee payment, Life Mall shopping, and other functions, further enhancing the customer service experience.

4. Customer Complaint Management Mechanism and Effectiveness

We implement the "11530" response mechanism. In 2025, a total of 5,744 customer complaints were received (2,126 via the 400 hotline and 3,618 via the FMC platform), with a 100% response rate, a 90% complaint closure rate, and an 87% satisfaction rate on follow-up surveys, all of which met the required standards.

5. Safeguard Measures

We improved the customer service system documents, incorporated complaint management into unannounced inspections and performance management, followed up on the closed-loop resolution of issues at the regional level, and established a dedicated middle-office quality supervision team.

2.1.3 Customer Satisfaction of Excellence CM

In order to enhance customer satisfaction, the Company planned a variety of festive themed activities in 2025 to increase interaction with customers and enhance customer experience.

1. Excellence in Lifestyle Services, Co-Creating a Better Life

(1) Residential Property Sub-Brand Refresh – "Excellence in Lifestyle Services"

In 2025, we accelerated its business branding strategy and officially unveiled its newly refreshed residential property sub-brand – "Excellence in Lifestyle Services." Through integrated community operations and services, Excellence in Lifestyle Services is dedicated to delivering a superior living experience to its customers, ushering in a new chapter in residential property services. Focusing on property management services for high-end urban residences, Excellence in Lifestyle Services explores new horizons in residential property services with a broader vision, continuously enhancing service quality and customer satisfaction, while bringing premium service experiences to an ever-growing number of customers.

From "Excellence in Architecture" to "Excellence in Living", and from "the full-lifecycle stewardship of properties" to "the full-lifecycle care of people", Excellence in Lifestyle Services is founded upon residential owners' aspirations for a better life through quality services. It seeks to establish a holistic community service ecosystem that unlocks the fuller potential of a flourishing life. Guided by the principle of "co-creating a better life through shared service", it endeavors to afford its customers a living experience replete with warmth, solicitude, and joy.

Building upon the "Five-Core Services", Excellence in Lifestyle Services has formulated a comprehensive service portfolio through systematic quality management and service development, encompassing five major solution categories: "property management, cultural services, neighbourhood services, smart services and value-added services". We are committed to developing future communities underpinned by the core values of "quality, care, connection, intelligence and diversity".



2. SERVICE-ORIENTED AND WIN-WIN RESULTS

(2) Excellence in Lifestyle Services – Community Cultural Events

In 2025, we deepened the development of our community service brand, fostering neighborly connections with warmth and care. From traditional festivals to daily community activities, we organised more than 2,600 community cultural events, attracting over 320,000 participant visits.

"Excellence Community Children's Summer Camp": Focusing on the construction of a child-friendly, excellent and beautiful community culture, we have joined hands with the special service team to provide physical training and safety education for children in the community, enhancing their independence and summer safety awareness. More than 150 families have shared the progress together.



"Excellence Office Building Study Camp": In response to parents' demand for parent-child study activities, we designed tailored study programs based on the characteristics of Excellence CM's high-end office buildings in Shenzhen. The initiative received enthusiastic registration from numerous homeowner families across Shenzhen, Dongguan and Huizhou, achieving a homeowner satisfaction rate of over 95%.



Sports Community: A variety of sports activities including the "Suchao League" were held across 19 communities in Jiangsu, featuring diverse scenes such as badminton groups, basketball matches, pet parties and square dance events, bringing together more than 2,000 residents united by shared enthusiasm. By taking activities as a bond, we have broken down barriers among neighbors and promoted interaction and communication among residents. The vitality of sports has enlivened the community atmosphere, making residents' laughter and passion the most touching scenery of the community. We continue to build a friendly community ecosystem with stronger sense of belonging and cohesion.



2. Excellence Lifestyle Circle Series Events

In 2025, two signature event series under the Excellence lifestyle platform, Excellence Club and Me-Time Gala, were staged across office premises. Featuring a diverse lineup of festivals, workplace care initiatives and women's development programmes, the events conveyed warmth and inspiration, enriched the workplace culture, and strengthened employee engagement and community cohesion.

Office building community culture and diverse activities connect corporate partners and workplace professionals, making office buildings more than just a place for work, but also a vibrant space with a strong sense of belonging and well-being.

Throughout the year, we thoughtfully curated 13 signature online and offline events. Starting with the auspicious lion dance performance to kick off the year, we offered thoughtful experiences for International Women's Day, Qixi Festival, Earth Hour, Shenzhen Waste Reduction Day, World Book Day, Children's Day, Dragon Boat Festival, Mid-Autumn Festival, National Day, Halloween, Thanksgiving, and the year-end festive season. We also provided considerate services such as summer cooling kits. With an accumulated attendance of over 20,000 participants, every occasion and gathering was filled with warmth and memorable moments.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

(1) Excellence Club Series Events

In 2025, the Excellence Club organised a series of cultural co-construction activities centered around traditional festivals, seasonal nodes and diverse workplace life scenarios. With "cultural empowerment, workplace care and community connection" as its core, it enriched the spiritual and cultural life of workplace groups, promoted cross-team interaction and the creation of a positive workplace atmosphere, and helped build a dynamic and warm office ecosystem.

During the year, we hosted themed events for the Mid-Autumn Festival, Halloween and the year-end festive season, offering a diverse mix of interactive experiences, family-friendly activities and carnivals. These events engaged more than 1,000 professionals and generated strong participation across our workplace communities. Blending traditional Chinese culture with modern and trendy elements, the programmes delivered immersive experiences that celebrate heritage while embracing fun and creativity. They allowed working professionals to relax, interact and recharge outside of work, enhancing both their quality of life and sense of belonging.



Children's Day & the Dragon Boat Festival



Mid-Autumn Festival



Halloween



Christmas & New Year Events

(2) Me-Time Gala Series Events

In 2025, Me-Time Gala focused on white-collar workers in our office premises, catering to their core needs for self-development, spiritual enrichment and social bonding. Guided by the principles of "self-care, empowerment and workplace care", the series of cultural events cultivated a warm and supportive ecosystem for professional women, contributing to a diverse, inclusive and sustainable workplace.

During the reporting period, Me-Time Gala launched a variety of events, including the "Her Power • Shine Brilliantly with Excellence CM" Women's Day themed activity, reading culture sharing sessions, Qixi social parties, and Thanksgiving care initiatives. Covering dimensions such as women's growth motivation, cultural immersion, social interaction and emotional care, these events adopted light and highly engaging formats to provide white-collar workers with a platform for self-expression, value recognition and emotional connection.



Chinese Valentine's Day



Thanksgiving Day

2.1.4 Protecting Customer Health and Safety

The Company has established a comprehensive EHS management system in strict accordance with ISO 45001, safety production standardisation and other system certification requirements. The system covers 6 major management directions of emergency and response, operational safety, EHS integrated management, risk identification, safety responsibilities, and special event management. We have established a total of 115 management system documents and standards to provide comprehensive guidance for EHS management.

On this basis, the Company further deepened its safety management work. On the one hand, the Company optimised the special safety inspection system and updated the standards for special safety inspections to ensure the scientificity and accuracy of the inspections; on the other hand, the Company launched tailored safety empowerment training for staff at different levels and positions to enhance their safety awareness and professional skills. Through this series of measures, the Company has promoted the commencement of hazards investigation and risk identification at project sites, reduced the possibility of various safety accidents such as fires, falling objects and gas accidents, and safeguard the safety of our customers' lives and properties.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

In addition, leveraging on FMC smart inspection platform, the Company has incorporated daily inspection management into the scope of information control. With the support of the platform, safety issues can be managed online, which improves the closure and follow-up efficiency of safety hazards, and thus significantly strengthens on-site safety management capabilities of projects.

1. Safety Special Inspections and Governance

In 2025, the headquarters Technology and Operations Support Center (COE) updated the *Special Safety Inspection Management System and the supporting Special Safety Inspection Implementation Standards* by referencing work safety incidents inside and outside the industry, as well as laws, regulations and standards applicable in 2025. During 2025, a total of 4 company-level and 11 regional-level special safety inspections were conducted, resulting in the identification of 7,857 issues, including 332 high-risk issues, with a 100% on-time closure rate of all identified issues.

2. Safety Month Activity

(1) Safety Culture Construction: Creative EHS Propaganda Board Selection Activity

To further enhance safety culture, we organised the inaugural "Creative EHS Publicity Board" evaluation activity during National Work Safety Month in June 2025. The activity received strong participation from all regions, with a total of 134 EHS boards submitted, fully reflecting frontline employees' proactive thinking and creative practice in safety culture.

The evaluation was scored comprehensively against four dimensions: employee engagement and interactivity, visual communication and creativity, standardization of maintenance and management, and innovation in safety management highlights. Following preliminary reviews by regional teams and a final review by COE, 10 projects were selected as outstanding practice cases of the "Creative EHS Publicity Board", providing rich on-site references for the Company's safety culture development.

(2) Safety Culture Promotion: Poster Campaigns

In line with the theme of the Work Safety Month, the Company launched a safety publicity campaign themed "**Five Safety Red Lines**". Safety promotion was carried out through multiple channels including online official account articles and offline project electronic screens/bulletin boards to enhance safety red line awareness among all positions, foster a strong safety culture, and consolidate the foundation of work safety management at the project level.





3. Fire Safety Month Activities

(1) Fire Fighting Competition

Focusing on improving fire safety capabilities, the Company organised a series of activities including fire safety commitments and fire-fighting competitions. Based on their own shortcomings in fire management, each region carried out diversified competition activities in light of local conditions, such as fire knowledge contests, skill competitions, benchmark evaluations, and hidden danger spot checks. Through competitions as a form of training, the Company strengthened the emergency response capabilities of projects and the safety awareness of employees, systematically consolidated the foundation of project fire safety management, built a solid line of defense for work safety, and supported the sustainable and safe operation of the enterprise.



(2) Practical Drills: A diverse range of on-site drills were conducted, comprising 350 fire emergency drills, 45 gas leakage emergency drills and 260 drills of other categories. Both property staff and clients participated actively. Through such practical drills, participants continuously enhanced their emergency response capabilities in practice, while comprehensively validating the effectiveness and operability of emergency response plans, thereby accumulating valuable experience in handling actual safety incidents.



2.1.5 Technology Empowerment and Smart Properties

1. Strategic Positioning of Digital Transformation

The Company remains committed to advancing digitalization. Leveraging digital capabilities, it enhances the efficiency of business decisions, empowers diversified business models and strengthens its core competitiveness. By building a digital ecosystem spanning the entire value chain, the Company has transformed from traditional property management to intelligent operations. During the reporting period, the Company has planned and deployed over 20 digital systems covering six core areas: human resources, finance and billing, operational management, customer services, etc. It has established an intelligent property management model underpinned by "data-driven operations, enhanced efficiency and optimised services".

2. Multi-dimensional Digital System Development

Based on business scenario requirements, the Company's digital development has established a three-tier architecture: "Infrastructure Support – Business Operations – Decision Analytics". All systems work in synergy to drive the intelligent upgrading of property services.

(1) Basic Technology Support: Building a Data Sharing Foundation

Built around the master data system, the Company has eliminated internal data silos and realised unified management and sharing of core data.

- It addresses the traditional issue of "data silos" and provides standardised data support for all business systems
- It has established a fundamental data modeling platform to provide data support for subsequent business analysis and decision-making
- It enables cross-departmental data collaboration and elevates overall operational efficiency

(2) Core Business Digitalization: Covering Multiple Service Chains

① Intelligent Customer Service System

Built on the Zhuopin System as its core, the Company has developed a one-stop property owner services platform to redefine property service experience, reduce average service response time and elevate overall satisfaction.

- Core Functions: Integrates more than 10 services including parking fee payment, property fee payment, access control, maintenance requests, complaint feedback, and community activities
- Service Model: Transitioned from "on-site offline service" to "online self-service", enabling "instant response" to service requests

② Intelligent Human Resource Management

Powered by the Kingdee HR system, a digital management system covering the entire employee lifecycle has been established.

- Management Process: Covers the entire employee lifecycle including recruitment, onboarding, attendance, payroll, performance management and separation
- Core Value: Administrative HR workload reduced by 30%, freeing the HR team to focus on talent development
- Recruitment Optimization: The professional recruitment system launched in July 2025 digitalises the entire recruitment process, shortening the talent acquisition cycle by 25%

③ Smart Robots

Excellence CM makes full use of its profound experience in industry management to reasonably optimise and adjust redundant staff and positions on the premise of ensuring consistent service quality. In terms of smart robots, we have continued to explore "smart property" and made a large number of attempts to invest in a great number of smart robot vacuums, reception robots, takeaway and delivery robots, and smart security equipment, further enhancing service quality and reducing reliance on manpower.



In recent years, digitalization and talent development have been key focus areas for Excellence CM in building its core competencies. The Company has steadfastly advanced its digital transformation, leveraging digital tools to enhance business decision-making efficiency, underpin its diversified business model, and foster its core competitiveness. Today, digitalization has become an imperative for the long-term development of modern property service enterprises. The digital strategy pursued by Excellence CM aims to achieve lean management. Starting with online business processes, the Company has gradually progressed toward in-depth digitalization, and will ultimately accomplish a high-level digital-intelligent transformation.

2.1.6 Intellectual Property Rights

With respect to intellectual property management, the Company follows the principle of central management in intellectual property and aims to make intellectual property a valuable asset and enhance corporate competitiveness. As at the end of 2025, the Company had 5 utility model patents, namely, power distribution cabinet for property management, dangerous area alert device for property management, vegetation pruning device for gardening, sprinkler devices for gardening, video monitoring devices for firefighting engineering, and 20 software copyrights, of which 9 patents were newly issued in 2025. In the future, we will continually strengthen our intellectual property reserves and enterprise competitiveness.

2.1.7 Information Security and Privacy Protection

The Company has steadily strengthened its institutional framework and technical safeguards in customer data privacy and information security management. It has established a well-defined information security accountability system, under which all levels of management (the highest responsible persons of each department, region and entity) serve as the primary accountable parties for information security within their respective units. The responsible person of the information requester shall assume the same management and protection obligations for the information assets obtained as the responsible person of the information generator.

To maintain a high standard of information security protection, the Company launched a dedicated information security enhancement initiative in 2024. All corporate systems have completed migration to the HTTPS protocol, significantly strengthening the security and reliability of data transmission. Core business systems have been fully migrated and deployed on Tencent Cloud. Supported by multiple security technologies including cloud firewalls, Web Application Firewalls (WAF), host security protection, and internal/external network isolation, the Company has established a multi-layered, comprehensive information security defence system to effectively prevent and mitigate various cyber risks and attacks.

The Company established a fault reporting mechanism in the BPM system, which covers information security related content. The specific process is as follows:

- Fault initiation: Once a fault occurs, the fault report process is initiated by the fault discoverer.
- Process flow to IT department and leaders: The initiated process will be automatically sent to IT department, and then forwarded to relevant leaders.
- Verification process: Leaders verify the fault information. After confirming that it is correct, the process is returned to the initiator.
- Fill in the processing status: After receiving the returned process, the initiator is required to fill in the process of troubleshooting and the related situation in detail.
- The process is ultimately returned to the IT department: After the initiator has completed filling in the process, the process is automatically transferred back to the IT department to enable the IT department to carry out follow-up and archiving.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

In 2025, the Company continued to apply the *Customer Domain Master Data Operation Management Regulations* and the *Data Security Management Guidelines for the Zhuopin Smart Platform*, governing the development and management of customer master data to safeguard data quality and security.

When customers utilise services offered by Zhuopin, the Company clearly communicates its personal data processing practices through privacy agreements, thereby strengthening privacy safeguards and enhancing personal data security for users. To access and use the platform, customers must first electronically accept a user privacy agreement formulated in accordance with applicable national internet laws and regulations. Platform access is enabled only upon such consent. The platform system encrypts data access permissions for all users to further prevent the disclosure of data and information.

As to customer privacy protection, we will continually optimise the management system on operation and maintenance, regularly check the data, regularly scan the system, check for security loopholes, improve the operation and maintenance management system, and strengthen the supervision on data operation.

We take the following measures to protect customer privacy:

- Storing the information of customer identification in database in the form of ciphertext, and the sensitive customer information is also transmitted in the form of ciphertext.
- Using two or more combined identification technologies such as dynamic password, digital certificate, encrypted USB-Key, biotechnology and device fingerprint to the operation and maintenance hosts to detect user's identity.
- Applying the identity logos and identification to the logged-in users, the identity logos are unique, while the identification information involves complex requirements and is regularly replaced.
- Handling functions for login failure are set in place, and relevant measures such as ending sessions, limiting the times of illegal logins, automatically logging out when the login connection times out should be placed and applied.
- Applying the SSL protocol to ensure the confidentiality of important data during transmission.
- Using the auditing function for the database, protecting the audit records, and scheduling regular backups.
- Passing the national security protection level 3 standard.

In respect of employee privacy protection, the Company made reference to the *Reward and Punishment Management Measures*. For those who report information security violations, we will give verbal and written commendations, cash rewards, etc., and strictly keep their personal information confidential. The Company refers to the punishment process of the relevant violation levels in the Employee Handbook to impose penalties on the violations.

The Company has established a reporting channel for employees to report information leakage. If employees identify potential risks of information disclosure, they may report to their department supervisor or the Audit Department. In the event of detected information theft or leakage, they shall immediately report such acts to the Audit Department.

2.2 GREEN PROCUREMENT TO ACHIEVE HARMONY AND WIN-WIN RESULTS

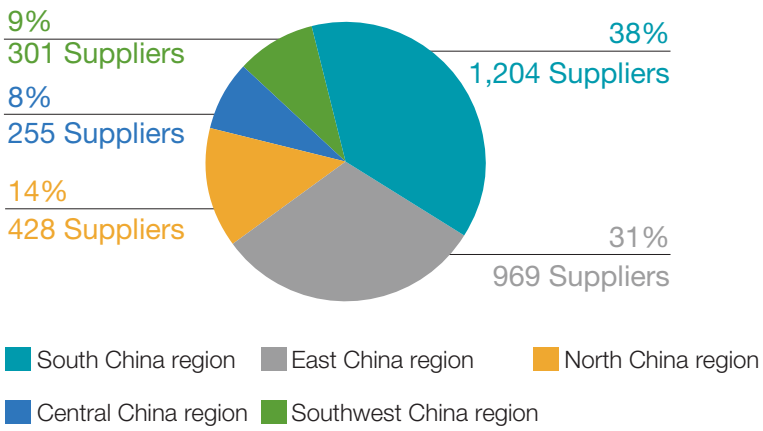
2.2.1 Introduction of Suppliers

The Company exercises stringent controls over the selection of suppliers for materials procurement and service outsourcing, and clearly specify the selection of suppliers, procurement process, and certification of purchased products and services in its procurement control procedures. Moreover, the Company continues to consolidate and expand the partnership with its suppliers through good communication to keep supply channels stable and assure the quality of supply.

Our supplier categories primarily comprise property supplies, property construction, maintenance and repair services, property services and labor outsourcing, insurance and insurance brokerage, information technology, brand design and event planning, other general supply chain suppliers, as well as Gaoshengda mechanical and electrical suppliers, Gaoshengda elevator suppliers, Zhuopin commercial service suppliers and E-Butler service suppliers.

In 2025, the Company had a total of 3,157 suppliers across mainland China. The geographic distribution of suppliers is illustrated in the chart below:

Suppliers by Geographic Region (3,157)



The Company has continuously enhanced its supply chain ecosystem. In 2025, it focused on refining its supplier classification system:

① Optimization of Classification Dimensions: The existing tier-1 and tier-2 classification framework has been retained, with a new three-tier management structure introduced: “Strategic/Core/General”. Critical suppliers in areas including elevators, fire services and security are explicitly designated as Strategic.

② Resource Pool Development: A regional supplier pool system has been implemented, requiring “3-5 qualified suppliers per category” across all major operating cities nationwide, thereby enhancing supply chain resilience.

③ Innovation in Collaboration Models: The Company piloted cooperation with large-scale platforms including JD.com for full-category material procurement. By directly leveraging their mature ESG and low-carbon procurement management systems, the Company completed the framework for such cooperation in 2025, with full implementation scheduled for 2026.

2.2.2 Suppliers' Access

The Company is committed to creating a more open, fair and collaborative ecological supply chain platform. We have introduced more quality and competitive suppliers to improve service quality, reduce costs and increase efficiency. In line with our direction of business development and our development plan, we reserve the sourcing of supplier resources, create stringent inventory standards of suppliers, and comprehensively evaluate suppliers' price levels, quality assurance, delivery capability, reputation risk and collaboration intention. These suppliers will be preliminarily reviewed and certified by our procurement staff. The procurement of services, such as water treatment, garbage removal, green maintenance, security and cleaning services, and fire protection maintenance, etc., will be carried out locally and resources will be developed according to local conditions. Before suppliers are admitted, both parties are required to sign the *Environmental Occupational Health and Safety Protection Agreement*, which specifies the following:

- Jointly comply with the requirements of national laws and regulations and related systems regarding environmental protection and occupational health and safety.
- Insist on not employing child labour and not arranging underage workers to engage in dangerous work.
- Equip employees with necessary personal protective equipment.
- Both parties shall take effective measures to minimise the adverse impact of the operation process on the jurisdiction and the surrounding environment and make every effort to protect the health and safety of the workers. The procuring party shall comprehensively identify the sources of danger and environmental factors that may cause environmental pollution and serious safety accidents at the construction site, formulate practicable control measures, and supervise the implementation of such measures.

In 2025, the Company integrated supply chain environmental and social responsibilities into its core procurement governance framework and implemented multi-dimensional access controls:

① Institutional Framework Development: The Company completed the incremental revision of the *Excellence CM Procurement Management Policy*, established the Procurement Decision Committee, standardised bidding and contract management processes, and aligned all contract provisions with the latest environmental, labor and safety regulations.

② ESG Admission Requirements: Suppliers are required to sign the *Supply Chain Environmental and Social Responsibility Guidelines* mandatorily at the supplier onboarding stage, covering 6 major areas: compliant operation, pollution prevention, resource conservation, labor rights and interests, health and safety, and business ethics.

③ Upon warehousing, the Company requires material suppliers to provide necessary qualifications and quality management certificates (such as ISO9001; for environmentally related products, ISO14001 or product energy efficiency certificates, among others).

④ Digital System Enablement: The Company completed the design and pilot implementation of the SRM (Supplier Relationship Management) system, which integrates with the bidding platform. The system automatically filters the expert pool and initiates review workflows, raising compliance rate for admission to over 98%. It also establishes a digital foundation for regular ESG assessments, enabling full traceability of review processes and statistical analysis of data. In 2025, the Company also launched a subcontractor labor management system covering real-name registration, attendance records, payroll verification, and qualification documentation. This improves labor transparency, standardises subcontractor management, reduces compliance risks and wage arrears risks, facilitates auditing and incident tracing, and provides data support for safety management and performance appraisal. The system also serves as the primary data source for future inclusion of contractor EHS and ESG data into formal assessments.

In 2025, the Company promoted the development of ESG initial evaluation and hierarchical management for suppliers, setting ESG initial evaluation for warehousing as a core condition for supplier access. For key and strategic suppliers, the Company implemented regular and periodic re-evaluation management. The evaluation process is initiated and closed-loop circulated through online forms on the SRM system; for high-risk and key cooperation scenarios, on-site inspections are concurrently conducted to verify effectiveness. A differentiated management approach is adopted for evaluation frequency: strategic suppliers undergo re-evaluation once a year, while general suppliers undergo re-evaluation every two years. In the event of major operational or management changes, a special re-evaluation is immediately initiated.

2.2.3 Supplier Contractual Performance and Post-performance Assessment

We have established a performance evaluation and rating system for strategic procurement suppliers. In accordance with the Excellence CM Procurement Management System, we have defined clear evaluation indicators and standardized procedures, and conduct regular reviews of strategic procurement suppliers to precisely monitor their service performance and drive continuous optimization and upgrading of bilateral cooperation. Meanwhile, we have put in place a sound supplier incentive mechanism, with dedicated incentive measures developed for supplier satisfaction assessment. When a supplier's satisfaction score exceeds the contractual threshold, rewards will be granted based on predefined rules as a certain percentage of the monthly contract value. This fully motivates suppliers to enhance service initiative, thereby deepening and broadening the scope of cooperation.

In 2025, to better align with business development trends and industry regulatory requirements, we implemented a series of revisions to the supplier management system:

- Adjustment of Assessment Criteria: Optimized and improved supplier assessment criteria, establishing a more scientific and rational evaluation system to comprehensively and accurately measure suppliers' overall performance.

- Optimized Qualification for Specialized Supplier Onboarding: Refined the qualification requirements for specialized supplier onboarding to closely align with business expansion directions and the latest industry regulations, ensuring the quality and suitability of onboarded suppliers.

- Revision of On-site Inspection Standard Forms: Revised the standard forms for supplier on-site inspections, refined inspection indicators and improved evaluation rules, aiming to more comprehensively and accurately assess suppliers' actual operational conditions and capabilities, laying a solid foundation for cooperation.

2. SERVICE-ORIENTED AND WIN-WIN RESULTS

Supplier Performance Assessment

We have established a procurement supplier performance assessment rating system, which aims to monitor the effectiveness of supplier services in a refined manner and promote continuous and deepened cooperation. In each project, there is a performance assessment form, which is classified in multiple aspects according to the characteristics of the procurement business to ensure that the assessment is accurate and practically oriented.

When grading the contractual performance, in order to ensure the professionalism and fairness of the assessment, we invite experts to participate in the assessment and set up weighted subtraction items. We adopt a comprehensive scoring mechanism that combines professional scores with the degree of procurement performance, so that the evaluation results can better reflect the real level of suppliers. In the course of the contract, if the supplier puts forward proposals for more advanced equipment or innovative ideas, the Company will respond actively and fully assist the supplier in promoting and improving the equipment, so as to jointly enhance the benefits of the project.

At the same time, we also pay attention to the comprehensive record of supplier behaviour. The integrity behaviours, safety incidents, and negative impacts of suppliers will be recorded in detail, which will be used as the assessment results of the plus and minus items, in order to make the assessment results more objective and fairer. The procurement department will organise regular communication meetings based on the monthly assessment to closely follow up on the rectification and improvement of suppliers, forming a closed-loop management and promoting suppliers to continuously optimise their services.

Post-performance Assessment

- **Post-performance comprehensive assessment:** Comprehensive assessment will be conducted after the completion of the contract. The average of the results of the various stages of performance assessment during the contract period will be used as the basic assessment data, and the final evaluation score will be calculated by taking into account the satisfaction level provided by the Party A or a third party.

- **Output and application of grading results:** Based on the scores obtained from the comprehensive assessment, the grading results of the suppliers will be determined. The grading result will be directly applied to the decision of contract renewal and subsequent supplier selection process, providing a key basis for the continuation and expansion of the partnership.

- **Hierarchical management of assessment results:** The assessment results are subject to hierarchical management with due consideration of supplier lifecycle factors. A benchmark score of 80 is set as the threshold for qualified suppliers. Among qualifying suppliers, rankings are determined by scores in descending order with further classification: top 20% as Excellent Suppliers, next 20% as Good Suppliers, and the following 50% as Qualified Suppliers. Suppliers ranking in the bottom 10% shall be subject to restrictive terms in subsequent collaboration; those scoring below 80 shall be classified as Disqualified Suppliers. Real-time supplier evaluations are conducted prior to payment or on a regular basis. The assessment outcomes serve both as the basis for payment approval and as a key component of post-contract performance data.

- **Grading report and blacklisting mechanism:** The procurement center shall submit an annual supplier rating report and complete internal approval procedures. During performance assessment, any supplier involved in safety risks, adverse social impacts, ethical breaches, or irregularities such as bid rigging and collusion shall be blacklisted and permanently barred from all future cooperation across the Company.

2.2.4 Inspection and Evaluation of Suppliers' Environmental and Social Factors

In assessing suppliers' social responsibility and environmental protection performance, the Company equally focuses on their environmental and social factors. The Company prioritises partnerships with green and sustainable suppliers; for instance, in the implementation of strategic procurement, it selects centralised procurement suppliers for long-term cooperation to achieve mutual benefit and win-win outcomes for both parties.

In 2025, the Company onboarded 747 new suppliers, all of which were subject to vetting and evaluation, representing a 100% review rate. We identify environmental and social risks across the supply chain arising from supplier onboarding and contract performance through the following measures:

① Red-line violation reporting mechanism for suppliers is established, with performance eligibility determined through four steps: certification, assessment, inspection and rating;

② Suppliers are developed systematically and maintained in a reserve pool, covering national centralised procurement by headquarters, regional and local city-based suppliers. Each category in each city maintains 3-5 suppliers to ensure alternatives in the event of default;

③ Special controls are implemented for subcontractors and engineering suppliers; cleaning and landscaping suppliers must provide employee health certificates, working-at-height suppliers must provide working-at-height permits, and suppliers must provide proof of insurance coverage for special positions prior to conducting high-risk operations;

④ Safety equipment and qualified materials are inspected prior to construction, and pre-job safety training as well as safe work instructions prior to construction or service are required.

- ***Honest Procurement***

We uphold the concept of honest and transparent cooperation in strict compliance with the core concepts of laws and regulations, strive to maintain an honest environment, abide by professional ethics, create a strict and sustainable win-win cooperation atmosphere. We have taken a number of efficient measures to implement this philosophy in our cooperation with suppliers:

① The Company attaches great importance to maintaining integrity in supplier cooperation from the source. All suppliers must sign the latest version of the *Sunshine Cooperation Agreement* before onboarding, which covers all suppliers comprehensively. Meanwhile, integrity procurement clauses covering supplier integrity commitments, conflict of interest disclosure, default and termination provisions have been incorporated into contract templates, and the signing status of commitment letters is recorded in the SRM and contract management system.

② The monitoring mechanism comprises compliance reviews, abnormal transaction alerts and supplier credit management. Supply chain integrity awareness is strengthened through ad hoc targeted training or reminder letters.

③ We have established a direct whistle-blowing channel to the Audit Department for irregularities, with dedicated hotline and email to ensure timely and accurate delivery of violation clues to the audit team, facilitating supervision by all parties. During the reporting period, the Procurement Department took proactive measures to conduct in-depth self-inspection and rectification across regional projects nationwide, reviewing each business process in detail to ensure full compliance with applicable laws, regulations and internal policies.

- ***Green Procurement and Localization Policy***

Green Procurement: In procuring materials, the Company selects eco-friendly products based on budget constraints when determining product specifications and brands. Eco-friendly products are prioritised for decoration materials, cleaning supplies, security equipment and other categories, such as the use of greener natural resin paint for decoration works. Supplier eligibility, including agency certificates and operating licenses, is reviewed during the qualification process, and purchases are made exclusively from authorised brand owners. Products are inspected upon delivery, with inspection reports and certificates of conformity verified; non-conforming items are returned or exchanged. Warranty terms are established, providing free replacement or repair during the warranty period.

Local Procurement Strategy: The Company has implemented geographically classified management in its supplier pool. In 2026, it will further roll out the "Local Priority" procurement policy covering service and project procurement categories including security, cleaning, landscaping, property maintenance and facility operation. Qualified suppliers located in the business or project locality are prioritised to enhance service response efficiency, reduce logistics-related carbon emissions, and support local economic development and employment.

- ***Supplier Training***

Excellence CM launched the material procurement mall system in 2022, which was fully utilised and extensively recognised in recent years. During recent years, we have been listening to our customers and upgraded the system to version 2.0. On the mall system, we regularly invite suppliers to conduct testing and training on the mall system. Suppliers have provided feedback on the problems they encountered in the course of using the mall system.

In addition, we continue to promote integrity building among suppliers. From time to time, we organise integrity training activities for suppliers to strengthen their awareness of integrity. During the holidays, we send integrity reminder letters to suppliers, which not only explain the importance the Company attaches to honest cooperation, but also include detailed reporting methods, encouraging suppliers to actively participate in honest supervision, and jointly maintain an honest environment during the cooperation, so as to ensure that the cooperation is always on the track of compliance and fairness.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

3.1 EQUAL EMPLOYMENT AND PROTECTION OF RIGHTS AND INTERESTS

3.1.1 Employment and Rights Protection

The Company conducts recruitment and employment in strict compliance with national laws and regulations, including the *Labor Law of the People's Republic of China,* the *Labor Contract Law* and their implementing regulations. In 2025, the Company updated its *Recruitment Management Policy* to further strengthen its employment governance framework and formalise five core recruitment principles, ensuring legal compliance, fairness and impartiality throughout the hiring process. Guided by openness, transparency, comprehensive evaluation and merit-based selection, the Company continuously refines its recruitment procedures to secure qualified candidates aligned with organizational requirements, inject high-caliber talent and enhance overall human resource capabilities. The five core recruitment principles are set out below:

Specific Principle	Description
Fairness and Impartiality	Equal opportunities are provided to all qualified candidates, with no unreasonable barriers imposed based on ethnicity, gender, religious belief, household registration, place of origin, marital status, disability or other factors, except for positions with explicitly specified requirements
Openness and Transparency	We adopt a holistic review of each candidate's overall capabilities and recruit on merit, maintaining an open and transparent recruitment process at all times
Corporate Loyalty	The Company upholds rigorous recruitment discipline, emphasises alignment between candidates' professional integrity and corporate values, and protects the rights and interests of both the enterprise and its employees
Manpower Planning Management	Recruitment is based on the Company's job allocation and staffing plan. Any headcount demand outside the approved plan requires a special approval process to ensure rational manpower deployment
Lawful Employment	The Company strictly prohibits the employment of children under the age of 16. All employment practices fully comply with applicable national labor laws and regulations

3.1.2 Diverse Recruitment Channels

In 2025, the Company developed a diversified and comprehensive recruitment channel portfolio to promote pluralistic talent acquisition. Equality, diversity and non-discrimination are embedded throughout the entire recruitment process.

1. Recruitment Channel Portfolio

- Social Recruitment: The Company partners with mainstream recruitment platforms including BOSS Zhipin, 51job, Zhaopin, Liepin, and Shixiseng to satisfy talent demands across various job levels and professional fields.

- Campus Recruitment: The Company has established stable partnerships with numerous universities and colleges, organizing campus presentations and intern recruitment programs to nurture a pipeline of young talents.

- Employee Referral: The Company encourages employees to recommend outstanding candidates and has implemented an incentive scheme for internal referrals, thereby enhancing the quality and efficiency of recruitment.

- Internal Mobility: The Company leverages an internal talent rotation system to break down departmental silos, boost employee motivation and creativity, improve talent retention, achieve optimised internal talent allocation, and maximise resource utilization.

2. Equality Assurance Measures

- All information published through recruitment channels strictly excludes discriminatory content, with no irrelevant screening criteria applied for any position.

- All recruitment procedures follow consistent standards, and the interview assessment framework remains objective and impartial, guaranteeing fair competition for every candidate.

- Regular training sessions are conducted for recruitment personnel to strengthen awareness of equitable hiring and eliminate discriminatory practices throughout the recruitment process.

3. Special Recruitment Mechanisms

In 2025, the Company newly established a “Shared Recruitment Team”, extended from its internal referral policy. It introduces dedicated incentives for hard-to-fill senior and key positions, covering all recruiters nationwide, thereby improving success rates for critical roles and optimizing the talent structure.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

4. Industry-University Collaboration for Talent Development

To foster a sustainable talent pipeline and development system, the Company advances industry-university collaboration with diversified training models, aligning academic education closely with corporate requirements. Its partner institutions include universities and vocational colleges, supporting a structured, multi-tiered talent supply system.

University Partnerships: The Company has forged cooperation with seven universities: Shanghai University of Engineering Science, Guangdong Ocean University, Guangdong Polytechnic Normal University, Zhejiang University of Media and Communications, Chengdu University of Media and Communications, Southwest University of Aeronautics and Astronautics, and Heilongjiang University of Foreign Languages. Through talent supply bases, internship programs and joint campus recruitment, the Company develops a steady pool of high-quality applied talents.

Vocational College Partnerships: The Company maintains in-depth cooperation with Guangzhou Mechanical & Electrical Technician College and Xin'an Vocational and Technical College. It has established the "Technician Order-Training Class" to cultivate skilled professionals tailored to job requirements through targeted training and joint training bases.

Such industry-university collaboration delivers win-win outcomes for all stakeholders. It provides stable employment pathways for university graduates, fulfilling the Company's corporate social responsibility. Meanwhile, it nurtures professionals tailored to operational needs, effectively addressing talent shortages in specialised roles. This model closely integrates educational resources with corporate demands, establishing a long-term industry-education integration mechanism for sustained mutual benefits.

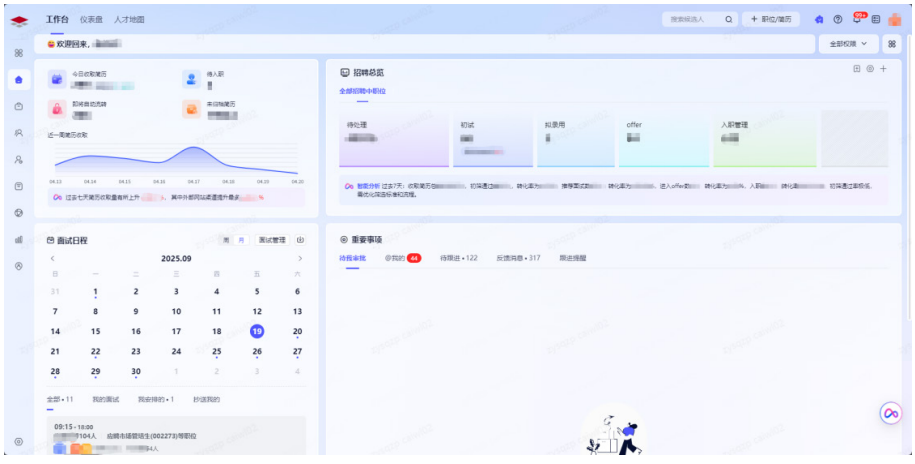




3.1.3 Digital Recruitment Upgrade

To enhance recruitment efficiency and management capabilities, the Company fully launched the Dayee recruitment platform in 2025 to replace the original Beisen system, achieving a digital transformation of the entire recruitment process. The core highlights of the system upgrade are presented in the table below:

Full Ecosystem Linkage Integration	Seamless integration with Kingdee finance, BPM workflow management, WeCom, and Tencent Meeting systems for efficient data flow
End-to-End Online Process	The entire recruitment and onboarding process for positions at supervisor level and above is conducted online, with automatic tracking of candidate status to reduce manual spreadsheet management
Integrated Functionality	Combines internal referral, internal mobility, internal talent pool, and talent mapping to enable unified management of recruitment activities
Intelligent Data Analytics	Supports real-time report generation and analyses key indicators such as candidate conversion rate and onboarding rate by recruitment channel, providing data support for budget optimisation
Optimised Candidate Management	Automatically retains candidate application records to facilitate subsequent job matching and reduce long-term recruitment costs
Streamlined Processes	Enables online offer signing and electronic interview minutes, simplifying offline procedures

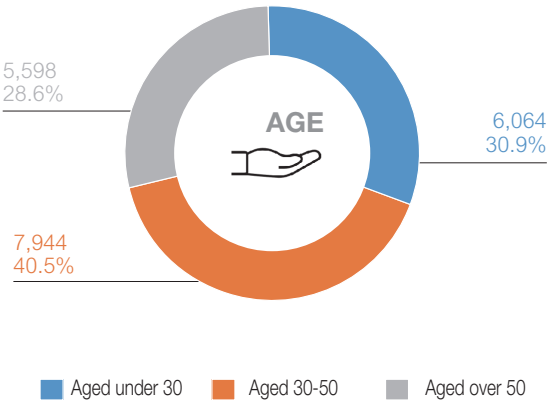


Dayee Recruitment Platform System Diagram

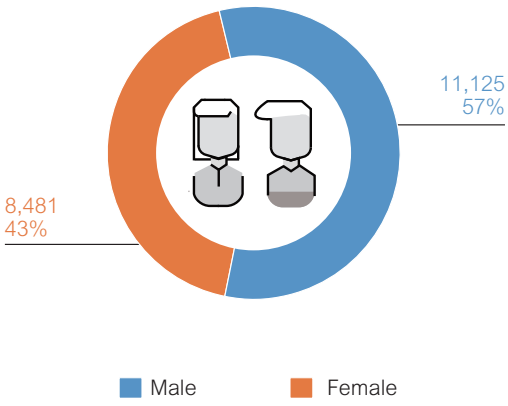
3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

During the year, the total number of full-time employees of the Company reached 19,606. In terms of gender composition, there were 11,125 male employees and 8,481 female employees. The Company actively recruited student interns. In 2025, a total of 314 student interns were onboarded, of whom 159 remained employed after graduation. For details on employee composition and turnover rate, please refer to the figure below.

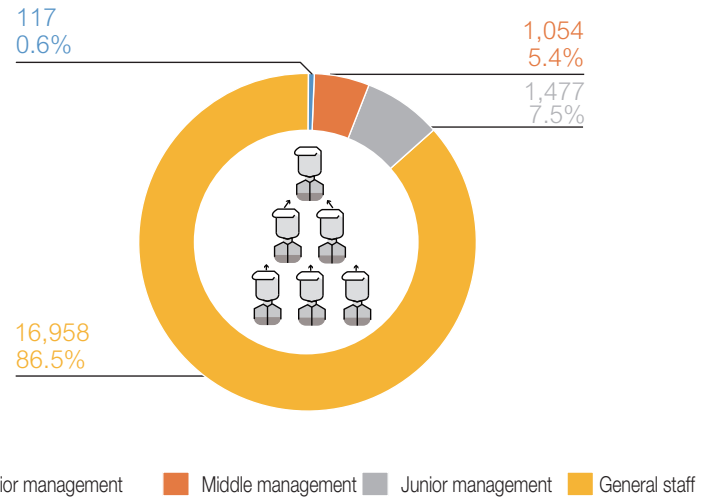
Breakdown of Employees by Age

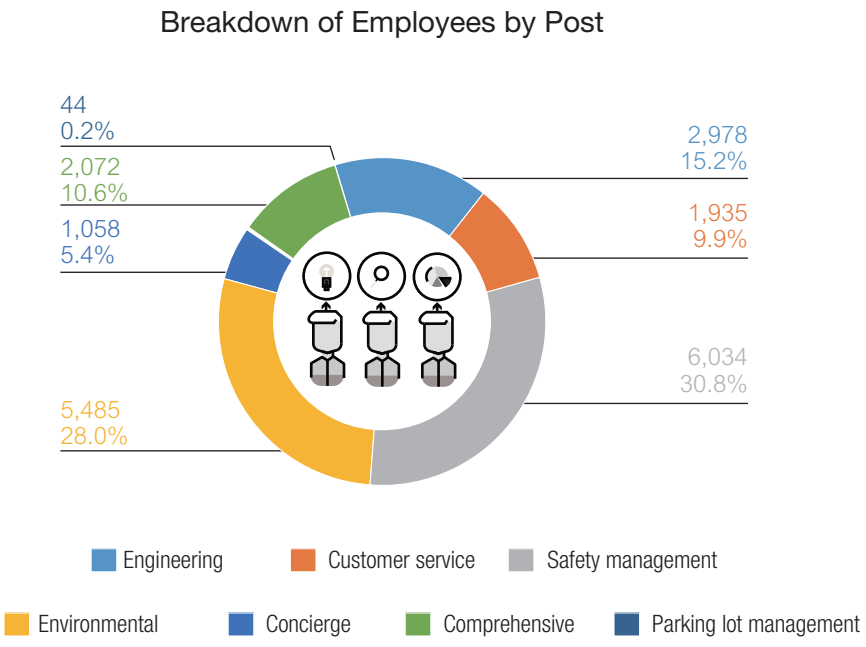


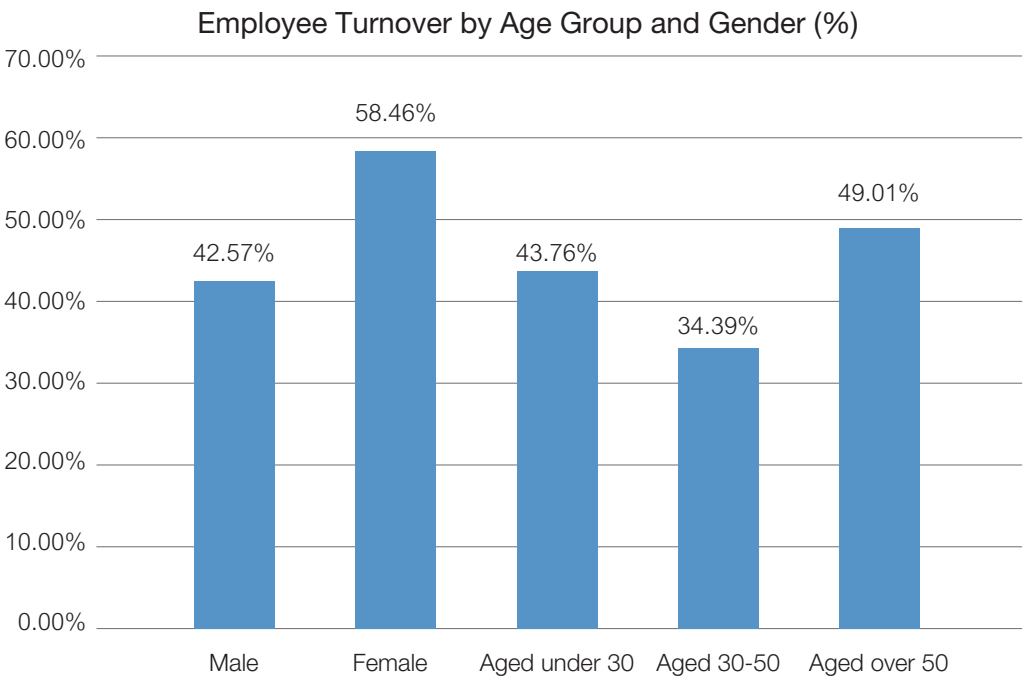
Breakdown of Employees by Gender



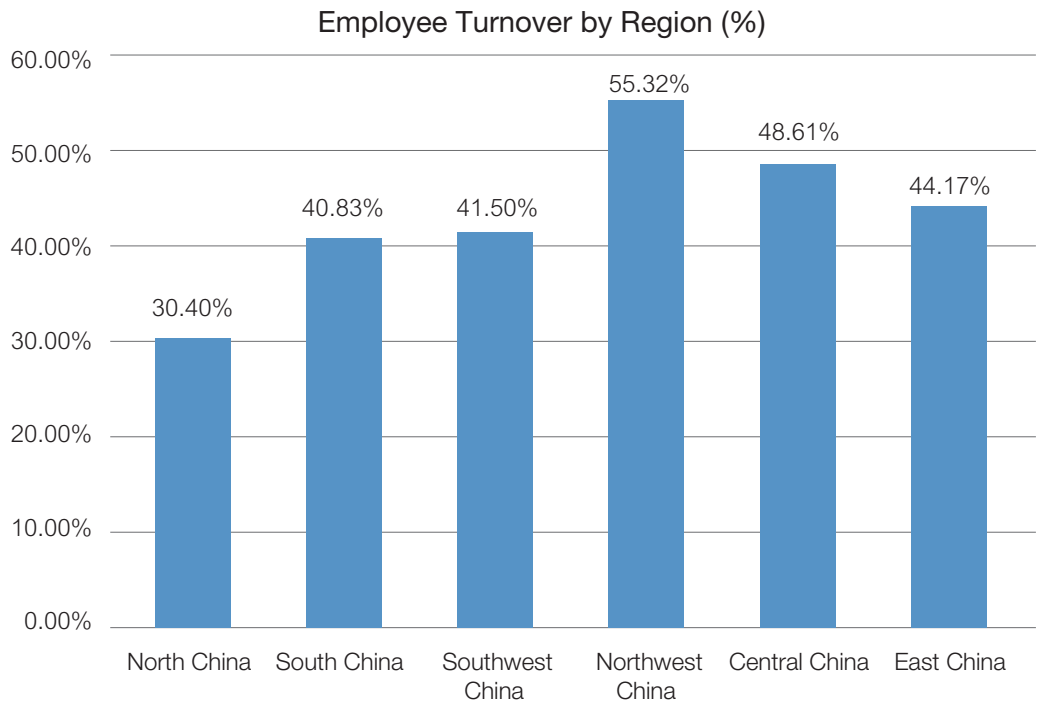
Breakdown of Employees by Function




Breakdown of Employees by Post
44
0.2%
2,072
10.6%
1,058
5.4%
5,485
28.0%
2,978
15.2%
1,935
9.9%
6,034
30.8%
Engineering
Customer service
Safety management
Environmental
Concierge
Comprehensive
Parking lot management


Employee Turnover by Age Group and Gender (%)
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
42.57%
58.46%
43.76%
34.39%
49.01%
Male
Female
Aged under 30
Aged 30-50
Aged over 50

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE



Note: Turnover Rate = Number of employees who left/(total employees + number of employees who left)

We advocate employee diversity and respect differences. We impose no restrictions on age, gender, origin, religious belief or other similar attributes, provided employees are competent for their roles. No incidents related to discrimination or harassment occurred within the Company in 2025.

Regarding holidays and working hours, the Company complies with national laws and regulations. In cases where employees work overtime, compensation is provided in the form of overtime pay or compensatory leave. In 2025, the Company had no violations related to recruitment and dismissal, remuneration and promotion, working hours, holidays, equal opportunities, diversity, or other employment-related matters. No incidents involving child labor, forced labor, or other violations of employment and labor standards occurred. The Company has formulated the Administrative Measures for Attendance, Overtime, Leave and Absence, which include provisions for all statutory holidays, while working hours strictly comply with the requirements of national labor laws. We offer employees competitive remuneration packages, including but not limited to base salary, performance bonuses, special incentives, allowances and benefits. We also provide employees with social insurance covering pension, medical, work-related injury, maternity and unemployment insurance, as well as housing provident fund.

3.1.4 Employee Rights and Welfare

The Company has established a scientific and equitable remuneration system to safeguard employees' remuneration rights and interests at the institutional level, and effectively uphold gender pay equality.

Remuneration Determination Principles

- **Multi-dimensional Assessment:** Employee remuneration is determined comprehensively based on job value, individual performance and professional competence.

- **Non-Discrimination Principle:** Gender, age, region and other non-job-related factors are not considered in remuneration determination, and the principle of gender pay equality is strictly observed.

- **Fairness and Transparency:** The remuneration system is open and transparent. Employees have a clear understanding of the remuneration composition and promotion channels, ensuring fair and reasonable remuneration distribution.

Rights Protection Measures

- A formal remuneration grievance channel is established for employees to raise queries or concerns, safeguarding their right to voice opinions.

- The Company strictly complies with national regulations on wage payment and legally safeguards the remuneration rights and interests of frontline employees.

Employee Welfare

The Company adheres to people-oriented and rights-first principles, continuously improves its diversified welfare and security system, effectively safeguards employees' legitimate rights and interests, and steadily enhances employees' sense of well-being, belonging and organizational cohesion.

In 2025, the Company launched a full range of cultural and care activities at its headquarters and all branches, including quarterly employee birthday parties, Employee Appreciation Day, anniversary celebrations, and themed festival events and cultural and well-being programs including basketball matches and vertical marathons. These activities enriched employees' cultural and spiritual life and fostered a positive and inclusive corporate atmosphere.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

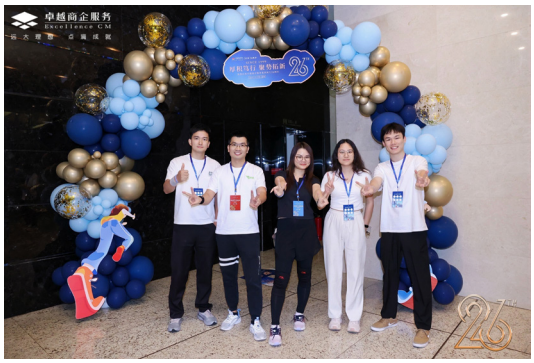
In terms of welfare benefits, the Company provides statutory holiday allowances to all employees, and offers customised care packages for key festivals including International Women's Day, Dragon Boat Festival and Mid-Autumn Festival. The annual health check-up program covers 100% of employees, safeguarding their physical health. The Company has established and publicised an employee support hotline, providing consulting services, response and support for work– and life-related issues, thus building an open and effective channel for employee care.

To recognise and incentivise the long-term value contributed by frontline employees, the Company has established a seniority pay incentive system, providing service-based remuneration incentives for employees in Grade C and Grades A1-A4. Eligibility commences upon completion of one year of service, strengthening long-term incentives and recognition for frontline staff.

During the Spring Festival, the Company launched a special care initiative for on-duty employees: An exclusive online red envelope group was created, covering approximately 3,000 employees on duty during the festival. Senior management took turns distributing Spring Festival red envelopes from Chinese New Year's Eve to the sixth day of the Lunar New Year, continuously conveying care and warmth. Offline, senior management led visits to key project sites to offer condolences, delivered unified care supplies, and encouraged all projects to properly arrange catering support during the duty period. After the festival, the Company publicised outstanding practices through special communications to promote a culture of dedication, professionalism and humanistic care.

In addition, the Company has partnered with a psychological counseling institution in Beijing to launch the EAP (Employee Assistance Program) and rolled out the Better Health platform. The EAP Employee Assistance Program is a company-funded welfare initiative covering all employees, providing free mental health counseling services for all full-time employees and their family members without categorization, with up to six counseling sessions available per person annually. Meanwhile, the Company will continue to provide long-term, caring support to every employee. Through the Better Health EAP platform, employees may make appointments for psychological counseling, watch live courses, participate in psychological assessments, receive meditation guidance and access mental health resources. In addition to the online platform, on-site group counseling sessions are also delivered to frontline project teams.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE



Anniversary Vertical Marathon Event



Employee Family Day Event



“Better Health” EAP:
On-Site Support for Frontline Teams



Excellence Cup • Soar to Victory
Basketball Tournament

Going forward, the Company will further strengthen its efforts in key areas such as employment promotion, employee development, workplace enhancement, protection for female employees, organizational vitality, and employee engagement in social responsibility. It will pursue more targeted, in-depth and actionable employee care initiatives, and build a more warm-hearted and sustainable employee care ecosystem.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

In 2025, the Company adopted a cultural assessment approach to conduct organizational climate diagnosis and employee satisfaction surveys. Following the steady operation of the 360-degree evaluation model implemented in 2024, the model was retained in the Year 2025. The number of participants in the assessment increased this year, with a total of 2,605 respondents, representing an increase of 239 people compared with 2024. Meanwhile, based on the 2024 assessment results, 17 frontline "Empowerment & Co-creation" sessions were carried out, achieving a satisfaction rate of 92.4%. Throughout the year, 53 organizational improvement initiatives were promoted and implemented, with closed-loop reviews conducted on their implementation outcomes to ensure effective resolution of identified issues. The cultural assessment ultimately generated individual development reports and organizational diagnosis reports, providing key support for employee growth, team optimization and management enhancement, and continuously driving steady improvement in organizational climate and employee experience.

In 2025, the Company held an all-staff meeting. Prior to the event, anonymous surveys were conducted to widely collect employee feedback and rational suggestions, which were consolidated and shared with senior management. The meeting included Q&A and real-time interaction sessions, enabling direct dialogue between employees and the CEO, ensuring opinions were communicated directly and responded to efficiently. The online participation peaked at 23,000 visits, reflecting high engagement and broad coverage. This fostered a positive communication atmosphere and strong organizational influence, effectively enhancing employees' sense of engagement and belonging.

Meanwhile, the Company held senior management dialogue sessions with its fresh graduate recruits to openly listen to their views and needs.

Employee Forum: The Company held "Face-to-Face with Executives" sessions for campus recruits, with over 50 participants. The initiative strengthened communication and mutual understanding between senior management and new hires. Executives provided valuable career guidance to the newcomers, helping them better integrate into the corporate culture.

Annual Series of "Management Culture Moment" Events

In 2025, focusing on culture implementation, organization activation and employee empowerment, the Company launched the annual series of "Management Culture Moment" events at frontline projects on a quarterly basis. Adopting the "One Course, Three Meetings" model (empowerment course, heart-to-heart meeting, appreciation meeting and self-reflection meeting) as the standardized carrier, the Company promoted the transformation of corporate culture from concepts into actions, continuously enhanced organizational vitality, management efficiency and employee cohesion, and built a healthy, positive and sustainable corporate culture ecosystem. In 2025, the "Management Culture Moment" events covered more than 6,820 frontline project employees, representing a coverage rate of 93.03%.



Empowerment Workshops



Open-heart Dialogues



Appreciation Sessions



Self-reflection Meetings

3.2 EMPLOYEE TRAINING FOR DEVELOPMENT AND ADVANCEMENT

The Company upholds talent-driven sustainable development, and continuously builds a human resource management system featuring systematic training, diversified development, precise management, and internal talent supply. It steadily enhances its internal control environment for human resources, strengthens organizational capabilities, and underpins the Company's long-term, steady development.

The Company provides annual knowledge and professional skills training for employees at all levels, fostering simultaneous growth in employee capability and business performance through structured empowerment. Employee development programs are strategically designed to implement corporate strategy, enhance leadership, cultivate key talents, integrate resources and promote organizational culture. To support business expansion and talent reserve needs, the Company has developed flagship key talent programs including New Wings Management Trainee, Excellence Project Manager and Excellent Facility Manager, which comprehensively underpin business growth and continuously strengthen core competitiveness.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

3.2.1 Employee Promotion

The Company governs employee promotion in accordance with the *Talent Development Management Measures* and *Promotion Management Measures*. Over the past two years, it has refined its job grading structure and established three distinct career tracks: operational, professional and managerial, further broadening employees' career pathways. Against these career tracks, the Company has continuously enhanced its tiered and categorised talent development system, encompassing induction training, the New Wings Program, Potential Talent Program, Outstanding Talent Program, Excellence Program and Navigation Program. The system covers the full lifecycle of growth from frontline employees to senior management.

In talent management and succession planning, in 2025 the Company carried out full-coverage, standardised talent reviews in line with operational needs. The exercise covered 6,421 employees during the year, nearly double the 3,231 employees in 2024, representing a substantial expansion of talent assessment coverage. Through systematic reviews, the Company fully evaluated employees' strengths, shortcomings and development potential, identifying more than 500 succession talents and over 450 high-potential talents. Targeted coaching and mentoring programs were introduced across all departments to accelerate capability improvement. Review results were extensively applied in management practices including promotion, salary adjustment and talent program selection: dedicated promotion and development plans were formulated for high-potential and promotion-eligible employees; retention initiatives were launched for employees at risk of turnover; differentiated salary adjustments and development support were provided to employees with high potential; performance improvement and restructuring measures were implemented for underperforming employees; and recruitment and staffing were optimised based on review outcomes and operational needs, continuously enhancing person-job fit and organizational efficiency.

Meanwhile, to strengthen internal talent supply, reduce external recruitment costs and broaden employee promotion opportunities, the Company established internal fill rate KPIs for key positions in 2025. By establishing digital talent profiles for key positions covering the full cycle of "selection, development, deployment and retention", and integrating internal mobility, talent development, promotion and incentive mechanisms, the Company achieved efficient coordination across "talent review, promotion and supply", realizing closed-loop management for the internal development and appointment of key positions. The annual internal fill rate for key positions reached 42.1%, exceeding the annual target of 40%, which effectively strengthened talent pipeline development, fully unlocked the value of internal talents and achieved mutual growth between employees and the Company.

3.2.2 Staff Training

The Company attaches great importance to human resource development and sustainable talent growth. Centered on strategy implementation, capability enhancement and cultural inheritance, it has established a full-tier training system covering new employees, core talents and management echelons. Through standardised management, project-based operation and digital empowerment, the Company continuously strengthens talent reserve and organizational capacity, providing solid support for sound business development and long-term value creation.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

To systematically promote career development and skill improvement of employees, the Company has set up a dedicated Training, Development and Culture Department, responsible for the planning and execution of employee development and training management systems. The department is staffed with 10 professionals to ensure the professional and systematic delivery of training initiatives. It is directly headed by a director-level executive, with the senior management team providing in-depth guidance, ensuring that employee development and training are closely aligned with the Company's overall strategic objectives. During the implementation of company-wide talent development programs, senior executives participate extensively in key training initiatives. They serve as core instructors in leadership programs such as the "Navigation" leadership program, as well as flagship talent development initiatives including "New Wings", "Elite Leaders" and "Elite Excellence", delivering lectures and participating directly in talent cultivation.

The Company implements **full-process unified and standardised management** over the entire training process, establishing a standardised mechanism covering **demand insight → curriculum design → training implementation → effectiveness evaluation**. In parallel, it has improved the selection, development, incentive and assessment system for lecturers, building a professional and stable internal lecturer team to guarantee training quality and efficiency.

In 2025, the Company launched multiple specialised training programs focusing on talent development and general capability improvement, covering more than **56,000 employee participants**. Total investment in employee training amounted to RMB2,105,000, representing a training investment of RMB524 per RMB1 million in revenue. Key programs are set out below:

No.	Training Programs	Training Categories	Training Attendances
1	2025 New Wings Training Program	Talent Development	219
2	2025 Potential Talent Development Program	Talent Development	655
3	Elite Leader Project Manager Development Program	Talent Development	111
4	Excellence Advancement Micro-course for Facility & Equipment Managers	Talent Development	593
5	Project Manager Full Lifecycle Learning and Development Map	Talent Development	691
6	2025 New Employee Training Program	Talent Development	5,948
7	Navigation-type Leadership Talent Development Initiative	Talent Development	22
8	Vibrant Workplace Hub	General Competency Training	1,605
9	Cloud Academy Online Learning	General Competency Training	45,222

* Only selected training cases are displayed.

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

Specialised Talent Development (Full-Tier Talent Supply Chain)

1. **Senior Management Echelon:** Launched the second session of the **"Navigation" Leadership Programme**, focusing on leadership, strategic thinking, decision-making ability and team management. Centred on the director-level competency model, the programme adopted a "learning + practice + assessment + coaching + evaluation" approach to improve the internal development channel for senior management talents. Led by the Company's CEO and jointly developed with department heads, customised professional courses were delivered. The senior management team provided full-process project supervision, observation and feedback to ensure training quality and alignment with strategic direction.

2. **Middle-Level Backbone Team:** The 3rd **"Elite Leaders" Programme** was completed, focusing on full scenarios of project management. Adopting an integrated "research + study + practice + implementation" model, the full-life-cycle learning and development roadmap for project managers was rolled out, with 100% of courseware and cases independently developed and put into practice. The **"Elite Excellence" Programme** completed digital upgrading, and through a hybrid online-offline approach, facilitated the transformation of facility operation staff from technical thinking to management thinking.



3. **Reserve Talent Pipeline:** The **Potential Talent Program** was fully digitalized, systematically improving the competence of reserve talents through live streaming courses.

4. **Campus Recruitment New Talent Echelon:** The **"New Wings" Programme** continued to be implemented, providing centralised training and one-on-one mentoring with clear development stages and career paths, cultivating high-quality young management reserves.



5. **New Employee Onboarding:** Regular online new employee orientation was conducted to help new hires adapt quickly to their roles, identify with the corporate culture and become familiar with business processes.

6. **External Training Resource Expansion:** The Company actively collaborated with high-quality external institutions to establish long-term strategic partnerships, offering employees diversified external training opportunities. Targeted professional courses in key areas including management skills, human resource practices and cutting-edge AI applications were selected and provided to effectively meet employees' differentiated learning needs for career development and empower continuous improvement of their comprehensive capabilities.

7. **Support for Academic Advancement and Professional Certification:** In line with the core qualification requirements of various positions, the Company actively encouraged and supported employees in pursuing further education and obtaining professional certifications. Corresponding incentive mechanisms were formulated by each business unit to guide employees in enhancing professional competence and career competitiveness.

Staff Empowerment and Frontline Training

1. **Company-wide Inclusive Empowerment:** The headquarters delivered company-wide training covering system operation, risk and compliance, and management standards. Through the "Vibrant Workplace Hub" programme, general courses were provided on a monthly basis to strengthen employees' professional competence.

2. **Frontline Business Empowerment:** Each business unit independently conducted on-the-job training in accordance with the *Training Management Policy*, covering practical skills, service standards, safety protocols and other operational requirements, ensuring standardised frontline delivery and efficient, safe operations.

Training Indicator		2025	2024
Number and percentage of trained employees by gender	Total number of male employees trained (persons)	11,125	10,834
	Total number of female employees trained (persons)	8,481	7,904
	Percentage of male employees trained	100%	100%
	Percentage of female employees trained	100%	100%
Number and percentage of trained employees by level	Total number of senior management trained (persons)	117	72
	Total number of middle managers trained (persons)	1,054	931
	Total number of junior management and general employees trained (persons)	18,435	17,735
	Percentage of senior management trained	100%	100%
	Percentage of middle managers trained	100%	100%
	Percentage of junior management and general employees trained	100%	100%
Training hours per employee	Average training hours per male employee[1] (hours)	55.58	49.47
	Average training hours per female employee (hours)	55.58	49.42
	Average training hours per senior management (hours)	11.26	9.31
	Average training hours per middle manager (hours)	13.25	9.18
	Average training hours per junior management and general employee (hours)	57.07	51.73

1 Training hours per employee by gender does not include senior management.

Talent Development Mechanism

The Company has established **a unified talent profile and competency model** covering key positions including potential supervisors and potential managers, so as to ensure that employees' competencies match job requirements and maintain stable performance. By means of systematic development programmes and diversified career pathways, the Company upholds the philosophy of growing together with its employees and continuously enhances the core competitiveness of the organisation.

3.3 PROTECTING AND CARING FOR EMPLOYEE HEALTH AND SAFETY

3.3.1 Employee Occupational Health and Safety

The Company set up the Quality, Safety & Knowledge Enablement Department in the Technical and Operation Support Centre (COE) of the Headquarters, employed full-time EHS management personnel, established a company-level Safety Production Committee consisting of the Company's management, heads of all business divisions, persons-in-charge of all directly managed regions/cities and the person-in-charge of the Quality, Safety & Knowledge Enablement Department, heads of the COE EHS section, and representatives of employee health and safety, and formed a decision-making mechanism for reviewing and approving EHS accidents. Through the *EHS05R01 Special Incident Management Measures, HR05R04 Reward and Punishment Management Measures, HR05R01 Performance Management System* and other systems, quality accidents were linked to the performance and remuneration of the responsible persons at the corresponding level.

1. EHS Philosophy and Compliance Management

Upholding the fundamental principle of "Safety First, Prevention Primacy", the Company embraces "EHS Ten Principles", maintains a zero-tolerance stance toward "Safety Red-Line" violations, and rigorously executes the "Excellence 123 Safety Management Philosophy". To address the concealment of "Special Incidents", the Company revised the *HR05R04T04 Quality & Safety Penalty Application Matrix*, elevating penalty criteria for underreporting, specifying penalty provisions and affiliated liability rules across varying scenarios, thereby fostering a robust safety culture through stringent compliance governance.

The Company places sustained emphasis on employee occupational health and safety, conducts regular occupational safety training, and provides commercial insurance for employees, establishing a comprehensive health and safety protection system. Meanwhile, monthly self-inspections are carried out for certified special positions, with each project and region dynamically tracking certification rate changes and implementing targeted controls to ensure mandatory certification for posts and standardised operations.

2. Work Safety Accountability System & Implementation of Control Measures

The Company attaches paramount importance to workplace safety. In early 2025, it fully launched and completed the execution of *Workplace Safety Target Responsibility Commitments* for all levels of management and Post Safety Responsibility Commitments for frontline positions, organized safety production oath activities for all employees, established a full-level and full-position safety production responsibility system, and enhanced employees' awareness of work safety. Throughout the year, a total of 16 organizational units participated in the commitment signing process, with 524 managers executing the *Workplace Safety Target Responsibility Commitments* and 100% employees signing the *Post Safety Responsibility Commitments*, achieving tiered delegation and progressive implementation of safety responsibilities. Concurrently, the Company formulated the *Annual EHS Management Plan*, which was rigorously reviewed and approved by the Safety Committee of Excellence CM before full implementation. The Company advanced all workplace safety initiatives in strict accordance with the established plan, attaining annual performance targets, effectively safeguarding safe operations, and fostering a stable and compliant safety work environment.

3. 2025 Workplace Safety Capability Enhancement

In 2025, the Company systematically advanced the achievement of workplace safety objectives by enhancing capabilities across three core dimensions: project capabilities, middle-office capabilities, and promotion capabilities:

① Project Capabilities: The Company implemented 13 standardised project EHS management requirements, standardised on-site EHS management procedures, and ensured consistent and regulated operations.

② Middle-Office Capabilities: The Company established a middle-office competency evaluation system and capability baseline, strengthened back-office support, and enhanced management synergy and professional service standards.

③ Promotion Capabilities: The Company adopted a diversified model of "Live Interaction + Cultural Activities + Graphic Content Promotion" to expand the dissemination of safety concepts and enhance overall employee safety awareness.

4. EHS Management Standardization

By strengthening safety awareness, implementing the accountability system, building the competency system and upgrading strategic direction, the Company has continuously optimised its safety management structure. Through standardised, streamlined and targeted measures, it has improved governance effectiveness, building a solid safety and compliance barrier for sustainable development.

During 2025, a total of 291 projects implemented standardised EHS management, with approximately 2,050 safety self-inspection documents and key operation records uploaded to the Knowledge Base – Project Zone.

5. Routine Occupational Health and Safety Practices have been Continuously Strengthened as Follows:

① Regular occupational health and safety training, including working-at-height safety training, hazard identification, assessment and control training, lockout/tagout safety training, traffic safety training, and fire safety training;

② Provision and supervised use of personal protective equipment, including safety helmets, safety belts, electrically insulated safety shoes, earplugs, protective masks, and gas masks;

③ Supervision over employees' routine maintenance and repair operations, and a permit approval system for high-risk operations;

④ Organization of safety culture activities and promotion of occupational health and safety leadership;

⑤ The Company provides annual physical examinations for employees covering all regions, departments and positions, enabling the Company to fully understand employees' health status and identify areas for improvement;

⑥ Organizational assessments are categorised by accident severity and linked to employee performance. Any safety incident (including special events) will affect employee performance ratings and project scoring.

	2025	2024	2023
Work-related fatalities (persons)	0	0	0
Work-related fatality rate	0	0	0
Work-related serious injuries (grade 1 and above) (persons)	0	0	0
Number of lost workdays accidents	28	32	29
Lost workdays due to work-related injury (days)	4,068	3,979	3,617
LTIR (accident rate)	0.12	0.16	0.16

Note: LTIR = Number of lost workdays injuries × 200,000/total working hours

3. CARING FOR EMPLOYEES AND WORK TOGETHER FOR THE FUTURE

In 2025, the Company did not incur any violations in relation to occupational health and safety, and no Class I or above EHS incidents[1] occurred.

The Technical and Operation Support Centre (COE) of the headquarters has made full use of the Think Tank Management Platform, Cloud Learning Hall and other information-enabled manners to develop and launch a series of professional training courses, such as "COE Lecture Hall", "Safety Weekly Class", "Safety Knowledge Sharing", "Excellent Practice Experience Sharing", "Common High Risk Hidden Hazards and Solutions", etc. At the same time, we also actively organise online and offline teaching and training courses, in order to enhance the safety inspection capabilities at all levels and effectively promote zero occurrence of high-risk problems.

In 2025, key enhancements and innovations to the EHS training system were as follows:

1. Developed the *EHS Knowledge Inventory*, which structures training courses by training scenario and job role, with integrated course links to improve the efficiency of recurring training for frontline staff and the effectiveness of EHS onboarding for new employees.

2. Exploring new EHS training formats to enhance employee reach and training perception:

① Upgraded the original team-based "Safety Weekly Classroom" training to WeChat-based training articles, transforming static textual descriptions of training materials into graphic and video content, and converting professional training scripts into vivid, easy-to-understand language.

② Launched 3 sessions of the themed COE Forum, disseminating safety knowledge through interactive podcast-style interviews, with over 900 concurrent participants in each live broadcast.

③ Delivered training articles via WeChat Work announcements and work groups, shifting from cascaded training to direct outreach to individual frontline employees.

④ Piloted the development of a series of EHS micro-courses, delivering targeted safety knowledge to frontline employees efficiently through 5-10 minute videos.

⑤ Organized campaigns for holidays, Safety Month and Fire Safety Month, issuing 17 articles with a total of 27,305 participants; 3 trial safety culture live broadcasts reached 2,300 people.

1 EHS incidents refer to incidents resulting in lost workdays of 30 days or more or property damage of RMB30,000 or above.

As the Company's business scale, managed area and headcount expanded year by year, the total lost workdays due to work-related injuries in 2025 increased compared with 2024. Nevertheless, the LTIR (accident rate) decreased from the 2024 level.

4. CARING FOR THE COMMUNITY AND GIVING BACK TO SOCIETY

Excellence CM not only strives to create maximum value for customers through professional services, but also advances social responsibility and sustainable development underpinned by robust ESG governance. In recent years, rooted in fostering a sustainable corporate philanthropy culture and supported by diverse public welfare initiatives, the Company has transformed its philanthropic practices from "one-way donations" to a model of "internal and external symbiosis with ecological circularity", achieving deep integration of corporate, customer and social value. We consistently regard public welfare as a pivotal platform for resource linkage, ecosystem vitality and responsibility delivery. Through systematic, scenario-based and sustainable philanthropic actions, we have strengthened the foundation of long-term public welfare development and established a comprehensive philanthropy ecosystem featuring internal empowerment and win-win collaboration with external stakeholders.

4.1 DEEPENING PHILANTHROPIC FOUNDATIONS: LEVERAGING ENGAGEMENT TO STRENGTHEN SUSTAINABLE ECOSYSTEM DEVELOPMENT

Nurturing a sustainable philanthropic culture hinges on leveraging philanthropic initiatives as a core platform to instil shared values, establish a structured governance system and build organizational capacity, providing essential nourishment and support for the healthy development of the philanthropic ecosystem. Centered on three core dimensions: community philanthropy, employee engagement and business alignment, the Company has rolled out regular philanthropic programmes to reinforce the fundamental underpinnings of long-term public welfare development.

4.1.1 Leveraging Community Initiatives to Foster a Deep-Rooted Philanthropic Culture

Anchored in Excellence CM's "Community Philanthropy" flagship initiative, the Company addresses the needs of community residents through sustained public welfare services, cultivating a climate where "all engage in philanthropy and co-build a better community". Through curated community support services, public welfare advocacy and neighborly mutual-assistance programs, the Company energises community engagement, amplifies the penetration and influence of Excellence CM's philanthropic endeavors, and fortifies the public foundation for shaping a robust community philanthropic ecosystem.

1. "Her Power • Shining with Excellence CM's Brilliance" Themed Campaign

On 8 March, the "Her Power • Shining with Excellence CM's Brilliance" themed activity for International Women's Day was held at the Company's self-owned office building, featuring two core segments: role model guidance and immersive handcraft sessions.

The event comprised four sessions: paying tribute to exemplary women through a tribute wall; presenting hand-knitted bouquets crafted by Angel Mothers to convey festive blessings; offering surprise rewards via scratch cards; and hosting a dried-flower DIY experience. In collaboration with Shenzhen Angel Home Special Children Care Center, the event featured 100 hand-knitted bouquets provided by the "Angel Mothers" Workshop, embodying the resilient beauty and diverse strengths of contemporary women, and underscoring the Company's care for women and its commitment to social value creation.



2. Theme Event: "Glorious Radiance, Joint Celebration of the Prosperous Age"

To celebrate National Day and foster patriotism, the Company hosted the National Day-themed event "Glorious Radiance, Joint Celebration of the Prosperous Age". The prestigious Excellence Special Service Team was specially invited to hold a solemn flag-raising ceremony, carrying forward the longstanding patriotic tradition. In collaboration with public welfare partner "Light Up Star Lamps · Melodies of Dreams", a brass quintet performance was staged to convey warmth through art. Interactive National Day celebration activities were held simultaneously on site, including distributing small national flags and writing blessings on paper airplanes, creating a strong festive ambiance and inspiring a profound sense of patriotism.

The public welfare team focuses on families of children with autism through public welfare initiatives such as musical performances and interactive teaching. It calls on young musical talents to participate in public welfare causes, spread social care, and build a public welfare music exchange platform. This event organically integrates patriotic education with public welfare care, demonstrating the Company's social responsibility and humanistic care.





3. Respecting the Elderly, Cherishing Neighbors: A Special Campaign for Community Co-construction

To promote the traditional virtue of respecting and caring for the elderly and advance the co-construction and integration of communities, in 2025, the Company, in conjunction with the Party Committee of Weilan Coast Community and relevant institutions, successively organised two senior gatherings: in September, the "Warm Weilan, Patriotic and Respect the Elderly" Mid-Autumn Gathering, which brought together nearly 100 community elders, volunteers and other participants to celebrate the Mid-Autumn Festival; in December, the "Farewell to the Old, Welcome the New, Love Neighbors and Respect the Elderly" 2026 Senior Gathering, which invited approximately 50 elderly residents of advanced age to gather and welcome the new year. On-site, wonderful programs such as chorus and dance were staged to convey the warmth of neighborhood, highlight the spirit of respecting and caring for the elderly, and fulfill the Company's social responsibility of community public welfare.



4.1.2 Activating Internal Public Welfare through Volunteer System Construction

Through its dedicated corps of volunteers, Excellence CM fosters professional and sustained voluntary services. A structured program spanning recruitment, training and field engagement embeds civic engagement into employees' daily practice, facilitating a transition from "passive attendance" to "purposeful initiative". This in turn nurtures a deeply embedded culture of giving and fuels the organic dynamism of the Company's internal philanthropic ecosystem.

1. Crafting Distinctive Volunteer Team

The Company formally established its Excellence CM volunteer team in September 2023, with full integration into the Shenzhen Volunteer system. Team members are duly registered as Shenzhen volunteers with unique identification numbers, and their participation records and earned points are systematically recorded and accumulated under the official Shenzhen Volunteer platform. As of 31 December 2025, the total number of registered Excellence CM philanthropic volunteers stood at 172.

4. CARING FOR THE COMMUNITY AND GIVING BACK TO SOCIETY

To encourage employees to engage voluntarily in philanthropic initiatives, the Company has adopted a humane and supportive policy. Participation in approved charitable activities during working hours is treated as regular working time. For activities undertaken outside working hours, the Company compensates the corresponding hours as overtime. All employee participation is entirely voluntary, with no mandatory requirements imposed, fully respecting individual choice and autonomy.

2. Crimson Initiative

As a leader advancing Shenzhen's "voluntary blood donation" public welfare cause, the Company proactively engaged with Shenzhen Blood Center as early as 2009 to organise and support voluntary blood donation initiatives. Over 16 years of uninterrupted commitment to voluntary blood donation, the Company has never ceased its efforts. As an enterprise rooted in social responsibility, Excellence CM signed a voluntary blood donation cooperation agreement with Shenzhen Blood Center, becoming among the first long-term cooperative and emergency response organizations for Shenzhen's blood supply assurance.

In 2025, the Company organised four blood donation campaigns over six days, attracting 174 participants, of whom 158 successfully donated blood, with an annual total of 55,650 ml. Over the past 16 years, a total of 62 blood donation campaigns have been organized, with nearly 7,000 participants and an accumulated blood donation volume exceeding 2 million milliliters.We have safeguarded the city's lifeline and conveyed social warmth through concrete actions. For employee care and recognition, the Company provided care packages to each blood-donating employee, issuing a subsidy of RMB100 per person per donation.

In 2025, the Company was honored with the "Caring Entity" and "Outstanding Contribution Award" conferred by the Central District Lions Club of Shenzhen. These distinctions not only affirm Excellence CM's proactive engagement in its flagship "Crimson Initiative" voluntary blood donation program, but also serve as a testament to 16 years of consistent commitment to the cause and sustained promotion of goodwill across society. Excellence CM remains committed to uniting social forces for public good, driving the long-term development of voluntary blood donation.





4.2 BUILDING A PHILANTHROPIC ECOSYSTEM: FORGING SYNERGIES THROUGH PUBLIC WELFARE INITIATIVES TO ACHIEVE MUTUAL BENEFIT INTERNALLY AND EXTERNALLY

Through diverse philanthropic initiatives as a unifying force, we break down internal and external boundaries, integrate resources, connect scenarios and drive sustainable cycles, establishing a philanthropic ecosystem featuring "Internal Empowerment + External Win-Win Collaboration". Such initiatives serve as the core driving force for the growth of the ecosystem.

4.2.1 Context-Driven Philanthropy: Aligning Operations with Charity to Form an External Ecosystem Loop

Grounding its efforts in core commercial property service scenarios, the Company delivered context-driven philanthropic programmes throughout 2025, encompassing AED first-aid training and charitable book donations. These initiatives embedded philanthropy deeply within core operations, consolidating a closed-loop external philanthropic ecosystem.

1. "Excellence CM Benevolence – Rescue Within Reach" Charitable Emergency First Aid & Skills Campaign

Excellence CM launched the "Welfare + E" initiative to enhance public first-aid skills and promote the concept of "Everyone Learns First Aid, First Aid for Everyone". On the occasion of World First Aid Day, the Company will popularize first-aid knowledge among clients in commercial properties under its management nationwide, and cooperate with professional institutions to carry out first-aid skills training and certification – referred to as the "AED + CPR" Special Program – including training on the use of AEDs, so as to improve self-rescue and mutual-rescue capabilities. The "Welfare + E" public welfare initiative not only provides frontline employees with "AED + CPR" training and certification, but also opens first-aid training to the clients and enterprise staff it serves. The curriculum covers chest compressions, cardiopulmonary resuscitation (CPR), Heimlich maneuver, AED operation and artificial respiration. Participants are encouraged to become first-aid volunteers and obtain first-aid certificates, jointly safeguarding life and health.

Since July 2024, we have launched "AED + CPR" first aid skills training and certification programs for clients, property owners and on-site staff in office buildings and residential projects. As of December 2025, a total of 36 first aid training and certification sessions have been conducted, covering 7 districts in Shenzhen, Dongguan and Huizhou, with 1,634 participants. Among them, 1,437 obtained first aid completion certificates, and more than 200 volunteers were engaged. By enhancing customer experience through public welfare services, we have increased customer traffic and improved renewal rates, translating public welfare value into customer value and business value, forming an external ecological cycle of "public welfare services – customer stickiness – business growth".





2. Reading Day Activities

On 23 April 2025, the Company co-launched World Book Day with Excellence Group Public Welfare Foundation. Through a book-for-vegetable charitable campaign, it collected 135 donated books, which were delivered to Xunwu County Chenguang Central School in August 2025.



4.2.2 Rural Revitalization Programs: Integrating Industrial Chains to Cultivate a Sustainable External Ecosystem

Through "Excellence Heart • Borderland Love in Action" and "Excellence Heart • Philanthropy Expedition" – flagship rural revitalization and border assistance initiatives – the Company unites social enterprises and upstream-downstream partners to cultivate a sustainable industrial philanthropic ecosystem. Under the brands "Excellence Aspire", "Excellence Virtue" and "Excellence Virtue Cultural Tourism", it has developed more than 20 rural revitality products including seabuckthorn and snow chrysanthemum. Output and sales exceeded RMB12 million between 2022 and 2025, sustaining annual income growth for households in Bandir Township, Taxkorgan County. Planting bases, cold storage facilities and exhibition halls have been established, alongside coordinated procurement across industrial partners. Villagers have transitioned from "passive relief" to "proactive industrial upgrading", creating a sustainable external cycle of "Philanthropic Projects – Industrial Growth – Resident Income – Ecological Reciprocity".

4. CARING FOR THE COMMUNITY AND GIVING BACK TO SOCIETY

1. A New Integrated Development Model: "Cultural Tourism + Philanthropy + Rural Revitalization"

In recent years, while advancing agricultural development and supporting rural revitalization through Xinjiang assistance initiatives, we have fully explored local natural landscapes and ethnic cultural resources. We have further expanded into the cultural tourism sector, empowering sustainable rural development through cultural and tourism integration. In 2025, the Company adopted an innovative integrated model featuring "Cultural Tourism + Philanthropy + Rural Revitalization". Moving beyond conventional sightseeing, the Company embedded philanthropic values into its cultural tourism operations. Immersive cultural experiences, educational study tours, intangible cultural heritage inheritance and public welfare practices jointly propelled the innovative upgrading of southern Xinjiang's cultural tourism sector. The Company realised cross-industry integration between cultural tourism and agriculture, education and philanthropy, establishing a replicable "Cultural Tourism + N" paradigm. A multi-win outcome was achieved: "Customers gain benefits, rural areas achieve development, culture enjoys inheritance", demonstrating the Company's commitment to corporate social responsibility and sustainable growth.

The Company organised 41 charitable cultural tourism groups throughout the year, receiving over 500 participants and generating sales of RMB1.2397 million. Total annual sales under its charitable brand reached RMB1.506 million, including rural revitalization featured agricultural products, such as snow chrysanthemum, sea buckthorn, prune, black wolfberry puree and other varieties. These efforts directly strengthened rural agricultural industrial chains, boosted farmers' incomes and unlocked value for eco-friendly agricultural products. To expand market channels for rural specialties and enhance responsible marketing, the Company actively participated in a series of exhibitions and events. In January 2025, it joined the Shenzhen Charity Association • Better Life Charity New Year Fair. In November, it took part in the Shenzhen 118 Reduction Day & "15th National Games" Market Event and the COP30 Climate Conference Exhibition on Sustainable Agriculture. In December, it showcased regional specialties at the Kashmir Pavilion of Shenzhen Food Expo and joined the Southern University of Science and Technology Charity & Technology Festival. Through these platforms, the Company built connections between rural agricultural products and the market, promoted concepts of rural cultural tourism and philanthropy, linked global resources for sustainable development, aligned rural agricultural industrial chains closely with market demand, and upheld a development vision centered on green, low-carbon and ecology-driven growth.





2. 2025 Joint Charity Initiative: "Borderland Love in Action"

Centering on the core needs of rural revitalization, we have taken the "Borderland Love in Action" series of public welfare initiatives as the platform. We have joined forces with public welfare organizations, universities, caring institutions and other parties to build a "targeted and long-term" assistance model. We have matched public welfare resources with the rural development needs of Kashgar and Taxkorgan, connected public welfare services with industrial chain links including rural education, culture and people's livelihood, and fulfilled our ESG social responsibility.

Since 2024, the Company has co-launched the "Borderland Love in Action" joint public welfare initiative, which was further implemented in phases in 2025. In March, research forums and material donations were carried out, with oxygen generators and daily necessities donated to Maryang Township and thermal underwear sets provided to 579 boarding students at urban and rural boarding primary schools in Taxkorgan. In April, in-home health support, material condolence visits and inspections for the construction of the Panlong Plank Road were conducted to improve rural infrastructure and people's livelihood security. In September, two key initiatives were launched simultaneously: jointly with participants of the 20th EMP cohort of the Shenzhen Institute of International Philanthropy, the "Charity Tour in Southern Xinjiang • Borderland Love in Action" was organized, adopting a "public welfare + cultural tourism" model to visit multiple schools in Taxkorgan, donate study supplies and promote a virtuous cycle of intangible cultural heritage inheritance, charity empowerment and cultural identity; and jointly with caring organizations, electronic equipment worth over RMB50,000 was donated to support the construction of the "New Era Electronic Library in Taxkorgan", benefiting pregnant women, the elderly, students and other groups, so as to empower rural talent development, people's livelihood improvement and cultural inheritance.





4.2.3 Educational Public Welfare: Deepening Student Support and Empowerment to Cultivate a Sound Foundation for Rural Education

1. Kashgar Prefecture "Beautiful Gardeners" Education & Culture Program

From the project launch through 2025, the "Beautiful Gardeners" Education & Culture Program in Kashgar Prefecture has advanced steadily and been implemented in an orderly manner. Focused on strengthening the professional capacity of teachers and promoting the balanced development of educational resources, the program has established an implementation system that integrates targeted training and region-wide coverage. Through a diversified array of measures including intensive training, on-the-job learning, online empowerment, resource introduction and multi-stakeholder collaboration, the program facilitates the downward deployment of high-quality educational resources and the overall improvement of teaching capacity.

The project is dedicated to the professional growth of teachers and education administrators. It delivers a cohesive package of initiatives, including intensive training, on-site mentoring, live online lectures, shared recorded courses, and regional research and supervision. In parallel, it introduces high-quality resources that uphold the "Five-Domain Holistic Education" philosophy, builds a digital platform to broaden its impact, and joins forces with multiple stakeholders to create synergies in educational assistance. All these efforts have steadily delivered tangible results.

In January 2025, a major educational event was held in Kashgar City. Jointly funded by the Shenzhen Beautiful Gardeners Education Foundation and Shenzhen Excellence Group Public Welfare Foundation, and implemented by the Education and Training Center of Beijing Normal University, the on-site guidance activity was launched for the "New Teachers' Professional Competence Enhancement Program", a sub-project under the "Rural Teachers Liyun Program" of Kashgar Prefecture's "Beautiful Gardeners" Education & Culture Project. It has injected new vitality and intellectual impetus into education in Kashgar.

As of the end of the reporting period, the program had trained 625 teachers and education administrators from Kashgar and Taxkorgan. In total, it delivered more than 140 online live sessions, over 445 online recorded course hours, and 45 on-site research and guidance visits. The initiative reached 23,090 participants, with a total of 40,369 beneficiary visits, effectively boosting local education quality and promoting balanced educational development.

In 2025, Excellence Public Welfare was awarded three honors at the 2024 ceremony of the "Shenzhen-Kashgar Unity • Charity for Long-Term Progress" Public Welfare Initiative.





2. "Excellence School" in Xunwu Program

The project is divided into three phases and was launched on 19 December 2022. As of the reporting period, two phases have been completed. The project introduced the teaching philosophy and methodology of "Mu Chuanhui Critical Learning", established 10 "Mu Chuanhui Critical Learning Community" studios, and cultivated 100 key core teachers. Over its two-year project cycle, a variety of activities were carried out, including seminars, teaching outreach to rural schools, open classes, special lectures, teaching competitions and achievement exhibitions, advancing education and teaching reform and teachers' professional growth in Xunwu County. The 10 "Mu Chuanhui Critical Learning Community" studios hosted more than 170 activities (including 10 centralised events coordinated by the foundation and Xunwu Bureau of Education and Sports), covering seminars, rural teaching support, open classes, lectures and competitions. Professor Mu Chuanhui led expert teams to provide guidance on open classes, debate sessions and special lectures. The project directly benefited more than 10,000 teachers and students. Participants received 697 competition awards, published 40 academic papers, engaged in 65 research projects and uploaded 35 teaching courses. The project has provided innovative methodologies and a solid foundation for the development of educational practice in Xunwu County. The third phase was initiated in December 2025. A sustainable and replicable new model for public education initiatives will be established in the future through the framework of "studio + AI platform + expert guidance".

The Xunwu County Party Committee and People's Government have awarded us the "Special Contribution Unit for Rural Comprehensive Revitalization" for three consecutive years. We were also selected as a "Typical Case" in the 2024 Shenzhen Social Forces Supporting Rural Revitalization program by the Shenzhen Bureau of Rural Revitalization.




荣誉证书
CERTIFICATE OF HONOR

深圳市卓越集团公益基金会：

在2024年“深圳社会力量助力乡村振兴”典型案例认定工作中，您单位申报的《寻乌“卓越学校”项目》被评为2024年度“深圳社会力量助力乡村振兴”典型案例。

特颁此证。

深圳市乡村振兴和协作交流局　深圳市民政局　深圳市人民政府国有资产监督管理委员会　深圳市工商业联合会

二〇二五年六月

3. “Excellence Public Welfare Special Fund” of South China University of Technology

Since its launch in 2022, the “South China University of Technology • Excellence Public Welfare Special Fund” has delivered impressive outcomes through its three core funding initiatives: the Excellence Scholarship, the Excellence Grant, and the Excellence Growth Fund.

As of the end of 2025, the Excellence Scholarship had funded 339 students with a total amount of RMB4.973 million; the Excellence Growth Fund had supported 4 sessions of the “Sailing Program” college student capacity improvement classes and educational activities such as the “Funding Culture Festival”, covering more than 5,000 students in total.

4.3 RESULTS PRECIPITATION OF PUBLIC WELFARE ENVIRONMENT AND ECOLOGY: DEMONSTRATING PUBLIC WELFARE VALUE THROUGH ACTIVITY OUTCOMES

The public welfare ecosystem nurtured through public welfare activities has not only supported the sustainable growth of the public welfare ecology, but also gradually become the core competitiveness of Excellence Public Welfare, gaining high recognition from the industry and society. In 2025, for its standardised operation of public welfare activities and innovative practices in public welfare ecology, Excellence Group Public Welfare Foundation was awarded the “5A-level Social Organization” certification in its first participation in the rating, becoming one of only 12 foundations in Shenzhen to receive this honor. The Foundation’s project “Exploration and Practice of Targeted Assistance to Border Areas” was recognised for its innovative public welfare model of “multi-stakeholder governance and sustainable development” and won the “Asia Philanthropy Demonstration Project” award at the 2025 Asia Philanthropy Forum.

4. CARING FOR THE COMMUNITY AND GIVING BACK TO SOCIETY

These achievements represent official recognition of Excellence CM's efforts to foster a philanthropic foundation and build a public welfare ecosystem through charitable activities. They further confirm the feasibility and value of the model: "Cultivation of Philanthropic Foundation + Delivery of Philanthropic Activities + Construction of Philanthropic Ecosystem". Going forward, Excellence CM will continue to take public welfare activities as its core focus, further cultivate its philanthropic foundation, and upgrade its public welfare ecosystem. It will make philanthropy a core driver of the Company's sustainable development and continue to create greater value for society.


社会组织评估等级证书

证书编号：深社评字（2025）第029号

深圳市卓越集团公益基金会

经评估，你机构被评为5A级社会组织，特颁此证。

（有效期至：2030年12月）

深圳市民政局

二〇二五年十二月



5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

5.1 EMISSIONS CONTROL TO PROTECT THE ENVIRONMENT

Excellence CM has always been adhering to the strategies of low-carbon environmental protection and sustainable development, and has consistently applied them to the whole process of its operation. In strict compliance with the operating standards of ISO 14001 environmental management system and ISO 50001 energy management system, the Company proactively and persistently implements the national low-carbon environmental protection policies, and contributes to the realisation of the national carbon peaking goal as well as the implementation of its own sustainable development strategy.

In terms of institutional development, the Company has established a comprehensive set of management policies, including the *Waste Management Policy, Resource and Energy Management Policy*, and *Environmental Aspect Identification, Assessment and Control Procedure*, which impose strict controls over all types of emissions. To ensure effective implementation of these policies, the Company promotes full compliance through a variety of mechanisms, including joint unannounced inspections, special inspections and regional QPI inspections, weekly inspections, and regular ongoing training.

Excellence CM will further deepen its sustainable development strategy, actively respond to the call of national policies, and continuously increase its efforts in air treatment and pollutant emission control, so as to fulfil its social responsibility of low-carbon environmental protection and green property development. During the reporting period, the Company did not commit any non-compliance in the area of emissions management that would exert an impact on the enterprise, thereby laying a solid foundation for the sustainable and steady development of the enterprise.

5.2 WASTE AND GREENHOUSE GAS EMISSIONS MANAGEMENT

Our projects under management are mainly commercial office buildings, residential building and a few logistics parks. The direct sources of greenhouse gas emissions are natural gas and liquefied petroleum gas. The indirect sources of emissions are those caused by the use of electricity. Diesel consumption from power generators usually occurs only in emergencies and monthly tests during power interruptions, and the emissions are basically negligible. The Company advocates green travel. Our projects are mostly located in urban areas with convenient transportation, and our employees mostly commute by subways or buses, thereby reducing exhaust gas and greenhouse gas emissions from cars to minimal levels.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

The Company's Exhaust Gas and Greenhouse Gas Emissions and Intensity

Category	Unit	2025 Emissions	2024 Emissions
Sulphur Dioxide	kg	17.41	19.88
Nitrogen Oxides	kg	170.82	195.06
Particulate Matter	kg	22.98	26.24
Waste Gas Pollutant Emissions	kg	211.21	241.18
Waste Gas Pollutant Emission Intensity	kg per 10,000 m^2 of properties under management	0.027	0.033
Scope 1 Greenhouse Gas Emissions[1]	tonnes of carbon dioxide equivalent	213.78	259.01
Scope 2 Greenhouse Gas Emissions[2]	tonnes of carbon dioxide equivalent	98,745.64	100,045.58
Total Operational Greenhouse Gas Emissions (Scope 1 + Scope 2)[3]	tonnes of carbon dioxide equivalent	98,959.42	100,304.59
Operational Greenhouse Gas Emission Intensity	tonnes of carbon dioxide equivalent per 10,000 m^2 of properties under management	12.64	13.89
Scope 3 Greenhouse Gas Emissions (Business Travel)[4]	tonnes of carbon dioxide equivalent	760.5	–

① Calculation method of greenhouse gas emissions: Scope 1 greenhouse gas emissions: The Company's gasoline and natural gas consumption is multiplied by the corresponding emission factor. For the emission factor, please refer to *China Energy Statistical Yearbook*.

② Scope 2 greenhouse gas emissions: The amount of electricity purchased by the Company is multiplied by the corresponding emission factor. For the emission factor, please refer to the Notice on the Report and Verification of Greenhouse Gas Emissions for Some Enterprises in Key Industries from 2023 to 2025 published by the Ministry of Ecology and Environment.

③ Total operational greenhouse gas emissions: Sum of Scope 1 greenhouse gas emissions and Scope 2 greenhouse gas emissions.

④ Scope 3 greenhouse gas emissions: Indirect greenhouse gas emissions generated from employee business travel, including air travel, rail passenger transport (including high-speed rail, EMU trains, intercity and light rail), and hotel accommodation. Data for aviation and accommodation activities are sourced from the Feihe Travel Service Platform. Railway passenger mileage is converted at a rate of RMB0.4 per kilometer based on figures recorded in the Company's financial system. Emission factors are derived from the UK Government GHG Conversion Factors for Company Reporting 2025 edition.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

During 2024–2025, the Company's total emissions and emission intensity of waste gas pollutants, as well as the total operational greenhouse gas emissions and emission intensity, generally trended downward, which fully reflects the management effectiveness of the Company's active implementation of climate change response strategies and continuous promotion of green and low-carbon operations.

Affected by the expansion of its management scale in 2025, the Company's total electricity consumption increased slightly. However, through the procurement of 3,625.1 MWh of green electricity, the Company's Scope 2 greenhouse gas emissions still decreased compared with 2024, achieving the low-carbon development target of no increase in total operational greenhouse gas emissions amid growth in managed area. Going forward, the Company will conduct scenario analysis and formulate strategies in connection with low-carbon transition, continue to procure green electricity, promote the application of distributed photovoltaic systems, and strengthen the control of smart energy systems, so as to further enhance the management of indirect emissions and drive a steady and continuous decline in greenhouse gas emission intensity.

Discharge Management

The Company complies with the environmental protection requirements and has formulated the management systems such as the Guidelines for Garbage and Waste Management, Regulations on Waste Management, Emergency Plan for Chemical Leakage, and On-site Disposal Plan for Hazardous Waste Warehouse Accidents, closely cooperates with the implementation of waste reduction programs, and requires relevant parties to participate in relevant initiatives. We advocate paperless offices, reuse of single-sided paper, and reduce the use of disposable tableware/plastic bags to reduce waste generation.

The main hazardous waste involved in the scope of the Company's business activities are: waste toner cartridges, waste ink cartridges, waste lamps, waste paint solvents and other waste. Waste toner cartridges and waste ink cartridges are directly recycled by the supplier. Waste lamps and waste paint solvents are recycled by the institution with hazardous waste disposal qualification or disposed of by party A in compliance with laws and regulations. The Company's COE organizes all projects to review the hazardous waste list on an annual basis and updates it according to the *National Catalogue of Hazardous Wastes*.

- For projects involving hazardous waste management, special hazardous waste warehouses have been established in cooperation with property owners in accordance with local regulatory requirements, for the collection and storage of generated hazardous waste.

- Priority is given to the procurement of non-mercury LED light fixtures to replace old ones, and to the procurement of environmentally friendly non-hazardous paints and coatings such as water-based paints.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

The Company's non-hazardous waste is mainly domestic waste, which is categorised according to the requirements of the local government. We actively cooperate with the local government to launch the publicity of "waste classification" and other related environmental protection contents. For office and domestic garbage generated daily, we first separate the recyclable garbage and have them disposed of by the contracted qualified suppliers. Domestic garbage will be collected in a garbage room, transported, and disposed of by the sanitation department, and registered in terms of quantity. During the process, no secondary pollution such as splashing and scattering is allowed. All decoration waste is cleared and transported by the construction entity.

The Company takes the following measures to facilitate residents to carry out waste classification:

1) The property service centre should suggest to the real estate company the allocation of separated bins prior to the entry of new projects, and make effective suggestions on the location, quantity and style of the bins.

2) Non-recyclable, recyclable and hazardous waste collection devices should be set up in public areas, the number of which should be based on the standard of convenience for customers. Classification signs should also be clearly labelled.

3) Each management office should influence and guide property owners and other staff to put solid waste according to the classification standard through environmental protection publicity activities, and encourage property owners to put hazardous waste in special collection bins.

The Company's projects generate domestic sewage (but no industrial wastewater) mainly for domestic sewage from toilets and tea rooms, cleaning and tool cleaning water, air conditioning condensate, etc. Sewage from toilets and tea rooms and cleaning wastewater are treated in Level III septic tanks and then discharged into municipal sewage pipes for centralised treatment in urban sewage plants, and the Company pays wastewater treatment fees as required. Air conditioning condensate is recycled instead of being discharged. In 2025, wastewater was 2.7192 million tonnes.

The Company has actively launched waste training. At present, systematic documents such as *Waste Management Requirements and Garbage and Waste Management Guidelines* have been incorporated into the annual training program of each project. Waste management has been included in the assessment criteria of performance appraisal. Training and QPI assessment have been adopted to enhance the skills of the basic units.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

In 2025, the total amount of hazardous waste discharged by the Company was 8.26 tonnes, and the total amount of non-hazardous waste (including domestic waste) discharged was 152,769.30 tonnes.

Category	Unit	2025 Emissions	2024 Emissions
Total hazardous waste	tonnes	8.26	7.72
Waste lamps	tonnes	6.46	5.12
Waste paint solvent	tonnes	0.86	1.50
Other hazardous waste	tonnes	0.94	1.10
Non-hazardous waste (including domestic waste)	tonnes	152,769.30	144,588.71

From 2024 to 2025, the total volume of hazardous waste and non-hazardous waste of the Company generally increased, mainly due to the large-scale promotion of LED lighting retrofits in the past two years, which generated a large number of waste lamp tubes. Coupled with the year-on-year increase in new projects and the expansion of managed area, the generation of hazardous waste and non-hazardous waste further increased.

"Excellence Carbon Recycling Initiative"

To enhance waste sorting and resource recovery management, and in response to Shenzhen's waste reduction campaign, the Company officially launched the new environmental protection IP "Excellence Carbon Recycling Initiative" in November 2025 in partnership with the Shenzhen Excellence Group Public Welfare Foundation, followed by a series of low-carbon practice activities. The first "Children's Fantasy Low-Carbon Market" was held at Excellence Blue Bay Community, featuring second-hand goods exchange, waste sorting education, and low-carbon recycling interactive sessions. Meanwhile, targeting office workers in commercial buildings, environmental protection knowledge promotion and empty bottle recycling programs were carried out under the theme of "Frugal Living: A New Carbon-Recycling Lifestyle". The event integrated the concept of "Source Reduction – Sorting & Recycling – Circular Utilization" into community and workplace scenarios, effectively raising public participation in environmental protection and improving the accuracy of waste sorting. A total of 156 empty bottles were collected through the activity, with environmental protection education reaching more than 300 people, facilitating the resource utilization of recyclables. It laid a foundation for subsequent environmental protection events and continued to foster a sustainable low-carbon community ecosystem.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

Going forward, guided by the national "Dual Carbon" strategy, the "Excellence Carbon Circular Program" will rely on the "Enterprise + Public Welfare Organization" collaboration mechanism and Excellence CM's nationwide residential and office community network. It will continue to carry out environmental education, second-hand item upcycling, neighborhood markets and other serial activities, further integrating community governance and public welfare brand building.





5.3 RESOURCE CONSERVATION, ENERGY SAVING AND CONSUMPTION REDUCTION

In terms of energy use, the Company has established a complete and sound management system. The relevant management measures in effect include the *Resource and Energy Management Rules,* the *Energy Evaluation Management Rules,* the *Regulations on Control of Energy Benchmarks and Performance Parameters,* and the *Energy Cost Savings Guidelines, etc.* Since the establishment of our energy management system in 2019, the Company has set annual responsibility targets for certified areas and projects (headquarters office area, Tower 1 of Excellence Century Centre) every year. In addition, the Company has established a special effectiveness project to set efficiency targets for each region each year, with 100% coverage. The overall efficiency targets for 2025 met expectations. By establishing an effective energy management system that is integrated with the latest technology in our daily operations and maintenance activities, the Company strives to continuously improve energy efficiency and pursues excellent energy performance based on the full life cycle of our equipment. The Company's business does not involve the use of packaging materials for our products.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

5.3.1 Use of Renewable Energy

In 2025, responding actively to the national "Dual Carbon" goals and upholding the philosophy of green and low-carbon development, the Company purchased a total of 3.6251 million kWh of green electricity, accounting for approximately 2% of total electricity consumption. By replacing conventional fossil fuel-based power with clean energy, the Company effectively reduced greenhouse gas emissions during operations and continuously lowered its carbon footprint. Going forward, the Company will further optimise its energy mix, increase the proportion of green electricity consumption, and promote sustainable development through concrete actions, supporting ecological protection and low-carbon transition. Selected green electricity certificates are listed below:


绿色电力证书交易凭证
GREEN ELECTRICITY CERTIFICATE TRANSACTION VOUCHERS
购买方
734兆瓦时
生产方


绿色电力证书交易凭证
GREEN ELECTRICITY CERTIFICATE TRANSACTION VOUCHERS
购买方
302兆瓦时
生产方


绿色电力证书交易凭证
GREEN ELECTRICITY CERTIFICATE TRANSACTION VOUCHERS
购买方
288兆瓦时
生产方

In addition to purchasing green electricity, the Company gradually commenced the construction of photovoltaic power generation projects in 2025. Utilizing rooftops and vacant spaces at its properties, the Company deployed distributed photovoltaic facilities, injecting new green momentum into its sustainable development. In 2025, the Company launched the distributed photovoltaic project at Shanghai Qingpu Century Center with an installed capacity of approximately 300 kW, which has been commissioned in 2026. Based on local solar irradiance conditions and project realities, the annual power generation is estimated to reach 350,000 kWh, equivalent to an annual carbon emission reduction of nearly 200 tCO_2e, and we plan to further expand the installed capacity of photovoltaic power generation in 2026. This initiative has effectively implemented green energy substitution, supported the achievement of carbon emission reduction targets, and fulfilled the green transition commitment under the "Dual Carbon" strategy. Meanwhile, it has provided a replicable and scalable practical model for the green operation of commercial buildings.

5.3.2 Energy Management

Focusing on energy consumption management in public areas of properties, the Company integrates energy conservation measures into daily operations, achieving both cost reduction and efficiency improvement as well as service quality enhancement. The Company's Technology and Operations Support Center (COE) is specifically responsible for energy management, with active participation and guidance from senior management and dedicated support in terms of funding and manpower. The Company sets annual targets for energy conservation and cost reduction, which are planned, implemented and verified under the overall coordination of the COE. Progress is tracked monthly and reported to the management. Meanwhile, energy efficiency targets are incorporated into individual and departmental performance appraisals, with special incentives established to motivate participation in energy conservation initiatives.

In 2025, the Company set an annual target of RMB3 million for energy conservation and cost reduction, and actually achieved RMB3.58 million. A total of 68 energy conservation projects were implemented throughout the year. Through technical renovation and refined management, the Company effectively reduced energy consumption and operating costs, and improved resource utilization efficiency.

In terms of specific energy conservation initiatives, the Company focuses on key energy-consuming systems and implements targeted measures:

- Air conditioning systems: Operating strategies are dynamically adjusted based on pedestrian flow and time periods, the fresh air system is optimized, and heat exchange equipment is cleaned regularly to reduce power consumption while ensuring environmental comfort.

- Elevator systems: Group control scheduling and sleep mode are implemented, together with the installation of energy feedback devices, which shorten waiting time, reduce energy consumption from empty operation, and improve vertical transportation efficiency.

- Lighting systems: LED lighting retrofits are carried out, combined with microwave/infrared sensors and time-zone-zone-circuit control, to achieve on-demand lighting in basements, corridors and other areas, reducing power consumption on the premise of meeting safety and illumination requirements.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

In terms of services, the Company proactively responds to client needs, optimizes equipment operation and management standards, and continuously improves building energy consumption through digital platforms and facility upgrades, helping clients reduce costs and enhance efficiency.

Meanwhile, based on the high-grade office building operation model, the Company has established a sustainable operation system covering indoor environment, intelligent buildings, energy and waste management, as well as employee health and safety. Through an information-based management platform, the Company realizes online energy monitoring and control across all projects, adopts data-driven refined management, promotes green and low-carbon operation, and continuously contributes to energy conservation and carbon reduction.

The Company's Resource and Energy Consumption and Intensity

Category	Unit	2025 Consumption	2024 Consumption	2023 Consumption
Electricity consumption (including green electricity)	kWh	176,771,942*	175,426,239	143,140,672.23
Green electricity	kWh	3,625,100	/	/
Natural gas	Nm^3	97,071	110,844	101,775
Liquefied petroleum gas	kg	360*	5,104	5,081
Comprehensive energy consumption	'000 kWh	177,826.83	176,697.94	144,312.94
Comprehensive energy consumption intensity	'000 kWh/10,000 m^2 of property under management	22.72	24.47	22.55

During 2025, the total electricity consumption increased as a result of the growth in the number and area of residential projects under management. During the reporting period, the Company achieved remarkable results in energy management and continuously improved energy utilization efficiency. In 2025, the Company realized large-scale application of green electricity for the first time, with 3,625,100 kWh of green electricity purchased, marking a breakthrough from zero in renewable energy substitution; meanwhile, the consumption of natural gas and liquefied petroleum gas (LPG) was reduced. Despite a slight year-on-year increase of 0.77% in total electricity consumption (including green electricity) affected by the expansion of property area under management, the Company reduced its comprehensive energy consumption intensity by 7% year-on-year from 2024 to 22.72 thousand kWh per 10,000 square meters of property under management through refined operation management and energy-saving retrofits, achieving improved energy utilization efficiency.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

During the reporting period, the Company adopted a dynamic strategy in energy management. While expanding its operating scale, the Company continued to focus on improving energy efficiency and commenced purchasing green electricity. Although the absolute total energy consumption rose due to the growth of managed area, the decline in energy consumption intensity indicated tangible progress in operational efficiency. With the stabilization of energy consumption intensity and the increase in green electricity procurement in 2025, the Company is gradually decoupling energy consumption from business growth, laying a solid foundation for reducing the total scope of greenhouse gas emissions from its operations.

In terms of property project management, the Company requires each of its project to set energy-saving targets each year and to carry out energy-saving renovation tasks in phases. At the same time, the Company continues to implement effective management and energy saving measures such as optimising equipment operating hours, optimising fresh air volume, optimising central air-conditioning operation strategies, in order to reduce energy wastage and effectively control greenhouse gas emissions.

We are committed to green property development. As at the end of the reporting period, Excellence CM's 8 projects under management has been awarded 11 LEED/WELL green building international gold certificates, among which Excellence City of Shenzhen has been awarded the first LEED Gold certification in South China, and Shenzhen One Excellence has been awarded the first WELL Gold certification in Shenzhen. We have not only helped corporate customers achieve the goal of high performance operation strategy and corporate cost control in workplaces, but also responded to the call of the government, social organisations and experts from all sectors to lead the industry and achieve sustainable urban development, green and low-carbon operations.

In 2025, two of the Company's office building projects in Shenzhen – "Excellence Meilin Center Plaza (North Area)" and "Excellence Century Center Building 1" – successfully obtained the two-star certification of Shenzhen's "Green Property Management Project" in accordance with the *Green Property Management Evaluation Standard* (SJG 50-2018). This certification is based on a rigorous assessment across multiple dimensions, including energy conservation, water conservation, waste management, greening maintenance, and pollution prevention and control, marking that the Company's property management operations have reached the advanced level of regional green and low-carbon operation.

Through the implementation of intelligent lighting control, central air-conditioning system optimization, reclaimed water reuse, waste sorting and reduction measures, the two projects have continuously reduced operational energy consumption and carbon emissions, while enhancing tenant comfort and resource utilization efficiency. This recognition not only reflects the Company's continuous improvement in green operation capabilities of existing buildings, but also provides replicable practical experience for the low-carbon transformation of existing assets in the Guangdong-Hong Kong-Macao Greater Bay Area.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

Excellence CM has always made it a goal to continuously satisfy customers' needs, advocating the harmonious development of man and the environment, man and nature, responding to and leading enterprises to participate in green and healthy building operation, energy conservation and emission reduction, low-carbon operation, and introducing an international sustainable management system by virtue of the profound experience accumulated in commercial property management, office management and integrated facilities management. Our main service sites are certified to "ISO14001:2015 environmental management system" and "ISO50001:2018 energy management system".

In the process of management, we do our best to use more energy-efficient equipment, such as LED lights, smart lighting, inverter motors, etc. Every year, the headquarters collects energy-saving programms from subsidiaries through the region. At the same time, the headquarters coordinate the implementation of energy-saving and cost-reduction programmes in conjunction with on-site verification to assist the regions in further exploring energy-saving potentials and contributing to the achievement of the efficiency targets. For example, in 2025, under the guidance of policies, the headquarters organised 5 projects to participate in and respond to the Shenzhen Virtual Power Plant, alleviating the pressure of power supply and demand, promoting the green transformation of the city's power system, and assisting Shenzhen in building a new energy system by integrating distributed resources and realising accurate load regulation with advanced technology.

Case: Earth Hour – Contributing to Low-Carbon Development

"Earth Hour" is a global energy conservation initiative launched by the World Wide Fund for Nature (WWF) to address global climate change. On 23 March 2026, during the global "Earth Hour" event, Excellence CM synchronized energy-saving actions across 13 projects and more than 30 high-end office buildings in 6 cities under its portfolio, called on office tenants to participate in the event, and provided online education on energy-saving knowledge in daily operations to tenants. The Company achieved electricity savings during the event by turning off non-essential lighting and equipment on building facades, in office areas and public spaces.



5.3.3 Water Resources Management

The Company complies with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste,* the *Water Pollution Prevention and Control Law of the People's Republic of China,* the *Water Law of the People's Republic of China* and other relevant laws and regulations, and has formulated management systems such as the *Resource and Energy Management Rules,* the *Energy Management Guidelines for Residential Projects of Excellence Property,* the *Water Landscape Maintenance Management Guidelines*, and the *Engineering Equipment and Facilities Maintenance Management Guidelines*, which control the water resources from the perspective of resource management, water-saving measures, as well as leakage prevention and discharge reduction, respectively.

Category	Unit	2025 Consumption	2024 Consumption	2023 Consumption
Water consumption	m^3	2,897,753.30	3,397,251.74	2,394,036.99
Water consumption intensity	m^3/per m^2 of property under management	0.04	0.05	0.04

The water supply of the Company is mainly municipal water. We advocate the use of reclaimed water, water conservation, etc. to reduce the waste of water resources. In response to the government's call for water conservation, we expanded water sources suitable for the property management projects in numerous ways, in an effort to achieve energy conservation and environmental protection. The Company implements water-saving measures internally and sets annual water conservation targets. We adopt water-saving measures such as the reuse and transformation of reclaimed water and the use of water-saving toilets. We conduct continuous inspections in daily operations, repair damaged faucets in a timely manner, and prevent wasting water. Excellence CM's operations team enhances energy efficiency by significantly promoting the use of water-saving equipment such as nighttime ice storage air conditioners, crossflow cooling towers, water-saving cleaning equipment, sensor-activated and quick-open faucets, drip irrigation, rainwater harvesting, and other water-saving devices. During the year, the Company did not have any problems in sourcing water that is fit for purpose.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

5.3.4 Ecological Environment and Biodiversity Conservation

Upholding the philosophy of ecological civilization development, the Company integrates biodiversity conservation into its environmental management system and strictly complies with national and local laws and regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Wetland Protection Law of the People's Republic of China,* the *Wild Animal Protection Law of the People's Republic of China*, and the *Regulations of Shenzhen Special Economic Zone on Ecological and Environmental Protection*. It has established a full-cycle ecological protection mechanism covering project operation, community collaboration and public welfare practices. Based on green operation, the Company strictly controls the impact of its managed projects on the surrounding ecological environment, actively participates in urban ecological restoration and biodiversity conservation initiatives, and fosters an orderly, compliant, multi-stakeholder and continuously improving ecological protection management system.

To uphold the vision of ecological civilization and promote biodiversity conservation and community public welfare practices, the Company rejoined forces with Shenzhen Futian Mangrove Ecological Park and Excellence Group Public Welfare Foundation to launch a series of ecological and environmental volunteer activities at the Shenzhen Mangrove Wetland in 2025. In parallel, the Foundation's Working Committee for the Care of the Next Generation organised youth public welfare practice activities. The event invited expert volunteers from the Mangrove Foundation to conduct wetland protection workshops, systematically introducing the history of Futian Mangrove, the ecological value of wetlands, typical flora and fauna species, and the critical role of wetlands in the migratory routes of birds. Participants gained a comprehensive understanding of the important functions of mangroves as the "Underwater Forest", including windbreak and shore stabilization, water purification, and biodiversity habitat provision. Volunteers conducted on-site visits to the mangrove wetland ecosystem, which is home to 273 bird species (including 60 nationally protected bird species) and 353 plant species, and participated in bird watching and ecological exploration activities to experience wetland biodiversity firsthand. This activity deeply integrated Party-building work with ecological protection and youth public welfare education, with more than 50 Party members, employees and youth volunteers participating. Through concrete actions, the Company safeguarded the urban ecological home, fostered a biodiversity conservation culture that "influences families and radiates society", and contributed to the sustainable development of the urban ecology.



5.4 EVALUATING AND ADDRESSING CLIMATE CHANGE

The Company actively responds to the national goals of carbon peaking and carbon neutrality, leverages corporate strength to address climate change, promotes ecological civilization, and drives high-quality development. Based on the dimensions of governance, strategy, risk management, and indicators and targets, the Company sets forth its efforts and directions in tackling climate change.

5.4.1 Governance

In respect of the governance of climate-related risks and opportunities, and in accordance with the Company's established ESG governance structure, the Strategy and ESG Committee under the Board of Directors is responsible for formulating the Company's operational objectives and long-term development strategies on climate change issues, providing recommendations on major matters, and overseeing the implementation of annual operational plans and proposals. Meanwhile, the Company has established an ESG Task Force to clarify the accountability for climate change management and target delivery, which reports upwards on a regular basis.

5.4.2 Strategy

1. Climate Vision and Positioning

With the direction of "Green Commercial Enterprise, Low-carbon Operation, and Climate Resilience", the Company builds a core business of green and low-carbon property management services, and integrates climate response into its sustainable development strategy.

2. Identification of Climate-related Opportunities

① Energy saving, cost reduction and efficiency improvement: smart energy management and energy-saving retrofitting of equipment to lower energy costs and enhance project profitability;

② Green service premium: operation of green property certifications, low-carbon office solutions and ESG compliance consultancy to strengthen stickiness with high-end clients and achieve service premium;

③ Renewable energy revenue: investment in distributed photovoltaic systems and procurement of green electricity to create new income streams;

④ Compliance and brand value: meeting ESG disclosure requirements of the Hong Kong Stock Exchange, investors and major clients, so as to improve capital market ratings and brand competitiveness.

3. Strategic Impact of Climate Risks on Business

Climate-related risks include transition risks associated with the low-carbon economy and physical risks related to the impacts of climate change.

Quantitative Analysis of Climate Risks

On the basis of climate risk identification, assessment and response, the Company has further carried out quantitative analysis on climate risks. Through probability calculation, impact quantification and financial loss estimation, climate risks can be measured and compared, providing quantitative support for climate governance decision-making, resource allocation and regulatory disclosure compliance.

(1) Quantitative Analysis Framework

Combined with the characteristics of property service business and the geographical distribution of managed projects, the Company has established a quantitative assessment model: Risk Value = Occurrence Probability × Impact Severity. The framework covers physical risks and transition risks, with assessments conducted across three time horizons: short-term (2 years), medium-term (2–5 years) and long-term (5–10 years).

(2) Quantitative Analysis of Physical Risks

① **Quantification of Acute Physical Risks (Core High-Risk Category)**

Risk Type	Annual Probability	Impact Level (1–10)	Proportion of High-risk Projects	Quantitative Conclusion
Extreme rainfall/waterlogging	25%	10	≥30%	Annual expected loss accounts for approximately 1% of maintenance costs
Extreme high temperature	45%	8	≥40%	Energy consumption of public-area air conditioners rises by 3%–5%
Typhoon/strong wind	15%	8	Coastal projects	Maintenance costs for facades and facilities increase by approximately 10%
Low-temperature frost damage	10%	6	Northern-region projects	Single maintenance cost for pipeline frost damage ranges from RMB50,000 to RMB150,000 per project

② **Quantification of Chronic Physical Risks**

Sustained temperature rise: The cooling load in public areas increases by 3%–5% on an annual basis.

Overall, among physical risks, extreme rainfall and waterlogging combined with extreme high temperatures contribute the highest physical risk. Investment in disaster prevention can significantly reduce anticipated losses.

(3) Quantitative Analysis of Transition Risks

① **Quantitative Assessment of Policy and Compliance Risks**

With the gradual improvement and implementation of relevant policies, regulatory authorities will introduce stricter constraints on greenhouse gas emissions and raise transparency requirements for carbon disclosure, potentially adding an annual operating cost of RMB50,000.

② **Quantitative Analysis of Technological Risks**

Investments in energy-saving renovations, including LED retrofits, variable-frequency water pumps and centralized air conditioning control systems, exceed RMB2 million annually. The Company may adopt the energy performance contracting model when necessary.

③ **Quantitative Analysis of Market Risks**

Guided by policies and market trends, together with rising public environmental awareness, the market is increasingly inclined to favour eco-friendly products and services. The renewal rate of high-end clients is under downward pressure; a 3% drop would result in an annual revenue loss of no less than RMB3 million.

④ **Quantitative Analysis of Reputational Risks**

Stakeholders are paying growing attention to climate change responses. Failure to meet relevant expectations may damage the Company's reputation and incur additional brand restoration costs.

The average annual medium-term transition risk exposure is controlled within 1% of operating revenue. Prioritising high-return energy-saving upgrades, green power procurement and refined energy management can offset policy and cost pressures, and reduce overall transition risk.

(4) Risk Matrix and Quantitative Grading

Adopting a two-dimensional quantitative model of Probability (P) × Impact (I) to calculate risk values and define control tiers:

High Risk (Red): Risk value ≥ 80: Requires dedicated annual budgeting, quarterly reviews and focused supervision.

Substantial Risk (Orange): Risk value ranging from 60 to 79: Included in annual work plans, reviewed semi-annually and supervised by the ESG working group.

Medium Risk (Yellow): Risk value ranging from 40 to 59: Managed under routine procedures with annual reviews.

Low Risk (Blue): Risk value < 40: Subject to regular daily inspections and periodic information updates.

Risk Category	Risk Type	Risk Level
Acute Physical Risks	Extreme rainfall/waterlogging	High Risk
	Extreme high temperature	Substantial Risk
	Typhoon/strong wind	Substantial Risk
	Low-temperature frost damage	Medium Risk
Chronic Physical Risks	Sustained temperature rise	Low Risk
Transition Risks	Policy and compliance risk	Low Risk
	Technological risk	Medium Risk
	Market risk	Low Risk
	Reputational risk	Low Risk

(5) Quantitative Analysis Conclusion

According to quantitative assessment, the Company's core climate risk exposure stems from physical risks such as extreme rainfall/waterlogging and extreme high temperature. The adoption of quantitative climate risk management strengthens overall risk controllability, and the existing emergency response systems and energy-saving measures can offset over 50% of quantified risks. The Company will prioritize the deployment of flood prevention, cooling and intelligent power distribution facilities at high-risk projects. Quantified targets will underpin the delivery of carbon emission reduction goals for 2028 and 2030, driving the upgrade of climate governance from qualitative to quantitative management.

5.4.3 Risk Management

In light of the industry characteristics in which the Company operates and in combination with its actual situation, the Company has identified and assessed the management process for climate-related risks. It has formulated management measures and contingency plans for all identified climate change risks. Risk control is implemented to proactively reduce the incidence of risks posed by climate change to its business operations, while contingency plans ensure prompt response upon risk occurrence and minimize impacts on operations. The Company recognizes that environmental and climate risks may give rise to operational and financial impacts. For the identified climate-related risks, it continuously improves risk response processes and systems, and conducts publicity and education campaigns to raise safety awareness regarding climate change prevention.

In accordance with the industry characteristics and actual conditions of the Company, we implement a closed-loop management process of "Risk Identification→Assessment and Prioritization→Response Measures→Monitoring and Review", which is integrated into the Company's overall risk management.

1. Risk Identification

Based on business scenarios, systematically identify climate-related physical risks and transition risks, and implement dynamic risk management.

2. Risk Assessment (Priority Ranking)

Conduct analysis and assessment based on the probability and impact of risks, clarify risk levels and management priorities, and evaluate the impact of various risks on operations.

5. GREEN AND LOW CARBON OPERATION FOR ENVIRONMENTAL PROTECTION

3. Risk Response Measures

All climate change risks identified by the Company have been formulated with corresponding management measures and emergency plans, as detailed below:

Risk Category		Climate-Related Risks	Impact Period	Value Chain Impact	Mitigation Measures
Physical Risks	Acute	Extreme weather events such as extreme rainfall, heavy snow and cold waves may adversely affect the Company's property service provision. The delivery of property services to owners is directly impacted by such climatic events in residential communities, office buildings and industrial parks.	Short, medium and long-term	Meet the requirements of key stakeholders for the Company's stable operation.	Establish emergency response plans for natural disasters, conduct regular inspection and maintenance of property facilities, and enhance the disaster prevention and resilience of facilities.
	Chronic	Long-term climate pattern changes, such as gradual temperature and precipitation variations, as well as sea level rise.	Long-term		
Transition Risks	Policy and Legal	With the gradual improvement and implementation of relevant policies, regulatory authorities will enforce stricter greenhouse gas emission restrictions and raise requirements for emission disclosure transparency.	Medium and long-term	Meet the requirements of key stakeholders for the Company's compliant operation.	Closely monitor policy developments and regulatory changes, and flexibly adjust strategies to address challenges.

Risk Category		Climate-Related Risks	Impact Period	Value Chain Impact	Mitigation Measures
	Technological	The introduction of new technologies or equipment may lead to issues such as immature technology, equipment malfunctions and high maintenance costs.	Short, medium and long-term	Require suppliers to provide green and low-energy consumption technologies.	Establish stable cooperative relations with technology suppliers to ensure timely access to technical support and product updates. In addition, conduct regular maintenance and inspection of equipment to ensure stable operation.
	Market	Driven by policy and market incentives, coupled with growing environmental awareness among the public, the market shifts toward environmentally friendly products and services.	Medium and long-term	Meet customers' demands for eco-friendly products and services.	Formulate relevant procurement policies to reduce resource consumption and lower procurement demand for related resources.
	Reputational	Concerns regarding climate change mitigation are increasing across all stakeholders. If the Company fails to meet their expectations, it will face potential reputational risks.	Medium and long-term	Meet customers' expectations for green and low-carbon supply chains.	Closely monitor changes in stakeholders' expectations, and actively respond to and initiate initiatives related to climate change mitigation.

4. Monitoring and Reporting

We have established a regular risk monitoring mechanism, and conduct routine inspections on potential hazards of facilities and equipment as well as periodic risk reviews. The assessment covers extreme high temperatures, heavy rainfall, typhoons and other scenarios. We maintain risk monitoring records, implement rectification measures, ensure closed-loop management of climate risks, and enhance resilience against climatic hazards.

5.4.4 Indicators and Targets

To enable the measurement of climate change impacts, it is critical to select appropriate parameters and indicators and set corresponding targets. The Company actively responds to the national goals of carbon peaking and carbon neutrality, leverages corporate efforts to address climate change, promotes ecological civilization, and drives high-quality development. Based on its actual conditions, the Company will continue to formulate relevant quantitative targets, develop an annual energy plan, and incorporate it into the KPI assessment of relevant organizations and individuals to incentivize task forces to achieve the Company's annual targets, with regular reviews of implementation progress.

1. Core Scope of Greenhouse Gas Emission Accounting

Scope 1 (Direct Emissions): Emissions from the combustion of natural gas, diesel, gasoline, etc.

Scope 2 (Indirect Emissions): Emissions associated with purchased electricity and heat

Scope 3, Category 6: Business Travel (Indirect Emissions): Indirect greenhouse gas emissions from employee business travel, including air transport, rail transport, and hotel accommodation

2. Climate Targets

- Gradually expand pilot programs for distributed photovoltaic systems and green electricity procurement.
- Establish an intelligent energy monitoring platform and roll it out to key projects.
- By 2028, carbon emissions per square meter of managed area at the operational level will decrease by no less than 12% compared with 2024. By 2030, carbon emissions per square meter of managed area at the operational level will decrease by no less than 18% compared with 2024.

Note: For detailed greenhouse gas emission data, please refer to Section 5.2 of the ESG Report.

2025 AWARDS AND ACCOLADES

No.	Title of the awards and accolades	Awarding unit
1	Pioneer Excellence Enterprise	CPC Futian District Committee/Futian District People's Government of Shenzhen Municipality
2	Gelonghui Golden Grid Award – Excellent Enterprise in ESG Corporate Governance	Gelonghui
3	2025 Guangdong-Hong Kong-Macao Greater Bay Area Top 100 Property Service Enterprises	CRIC Property Management
4	2025 Guangdong-Hong Kong-Macao Greater Bay Area Top 10 Commercial Office Property Service Providers	CRIC Property Management
5	2025 Guangdong-Hong Kong-Macao Greater Bay Area Leading Enterprise in Property Service Satisfaction	CRIC Property Management
6	2025 Guangdong-Hong Kong-Macao Greater Bay Area Top 5 in Property Value Preservation Capability	CRIC Property Management
7	2025 Guangdong-Hong Kong-Macao Greater Bay Area Leading Enterprise in Quality Property Services	CRIC Property Management
8	2025 Guangdong-Hong Kong-Macao Greater Bay Area Benchmark Project for Property Service Capability – Qinhai WeBank Tower (Commercial Office Building)	CRIC Property Management
9	2025 China Leading Industry in FM Facilities Management	CPM Think Tank
10	2025 China Top 100 High-Quality Property Service Enterprises	CPM Think Tank
11	025 Shenzhen Top 10 Public Facility Property Service Brands	CPM Think Tank
12	Wind ESG Rating 2025: AA	Wind

APPENDIX

No.	Title of the awards and accolades	Awarding unit
13	Excellence City – Level 2 Green Property License	Bureau of Housing and Urban-Rural Development (CPC Futian District Committee, Shenzhen/Futian District People's Government of Shenzhen Municipality)
14	Excellence Century Center – Level 2 Green Property License	Bureau of Housing and Urban-Rural Development (CPC Futian District Committee, Shenzhen/Futian District People's Government of Shenzhen Municipality)
15	2025 Influential Quality Property Service Enterprise of the Year	GDIRI
16	2025 Influential Smart Operation Property Enterprise of the Year	GDIRI
17	2025 15th Public Welfare Festival – 2025 Responsible Brand of the Year	SYObserve
18	2025 China Consumption Innovation Conference – 2025 Industry Leading Brand of the Year	SYObserve
19	2025 14th Finance Summit – ESG Model Enterprise Award	SYObserve
20	2025 China Top 10 Property Service Enterprises in Terms of Comprehensive Strength (Top 500)	CRIC Property Management
21	2025 China Leading Enterprise in Office Building Property Services	CRIC Property Management
22	2025 China Leading Enterprise in Administrative Office Property Services	CRIC Property Management

No.	Title of the awards and accolades	Awarding unit
23	2025 China Leading Enterprise in FM Facilities Management	CRIC Property Management
24	2025 China Leading Enterprise in Industrial Park Property Services	CRIC Property Management
25	2025 China Leading Enterprise in Industrial Property Services	CRIC Property Management
26	2025 China Leading Enterprise in Commercial Property Services	CRIC Property Management
27	2025 China Benchmark Project for Excellent Property Management – Shenzhen Excellence Century Center (Commercial Complex)	CRIC Property Management
28	2025 China Leading Enterprise in Property Value-Added Services – Shenzhen Zhuopin Commercial Service Co., Ltd.	CRIC Property Management
29	2025 China Excellent Enterprise in IFM Services (TOP2)	Beijing China Index Academy
30	2025 China Excellent Enterprise in Office Property Management (TOP2)	Beijing China Index Academy
31	2025 China Top 100 Property Service Enterprises (TOP11)	Beijing China Index Academy
32	2025 China Property Service Enterprises in Business Performance (TOP9)	Beijing China Index Academy
33	2025 China Top 30 Office Property Service Enterprises (TOP1)	Guidance of Nanjing Property Management Industry Association, CRIC Property Management
34	2025 China Leading Enterprise in Property FM	Guidance of Nanjing Property Management Industry Association, CRIC Property Management

APPENDIX

No.	Title of the awards and accolades	Awarding unit
35	2025 Benchmark Project for Service Capability – Qianhai One (Office Building)	Guidance of Nanjing Property Management Industry Association, CRIC Property Management
36	2024 Shenzhen Property Management Industry Association	Shenzhen Property Management Industry Association
37	2024 Guangdong Demonstration Project of Property Services – Shenzhen Center	Guangdong Property Management Industry Association
38	8th China Excellence IR – Best Capital Market Communication Award	Roadshow China & Excellent IR (Jointly)
39	2024 China Best Employer of the Year	Zhaopin
40	2025 Outstanding Employer	51 Job
41	2024 China Best Property Employer Enterprise & Top 18 Enterprise in Organizational Capability	Keyan Think Tank
42	Shenzhen Top 500 Enterprises (243rd)	Shenzhen Enterprise Confederation

INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF THE HONG KONG STOCK EXCHANGE

Environmental, Social and Governance Reporting Code		Report contents
Aspect	**Content**	**Report chapter**
Part B: Mandatory Disclosure Requirements		
	Statement of the board of directors	Statement of the Board of Directors
	Reporting principle	About the Report
	Reporting scope	About the Report
Subject Area	**A. Environment**	
Aspect A1: Emissions		
A1	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Green and Low Carbon Operation for Environmental Protection
A1.1	Types of emissions and the respective emissions data.	Emissions Control to Protect the Environment
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions Control to Protect the Environment
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions Control to Protect the Environment
A1.5	Description of the emission targets set and the steps taken to achieve them.	Emissions Control to Protect the Environment
A1.6	Description of how hazardous and non-hazardous wastes are handled, and description of the waste reduction targets set and the steps taken to achieve them.	Emissions Control to Protect the Environment

APPENDIX

Environmental, Social and Governance Reporting Code		Report contents
Aspect A2: Use of Resources		
A2	General Disclosure Policies on efficient use of resources including energy, water and other raw materials.	Resource Conservation, Energy Saving and Consumption Reduction
A2.1	Direct calculated 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).	Resource Conservation, Energy Saving and Consumption Reduction
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Resource Conservation, Energy Saving and Consumption Reduction
A2.3	Description of the energy use efficiency targets set and the steps taken to achieve them.	Resource Conservation, Energy Saving and Consumption Reduction
A2.4	Description of whether there is any issue in sourcing water that is fit for the purpose, and water efficiency targets set and the steps taken to achieve them.	Resource Conservation, Energy Saving and Consumption Reduction
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	N/A
Aspect A3: The Environment and Natural Resources		
A3	General Disclosure Policies on minimising the issuer's significant impact on the environment and natural resources.	Green and Low Carbon Operation for Environmental Protection
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Green and Low Carbon Operation for Environmental Protection

Environmental, Social and Governance Reporting Code		Report contents
Aspect B3: Development and Training		
B3	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Employee Training for Development and Advancement
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Employee Training for Development and Advancement
B3.2	The average training hours completed per employee by gender and employee category.	Employee Training for Development and Advancement
Aspect B4: Labour Standards		
B4	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour.	Equal Employment and Protection of Rights and Interests
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Equal Employment and Protection of Rights and Interests
B4.2	Description of steps taken to eliminate such practices when discovered.	Equal Employment and Protection of Rights and Interests

APPENDIX

Environmental, Social and Governance Reporting Code		Report contents
Aspect B5: Supply Chain Management		
B5	General Disclosure Policies on managing environmental and social risks of the supply chain.	Green Procurement to Achieve Harmony and Win-Win Results
B5.1	Number of suppliers by geographical region.	Green Procurement to Achieve Harmony and Win-Win Results
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.	Green Procurement to Achieve Harmony and Win-Win Results
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Green Procurement to Achieve Harmony and Win-Win Results
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Green Procurement to Achieve Harmony and Win-Win Results

Environmental, Social and Governance Reporting Code		Report contents
Aspect B6: Product Responsibility		
B6	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Enhancement in Quality and Services
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A
B6.2	Number of products and service related complaints received and how they are dealt with.	Enhancement in Quality and Services
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Enhancement in Quality and Services
B6.4	Description of quality assurance process and recall procedures.	Enhancement in Quality and Services
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Enhancement in Quality and Services

APPENDIX

Environmental, Social and Governance Reporting Code		Report contents
Aspect B7: Anti-corruption		
B7	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Operational Compliance, Integrity and Honesty
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.	Operational Compliance, Integrity and Honesty
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Operational Compliance, Integrity and Honesty
B7.3	Description of anti-corruption training provided to directors and staff.	Operational Compliance, Integrity and Honesty
Aspect B8: Community Investment		
B8	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.	Caring for the Community and Giving Back to Society
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Caring for the Community and Giving Back to Society
B8.2	Resources contributed (e.g. money or time) to the focus area.	Caring for the Community and Giving Back to Society

Environmental, Social and Governance Reporting Code		Report contents
Part D: Climate-Related Disclosures		
D-I Governance	The governance body(s) responsible for oversight of climate-related risks and opportunities	Evaluating and Addressing Climate Change
	The roles of the management in the management processes, monitoring measures and procedures used to oversee, manage and supervise climate-related risks and opportunities.	Evaluating and Addressing Climate Change
D-II Strategy	Climate-related risks and opportunities	Evaluating and Addressing Climate Change
	Business model and value chain	Evaluating and Addressing Climate Change
	Strategies and decision-making	Note 1
	Financial position, financial performance and cash flows	Note 2
	Climate resilience	Note 2
D-III Risk Management	Processes and relevant policies for identifying, assessing, prioritizing and continuously monitoring climate-related risks.	Evaluating and Addressing Climate Change
	Processes and relevant policies for identifying, assessing, prioritizing and continuously monitoring climate-related opportunities.	Evaluating and Addressing Climate Change
	How and the extent to which the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into the issuer's overall risk management process.	Evaluating and Addressing Climate Change

APPENDIX

Environmental, Social and Governance Reporting Code		Report contents
D-IV Indicators and Targets	Greenhouse gas emissions	Evaluating and Addressing Climate Change
	Climate-related transition risks	Evaluating and Addressing Climate Change
	Climate-related physical risks	Evaluating and Addressing Climate Change
	Climate-related opportunities	Evaluating and Addressing Climate Change
	Capital allocation	Note 4
	Internal carbon pricing	Note 4
	Remuneration	Note 4
	Industry metrics	Note 4
	Climate-related targets	Evaluating and Addressing Climate Change

Note 1: The Company has initially identified the potential impacts arising from climate-related risks and opportunities and has adopted corresponding response measures. However, a transition plan has not yet been formulated and will be developed in due course when conditions are ripe, which will be included in disclosure at that time.

Note 2: The Company has initially assessed the qualitative financial impacts of climate change. However, quantitative financial impact measurement and climate resilience analysis have not yet been conducted, and will be carried out in due course when conditions are ripe and included in disclosure.

Note 3: The Company has initially identified climate-related physical risks, transition risks and opportunities. It has not yet separately quantified the amounts and percentages of assets or business activities vulnerable to climate-related physical risks, transition risks and opportunities. Such quantification will be conducted in due course when conditions are ripe and included in disclosure.

Note 4: The Company has not yet implemented capital allocation in respect of climate-related risks and opportunities, internal carbon pricing, integration of climate-related factors into remuneration policies, or formulation of climate-related targets. Relevant work will be carried out when conditions are ripe and disclosed in the report.

COMMENTS AND FEEDBACK

Dear readers,

Thank you for reading the Report. In order to continuously enhance and improve the sustainable development management of the Company, we sincerely hope to hear opinions and suggestions from you on the Report.

Selective questions

1. What is your opinion about this Report as a whole?

   ☐ Excellent ☐ Good ☐ Normal

2. How do you think of the clearness, accuracy and completeness of the information and data disclosed in this Report?

   ☐ Excellent ☐ Good ☐ Normal

3. How do you think this Report reflects the Company's significant impact on the economy, society and environment?

   ☐ Excellent ☐ Good ☐ Normal

4. How do you think of the Company's performance in safeguarding the interests of stakeholders?

   ☐ Excellent ☐ Good ☐ Normal

Open questions

1. What part of this Report are you most satisfied with?

   _____

2. What information would you like to know more about?

   _____

3. Your opinions and suggestions on the sustainable development management and "Environmental, Social and Governance Report" of the Company：

   _____

More opinions and feedback methods	
For details of investor relations, please contact the IR and Securities Department of Excellence CM	IR@exceam.com
For any violation of the Code of Professional Ethics by employees or organisations, please contact the Audit Department of Excellence CM	wyjubao@exceam.com
For details of sustainable development management and ESG report, please contact the IR and Securities Department of Excellence CM	IR@exceam.com