



GREENTOWN CHINA HOLDINGS LIMITED

綠城中國控股有限公司

(incorporated in the Cayman Islands with limited liability) (Stock Code: 03900)

(於開曼群島註冊成立的有限公司) (股票代碼：03900)

# 2025

Environmental, Social and  
Governance Report

環境、社會及管治報告



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# 關於本報告

## About the Report

### 概覽

本報告是綠城中國控股有限公司(簡稱「公司」)發佈的第十份《環境、社會及管治報告》(簡稱「ESG報告」或「本報告」)，且為本公司發佈的第五份獨立版ESG報告。面向各方利益相關方，重點披露本公司及其附屬公司(簡稱「集團」「綠城中國」或「我們」)在經濟、環境、社會及管治方面的管理、實踐與績效。

### 報告時間範圍

本報告覆蓋的週期為2025年1月1日至2025年12月31日(即「報告期」)，部分內容追溯以往年份或延後至2026年4月。

### 報告範圍

本報告覆蓋本集團直接控制的業務範圍。除特別說明外，相關數據均涵蓋以上範圍。

### 編制依據

本報告遵循重要性、量化、一致性等匯報原則，參照《香港聯合交易所有限公司證券上市規則》附錄C2《環境、社會及管治報告守則》(「香港聯交所ESG報告守則」)進行編制。

本報告按照識別和排列重要的利益相關方及ESG重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編制報告和對報告進行檢視等步驟進行釐定，以確保報告內容的完整性、實質性、真實性和平衡性。

### 重要性

本報告就本公司董事會釐定的對本集團、投資者及其他利益相關方產生重大影響的ESG議題進行匯報。本集團2025年ESG重大性議題識別過程及結果請參閱「ESG可持續發展戰略」章節。

### Overview

The Report is the tenth Environmental, Social and Governance Report (the “ESG Report” or the “Report”) of Greentown China Holdings Limited (the “Company”) and is the fifth ESG Report separately issued by the Company. The Report is intended for all stakeholders of the Company and focuses mainly on the disclosure of management, practice and performance of the Company and its subsidiaries (the “Group”, “Greentown China” or “we”) on ESG-related matters.

### Reporting Period

The Report covers the period from 1 January 2025 to 31 December 2025 (the “Reporting Period”) with part of the contents tracing back to prior years or tracing forward until April 2026.

### Reporting Scope

The Report covers the scope of business directly controlled by the Group. Unless otherwise stated, the relevant data covers the above scope.

### Basis of Preparation

The Report has followed the reporting principles of materiality, quantification and consistency, and has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “HKEX ESG Reporting Guide”) as set out in the Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The Report identifies and prioritises our key stakeholders as well as important ESG issues and then determines the boundary of the ESG Report, collects relevant materials and data, compiles the Report based on relevant information, and reviews the information in the Report to ensure its completeness, substantiality, authenticity and balance.

### Materiality

The Report reports on the ESG issues determined by the Board of the Company which have a material impact on the Group, investors and other stakeholders. For the identification process and results of material issues on the ESG for the Group in 2025, please refer to the chapter headed “ESG Strategy for Sustainable Development”.

### 量化

本報告披露了本集團在ESG領域的相關量化數據、統計及計算採用的標準與方法，同時針對量化數據予以文字闡釋。本集團2025年ESG量化數據請參閱附錄二「ESG數據指標績效」及各章節對應部分。

### 一致性

除非另有說明，本公司將於每一報告期採用一致的披露統計方法。

### 資料來源

本報告披露的信息和數據來源於本集團統計報告和正式文件，並通過相關部門審核。

### 報告語言及形式

本報告設有中文和英文版，並以電子版形式供參閱。如想了解更多關於綠城中國的背景、業務發展和可持續發展理念，歡迎瀏覽綠城中國官方網站(<https://www.chinagreentown.com>)。

### 確認及批准

本報告經管理層確認後，於2026年3月30日獲董事會通過。

### 獲取及回應本報告

我們十分重視各方利益相關方的意見，歡迎讀者通過以下聯絡方式與我們聯繫。您的意見將幫助我們進一步完善本報告以及提升我們的ESG表現。  
郵箱：ir@chinagreentown.com

### Quantitative

The Report discloses the Group's relevant quantitative data, the standards and methods adopted for statistics and calculations in the field of ESG, and provides textual explanations for the quantitative data. For the quantitative ESG data of the Group for 2025, please refer to the "Performance of ESG Data Indicators" set out in Appendix II and the corresponding sections in the chapters.

### Consistency

Unless otherwise stated, the Company uses consistent methodologies for each reporting period.

### Source of Information

The information and data disclosed in this Report are originated from statistics and official documents of the Group, and reviewed by the relevant departments.

### Language and Format of the Report

The Report is available in both Chinese and English versions in electronic editions. For more details about the background, business development and sustainable development concept of Greentown China, please refer to our official website (<https://www.chinagreentown.com>).

### Confirmation and Approval

The Report has been approved by the Board on 30 March 2026 after confirmation by the management.

### Access to and Feedback on the Report

We attach great importance to the opinions of each stakeholder, and welcome readers to contact us through the following contact information. Your opinions will help us further refine the Report and enhance our ESG performance.  
Email: ir@chinagreentown.com

The background features a soft-focus landscape of misty mountains in shades of light blue and green. In the upper right, several birds are depicted in flight. In the lower right, a traditional Chinese building with a wooden frame and a tiled roof is visible, partially obscured by a decorative grid pattern of thin, curved lines that sweep across the bottom left of the image.

走進綠城中國

Walking into  
Greentown China

嘉興馥香園  
Jiaying Fuxiangyuan



# 走進綠城中國

## Walking into Greentown China

### (一) 公司簡介

### (I) Corporate Profile

綠城中國控股有限公司是中國領先的優質房產品開發及生活綜合服務供應商，以優秀的產品質量、獨特的建築美學、以人為本的服務保持行業引領地位。公司連續二十二年榮獲「中國房地產百強企業綜合實力Top10」<sup>1</sup>，所進駐重點城市客戶滿意度連續十五年保持領先，並連續四年榮獲產品力測評榜第一<sup>2</sup>，此外還獲得「2025中國房地產百強企業穩健性Top10」<sup>1</sup>、「2025中國房企品牌價值Top3」<sup>1</sup>等榮譽。

Greentown China Holdings Limited is a leading quality property developer and an integrated living service provider in China. It maintains a leadership position in the industry by virtue of the quality of its properties, its unique architectural aesthetics, and its customer-centric services. The Company has been awarded the “Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength”<sup>1</sup> for 22 consecutive years and maintained a leading position in customer satisfaction in core cities in which it operates for 15 consecutive years as well as ranked first in the product strength assessment lists for four consecutive years<sup>2</sup>. It has also received honors such as “Top10 among 100 Chinese Real Estate Enterprises by Stability in 2025”<sup>1</sup> and “Top3 Chinese Real Estate Companies by Brand Value in 2025”<sup>1</sup>.

綠城中國控股有限公司於1995年1月在中國杭州成立，2006年7月在香港聯交所上市，並先後引入九龍倉、中交集團作為重要股東。於本報告日期，綠城中國的最大單一股東中交集團持有本公司已發行股本總額約28.88%的權益。

歷經三十一年發展，公司秉持「品質為先」的發展戰略指引，佈局房地產上下游業務，形成重資產、輕資產和「綠城+」三大板塊。重資產板塊聚焦房產開發業務，持續精進產品力，打造綠城「好房子」；輕資產板塊強化代建業務，2020年7月正式分拆綠城管理控股有限公司並於聯交所主板上市（股票代碼：09979），市佔率在行業中遙遙領先；「綠城+」板塊發展和培育不動產業鏈業務，建立產業生態圈，協同賦能主業。

Greentown China Holdings Limited was founded in Hangzhou, China in January 1995 and listed on the Hong Kong Stock Exchange in July 2006. Wharf and CCCG were introduced as substantial shareholders successively. As at the date of this report, CCCG, Greentown China’s single largest shareholder, was interested in approximately 28.88% of the total issued share capital of the Company.

Throughout 31 years of development, the Company has adhered to the development strategy of “quality first” and developed the upstream and downstream of the real estate business to form three major segments, namely asset-heavy, asset-light and “Greentown+”. The asset-heavy segment focuses on the real estate development business, and continuously enhances product strength to build Greentown “Good Houses”. The asset-light segment strengthens the project management business. In July 2020, Greentown Management Holdings Company Limited was officially spun off and listed separately on the Main Board of the Stock Exchange (stock code: 09979), with a market share ranking far ahead in the industry. The “Greentown+” segment develops and cultivates the industry chain business of real estate and establishes an industrial ecosystem to collaborate and empower its main business.

附註：

1. 中指院
2. 中指院、克而瑞和億翰智庫

Notes:

1. China Index Academy
2. China Index Academy, CRIC and EH Consulting

作為中國精品物業營造專家，綠城中國一直堅持創新，不斷探索人居關係，在營造美麗建築的基礎上，致力於為更多人打造美好生活。公司立足於浙江，聚焦核心區域，精耕重點城市及優質地塊。綠城中國憑藉優質的開發品質、高質的土地儲備、高效的組織架構、優秀的管理團隊，在業務所及的城市成功樹立品牌形象，並累積了大量高質量項目的開發經驗和卓越的營運能力，為持續發展提供了強勁動力。

一直以來，公司堅守「真誠、善意、精緻、完美」的企業價值觀，堅持做好企業、造好房子、為好生活，並取得可喜的進步。2025年，公司整體實現穩中有進、進中提質，合同銷售額約人民幣2,519億元，位列行業第二，新增貨值位列行業第四。

面向未來，公司將堅持戰略引領，以打造「Top10的全品質標杆」為目標，同時堅持品質為本和創新驅動，以好房子、好服務為支撐，營造美麗建築，創造美好生活。

Being a professional developer of premium properties in China, Greentown China has always insisted on innovation and continued to explore the relationship between humans and their living space. Through creating aesthetically pleasing architecture, Greentown China is committed to building a better life for more people. Based in Zhejiang, the Company focuses its attention on core areas as well as cultivating footprints in key cities and quality land parcels. Leveraging its superior development quality, premium land bank, highly effective organizational structure and high-calibre management team, Greentown China has established its brand image in all the cities where it operates. The rich experience that Greentown has accumulated in developing numerous high-quality projects together with its outstanding operational capabilities has served to provide strong momentum for its sustainable development.

The Company has always adhered to its corporate values of “Sincerity, Kindness, Exquisiteness, Perfection”, and has achieved encouraging progress on the path of “being an excellent enterprise, constructing good houses and creating wonderful lives”. In 2025, the Company has generally achieved advancement with improved quality among stability, with contracted sales of approximately RMB251.9 billion, ranking second in the industry, and newly-added saleable value ranking fourth in the industry.

Looking ahead, the Company will remain strategy-driven, aiming to become a “comprehensive quality benchmark among the Top10”. By prioritizing quality and innovation, it will build beautiful architecture and create a better life through good houses and excellent services.



嘉興雲栖玫瑰園  
Jiaxin Yungí Rose Garden

董事會主席及非執行董事

**劉成雲先生**

*Chairman of the Board and Non-Executive Director*  
**Mr LIU Chengyun**

## (二) 主席報告

2025年，恰逢綠城三十而立的里程碑之年，面對行業分化調整與高質量發展的時代命題，綠城堅守「真誠、善意、精緻、完美」的價值觀，以責任為底色、以品質為根基，深化ESG戰略與經營發展的深度融合，在實現自身高質量發展的同時，主動踐行社會責任、彰顯企業擔當。全年總合同銷售額達2,519億元，位列行業第2名，自投及權益銷售均躋身行業前五，發展底盤持續夯實。這一年，綠城連續22年榮膺「中國房地產百強企業綜合實力Top10」，連續16年上榜《財富》中國500強，斬獲多項行業殊榮，MSCI ESG評級提升至「AA」級，以三十年深耕踐行「講道義、走正道、得正果」的企業發展宗旨，用實際行動詮釋頭部房企的責任與堅守。

## (II) Chairman's Statement

The year 2025 marks the 30th anniversary of Greentown. Facing the era's challenges of industry differentiation and high-quality development, Greentown upheld its values of "Sincerity, Kindness, Exquisiteness, Perfection". Grounded in responsibility and anchored in quality, Greentown deepened the integration of its ESG strategies with operational development. While achieving its own high-quality growth, Greentown proactively fulfilled its social responsibilities and demonstrated corporate stewardship. Total contracted sales for the year reached RMB251.9 billion, ranking second in the industry. Both self-invested and equity sales secured Top5 positions among the industry, further solidifying Greentown's development foundation. In this year, Greentown was awarded the "Top10 among 100 Chinese Real Estate Enterprises by Comprehensive Strength" for 22 consecutive years, listed on the Fortune China 500 for 16 consecutive years, and garnered multiple industry accolades. MSCI ESG rating has upgraded to "AA" level. Through three decades of dedicated practice, Greentown adheres to the corporate tenet of "speaking morals, walking the right path, and achieving positive results", demonstrating the responsibility and commitment of a leading real estate enterprise through concrete actions.

### 做好企業：從合規穩健到行業引領

作為行業高質量發展的踐行者，綠城始終將合規治理與風險防控作為履行社會責任的前提，築牢企業健康發展根基。我們持續優化ESG治理架構，強化董事會層面ESG委員會的戰略引領與監督職能，推動ESG工作與經營管理同部署、同落實。首次設立集團一級風控中心，搭建全鏈條風控制度體系，建立風險管理「三道防線」，精準防範各類經營風險，憑藉規範經營與過硬信用，持續蟬聯「AAA級信用企業」，以穩健經營為社會責任落地提供堅實保障。

### 造好房子：以品質擔當守護民生期許

好房子是綠城的立身之本，更是企業踐行社會責任的核心載體。2025年，綠城深化「以客戶為中心的產品主義」，在行業首個「好房子」標準基礎上，升級發佈《綠城中國好房子產品標準2025》，形成包含270條核心準則的產品體系，其中90%的條款嚴於國家及行業標準，以「高顏值、極賢惠、最聰明、房低碳、全週期、人健康」六大要素迭代高品質人居定義，收穫多項國內外設計獎項。

2025年，綠城蟬聯三大機構產品力第一：交付210個項目，惠及11.86萬戶家庭，總體客戶滿意度達93.9分，在所進駐的16座城市均斬獲滿意度第一，以高質量兌現守護萬家燈火的承諾。

### 踐初心：以多元價值傳遞責任溫情

綠城深知，企業的擔當不僅在於築造物理空間，更在於構建有溫度的生態體系。

### Developing a quality enterprise: from compliance and stability to industry leadership

As a practitioner of high-quality development within the industry, Greentown always prioritized compliance governance and risk prevention and control as prerequisites for fulfilling its social responsibilities, thereby fortifying the foundation for the corporate's healthy development. We continue to optimize our ESG governance structure, with a view to enhancing the strategic guidance and oversight functions of the ESG Committee at the Board level to ensure ESG initiatives are integrated with operational management in both planning and implementation. The first establishment of a Group-level Risk Control Center has enabled the development of a risk management system across the entire chain, implementing a "three lines of defense" approach to precisely mitigate operational risks. Through compliant operations and robust credit standing, we have been consistently rated as an "AAA Credit Enterprise", with prudent business practices providing a solid foundation for fulfilling our social responsibilities.

### Constructing good houses: upholding quality to safeguard people's livelihood expectations

Good house forms the bedrock of Greentown's existence and serves as the core for fulfilling corporate social responsibility. In 2025, Greentown deepened its "customer-oriented product offering". Building upon the industry's first standard for "Good Houses", we upgraded and released the "Greentown China Good Houses Product Standard 2025 (《綠城中國好房子產品標準2025》)". This forms a product system encompassing 270 core criteria. Among these, 90% of the clauses are stricter than national and industry standards. We iterate high-quality living definition with the six key elements of "gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy", receiving multiple domestic and international design awards.

In 2025, Greentown ranked first in product strength by the three major organizations. It delivered 210 projects for 118,600 households, and scored overall customer satisfaction of 93.9 points while ranking first in 16 cities where it operates, delivering on its commitment to safeguard countless homes through high-quality products.

### Realizing our original aspiration: conveying responsibility and warmth through diverse values

Greentown recognizes that a company's responsibility lies not only in constructing physical spaces, but also in building a warm and caring ecosystem.

在員工發展方面，我們打造全職業生命週期人才生態，通過專項培訓提升員工技能；優化福利保障，推出暑期託管營、「家人基金」等關懷舉措；搭建開放溝通機制，以多元包容的職場環境凝聚發展合力，員工敬業度達93分、滿意度99.7%。在社區營造方面，我們深化「小家和大家」的社群主張，升級「共建、共創、共生」理念，推動社區會客廳實現「開放即運營、交付即運營」。全年舉辦各類社群活動數千場，升級「海豚計劃」「百花鄰里節」等IP活動，打造全齡友好、溫暖舒適的生活社區。在社會貢獻方面，我們持續深耕保障房建設，深度參與安置房、共有產權房、公租房等民生工程。康養產業佈局持續深化，業務覆蓋全國18個省份50餘個城市，榮獲「年度醫康養影響力品牌」等多項殊榮，為長者提供高品質頤養服務。

In terms of employee development, we have cultivated a talent ecosystem across the career lifecycle. Through specialized training programs, we enhance staff capabilities; optimize welfare by introducing initiatives such as summer childcare camps and the “Family Fund”; and establish open communication channels. In addition, we foster a diverse and inclusive workplace environment to harness collective strengths and drive development, achieving an employee engagement score of 93 points and a satisfaction rate of 99.7%. In terms of community operation, we have deepened the community proposition of “Harmony within the Family and the Larger Community (小家和大家)”, and upgraded the concept of “Co-construction, Co-creation, Co-existence (共建、共創、共生)”, so as to promote the concept of “open as we operate, deliver as we operate” to community spaces. Throughout the year, we organized thousands of community events and enhanced IP initiatives such as the “Dolphin Project” and the “Blossom Neighborhood Festival”, creating a warm, friendly and comfortable living environment for all ages. In terms of social contribution, we continued to focus on the construction of affordable housing, and have been deeply involved in people’s livelihood projects including resettlement housing, shared-ownership housing and public rental housing. We continued to deepen our strategic footprint in the healthcare and nursing industry, with operations spanning over 50 cities across 18 provinces nationwide. We were recognized with numerous accolades including the “Annual Influential Brand in Healthcare and Nursing”, demonstrating our delivery of premium care services for the elderly.

### 擔使命，以可持續實踐行動彰顯企業價值

綠城始終牢記企業公民使命，將社會責任延伸至更廣闊領域，在生態保護、公益慈善、行業共建等方面持續發力，聚小愛成大愛，用行动傳遞溫暖。

在生態保護領域，我們以綠色建築為核心，全年新增37個綠色建築認證項目、裝配式技術應用率達85%，有效減少建築垃圾與碳排放；延續「種春風」公益行動，用點滴行動助力沙漠綠化；構建三級氣候應對管治架構，通過多項舉措推進溫室氣體減排與生態保護。在公益慈善領域，我們聚焦心理健康、教育扶貧、特殊群體關愛等重點方向，統籌「春風行動」「無鬱中國行」等特色項目，開展「情暖重陽」「與愛同行」等公益活動，為社區長者、殘障人士、特殊學校學子送去關懷；通過助農義賣、助學捐贈等形式，構建「治沙、富民、育人」的多元公益生態。在行業共建領域，我們秉持開放兼容的精神，積極參與各類行業交流活動，分享產品營造與社區建設的實踐經驗，以自身實踐為行業高質量發展提供參考，推動行業共同進步。

2025年，綠城以三十而立為契機，在深耕品質的同時，用責任書寫擔當、用溫暖傳遞初心。2026年，作為新三十年征程的開局之年，綠城將繼續秉持核心價值觀，深化ESG戰略落地，持續以品質守護民生、以綠色引領發展、以公益傳遞溫暖、以治理築牢根基。我們將與股東、業主、員工及社會各方攜手，堅守社會責任初心，踐行企業擔當使命，在高質量可持續發展的道路上篤行不怠，探索企業成長與社會進步的正向循環，書寫新三十年的責任與美好篇章。

### Fulfilling our mission: demonstrating corporate value through sustainable practices

Greentown has always remained mindful of its corporate citizenship mission and continuously exerted efforts in ecological protection, public welfare and charity, and industry co-construction, extending its social responsibilities to broader spheres. By gathering small acts of love to form a great love, Greentown conveys warmth through action.

As for ecological protection, we prioritized green buildings as our core focus. Throughout the year, we added 37 new green building certification projects, and achieved an 85% rate of prefabricated technology application, significantly reducing construction waste and carbon emissions. Continuing our “Spreading Spring Breeze (種春風)” public welfare initiative, we contributed to desert greening through small yet meaningful actions. Establishing a three-tier climate governance framework, we advanced greenhouse gas reduction and ecological conservation through multiple measures. As for public welfare and charity, we focused on key areas such as mental health, poverty alleviation through education, and care for special groups. We coordinated distinctive initiatives including the “Spring Breeze Action (春風行動)” and the “No Depression in China Action (無鬱中國行)”, while organizing charitable activities like “Warmth for the Double Ninth Festival” and “Walking with Love” to extend care to elderly community members, people with disabilities, and students at special education schools. Through initiatives like agricultural charity sales and educational donations, we cultivated a multifaceted philanthropic ecosystem centered on “desert control, wealth generation, and talent cultivation”. As for industry co-construction, we embraced an open and inclusive ethos, actively participating in diverse industry exchange initiatives. We shared our practical experience in product development and community building, offering insights from our own endeavors to inform the industry’s high-quality advancement and propel collective progress.

In 2025, marking its 30th anniversary, Greentown deepened its commitment to quality while demonstrating responsibility with actions and conveying its founding spirit with warmth. As the inaugural year of a new three-decade journey in 2026, Greentown will continue to uphold its core values, deepening the implementation of its ESG strategies, and persistently safeguarding people’s livelihoods through quality, guiding development through green initiatives, conveying warmth through public welfare, and fortifying foundations through governance. We shall join hands with shareholders, owners, employees and all stakeholders in society to uphold our founding commitment to social responsibility and fulfil our corporate mission. With unwavering dedication on the path of high-quality sustainable development, we will persist in exploring the positive cycle where corporate growth propels social progress, composing a new chapter of responsibility and excellence for the next three decades.

(三) 2025綠城品質印記

(III) Greentown's Quality Milestones in 2025

2025年1月6日 綠城中國成立30週年，發佈以引領型產品系為代表的「綠城天香家族」	6 January 2025 Greentown China Celebrates 30th Anniversary with the launch of "Greentown Tianxiang Family" represented by its leading product line
2025年2月13日 成功發行2025年境外美元債券，標誌著中資地產美元債市場在經歷兩年沉寂後重新啟動，為行業提振信心	13 February 2025 The successful issuance of 2025 offshore USD bonds marked the revival of the Chinese real estate dollar bond market after two years of dormancy, boosting industry confidence
2025年3月14日 獲評「2025中國房企綜合實力Top5」「2025中國房企穩健經營十強」和「2025中國房企ESG先鋒企業」	14 March 2025 Ranked among the "Top 5 Chinese Real Estate Enterprises in 2025 by Comprehensive Strength", "Top 10 Chinese Real Estate Enterprises in 2025 with Steady Operation", and recognized as one of "2025 Chinese Real Estate ESG Pioneer Enterprises"
2025年3月15日 在西安召開2025年品質共建小組活動，與業主面對面溝通作答如何進一步提升產品和服務品質	15 March 2025 The 2025 Quality Co-construction Group Activity was held in Xi'an, where we had face-to-face discussions with property owners to address how to further improve product and service quality
2025年3月15日 綠城AI平台上線，移動端於4月1日上線	15 March 2025 Greentown AI platform was launched, and its mobile version was available on 1 April
2025年4月9日 409米的綠城寧波中心大廈品質交付，打造2025年浙江第一高度	9 April 2025 The 409-meter Greentown Ningbo Center Tower delivered premium quality, and became the tallest building in Zhejiang Province in 2025
2025年4月22日 綠城商用獲取首個輕資產項目—海創基地，雙方協定在公寓及配套用房商業運營管理展開合作	22 April 2025 Greentown Commercial (綠城商用) secured its first asset-light project, HaiChuang Base, with both parties agreed to collaborate on the commercial operation and management of apartments and supporting facilities
2025年4月27日 綠城中國客戶滿意度工作會議召開	27 April 2025 Greentown China held a customer satisfaction work conference
2025年5月13日 首個「恒廬」作品：杭州溪徑恒廬案名發佈	13 May 2025 First "Henglu" Development: Hangzhou Xijing Henglu Project name unveiled
2025年6月4日 中國房地產業協會與綠城中國攜手成立行業首個驗房實訓基地企業試點	4 June 2025 China Real Estate Association and Greentown China jointly established the first pilot enterprise for property inspection training base in the industry
2025年6月28日 「月華系」首個作品—綠城·杭州芝瀾月華軒迎來交付	28 June 2025 Greentown-Hangzhou Zhilanyue Huaxuan, the first project under "Yuehua Series", was delivered
2025年7月15日 《綠城中國好房子產品標準》更新發佈2025年版本	15 July 2025 Updated and released the 2025 edition of "Greentown China Good Houses Product Standard"

2025年7月18日 綠城中國「好房子」技術體系升級，以「科技點亮生活」為主題的居家智慧系統、百變空間系統等十大技術系統發佈	18 July 2025 Greentown China upgraded its “Good Houses” technology system, unveiling ten major technology systems including the home intelligence system and the transformative space system under the theme “Technology Enriches Life”
2025年8月15日 綠城貨值系統3.0正式上線，標誌大運營管控場景全部實現線上化	15 August 2025 Greentown’s saleable value system 3.0 officially launched, marking full digitalization of all major operational control scenarios
2025年8月30日 綠城「海豚計劃」舉辦首屆全國青少年游泳邀請賽	30 August 2025 Greentown’s “Dolphin Project” hosted the first national youth swimming invitational game
2025年9月12日 綠城大學成立康養學院並舉辦揭牌儀式	12 September 2025 Greentown University established Wellness and Healthcare College and held inauguration ceremony
2025年10月15日 集成50餘項技術創新的綠城樣板間亮相浙江省「好房子」展	15 October 2025 Greentown’s show flat, which incorporates over 50 technological innovations, makes its debut at “Good Houses” Exhibition in Zhejiang province
2025年10月17日 綠城中國戰略2030規劃框架發佈	17 October 2025 Greentown China Strategy 2030 planning framework was released
2025年10月25日 綠城商用「桂玥會」會員品牌發佈	25 October 2025 Greentown Commercial launched “Guiyue Club” Membership Brand
2025年10月30日 「合力精耕匠心質造—走進綠城生活科技品質標杆項目(第一季)」活動舉辦	30 October 2025 “Collaborative Excellence, Artisanal Craftsmanship: A Journey into Greentown’s Quality Benchmark Projects in Living Technology (Part One)” Event was held
2025年11月21日 綠城中國第十三季·好房子工地觀摩活動在杭州曉瀾玉華項目舉行	21 November 2025 The 13th “Good Houses Construction Sites Observation” activity of Greentown China was held in Hangzhou Xiaolan Yuhua
2025年12月31日 綠城中國2025年銷售金額人民幣2,519億元，投資新增貨值約人民幣1,355億元	31 December 2025 Greentown China’s sales amount reached RMB251.9 billion and newly-added saleable value for investment was approximately RMB135.5 billion in 2025

綠城中國堅持「真誠、善意、精緻、完美」的基本價值觀念，致力於築造美麗建築，創造美好生活，積極履行社會責任，與社會攜手共進。報告期內綠城中國亮點績效與主要獎項如下所示：

Adhering to the basic values of “sincerity, kindness, exquisiteness and perfection”, Greentown China is committed to constructing beautiful architecture and creating a better life, fulfilling its social responsibility and working together with the society. Highlights of Greentown China’s performance and main awards during the Reporting Period are listed below:

## 綜合經營類

### Comprehensive Operation

- 2025中國房地產「百強企業綜合實力TOP10」(中國指數研究院)  
TOP10 among Best 100 Chinese Real Estate Enterprises in 2025 by Comprehensive Strength (China Index Academy)
- 2025中國房地產「百強企業穩健性TOP10」(中國指數研究院)  
TOP10 among Best 100 Chinese Real Estate Enterprises in 2025 by Stability (China Index Academy)
- 2025中國房地產「百強企業融資能力TOP10」(中國指數研究院)  
TOP10 among Best 100 Chinese Real Estate Enterprises in 2025 by Financing Capacity (China Index Academy)
- 2025中國房地產高質量發展優秀企業(中國指數研究院)  
Outstanding Chinese Real Estate Enterprises for High Quality Development in 2025 (China Index Academy)
- 2025中國房地產經營安全性優秀企業(中國指數研究院)  
Outstanding Chinese Real Estate Enterprises for Operation Safety in 2025 (China Index Academy)
- 福布斯2025全球企業2000強(福布斯)  
2025 Forbes Global 2000 (Forbes)
- 2025《財富》中國500強(財富)  
2025 Fortune China 500 (Fortune)
- 2025房地產上市公司綜合實力10強(克而瑞)  
TOP10 Real Estate Listed Companies in 2025 by Comprehensive Strength (CRIC)
- 2025中國房企穩健經營十強(億翰智庫)  
TOP10 Chinese Real Estate Enterprises in 2025 with Steady Operation (EH Consulting)



總資產人民幣**4,498.61**億元  
Total assets RMB**449,861**  
million



營業收入人民幣**1,549.66**億元  
Revenue RMB**154,966** million



銀行存款及現金人民幣**632**億元  
Bank balances and cash  
RMB**63.2** billion



短債佔比**18.6%**  
Short-term debt  
accounting for **18.6%**

## 社會責任類

### Social Responsibility

- 2025中國房企ESG先鋒企業(億翰智庫)  
2025 Chinese Real Estate ESG Pioneer Enterprises (EH Consulting)
- 2025中國房地產年度社會責任感企業(中國指數研究院)  
2025 Annual China Real Estate Enterprises with Social Responsibility (China Index Academy)



整體裝配式應用率**85%**  
Overall application rate of prefabricated  
technology **85%**



累計獲得綠色建築認證**364**個  
Accumulated green building  
certifications **364**

## 產品品質類

### Product Quality

- 2025中國房地產企業產品力TOP10(克而瑞)  
Top10 Chinese Real Estate Enterprises in 2025 by Product Strength (CRIC)
- 2025中國房地產產品力優秀企業第一名(中國指數研究院)  
No. 1 Chinese Real Estate Enterprises with Excellent Product Strength in 2025 (China Index Academy)
- 2025中國房企超級產品力TOP1(億翰智庫)  
2025 Top1 Chinese Real Estate Developers by Super Product Strength (EH Consulting)
- 2025中國房企超級交付力TOP1(億翰智庫)  
2025 Top1 Chinese Real Estate Developers by Super Delivery Strength (EH Consulting)
- 2025中國房地產產品力優秀品牌第一名(中國指數研究院)  
No. 1 among 2025 Chinese Real Estate Brand with Excellent Product Strength (China Index Academy)
- 2025中國房地產交付力優秀品牌第二名(中國指數研究院)  
No. 2 among 2025 Chinese Real Estate Brand by Excellent Delivery Capacity (China Index Academy)



銷售總額人民幣**2,519**億元  
Total sales RMB**251.9** billion



品質交付**11.9**萬套  
Quality delivery of **119,000** units



國內外重要設計大獎**122**個  
Major design awards **122** in China and abroad

## 人才管理類

### Talent Management

- 2025最佳僱主品牌實踐獎(僱主品牌研究所)  
2025 Best Employer Brand Practice Award (Employer Branding Institute)
- 2025最佳僱主品牌成就獎(僱主品牌研究所)  
2025 Best Employer Brand Achievement Award (Employer Branding Institute)
- 2025智享會人力資源共享服務中心價值大獎之創新變革獎(人力資源智享會)  
2025 HR Excellence Center Human Resources Shared Service Center Value Award: Innovation and Transformation Award (HR Excellence Center)



員工敬業度**93%**  
Employee engagement level **93%**



員工培訓覆蓋率**100%**  
Coverage rate of training for employees **100%**



員工工傷亡**0**起  
Number of work-related injury and fatalities **0**

## 品牌影響類

### Brand Impact

- 2025中國房企品牌價值Top4(億翰智庫)  
Top4 Chinese Real Estate Companies in 2025 by Brand Value (EH Consulting)
- 2025中國房地產品牌影響力百強企業TOP4(中國房地產報)  
Top4 among 100 Chinese Real Estate Enterprises in 2025 By Brand Influence (China Real Estate News)
- 2025年中國房地產品質品牌標杆企業(中國房地產報)  
Quality Brand Benchmarking Enterprise of Chinese Property Developers in 2025 (China Real Estate News)
- 2025中國房地產行業領導公司品牌(中國指數研究院)  
2025 Chinese Real Estate Industry Leading Company Brand (China Index Academy)
- 2025中國房地產顧客滿意度領先品牌(中國指數研究院)  
2025 Chinese Real Estate Leading Brands by Customer Satisfaction (China Index Academy)
- 2025房地產開發企業品牌價值10強第四名(克而瑞、上海易居房地產研究院)  
No. 4 among Top10 Real Estate Developers for Brand Value in 2025 (CRIC and Shanghai Yiju Real Estate Research Institute)
- 綠城品牌管理數字化體系創新獲2025「中國上市公司經典品牌案例」(每日經濟新聞)  
Greentown's Innovative Digital System for Brand Management Wins 2025 "Classic Brand Case of Chinese Listed Companies" Award (National Business Daily)



綠城中國品牌價值人民幣**1,176**億元  
Greentown China's Brand value RMB**117.6** billion



在16座城市客戶滿意度第**1**名  
Customer satisfaction No. **1** in 16 cities



總體客戶滿意度**93.9**分  
Overall customer satisfaction **93.9** points

杭州玉瀾月華  
Hangzhou Yulan Yuehua





專題：  
科技賦能「好房子」，  
全週期體驗煥新

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Special Topic:  
Tech-Empowered  
“Good Houses” Revitalize  
Full-Cycle Experience

# 專題：科技賦能「好房子」，全週期體驗煥新

## Special Topic: Tech-Empowered “Good Houses” Revitalize Full-Cycle Experience

為響應國家對於建造「好房子」與推動行業高質量發展的指導方針，綠城中國以數字化與智能化技術為驅動，全面賦能產品營造與客戶服務。通過將相關技術在設計、建造、居住與運維全過程中落實應用，我們致力於為產品注入健康、便捷與可持續的基因，讓「高顏值、極賢惠、最聰明、房低碳、全週期、人健康」六大要素具象落地。

In response to national guidelines for building “Good Houses” and advancing high-quality industry development, Greentown China leverages digital and intelligent technologies to comprehensively empower product construction and customer service. By adopting relevant technologies throughout the entire process of design, construction, living, and operation, we are committed to embedding health, convenience, and sustainability into our products so as to bring the six elements of “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy” to concrete implementation.



綠城中國好房子體系  
Greentown China's Good Houses System

### 標準迭代－科技引領「好房子」升級

綠城中國制定並發佈行業首個企業級「好房子」標準，並於2025年對該標準進行迭代升級，推出《綠城中國好房子產品標準2025》，其中，共更新45項條款、新增38項條款，條款更新率達37%。新版標準形成了包含270條核心準則的體系，其中90%的條款嚴於國家及行業標準。

### Standard Iteration: Technology Drives Upgrades for “Good Houses”

Greentown China formulated and published the industry's first enterprise-wide “Good Houses” standard, and iteratively upgraded it in 2025 with the launch of the “Greentown China Good Houses Product Standard 2025”. The update involved revising 45 articles and adding 38 new articles, representing article update rate of 37%. With the new standard, the system is now comprising 270 core principles, 90% of which are stricter than the national standards and industry standards.

同時，我們構建了以「好房子IP」模塊為核心，涵蓋安全、健康、智慧三大技術基礎的「1+3」產品底盤，為將數字化與智能化技術融入產品全生命週期確立了框架。

Simultaneously, we have established a “1+3” product base centering on the “Good Houses IP” module, encompassing three core technological foundations: safety, health, and intelligence, which established a framework for the integration of digital and intelligent technologies throughout the entire product lifecycle.

### 北京和樾玉鳴—智能家居聯動健康環境管理 Beijing Heyue Yuming – Smart Home Integration for Healthy Environment Management

作為綠城在華北區域首個實踐《綠城中國好房子產品標準》的項目，北京和樾玉鳴在落地該標準六大要素的過程中，具體將標準中的健康與智慧理念轉化為產品實踐。項目引入「綠城全屋適恒健康系統1.0」，並預置了華為全屋智能系統，通過科技實現家居智能聯動與健康環境管理。

As Greentown’s first project in Northern Region to implement the “Greentown China Good Houses Product Standard”, Beijing Heyue Yuming has transformed the health and intelligent concepts of the standard into tangible product features while executing the six core elements. The project incorporates the “Greentown Whole-House Constant Comfort Health System 1.0” and comes pre-installed with Huawei’s whole-house smart system, enabling smart home integration and healthy environment management through technology.



### 杭州熙岸曉月項目－科技集成提升產品力 Hangzhou Xi'an Xiaoyue Project – Technology Integration Improves Product Capability

杭州熙岸曉月項目是系統性落地《綠城好房子產品標準2025》的試點項目，圍繞舒心宅、健康宅、綠色宅、智慧宅等維度，通過集成化科技應用將標準理念具象為居住價值。

Hangzhou Xi'an Xiaoyue project serves as a pilot initiative for the systematic implementation of the "Greentown Good Houses Product Standard 2025". Centering on dimensions such as comfortable housing, healthy housing, green housing, intelligent housing, it translates the standards' concepts into tangible residential value through integrated technological applications.

項目部署了高空拋物監控、電梯智能阻車系統和戶內燃氣泄漏探測器，構建了完整的社區與居家安全體系。項目引入的松下全屋全效系統集成了空調、地暖、新風等七類設備功能，保障住戶的居住健康與舒適度。同時，項目採用空氣源熱泵系統與全效地暖系統，提升能源效率。社區智慧安防與人臉識別電梯系統，為業主提供了更加便捷、智慧的居住體驗。

The project has deployed high-altitude littering monitoring, intelligent elevator blocking system, and indoor gas leak detectors, building a well-developed community and home safety system. Panasonic Whole-House System, which integrates seven functions including air conditioning, underfloor heating and fresh air ventilation, was introduced to ensure residents' living health and comfort. In addition, the project employs air-source heat pump system and whole-house underfloor heating system to enhance energy efficiency, whereas the systems of community smart security and facial recognition elevators provide residents with more convenient and intelligent living experience.

該項目驗證了以「好房子」標準為綱領、通過科技集成提升產品力的有效路徑，為行業提供了以產品力穿越市場週期的範本。

As guided by the "Good Houses" standard, this project validates an effective approach to enhance product strength through technological integration, which sets an example for the industry in weathering market cycles through product strength.



智能模式  
Smart Modes

4大模式隨心選擇，一鍵實現理想居家環境，省心又省力。  
4 modes available to suit your needs, create your ideal home environment with just one touch, giving you hassle-free convenience.

標準模式 Standard Mode	夏威夷模式 Hawaii Mode	北海道模式 Hokkaido Mode	度假模式 Vacation Mode
自動檢測後平衡室內溫濕度 Balance indoor temperature and humidity through automatic detection	溫潤保濕的環境 A warm and moisturizing environment	乾爽怡人的環境 A dry and pleasant environment	家中無人也可智能調整濕度，進行換氣通風 Intelligently adjust humidity levels and ventilate the space even when no one is at home

### 數字建造－科技築牢「好房子」根基

在「好房子」的建造過程中，綠城中國將AI(人工智能)與BIM(建築信息模型)等數字技術融入設計、施工與管理環節，以提升精度、保障品質。

### Digital Construction: Technology Fortifies the Foundation of “Good Houses”

In building “Good Houses”, Greentown China applies digital technologies such as AI (artificial intelligence) and BIM (Building Information Modelling) to the design, construction and management to enhance precision and ensure quality.

#### AI 圖審賦能設計 AI Drawings Review Empowered Design

綠城中國運用AI技術賦能設計環節，以提升設計質量與協同效率。報告期內，我們重點推進了AI施工圖評審與AI圖雲平台應用。通過定制企業專屬的施工圖評審要點，我們實現了對施工圖的智能審查與管理。AI圖雲平台以圖紙為核心，實現了圖紙的線上化統一管理與跨專業、跨部門高效協同。

我們的「AI圖雲系統」憑藉上述實踐，在Building SMART中國與中國房地產業協會主辦的第四屆「智聯杯」Open BIM大賽中，榮獲人工智能在設計應用類最佳案例獎，標誌著我們在設計環節的數字化轉型獲得了行業權威認可。

Greentown China leverages AI technology to empower design process, thereby improving design quality and collaborative efficiency. During the Reporting Period, we focused on AI Review of construction drawings and the application of AI Drawings Cloud Platform (AI圖雲平台). By setting key review points for tailor-made construction drawings, we achieved intelligent review and management of construction drawings. Focusing on drawings, this platform has enabled unified online management of drawings as well as efficient cross-disciplinary and cross-departmental collaboration.

Through the aforementioned practice, our “AI Drawings Cloud System” (AI圖雲系統) won the Best Case Award for AI Design and Application Class at the fourth “Zhilian Cup” open BIM Competition jointly organized by Building SMART China and the China Real Estate Industry Association. This signified a recognition from industry authorities for our digital transformation of design process.

## BIM協同保障建造 BIM Collaboration Ensures Construction

我們在建造全過程應用BIM技術，以實現精準協同與過程優化，從源頭保障工程品質與效率。

Throughout the construction process, we apply BIM technology for precise synergy and optimization, thereby ensuring engineering quality and efficiency at the source.

- 在北京和樾玉鳴項目中，我們通過BIM模型進行設計成果審核、淨高分析與管線綜合優化，提前識別管線衝突等問題，保障了施工前的方案可行性。
- 在天津空港桂語聽蘭項目中，我們在給排水、暖通專業設計中採用BIM模型，確保管道坡度、標高等設計符合規範。
- 在濟南潤百合項目中，我們應用BIM技術進行施工深化設計與下料優化，將鋼筋損耗率、混凝土損耗率分別控制在1.5%和1.0%以下，有效減少材料損耗。
- 在北京沁園項目中，我們通過BIM技術全流程應用，打造涵蓋10棟住宅、3棟寫字樓、1棟商業樓、1棟社區配套服務中心及1棟幼兒園的多功能集成項目，豐富了資產組合的用途與靈活性。
- In Beijing Heyue Yuming Project, we utilized BIM module for design review, clear height analysis and comprehensive optimization of pipelines, identifying issues such as pipeline conflicts in advance to ensure the feasibility of the plan prior to construction.
- In Tianjin Konggang Guiyu Tinglan Project, we used BIM module in water supply and drainage and HVAC design to ensure that pipe gradients, elevation levels and other designs comply with regulations.
- In Jinan Runbaihe Project, we employed BIM technology for construction detailing and optimized material cutting, limiting steel bars wastage to below 1.5% and concrete wastage to below 1.0%, which effectively reduced material wear and tear.
- In Beijing Qinyuan Project, we applied BIM technology throughout the construction and built a multi-functional integrated project that includes 10 residential buildings, 3 office buildings, 1 commercial building, 1 community auxiliary service center and 1 kindergarten, enriching the facility and flexibility of the property portfolio.



天津空港桂語聽蘭  
Tianjin Konggang Guiyu Tinglan



濟南潤百合  
Jinan Runbaihe

### 智能居住－科技提升「好房子」體驗

智能居住，是綠城中國將科技轉化為日常生活關懷的集中體現。其超越了單一設備的控制，致力於構建一個從社區到家居、從安全到健康、從便捷到舒適的全場景智慧生態，讓「最聰明」與「人健康」的承諾變得觸手可及。

### Smart Living: Technology Enhances the "Good Houses" Experience

Smart living epitomises Greentown China's transformation of technology into daily care. It transcends the control of a single device, but to build a comprehensive smart ecosystem spanning from communities to homes, from safety to wellbeing and from convenience to comfort, so that our commitment to "the smartest" and "healthy" is truly within reach.

## 全屋智能與健康場景 Whole-house Intelligence and Health Scenarios

在家庭內部，我們以深度場景定制為核心，讓科技服務於居住者的身心健康與生活品質，全面落實「智慧宅」產品標準。

在杭州曉風朗月、濟南潤百合等項目中，我們引入華為全屋智能系統，實現了家居設備的自動化聯動與遠程控制。在西安桂冠東方、西安長安玉華及杭州溪徑恒廬、杭州知海棠等項目中，我們部署了智能中控、智能燈光、智能窗簾等設備，實現了對空調、地暖、新風等系統的集中控制，並預設了回家、離家、觀影、睡眠等多種一鍵式智慧生活場景，讓「最聰明」的居住體驗成為現實。

We center on deep scenario customization for our houses, serving the physical and mental health and life quality of residents with technology, fully implementing the product standard of "Intelligent housing".

In projects such as Hangzhou Xiaofeng Langyue and Jinan Runbaihe, we have introduced Huawei's whole-home intelligent system that enables automated inter-connection and remote control of domestic appliances. In projects such as Xi'an Laurel Oriental, Xi'an Chang'an Yuhua as well as Hangzhou Xijing Henglu and Hangzhou Zhi Begonia, we have deployed smart central control, smart lighting and smart curtains and other devices, enabling centralized management of air conditioning, underfloor heating and ventilation systems. We have pre-set a range of one-touch smart living scenarios, including "Arriving Home", "Leaving Home", "Watching Films", and "Sleeping", making "the smartest" residential experience a reality.



濟南潤百合  
Jinan Runbaihe

### 全屋智能與健康場景 Whole-house Intelligence and Health Scenarios

杭州曉瀾玉華項目代表了我們對智能居住的更深層次探索。項目創新應用了全屋3D可視化管控看板，將空氣、環境與能耗數據以直觀的3D圖形集中呈現，使業主對全屋狀態一目了然。同時，我們研發了全效中央空調系統，可基於實時室內空氣數據，自動調節並維持健康平衡的空氣環境。此外，主臥空間配置了「健康睡眠」解決方案，運用「黃金光」照明輔助入睡，結合動態溫控與自然喚醒模式，從環境與生理層面改善睡眠品質，提升居住體驗。

The Hangzhou Xiaolan Yuhua Project is a representative of our deeper exploration into smart living. It has innovatively employed a whole-house 3D visible dashboard that directly presents air quality, environmental conditions and energy consumption data in 3D graphics, which enables owners to monitor the house's entire status at a glance. Meanwhile, we have developed a comprehensive central air conditioning system which can automatically adjust and maintain a healthy, balanced indoor air environment based on real-time air quality data. In addition, the master bedroom features a "Healthy Sleep" solution that employs "Golden Light" illumination to aid sleep. Combined with dynamic temperature control and a natural wake-up mode, this approach enhances sleeping quality by addressing both environmental and physiological factors, thereby elevating living experience.



杭州曉瀾玉華  
Hangzhou Xiaolan Yuhua

### 社區智慧安防與服務 Community-based Smart Security and Services

在社區層面，我們以智慧安防與無感服務為核心，為業主打造無憂的公共環境。

在南京鳳起潮鳴、天津桂月雲翠、寧波鳳栖雲廬、杭州溪徑恒廬等多個項目中，我們廣泛應用了AI周界防護技術、高空拋物監控、危險區域預警和智能鷹眼等系統，結合電子巡更、一鍵報警功能，實現社區全天候、無死角的安全守護。

我們通過車牌或人臉識別的無感通行、訪客管理、園區Wi-Fi全覆蓋、智能快遞櫃等，打造更安全、智能的社區生活。同時，業主可通過「綠城生活」APP等平台，一站式完成物業報修、費用繳納、會所／泳池／車位預約等操作，享受觸手可及的便捷服務。

At the community level, we focus on smart security and intelligent services to create a worry-free public environment for owners.

In the projects such as Nanjing Fengqi Chaoming, Tianjin Guiyue Yuncui, Ningbo Fengqi Yunlu and Hangzhou Xijing Henglu, we have extensively applied AI peripheral protection technology, high-altitude littering monitoring, hazardous zone alerts, and intelligent surveillance systems. Combined with electronic patrols and one-touch emergency response functions, these systems deliver all-time and comprehensive security coverage across the entire community.

We create safer and smarter community living through intelligent access via vehicle plate or facial recognition, visitor management, full Wi-Fi coverage throughout the community, and smart parcel lockers. Meanwhile, with the “Greentown Life” app, owners can enjoy convenient services, including property maintenance requests, fee payments, and reservations for clubhouse, swimming pool, and parking space.

### 智慧運維－科技守護「好房子」價值

綠城中國通過數字化平台與智能化技術，對建築能耗、環境與設施進行長期監測與優化管理，並利用數據資產支撐全週期服務，守護「好房子」的長期價值。

### Smart Operation and Maintenance: Technology Safeguards the Value of “Good Houses”

Greentown China has been monitoring and optimizing the management of energy consumption of building, environmental conditions and facilities through digital platforms and intelligent technologies. Underpinned by data assets, the full-cycle services safeguard the long-term value of “Good Houses”.

### 智慧能源與環境管控 Smart Energy and Environment Control

我們運用智慧化手段對能源與環境進行統籌管理，實現從監測到優化的閉環。

在東北區域，我們搭建了IOC(園區運營平台)以實施智慧能源管控。平台對公共區域能耗進行實時監測與統籌分析，可實現能耗降低約40%。該平台可持續監測室內溫濕度、甲醛、PM2.5等環境數據，並在指標超標時自動聯動新風系統，持續守護室內環境健康。

在南京鳳起潮鳴項目，我們配置了地源熱泵與戶式新風機等系統，並採用科技井集成技術，實現對室內微氣候的集中智能調控，在提升舒適度的同時優化能源使用。

我們通過智慧管控，可實時監測能耗並調整設備使用情況，提升能效，相關措施可節省物業能源支出約10%。

We have applied intelligent approaches for integrated management of energy and environment, creating a closed loop from monitoring and optimization.

In the Northeast region, we have established IOC, a community operation platform, for smart energy management. Through monitoring and analyzing energy consumption in public areas in real time, it can reduce energy consumption by approximately 40%. The platform can continuously monitor environmental data such as indoor temperature and humidity, formaldehyde and PM2.5, and automatically activate the fresh air system when the indicators exceed the threshold, ensuring a consistently healthy indoor environment.

In Nanjing Fengqi Chaoming Project, we have installed systems such as ground source heat pumps and household fresh air blower. By integrating technology shafts, we achieved centralized and intelligent control over the indoor microclimate, enhancing comfort while optimizing energy usage.

With smart management, we can monitor energy consumption and adjust equipment operation in real time to improve energy efficiency. Such measures are expected to reduce property energy expenditures by approximately 10%.



### 全週期數據資產與服務 Full-cycle Data Assets and Services

我們將建造階段的數據資產延伸應用於運維，為建築的長期健康與價值維護提供支撐。我們通過前置物業介入，建立房屋健康檔案，提供全生命週期維保與煥新服務。同時，我們依託BIM模型對接運維系統所實現的構件與設備全生命週期數據追溯，為房屋未來的改造、翻新與空間靈活調整提供了精準的數據支撐。

We applied the data assets generated from the construction phase to operations and maintenance, so as to support the long-term health and value preservation of buildings. Through proactive property management, we have established health records for the buildings and provided full lifecycle maintenance and renewal services. At the same time, our BIM connects to the operation and maintenance system, which allows full lifecycle data traceability for building components and equipment, thereby providing precise data support for future renovations, refurbishments, and flexible spatial adjustments.



ESG可持續發展戰略

ESG Strategy for  
Sustainable Development

嘉興雲栖玫瑰園  
Jiaxing Yunqi Rose Garden





**戰略目標：**綠城中國結合自身戰略定位及宏觀市場條件和發展水平，制定可持續發展戰略目標為「營造綠色品質生活，實現理想生活綜合服務商」。

**戰略橫樑：**各利益相關方對我們可持續發展戰略制定及推進產生重要影響，因此我們以重點利益相關方：客戶、員工、股東及投資人、合作夥伴、小區及社會為戰略橫樑，通過常態化、多元化、多渠道的溝通機制，及時了解和響應各方關注的重點議題。

**戰略支柱：**我們結合利益相關方所關注重點議題及自身的經營狀況，明確了契合SDGs的五大戰略支柱：品質居住、品質經營、品質生態、品質職場及品質責任。每個支柱均制定了可持續發展路線，為戰略目標的實現提供了更為有力的支撐。

**戰略基石：**為了實現可持續發展戰略目標，以及有效運轉可持續發展戰略模型，我們設定了可持續發展三大戰略基石：完善ESG治理體系、提升ESG運營水平及加強ESG監督能力，從管理、實踐及監督三大層面為保障集團可持續發展工作打下堅實基礎。

**Strategic objective:** Based on the Company's strategic positioning and macro market conditions and development level, Greentown China has formulated the sustainable development strategic objective of "creating a quality green lifestyle and becoming an integrated service provider for an ideal life".

**Strategic beams:** Stakeholders of the Company have a significant impact on the formulation and promotion of our sustainable development strategy. Therefore, we regard key stakeholders, namely customers, employees, shareholders and investors, partners, communities and society as our strategic beams. Through a normalized, diversified and multi-channel communication mechanism, we timely understand and respond to key issues of concern to all parties.

**Strategic pillars:** We have defined the five strategic pillars in line with SDGs, namely quality living, quality management, quality ecosystem, quality workplace and quality responsibility, taking into account the key issues of concern to stakeholders and our operation. Each pillar is formulated with a sustainable development path, which provides stronger support for achieving strategic goals.

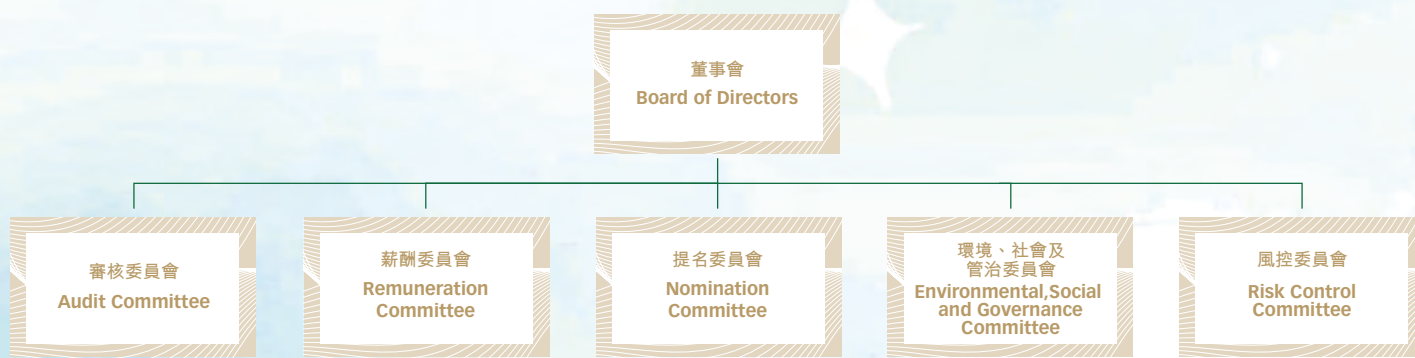
**Strategic cornerstones:** To achieve the strategic objective of sustainable development and effectively operate the model of sustainable development strategy, we have identified three strategic cornerstones for sustainable development: improving the ESG governance system, improving the level of ESG operation and strengthening the ability of ESG supervision, laying a solid foundation for the sustainable development of the Group from the three aspects of management, practice and supervision.

## (二) 健全ESG治理

綠城中國董事會下設審核委員會、薪酬委員會、提名委員會、環境、社會及管治委員會（簡稱「ESG委員會」）及風控委員會，這一全面的內部治理架構為提升企業治理效能提供堅實支撐，有力推動企業實現長遠發展。

## (II) Sound ESG Governance

The Board of Directors of Greentown China has established the Audit Committee, the Remuneration Committee, the Nomination Committee, the Environmental, Social and Governance Committee (the “ESG Committee”) and the Risk Control Committee. The comprehensive internal governance structure provides solid support for better corporate governance, which strongly facilitates the Company to achieve long-term development.



### ESG管治架構

為全面統籌和監督可持續發展管理與實踐，綠城中國已搭建「決策－管理－執行」三級ESG管治架構。在董事會層面，我們設置ESG委員會，該委員會負責ESG的整體戰略部署與管理。在執行層面，我們組建了ESG工作小組，該小組定期向ESG委員會及董事會匯報工作，以保障集團ESG相關政策、目標及行動計劃得以有效落地。綠城中國2025年的ESG治理架構概述如下：

### ESG Governance Structure

To comprehensively coordinate and supervise the management and practice of sustainable development, Greentown China has formed a three-level ESG governance structure of “decision-making – management – implementation”. We have established an ESG Committee at the Board level, which is responsible for ESG overall strategic planning and management, and set up an ESG working group at the executive level, which reports to the ESG Committee and the Board on a regular basis to ensure the effective implementation of the Group’s ESG related policies, objectives and action plans. The ESG governance structure of Greentown China for 2025 is as follows:



## 董事會聲明 Board Statement

### 董事會總體責任 Overall Responsibility of the Board

董事會對綠城中國ESG工作的表現負有最終責任，下設ESG委員會負責制定並檢討公司的環境、社會及管治的責任、願景、目標、策略、框架、原則、政策和重要風險等。ESG委員會定期召開會議，監督、管理公司ESG工作，並向董事會提出建議。

The Board is ultimately responsible for Greentown China's ESG performance and has established an ESG Committee to formulate and review the Company's ESG responsibilities, vision, objectives, strategies, frameworks, principles, policies, and material risks, etc. The ESG Committee holds regular meetings, supervises and manages the Company's work on ESG issues, and makes recommendations to the Board.

### ESG 工作執行 Execution of ESG Work

ESG工作的實施與落實主要由ESG工作小組負責。ESG工作小組負責確保董事會通過的環境、社會及管治目標、制度、政策得到執行和落實，將可持續發展融入日常運營。ESG工作小組定期向ESG委員會匯報工作，為董事會定期審閱和制定ESG整體戰略提供支持。

The ESG working group is mainly responsible for the execution and implementation of ESG works. The ESG working group is responsible for ensuring the implementation of the environmental, social and governance objectives, systems and policies approved by the Board, and that sustainable development is integrated into daily operations. The ESG working group regularly reports to the ESG Committee, supporting the Board in regular review and development of the overall ESG strategy.

### ESG 風險管理 ESG Risk Management

董事會負責評估和釐定公司在環境、社會及管治工作方面的風險。ESG委員會負責根據公司業務內部和外部情況來識別與評估業務風險和機遇，由董事會審閱並決策風險應對和減緩戰略以及風險框架，確保公司設立合適且有效的可持續發展管理和內部控制系統。

The Board is responsible for assessing and determining the Company's environmental, social and governance risks. The ESG Committee is responsible for identifying and evaluating business risks and opportunities based on the internal and external conditions of the Company's business, and the Board reviews and decides on risk response, mitigation strategies and risk frameworks to ensure that the Company establishes appropriate and effective sustainable development management and internal control systems.

### 重要的 ESG 議題 Important ESG Issues

ESG委員會負責監察公司與其利益相關方的溝通渠道及方式，並確保設有相關政策有效促進公司與其利益相關方之間的關係。同時，基於各利益相關方關切的問題，識別重要的ESG議題，建議ESG具體行動或決策以供董事會考慮。

The ESG Committee is responsible for monitoring the communication channels and methods between the Company and its stakeholders and ensuring that relevant policies are in place to effectively promote the relationship between the Company and its stakeholders. At the same time, based on the concerns of various stakeholders, the ESG Committee identifies important ESG issues, and recommends specific ESG actions or decisions for the Board to consider.

綠城中國持續關注ESG核心議題，為此制定包括《多元化政策》《環境管理政策》《應對氣候變化政策》《職業健康與安全管理政策》《廉潔從業政策》《產品質量與安全管理政策》《負責任營銷政策》《可持續採購政策》及《反賄賂與反腐敗政策》等相關政策，著力推動可持續發展工作責任制的落實，並為可持續發展管理與執行提供專業指導。

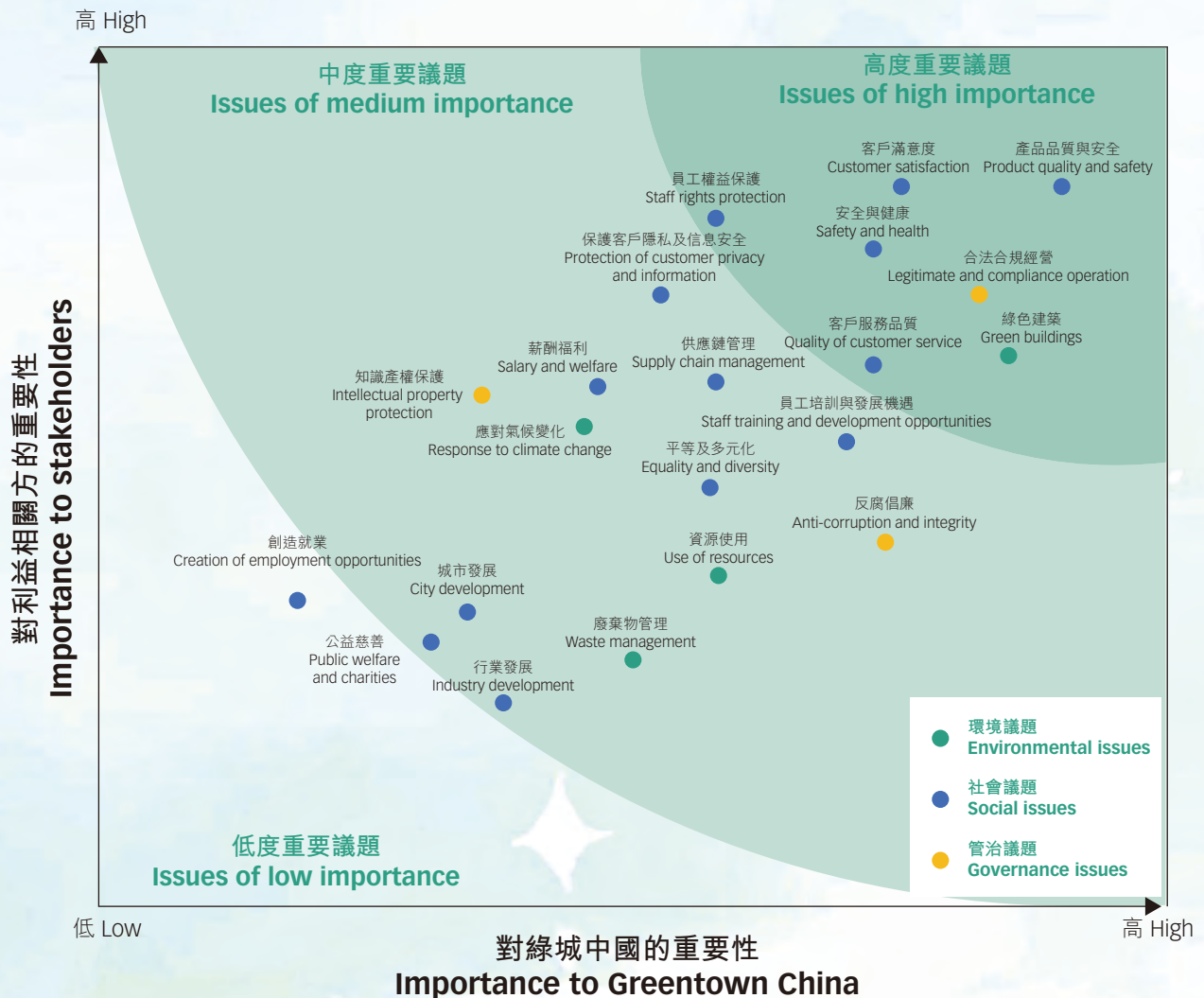
Greentown China continuously focuses on key ESG issues. In this regard, it has formulated relevant policies, such as the Diversity Policy (《多元化政策》), the Environmental Management Policy (《環境管理政策》), the Policy on Climate Change Response (《應對氣候變化政策》), the Policy on Occupational Health and Safety Management (《職業健康與安全管理政策》), the Policy on Integrity (《廉潔從業政策》), the Policy on Product Quality and Safety Management (《產品質量與安全管理政策》), the Policy on Responsible Marketing (《負責任營銷政策》), the Policy on Sustainable Procurement (《可持續採購政策》) and the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》), redoubling efforts to implement responsibility system for sustainable development and provide professional guidance for sustainable development management and implementation.

### (三) 重大性議題識別

報告期內，綠城中國立足多元化、常態化的利益相關方溝通機制，深入開展重大性議題識別工作。我們對標香港聯交所ESG報告守則、資本市場評級機構聚焦的房地產行業ESG議題及行業同行披露的重大性議題，全面考量集團內部及社會各界對綠城中國在ESG方面績效表現與信息披露的期待，經系統的匯總、分析與梳理，最終形成2025年度綠城中國ESG重大性議題矩陣。

### (III) Identification of Material Issues

During the Reporting Period, based on the mechanism of diversified and normalized communication with stakeholders, Greentown China carried out in-depth identification of material issues. We benchmarked against ESG Reporting Guide of HKEx, the real estate industry related ESG issues that the rating agencies of the capital market are concerned about, and material issues disclosed by the peers, took into comprehensive consideration the expectations of the Group and social parties on Greentown China's ESG performance and information disclosure, and finally formed a matrix of material issues of Greentown China for 2025 through systematic summary, analysis and organization.



#### (四) 利益相關方溝通

綠城中國建立多元化的溝通渠道，與利益相關方進行常態化雙向溝通，深入認識各方所了解的集團潛在運營風險，準確響應各方對集團可持續發展的期望，助力實現可持續發展戰略目標。報告期內，我們所識別的利益相關方包括客戶、員工、股東及投資人、合作夥伴、社區及社會。報告期內不同利益相關方重點關注的議題和溝通途徑列於下表。

#### (IV) Communication with Stakeholders

Greentown China has established diversified communication channels to conduct regular two-way communication with stakeholders, gained an in-depth understanding of the potential operational risks of the Group, accurately responded to the expectations of all parties for the sustainable development of the Group, and facilitated the achievement of the strategic objective of sustainable development. During the Reporting Period, our identified stakeholders include customers, employees, shareholders and investors, partners, community and society. The key issues of concern from and communication channels with different stakeholders during the Reporting Period are listed in the table below.

利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
客戶 Customers	產品品質與安全 Product quality and safety 客戶服務品質 Customer service quality 保障客戶隱私及信息安全 Protection of customer privacy and information	公司網頁 Company website 客戶活動 Customer activities 客戶滿意度調查 Customer satisfaction surveys 微信公眾號 WeChat official accounts
員工 Employees	員工權益保護 Staff rights protection 員工薪酬福利 Employee salary and welfare 員工培訓與發展 Employee training and development 平等與多元化 Equality and diversity 健康與安全 Health and safety	部門會議 Department meetings 年度總結表彰大會 Annual awards ceremony 發佈公告信息 Publication of announcements 工會活動 Labour union activities

利益相關方 Stakeholders	重點關注議題 Key Issues of Concern	溝通途徑 Communication Channels
股東及投資人 Shareholders and investors	風險控制與合規經營 Risk control and compliance operation 經濟效益 Economic benefits 綠色建築機遇 Opportunities in green buildings 應對氣候變化 Response to climate change	股東大會 General meetings 投資者會議 Investor meetings 業績公告 Results announcements 年度報告、中期報告 Annual reports, interim reports 公司網頁 Company website 微信公眾號 WeChat official accounts
合作夥伴 Partners	合法合規經營 Legitimate and compliance operation 行業發展 Industry development 供應商管理 Supplier management 知識產權保護 Intellectual property protection	公開招標 Public tendering 實地考察 Site visits 供應商大會 Supplier conferences
社區及社會 Community and society	創造就業與經濟發展 Creation of employment opportunities and economic development 社會關愛與志願服務 Social care and voluntary services 資源使用 Use of resources 合法合規經營 Legitimate and compliance operation 反腐倡廉 Anti-corruption and Integrity 廢棄物管理 Waste management 應對氣候變化 Response to climate change	公益慈善活動 Public welfare and charity activities 社區建設 Community construction 定期溝通 Regular communication 合規報告 Compliance reports

精耕投資者深度溝通，穩固市場信心  
Cultivating in-depth Engagement with Investors to Bolster Market Confidence

綠城中國持續深化投資者關係管理，以深度溝通築牢市場信任根基，穩步推進市場透明化建設。我們於2025年3月31日和8月25日分別召開年度及中期業績發佈會，通過線上線下多渠道聯動搭建專業溝通平台，吸引超1.79萬人次參與觀看。此外，我們籌辦了股東大會及投資者懇談會，與投資者開展深度充分的專業交流，精準回應市場關切。

業績發佈後，我們密集組織集中路演超45場，並安排分析師及投資者實地考察項目超百場，幫助市場直觀了解公司業務實景與戰略執行成效，以實地體驗夯實資本市場對公司發展的信心。此外，報告期內，我們於北京、上海、深圳、杭州、寧波、香港及線上舉辦逾百場投資者交流活動，包括30場券商策略會及33場專項交流，高效傳遞公司經營發展核心信息，市場認可度與價值共識實現顯著提升。

Greentown China continued to strengthen investor relations management, consolidate market trust through deep communications and steadily promote market transparency. We held annual and interim results presentations on 31 March and 25 August 2025 respectively on a professional communication platform combining online and offline channels, which attracted more than 17,900 viewers. We also held a general meeting and investor consultation meeting to engage in thorough, substantive and professional discussions with investors, addressing specific market concerns.

Following the results presentations, we held over 45 roadshows intensively within a short period of time, and arranged analysts and investors for more than 100 on-site visits to projects. These initiatives enabled the market to gain a tangible understanding of our operational scenarios and the effectiveness of our strategic execution, solidifying capital markets' confidence in the Company's development through first-hand experience. In addition, we organized over 100 investor exchange activities, including 30 strategy conferences for security firms and 33 special sessions, in Beijing, Shanghai, Shenzhen, Hangzhou, Ningbo, Hong Kong and online during the Reporting Period, where investors were briefed on the Company's core operational developments, leading to a marked improvement in market recognition and value consensus.



2025年度業績發佈會  
2025 Annual Results Presentation

精築客戶溝通橋樑，升級服務體驗  
Deepening Communications with Customers to Enhance Service Experience

2025年，綠城中國秉持「以客戶為中心」的核心導向，在運營傳統服務渠道基礎上，強化企業微信溝通體系並推進服務全流程信息化升級。我們打通企業微信與內外部渠道數據鏈路，實現業主訴求全流程線上管理，同時建立「一戶一檔」標籤化檔案，通過精準畫像實現定制化服務，精築線上溝通橋樑。

我們同步深耕線下服務，強化「品質共建」面對面溝通機制，通過多層級座談直面業主訴求。線上線下渠道高效互補，構建多維度訴求響應矩陣。報告期內，我們累計處理業主需求3.3萬餘條，客戶滿意度達99%，以多元溝通提升服務體驗。

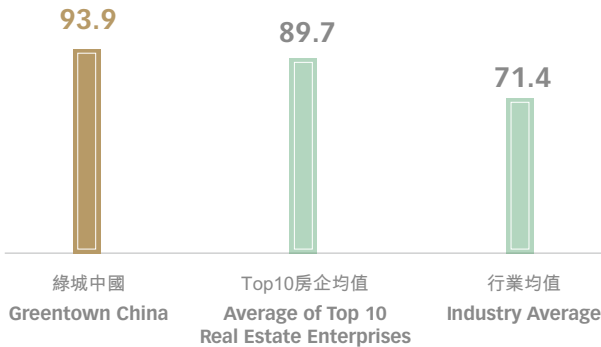
綠城中國的服務升級成效獲權威印證，中指研究院2025年客戶滿意度調查顯示，公司總體滿意度達93.9分，在所進駐的16座城市均斬獲總體滿意度第一，彰顯客戶溝通與服務體驗的行業領先實力。

In 2025, Greentown China, adhering to the core principle of “customer-centric”, strengthened its Wechat communication system and advanced digitalization throughout its service process, building on its traditional service channels. We integrated data links between WeCom and internal/external channels to enable end-to-end online management of owners’ demands. Meanwhile, we established a labeled “one household, one file” archive system, delivering bespoke services through precise profiling and constructing optimized online communication bridges.

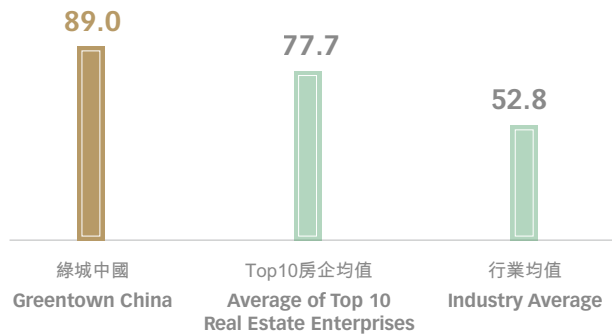
We have simultaneously enhanced our offline services by strengthening the face-to-face communication mechanism for “Quality Co-construction” through multi-tiered forums to directly address owners’ concerns. Online and offline channels are highly complementary, forming a multi-dimensional response matrix. During the Reporting Period, we have handled over 33,000 owners’ complaints accumulatively, with the satisfaction rate of 99%, thereby enhancing service experiences through diverse communication channels.

The efficient service upgrades by Greentown China have been evidenced by competent authorities. According to a customer satisfaction survey conducted by China Index Academy in 2025, the Company scored 93.9 points in overall satisfaction and ranked first in terms of overall satisfaction across 16 cities in which the Company has presence, showcasing its industry leadership in customer communications and service experience.

總體滿意度  
Overall Satisfaction



總體忠誠度  
Overall Loyalty



2025年綠城中國客戶滿意度調研數據  
2025 Greentown China Customer Satisfaction Survey Data

溫嶺湖畔恒廬  
Wenling Hupan Henglu





品質居住  
匠造好房新標杆

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Quality Living  
A New Benchmark for Building Good Houses

# 一、 品質居住：匠造好房新標杆

## I. Quality Living: A New Benchmark for Building Good Houses

### 1.1 產品品質

產品品質是綠城中國的「一號工程」。我們堅持「體系化建設、標準化管控、持續化創新」的理念，通過完善管理體系、強化過程管控、推動技術升級，持續提升產品質量與工程管理水平。

#### 1.1.1 質量體系

綠城中國嚴格遵守《中華人民共和國建築法》《建築工程質量管理條例》等適用法律法規，制定並持續完善《產品質量與安全政策》。該政策適用於綠城中國全體員工（包括全職員工、兼職員工及臨時工），並延伸至所有商業夥伴（包括承包商、供應商及合作夥伴），以明確我們在產品質量與安全方面的統一標準與要求。

我們以《綠式精工工程標準體系》為指引，建立了覆蓋所有開發項目在建工程的管理標準和技術規範。我們持續完善《材料、室內環境品控管理標準》《第三方工程品質評估管理標準》等制度，強化質量管控能力。報告期內，我們已獲得ISO 9001質量管理體系認證。

### 1.1 Product Quality

Product quality is the “No.1 Project” of Greentown China. Adhering to the concept of “systematic construction, standardized control and ongoing innovation”, we continuously improve product quality and construction management level through sound management system, enhanced process control and technology upgrades.

#### 1.1.1 Quality System

Greentown China strictly complies with applicable laws and regulations such as the Construction Law of the People’s Republic of China (《中華人民共和國建築法》), and the Regulations on the Quality Management of Construction Projects (《建設工程質量管理條例》), and has formulated and refined the Policy on Product Quality and Safety (《產品質量與安全政策》). The policy applies to all employees of Greentown China (including full-time employees, part-time employees and temporary workers) and extends to all business partners (including contractors, suppliers and partners), which clearly defines our unified standards and requirements in ensuring product quality and safety.

We have established management standards and technical specifications applicable to all development projects under the guiding principles of the Greentown-style Precision Engineering Standard System (《綠式精工工程標準體系》). We continued to refine the Management Standards for Materials, Indoor Environment Quality Control (《材料、室內環境品控管理標準》) and the Management Standards for Third-party Project Quality Assessment (《第三方工程品質評估管理標準》), in order to strengthen our quality management capability. During the Reporting Period, we have obtained ISO 9001 quality management system certification.

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「綠式」工程管理體系

“Greentown-style” Construction Management System

我們以「零不安全產品」為質量安全目標，全面落實質量管理工作。我們已建立完善的質量管理架構，由本公司董事會作為最高領導機構，負責監督質量安全管理體系的有效性與合規性。在董事會領導下，質量委員會與質量部門負責體系執行與日常監督。我們將質量管理成效納入各級管理者績效考核，實行「動態監測、季度覆盤、年度評估」機制，推動質量目標落實。

We have set “zero unsafe products” as our quality and safety objective and comprehensively implemented quality management practices. A robust quality management framework has been established, with the Board of Directors serving as the highest governing body responsible for overseeing the effectiveness and compliance of our product quality and safety management system. Under the leadership of the Board, the quality committee and the quality department are responsible for its implementation and daily supervision. We incorporate the effectiveness of quality control into the performance assessment of managers at all levels by implementing a mechanism of “dynamic monitoring, quarterly review and annual evaluation”, to drive the achievement of our quality objective.

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1.1.2 品質管控

綠城中國建立覆蓋項目全生命週期的品質管控機制，落實「源頭預防」理念，定期開展質量與安全風險評估。

在材料管控方面，我們已成立「綠品」實驗室，並依據《材料、室內環境品控管理標準》開展檢測工作，防控原材料質量風險。報告期內，我們累計抽檢108個項目、1,376批次，整體材料合格率93.6%。根據風險評估結果，我們對重點難點項目組織質量與安全巡查，跟蹤項目進展，保障交付質量與準時性。

在項目質量管控方面，我們每年對所有在建項目實施第三方品質評估，包括「過程評估、專項評估和交付評估」三個方面。針對評估中發現的問題，我們設立專項技控課題研究，推動工藝標準化水平提升。報告期內，我們針對在建及交付項目累計開展346個批次的各類評估檢查。

我們著力構建「全員參與」的質量文化，每年依據質量風險評估與審計結論，制定並實施覆蓋全員的年度培訓計劃。我們採用線下授課、網絡課堂與項目實地觀摩等形式開展培訓，推動全體員工踐行質量理念，落實年度培訓要求，強化整體質量意識。同時，我們對所有工程相關崗位的員工開展「材料、室內環境、精裝修工程、智能化」等專項培訓，以提升專業崗位人員的質量把控能力。報告期內，我們開展的員工質量培訓情況如下：

1.1.2 Quality Control

Greentown China has established the quality control mechanism throughout the lifecycle of projects. Adhering to the concept of “prevention at source”, we regularly carry out product quality and safety risk assessment.

As to material control, we have established the “Green Product” laboratory, and conducted material testing in accordance with the Management Standards for Materials, Indoor Environment Quality Control (《材料、室內環境品控管理標準》) to mitigate raw material quality risks. During the Reporting Period, a total of 108 projects with 1,376 batches were conducted with spot checks and overall material qualification rate was 93.6%. Based on the results of risk assessment, we carried out quality and safety inspections for key and challenging projects, and closely monitored project progress to ensure quality and timely deliveries.

As to quality control, we conduct a third-party quality assessment annually for all projects under construction, which covers three dimensions, namely “process assessment, special assessment and delivery assessment”. In response to the issues identified in the quality assessment, we carried out researches on special technology-driven topics to increase the level of standardized processes. During the Reporting Period, we have conducted 346 batches of assessments and inspections across ongoing and delivered projects.

We are committed to building a quality culture of “full participation”. Each year, we design and implement an annual training program that engages all employees based on the results of quality risk assessment and audit findings. We carry out the training through offline training, online classroom and on-site observation, so as to encourage all employees to practice the concept of quality, fulfill annual training requirements, and enhance their quality awareness. Meanwhile, we provide special training on “materials, indoor environment, refined decoration construction and intelligentization” for all employees in engineering-related positions, thereby enhancing their professional quality control capabilities. The implementation of the quality training for Greentown China’s employees during the Reporting Period is as follows:

**100%**  
員工質量培訓覆蓋率  
**100%**  
Coverage rate of  
quality training  
for employees

**147次**  
員工質量培訓  
**147**  
Quality trainings  
for employees

**9,435小時**  
員工質量培訓總時長  
**9,435 hours**  
Total length of quality  
training for employees

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1.1.3 品質產品

綠城中國堅持「以客戶為中心」的產品主義，持續完善覆蓋「綠城好房子」全生命週期的產品研發體系。我們成立了產品創新研究院，該研究院採用「總院+首席專家/子公司分院」的矩陣型組織架構，總院負責前瞻性重大課題研發，各子公司分院圍繞市場需求開展專項研發與實踐。

報告期內，我們完成《綠城好房子標準2025》更新工作，共更新條款45項、新增條款38項，條款更新率達37%。我們推出兼顧美學表達與技術內核的好房子實操IP，並構建覆蓋好房子IP模塊以及安全、健康、智慧三大底盤的產品體系。我們全年完成創新研發課題80項，課題落地率達到80%，實現研發成果的快速轉化應用。

1.1.3 Quality Products

By adhering to the “customer-oriented” product offering, Greentown China has continued to improve its product R&D system throughout the entire lifecycle of “Greentown Good Houses”. We have established a Product Innovation Research Institute, which adopts a matrix-based organizational structure of “a master institute with chief experts or subsidiary branches”. The master institute is responsible for R&D on major pioneering topics, while the subsidiary branches focus on specialized R&D and practical applications driven by market demand.

During the Reporting Period, we have updated the contents of “Greentown Good Houses Standards 2025”, with 45 revised clauses and 38 new ones, achieving an overall update rate of 37%. We introduced the Good House IP concept, which combines aesthetic expression with technology advantages, and established a product system that involves Good House IP modules and three fundamental pillars, safety, health and intelligence. Throughout the year, we have completed 80 innovation R&D projects with an implementation rate of 80%, thereby enabling the rapid conversion and application of R&D achievements.



綠城好房子「1+3」底盤

Greentown Good House “1+3” Fundamental Pillars

一、 品質居住：匠造好房新標杆  
I. Quality Living: A New Benchmark for Building Good Houses

大連玉海棠  
Dalian Jade Begonia

大連玉海棠項目作為《綠城中國好房子產品標準2025》在中國東北地區的首個落地項目，系統踐行六大要素，形成「顏值+功能+智慧+低碳+全週期+健康」的產品力矩陣，榮獲大連「年度品質標杆項目」，驗證了綠城產品的高品質標準。

- **高顏值**：項目採用公建化立面設計，融合大面寬玻璃與質感石材，在嚴寒氣候下實現美學與功能的平衡。
  - **極賢惠**：通過全場景收納系統與彈性空間規劃，實際得房率約120%，適配家庭全週期使用需求。
  - **最聰明**：部署全屋智能系統與社區智慧平台，實現智能控制與物業服務高效響應。
  - **房低碳**：運用裝配式工藝與高性能氣密窗，降低建築能耗約30%，減少施工碳排。
  - **全週期**：戶型支持靈活改以適配家庭成長，建築採用高耐久性材料與設計，並提供房屋全生命週期維保服務。
  - **人健康**：室內環境指標優於國標50%，PM2.5淨化效率≥95%，打造健康居住環境。
- **Gorgeous**: The project has adopted a public-building-style facade design, integrating expansive glazing with textured stone to achieve a balance between aesthetics and functionality in the harsh climate.
  - **Extremely Virtuous**: Through a comprehensive storage system and flexible spatial planning, the effective usable area ratio reaches approximately 120%, meeting the full lifecycle needs of a family.
  - **The Smartest**: Whole-home smart systems and community intelligent platforms are deployed to efficiently integrate smart control into property services.
  - **Low-carbon**: The deployment of prefabricated construction techniques and high-performance airtight windows has reduced approximately 30% of building energy consumption, thereby decreasing carbon emissions during construction.
  - **Full-cycle**: The floor plans support flexible modifications to accommodate family growth, and enduring construction materials and designs are adopted to provide maintenance services throughout the full lifecycle of houses.
  - **Healthy**: Indoor environmental indicators are 50% superior to national standards, with PM2.5 purification efficiency reaching ≥95%, creating a healthy living environment.



大連玉海棠  
Dalian Jade Begonia

- 一、 品質居住：匠造好房新標杆
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## 1.2 客戶權益

綠城中國持續以高品質標準為導向，致力於為客戶提供優質的產品與服務。我們全面落实負責任營銷，積極回應客戶關切，嚴格保護客戶隱私，多維度保障客戶合法權益。

### 1.2.1 負責任營銷

綠城中國始終秉持合規、公平的原則，開展負責任的營銷活動。我們制定並公開《負責任營銷政策》，該政策要求全體員工(包括全職員工、兼職員工及臨時員工)在推廣及營銷實踐中嚴格遵守法律法規與商業道德規範，並鼓勵所有商業夥伴(包括承包商、供應商及合作夥伴)遵守。

報告期內，我們在以《項目運營手冊營銷弦》為核心的「1+5+N」營銷、廣告和銷售制度體系下，持續推進營銷費用、渠道管理等制度的優化與落實。我們嚴格把控各項目在銷售說辭、合同文件等環節的落實情況，並通過定期更新與全流程管控，保障對客戶承諾的真實性和有效性。我們每半年審閱並更新負責任營銷相關制度，不斷完善管理體系，實現誠信經營。

## 1.2 Customer Rights and Interests

Greentown China is committed to providing customers with high-quality products and services by adhering to stringent quality standards. We safeguard the rights and interests of customers in all aspects through actively practicing responsible marketing, efficiently responding to customer demand and genuinely protecting customer privacy.

### 1.2.1 Responsible Marketing

Greentown China carries out responsible marketing by committedly adhering to the principles of compliance and fairness. We have established and publicly released the Policy on Responsible Marketing (《負責任營銷政策》), under which all employees (including full-time employees, part-time employees and temporary workers) are required to conduct the sales and marketing practice in accordance with laws and regulations and business ethics, and all business partners (including contractors, suppliers and partners) are encouraged to follow.

During the Reporting Period, under the “1+5+N” marketing, advertising and sales system with Marketing Manual for Project Operation (《項目運營手冊營銷弦》) as its core, we continuously promoted the optimization and implementation of policies relating to marketing expenses and channel management. We strictly monitored the execution of each project in sales pitches, documents and contracts and other aspects while maintain regular updates and comprehensive process control, so as to ensure the authenticity and effectiveness of our commitments to customers. In addition, we review and update the standards and systems related to responsible marketing every six months to continuously improve our management system and strengthen our integrity in operation.

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1	<ul style="list-style-type: none"><li>• 《項目運營手冊營銷弦》 Marketing Manual for Project Operation</li></ul>
5	<ul style="list-style-type: none"><li>• 《營銷服務費用管理標準》 Management Standards for Marketing Services Costs</li><li>• 《營銷服務團隊薪酬績效標準》 Remuneration and Performance Standards of Marketing Service Team</li><li>• 《營銷設施管理費用標準》 Management Fees Standard for Marketing Facilities</li><li>• 《渠道管控制度》 Channel Management and Control System</li><li>• 《數字營銷建設與運營工作標準》 Digital Marketing Construction and Operation Work Standards</li></ul>
N	<ul style="list-style-type: none"><li>• 銷售說辭、文件合同、不利因素展示等營銷各階段合規管理規定 Compliance management regulations for each stage of marketing such as sales pitches, documents and contracts, description of adverse factors, etc.</li></ul>

「1+5+N」營銷、廣告和銷售制度體系  
“1+5+N” Marketing, Advertising and Sales System

我們已建立全面的風險管控機制，推動落實集團及區域風險巡查、銷售滿意度風控、反腐公約等常態化負責任營銷審計與監察工作，防範各類合規風險。我們定期開展負責任營銷專項審計，對審計發現的違規問題與高風險事項進行通報、處罰並推動整改，以規範業務開展。

We have established a comprehensive risk management and control mechanism and continued to carry out regular responsible marketing audits and inspections, such as group- and regional-level risk inspections, sales satisfaction risk control and anti-corruption convention, in order to effectively prevent all kinds of compliance risks. We regularly conducted special audits on responsible marketing. Violations and high-risk issues identified in the audit were reported and penalized, and rectifications against them were required, thus fostering sound business development.

一、 品質居住：匠造好房新標杆  
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集團及區域風險巡查  
Group and regional-level risk inspections

- 每半年開展全集團風險巡查，覆蓋費用管理、銷售管理、業務流程規範等領域，針對發現問題進行處罰與跟蹤整改；  
Conduct group-level risk inspections every six months, covering various aspects such as expense management, sales management, business process standardization, etc., and carry out punishment and follow-up rectification for identified issues;
- 每季度制定區域巡查計劃並開展常態化合規巡查，重點檢查區域薄弱或頻發問題，嚴防各類合規風險；  
Formulate regional-level inspection plans and carry out regular compliance inspections every quarter, focusing on addressing regional weaknesses or frequently occurring issues to effectively prevent various types of compliance risks;
- 設置營銷服務系統舉報郵箱，並與審計監察部門建立聯動機制，強化風險巡查的全面性、及時性。  
Designate a whistleblowing email address for the marketing services system and establish a linkage mechanism with the audit and supervision department to strengthen the comprehensiveness and timeliness of risk inspections.

銷售滿意度風控  
Sales satisfaction risk control

- 每月開展覆蓋全體準業主的電話調研，及時了解客戶滿意度及銷售行為合規性；  
Conduct monthly telephone surveys with all potential owners to understand customer satisfaction in a timely manner and ensure the compliance of sales behaviours;
- 在業主滿意度問卷中增設「廉潔問卷」調查，以完善風險管控；  
Incorporate an “integrity questionnaire” into the owners satisfaction survey to enhance risk management controls;
- 開展神秘客戶調研，針對營銷人員銷售承諾、案場公示文件等進行標準檢查。  
Conduct secretive customer visits to check whether marketers’ sales promises and publicly displayed documents on the sales sites meet our standards.

反腐公約  
Anti-corruption convention

- 要求所有案場擺放反腐公約，增加「不允許工作人員線下收取款項」條款，並公示集團24小時舉報電話，堅決抵制炒賣、倒號等負面行為。  
The anti-corruption convention with the newly incorporated clause “Employees are not allowed to receive the payments offline” and the Group’s 24-hour reporting line number are required to be publicly displayed in every sales site to resist negative behaviours such as speculation and scalping.

品質紅線管理  
Quality red line management

- 依據《品質紅線管理標準》及《負面行為清單》中明確的可能導致質量、安全及經營風險的違規行為開展不定期檢查，針對違規違紀行為進行責任追究及整改工作；  
Carry out spot inspections based on non-compliant behaviours that may lead to quality, safety and business risks defined in the Quality Red Line Management Standards 《品質紅線管理標準》 and the List of Negative Behaviours 《負面行為清單》 and take accountability and rectification actions for any violations or misconduct;
- 結合日常頻發問題，在《品質紅線管理標準》中新增超額發放佣金及獎金、虛構銷售業績等違規情形，進一步細化管理要求。  
After taking into account occurring issues, additional non-compliant practices such as excessive commission and bonus and the fabrication of sales performance figures have been included in the Quality Red Line Management Standards 《品質紅線管理標準》 to refine management requirements.

全方位負責任營銷審計  
All-round Responsible Marketing Audit

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報告期內，我們推進營銷全流程數字化建設，將合規要求嵌入業務環節，提升營銷活動的合規水平。

During the Reporting Period, we advanced the digitalization of the entire marketing process and embedded compliance requirements in business activities, so as to enhance the overall compliance level of marketing activities.

流程自動化  
Process automation

- 將營銷活動各環節納入統一數字營銷平台，減少人為操作漏洞與合規盲區；  
Integrate all aspects of marketing activities into a unified digital marketing platform to minimize human operational errors and compliance blind spots;
- 在宣傳物料、廣告投放等節點設置自動合規校驗，攔截違規表述；  
Implement automated compliance checks at key stages such as promotional materials and advertising placements to intercept non-compliant expressions;
- 通過營銷平台監控中介成交情況，線上核驗資質與佣金合規性，防範渠道違規風險。  
Monitor intermediary transaction outcomes through marketing platforms, conduct online verification of credentials and commission compliance to prevent channel-related non-compliance risks.

數據安全化  
Data security

- 建立客戶信息全生命週期管控，實現加密與權限分級管理，進行數據合規化改造。  
Establish full lifecycle management of customer information, implementing encryption and tiered access controls to achieve data compliance transformation.

風控智能化  
Intelligent risk control

- 整合風控系統與一體化系統，重構風控風險類型，將依賴人工審核轉為系統自動研判為主，提升風險識別一致性。  
Integrate risk control systems with unified platforms, redefine risk categories, and transition from manual review to automated system assessment, thereby enhancing consistency in risk identification.

營銷綠色化  
Green marketing

- 推廣線上直播、電子樓書等數字化方式，減少紙質物料使用，降低營銷活動碳排放，踐行綠色營銷理念。  
Promote digital approaches such as online livestreaming and electronic property brochures to reduce the use of paper materials, so as to lower carbon emissions from marketing activities and practise the concept of green marketing.

營銷流程數字化建設  
Digital Construction of Marketing Process

一、 品質居住：匠造好房新標杆  
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基於審計識別的風險與問題，我們定期更新合規及負責任營銷培訓計劃，並要求全體員工完成培訓。報告期內，在負責任營銷方面，我們累計開展了25次專項培訓及4場工作坊，負責任營銷培訓員工覆蓋率達100%。

In response to the risks and issues identified in the audit, we regularly update our compliance and responsible marketing training programs and require all employees to complete the relevant training. During the Reporting Period, we conducted a total of 25 special training sessions and 4 workshops on responsible marketing, achieving 100% employee coverage in responsible marketing training.

#### 負責任營銷意識提升培訓

##### Responsible Marketing Awareness Enhancement Training

- 要求綠城中國全體員工每年至少接受一次培訓；

Require all Greentown China employees to receive training at least once a year;

- 宣貫負責任營銷相關法律法規及內部制度，要求員工不在任何營銷活動中進行誇大或虛假宣傳，不虛報產品、服務和價格，不就競爭對手的產品和服務做出虛假或誤導性陳述，確保全體員工了解並遵守我們的負責任營銷原則。

Promote and follow relevant laws, regulations and internal policies regarding responsible marketing. Employees are required to avoid exaggeration or false advertising in all marketing activities, refrain from misrepresenting products, services and prices, and not to make false or misleading statements about competitors' products and services, ensuring that all employees understand and comply with our responsible marketing principles.

#### 營銷服務體系負責任營銷專項培訓

##### Special Training on Responsible Marketing for the Marketing Service System

- 要求營銷服務體系全體員工參加並接受通關考試，合格後方可上崗；

All employees of the marketing service system are required to participate in and pass a qualification test before they start work;

- 報告期內，我們圍繞營銷費用管理、數字營銷、價值營銷、業務流程標準化及數據分析等主題開展負責任營銷專項培訓，並組織負責任營銷管理工作坊，以研討並規範相關作業模式與執行標準。

During the Reporting Period, we conducted dedicated training programs on responsible marketing, covering topics such as marketing expense management, digital marketing, value marketing, business process standardization and data analysis. We also carried out responsible marketing management workshops to discuss and standardize operational models and execution standards.

#### 數字化合規培訓

##### Digital Compliance Training

- 面向全體營銷人員開展線上合規培訓，培訓內容基於房地產營銷數字化運營SOP，覆蓋投放、渠道管理與客戶管理等環節，要求相關人員定期完成學習與考核，以提升合規意識與实操能力。

Conduct online compliance training for all marketing personnel, with the training content based on the SOP for digital operations in real estate marketing, covering aspects such as advertising placement, channel management, and customer management. Relevant personnel are required to complete the training and assessments periodically to enhance compliance awareness and practical capabilities.

#### 各類負責任營銷培訓

##### Various Responsible Marketing Training Sessions

一、 品質居住：匠造好房新標杆  
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1.2.2 客戶訴求響應

綠城中國堅持「以客戶為中心」，認真傾聽客戶聲音並及時響應客戶訴求。報告期內，我們修訂了《客戶投訴管理基礎規範》，明確投訴分類標準，優化風險預控節點與追責程序，推動問題閉環管理。我們持續推進服務數字化，並深耕線下「品質共建」溝通機制，通過線上線下互補，全年累計處理業主需求3.3萬餘條，客戶滿意度達99%。

2025年，我們累計收到客戶投訴1,713起，其中產品質量相關的投訴876起，因服務問題導致的投訴825起，已響應並妥善解決投訴比例為92.87%。

1.2.2 Responding to Customer Demand

Greentown China adheres to the concept of “customer orientation”, listens to customers’ opinions and responds to customers’ demands in a timely manner. We have amended the Basic Standards for Customer Complaint Management (《客戶投訴管理基礎規範》), which clarify the criteria of complaint classification, optimize risk prevention control points and accountability procedures, and drive closed-loop management of issues. We continued to advance digital services while deepening offline “quality co-creation” communication mechanisms. Through complementary use of online and offline channels, we handled over 33,000 property owner requests throughout the year, achieving a customer satisfaction rate of 99%.

In 2025, we received a total of 1,713 customer complaints, including 876 complaints due to product quality and 825 complaints due to service issues, 92.87% of which have been responded to and properly resolved.



客戶訴求處理流程  
Customer Demand Handling Process

一、 品質居住：匠造好房新標杆  
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1.2.3 客戶隱私保護

綠城中國嚴格遵循《中華人民共和國消費者權益保護法》《中華人民共和國網絡安全法》等法律法規，持續完善內部管理標準，強化客戶信息保護。報告期內，我們修訂了《計算機信息安全管理標準》與《項目交付技術規範》，優化了信息安全管理架構，並新增了數據備份、第三方人員安全管理及全生命週期數據處理規範。截至報告期末，綠城中國已通過信息安全等保二級認證，展現了我們在客戶隱私保護領域的管理能力。

1.2.3 Customer Privacy Protection

Greentown China strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests (《中華人民共和國消費者權益保護法》), the Internet Security Law of the People's Republic of China (《中華人民共和國網絡安全法》), and other laws and regulations to improve internal management standards and enhance customer information protection. During the Reporting Period, we have revised Standards for the Management of Computer Information Security (《計算機信息安全管理標準》) and the Project Delivery Technical Specifications (《項目交付技術規範》), which optimized the information security management framework and introduced new specifications for data backup, third-party personnel security management, and full lifecycle data processing. As of the end of the Reporting Period, Greentown China has obtained the Level 2 Information Security Certification (信息安全等保二級認證), demonstrating our management capabilities in safeguarding customer privacy.

客戶隱私保護舉措

Customer Privacy Protection Measures

- 針對修訂後的隱私保護制度組織專項培訓，推動制度有效執行  
We organize specialized training sessions on the revised privacy protection system to facilitate its effective implementation
- 營銷系統應用權限控制、關鍵字段脫敏、數據加密等技術，保障用戶數據最小化公開，防止客戶隱私信息泄露  
The marketing system applies multiple technologies such as access control, key field desensitization and data encryption to minimize the exposure of user data and prevent the leakage of customers' private information
- 進行數據庫安全加固，部署定期漏洞掃描，優化數據加密與脫敏規則  
We strengthen database security by deploying regular vulnerability scans and optimizing data encryption and data desensitization rules
- 建立「數據識別—分級保護—訪問審批—操作審計」的閉環管理流程，規範客戶信息全生命週期管理  
We establish a closed-loop management process encompassing "data identification, tiered protection, access approval and operational auditing" to standardize the full lifecycle management of customer information
- 嚴格按照《小程序隱私保護指引》處理用戶個人信息，最小化信息儲存時間，超範圍使用信息前必須徵得用戶同意  
We handle users' personal information in strict accordance with the Guidelines for Privacy Protection of Mini Programs (《小程序隱私保護指引》), minimizing information storage time and obtaining users' consent before using information beyond the authorized scope
- 落實第三方人員入離場的數據安全管控，落實權限精準分配與離場數據清理核驗等措施  
We implement data security controls for third-party personnel's entry and exit by precise allocation of access permissions and verification of data clearance upon departure

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我們定期開展信息安全審計，識別並管控各類安全風險。報告期內，我們完成了2次網絡攻防演練、7次滲透測試及77次漏洞掃描等安全檢測，全面排查隱患，並對審計發現的問題實施閉環整改，強化系統與數據安全。

我們通過線下培訓、在線學習及內部宣傳等形式，面向全體員工開展信息安全與客戶隱私保護的宣導與培訓。報告期內，我們圍繞數據安全與合規操作開展了專項學習，以提升員工安全意識與能力。

報告期內，綠城中國未發生客戶信息泄露（導致投訴或其他重大影響）事件。

### 1.3 客戶服務

綠城中國堅持以「最懂客戶、最懂產品」為戰略支點，持續構建以客戶滿意度為核心的客戶關係管理體系，不斷推動產品與服務品質升級。

We conduct regular information security audits to identify and mitigate various types of risks. During the Reporting Period, we conducted 2 cybersecurity attack and defense drills, 7 penetration tests, and 77 vulnerability scans, so as to conduct a comprehensive investigation of potential risks and implement closed-loop rectifications for issues identified during audits, thereby strengthening system and data security.

We conduct promotion campaigns and training on information security and customer privacy protection for all employees through offline training sessions, online learning and internal communications. During the Reporting Period, we conducted specialized training sessions on security and compliant practices to enhance the security awareness and capability of our employees.

During the Reporting Period, Greentown China did not experience any customer information leakage which resulted in complaints or other significant impacts.

### 1.3 Customer Service

Greentown China insists the strategic pivot points of “best understanding of customers and best understanding of products”, continuously building a customer relationship management system centered on customer satisfaction, while driving ongoing upgrades in product and service quality.

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1.3.1 服務品質提升

綠城中國秉持「因愛在此」的品牌主張，以綠城會<sup>3</sup>社群關係平台為紐帶，與業主及客戶攜手打造富有活力的現代社區。報告期內，我們通過規模化的社群運營與體系化的價值共創，持續深化客戶服務，賦能社區活力。

1.3.1 Improving Service Quality

Greentown China adheres to the brand philosophy of “Live for Love (因愛在此)”. Through the link of Greentown Association<sup>3</sup>, the community relationship platform, Greentown China collaborates with property owners and customers to create vibrant modern communities. During the Reporting Period, we continued to deepen customer service and empower community vitality through scaled community operation and systematic value co-creation.

規模共創  
Scale Co-creation

- 社群總數達1,036個，成員規模超6.4萬人，全年舉辦活動4,447次，參與人數超15.5萬，核心運營指標同比增長45%  
Total number of communities reached 1,036, with members exceeding 64,000. Throughout the year, 4,447 events were held, attracting over 155,000 participants. Core operational metrics recorded a 45% year-over-year increase
- 主理人活動組織頻次與用戶重複參與率均提升，社群自主性與積極性增強  
Both the frequency of events organized by community leaders and the rate of repeat participation improved, reflecting stronger community autonomy and engagement

價值共創  
Value Co-creation

- 社群已在情感、利益、信息、資源、身份五個維度構建業主價值網絡，深化聯結與信任  
The community has established a value network for property owners across five dimensions like emotion, interests, information, resource, and identity, to deepen connections and foster trust
- 浙北區域通過「了不起的鄰居」平台，連接超60家業主資源，實現跨城資源共享，推動社群向「自生長」演進  
Through the “Remarkable Neighbors” platform, the northern Zhejiang region connects over 60 property owners’ resources, enabling cross-city resource sharing and driving community’s evolution toward “self-sustaining growth”

生態共創  
Ecology Co-creation

- 運營模式從「社群共創」延伸至「產品服務共創」，形成社區與業主共建共享的可持續發展生態  
The operational model has extended from “community co-creation” to “product-service co-creation”, fostering a sustainable ecosystem where communities and property owners jointly build and share resources
- 與120家共創夥伴合作，在40個城市落地187個共創空間  
Partnered with 120 co-creation partners to establish 187 co-creation spaces across 40 cities

標杆共創  
Benchmark  
Co-creation

- 浙北區域通過跨界聯動主題活動(如鄰里生活節、品牌活動等)，構建了「社區+品牌+街道」多元聯動模式  
The northern Zhejiang region has established a multi-faceted collaborative model integrating “community + brand + street” through cross-border thematic events such as neighborhood festivals and brand activities
- 實踐獲得「2025中國房企社群運營典範」等四項行業榮譽  
Practice has won four industry honors, including the “2025 China Real Estate Community Operation Exemplar” award

<sup>3</sup> 綠城會是綠城中國業主、客戶及朋友們一起共創共建的美好生活關係平台，致力於小區營造的理念和方法論，促進企業與客戶之間、以及企業與社會之間美好關係的可持續發展。

Greentown Association is a platform for property owners, customers and friends of Greentown China to co-create and build a better life. It is dedicated to the concepts and methodologies of community building, and promotes the sustainable development of a better relationship between the company and its customers, as well as between the company and the society.

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1.3.2 客戶心聲傾聽

綠城中國以「最懂客戶、最懂產品」為戰略支點，構建了完善的客戶溝通機制。自2002年起，我們通過「品質共建小組」座談活動及「我們傾聽」客戶圓桌會等多層次渠道，與客戶保持深度對話。截至報告期末，我們已在集團及各子公司層面累計舉辦各類共建活動超5,700次，收集並100%回覆客戶問題逾4.3萬條，形成了「集團每年、區域每半年、項目每季度」舉辦品質共建會的常態化機制。

累計舉辦各類共建活動超5,700次  
Over 5,700 co-construction activities  
have been held cumulatively

收集並回覆客戶問題超4.3萬條  
More than 43,000 customer inquiries  
were collected and replied

同時，我們通過95059服務熱線、官網留言板、工地開放日等渠道，嚴格落實「首問責任制」與「區域首席品牌官」機制，高效響應客戶訴求。

報告期內，我們在西安組織召開年度3·15綠城中國品質共建會，現場收集並響應業主關切。會後一個月內，我們完成問題整改48項，整改完成率達74%，回覆滿意度達100%，切實推動問題解決，持續鞏固客戶信任。

1.3.2 Listening to Customers' Voices

With “best understanding of customers and best understanding of products” as its strategic pivot points, Greentown China has established a comprehensive customer communication mechanism. Since 2002, we have maintained in-depth dialogue with customers through multi-tiered channels such as the “Quality Co-construction Group” discussion sessions and the “We Listen” customer roundtables. As of the end of the Reporting Period, we have cumulatively organized over 5,700 co-construction activities at both the Group and subsidiary levels, collected more than 43,000 customer inquiries with a 100% response rate, and established a regular mechanism for quality co-construction meetings which are held annually at the group, biannually at the regional, and quarterly at the project level.

Simultaneously, we rigorously implemented the “First Contact Accountability System” and the “District Chief Brand Officer” mechanism through channels such as the 95059 service hotline, official website message boards, and construction site open days to efficiently respond to customer demand.

During the Reporting Period, we organized the annual 3·15 Greentown China Quality Co-construction Conference in Xi'an, where we collected and responded to owners' concerns on-site. Within one month after the conference, we completed rectification for 48 issues, achieving a 74% completion rate and 100% satisfaction in responses, which has effectively driven issue resolution and continuously reinforced customer trust.



2025綠城中國品質共建小組會議  
2025 Greentown China Quality Co-construction Group Conference

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1.3.3 客戶滿意度管理

客戶滿意度是綠城中國的「一號標準」。我們嚴格落實《第三方客戶滿意度調查管理標準》，持續完善《客戶滿意度管理標準》，並建立覆蓋集團至項目部與片區的四級管理架構，為滿意度提升提供制度與組織保障。報告期內，我們通過升級交付服務體系、夯實維修能力、深化社群運營、開展服務創新與組織賦能等舉措，持續提升服務品質。

住宅業務

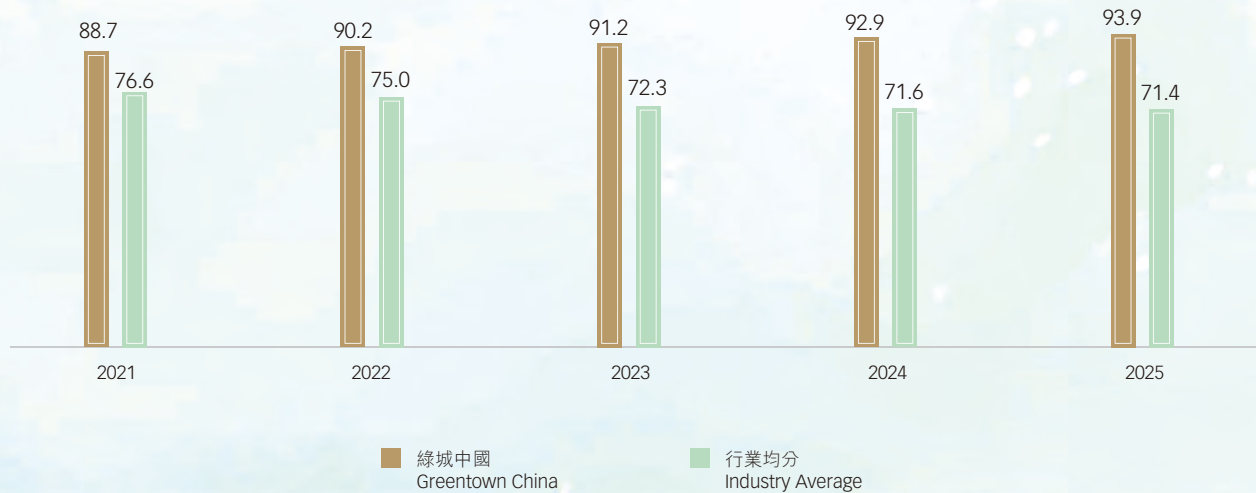
綠城中國在中指研究院發佈的《2025年中國城市居民居住滿意度調查報告》中，客戶滿意度得分為93.9分，超出行業均值22.5分，連續五年保持增長。

1.3.3 Customer Satisfaction Management

Customer satisfaction serves as the “No. 1 Standard” of Greentown China. We have strictly implemented the Management Standards on Third-party Customer Satisfaction Survey (《第三方客戶滿意度調查管理標準》), continuously refined the Management Standards on Customer Satisfaction (《客戶滿意度管理標準》), and established a four-tier management structure covering from the Group to project departments and regional offices to provide institutional and organizational safeguards for enhancing satisfaction levels. During the Reporting Period, we continuously enhanced the service quality through measures such as upgrading our delivery service system, strengthening maintenance capabilities, deepening community operations, and advancing service innovation and organizational empowerment.

Residential business

In the 2025 Chinese Urban Residents’ Satisfaction Survey Report (《2025年中國城市居民居住滿意度調查報告》) issued by China Index Academy, Greentown China scored 93.9 points in customer satisfaction, which was 22.5 points higher than the industry average, maintaining growth for five consecutive years.



綠城中國客戶滿意度得分情況  
Greentown China's Customer Satisfaction Performance

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我們在16座城市<sup>4</sup>位列總體滿意度第一位，在15座城市<sup>5</sup>位列總體忠誠度第一位。截至報告期末，綠城中國已連續15年在「中國城市居民居住滿意度」調查中蟬聯佳績，並連續14次榮獲「顧客滿意度領先品牌」，以權威數據成果樹立行業標尺，推動行業高質量發展。

### 酒店業務

為提升客戶體驗與管理水平，我們引入「華客科技」第三方客評管理工具。該平台聚焦國內五大主流評價渠道，系統開展客戶滿意度數據分析與運營優化。

2025年，酒店業務華客CSI（顧客滿意度指數）得分提升至94.16分，較上年度提升3.93分，創歷史新高，位列TOP5房企酒管集團之首，並榮獲華客「2025年度卓越品質管理酒店集團」獎項。綠城資產管理集團OTA好評率達93.73%，表揚率達95.34%，均位列競對組合首位。

We ranked first in terms of customer satisfaction across 16 cities<sup>4</sup>, and ranked first in terms of overall loyalty across 15 cities<sup>5</sup>. As of the end of the Reporting Period, Greentown China have been honored with excellent results in the Chinese Urban Residents' Satisfaction Survey (中國城市居民居住滿意度調查) for 15 consecutive years and has won the honorary title of "Leading Brands by Customer Satisfaction (顧客滿意度領先品牌)" for 14 consecutive times. We set industry benchmarks with authoritative performance data, driving high-quality development across the sector.

### Hotel business

To enhance customer experience and management standards, we have introduced "Vocust", a third-party customer review management tool. This platform focuses on China's five major review channels, systematically conducting customer satisfaction data analysis and driving operational optimization.

In 2025, the hotel business achieved a Vocust CSI (Customer Satisfaction Index) score of 94.16 points, representing a 3.93-point increase from the previous year and setting a new historical high. This performance ranked first among the Top5 real estate hotel management groups and won the Vocust "2025 Outstanding Quality Management Hotel Group (2025年度卓越品質管理酒店集團)" award. The Greentown Asset Management Group achieved an OTA positive review rate of 93.73% and a commendation rate of 95.34%, both ranking first among competitors.



2025年度卓越品質管理酒店集團  
2025 Outstanding Quality Management Hotel Group

<sup>4</sup> 杭州、西安、天津、合肥、烏魯木齊、寧波、蘇州、無錫、大連、青島、嘉興、台州、金華、湖州、紹興、衢州  
Hangzhou, Xi'an, Tianjin, Hefei, Urumqi, Ningbo, Suzhou, Wuxi, Dalian, Qingdao, Jiaxing, Taizhou, Jinhua, Huzhou, Shaoxing, Quzhou  
<sup>5</sup> 杭州、南京、西安、天津、武漢、烏魯木齊、蘇州、寧波、無錫、青島、嘉興、台州、金華、湖州、衢州  
Hangzhou, Nanjing, Xi'an, Tianjin, Wuhan, Urumqi, Suzhou, Ningbo, Wuxi, Qingdao, Jiaxing, Taizhou, Jinhua, Huzhou, Quzhou

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**商業業務**

2025年，綠城中國商業業務核心在營項目全年度平均出租率超92%，年銷售額超人民幣17億元，客流超4,150萬人次，年度會員數同比提升40.8%，會員活躍度超15%。

**長租業務**

為優化客戶體驗，2025年長租中心依託公寓自有系統開展滿意度調查，覆蓋全部24家運營門店，客戶滿意度達4.95分。未來，長租公寓團隊將持續通過品質運營與產品服務優化，提升客戶居住體驗。

**Commercial business**

In 2025, the average annual occupancy rate of Greentown China's core commercial projects exceeded 92%, with annual sales surpassing RMB1.7 billion, passenger traffic exceeding 41.5 million. The annual membership increased by 40.8% year-on-year, while membership activity exceeded 15%.

**Long-term rental business**

To optimize customers' experience, the Long-Term Rental Center conducted satisfaction surveys in 2025 using its proprietary apartment management system, covering all 24 operational branches and achieving a customer satisfaction score of 4.95 points. In the future, the long-term rental apartment team will continue to enhance the customers' living experience through quality operations and ongoing product and service optimization.



品質經營  
正道基因新典範

Quality Management  
A New Model for Upright Practice



蘇州沁百合  
Suzhou Qinbaihe

## 二、 品質經營：正道基因新典範

# II. Quality Management: A New Model for Upright Practice

### 2.1 合規經營

綠城中國始終奉行「講道義、走正道、得正果」的企業宗旨，堅定踐行「精緻品質，穩健運營」的經營理念。我們堅信，合規經營既是企業履行社會責任的核心要義，更是護航企業長遠發展的堅實根基，並致力於打造陽光、透明、公平、誠信的商業環境。依託嚴格的信用管理、良好的企業信用、強烈的責任擔當，綠城中國成功入選2022年第三批信用企業名單，並獲評「AAA級信用企業<sup>6</sup>」。

#### 2.1.1 踐行責任經營

綠城中國嚴格遵循《中華人民共和國公司法》《企業內部控制基本規範》及配套指引、香港聯交所上市規則等條例與規範，保障公司合規經營。

截至報告期末，我們累計發佈《組織管理手冊》《違法違紀案例警示教育手冊》在內的管理制度381項，覆蓋各業務與管理領域，實行全生命週期閉環管理。報告期內，我們組織修訂了《責任追究管理辦法》及其附件《負面行為清單》，聚焦經濟影響評判標準，升級干擾審計行為懲戒力度等方面，進一步築牢責任經營的制度防線。同時，我們通過公文發佈系統及本體門戶改造，實現「追究決定—公文通報—責任落地」流程自動化。

### 2.1 Compliance Operation

Greentown China adheres to the corporate tenet of “speaking morals, walking the right path, and achieving positive results” and insists on the business philosophy of “exquisite quality, stable operation”. We firmly believe that compliance operation serves not only as an important foundation for fulfilling corporate responsibility, but also a cornerstone to sustain long-term development. We are committed to creating an open, transparent, fair and honest business environment. With strict credit management, good corporate credit and strong responsibility, Greentown China was included in the third batch of creditworthy enterprises in 2022 and was awarded the “AAA-credit enterprise”.

#### 2.1.1 Practising Responsible Operation

Greentown China strictly complies with the Company Law of the People’s Republic of China (《中華人民共和國公司法》), the Basic Standard for Corporate Internal Control (《企業內部控制基本規範》) and its supporting guidelines, the Listing Rules of HKEx and other regulations and norms, which are in place to ensure the compliant operation of the Company.

As at the end of the Reporting Period, we have formulated 381 management systems in total, such as the Organization Management Manual (《組織管理手冊》) and the Alert Education Manual for Illegal and Disciplinary Cases (《違法違紀案例警示教育手冊》), covering all businesses and management aspects to implement closed-loop full lifecycle management. We have revised the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) and its annex, the List of Negative Behaviors (《負面行為清單》) during the Reporting Period, focusing on evaluation criteria of economic impact and strengthening the penalties for audit interference, thereby further strengthening the institutional defense line of responsible operations. At the same time, by revamping the official documents distribution system and the human resource portal, we promoted the automation of the “accountability and decision-making – notification by official documents – implementation of the responsibility” process.

<sup>6</sup> 由中國企業聯合會、中國企業家協會發佈，有效期三年

<sup>6</sup> Issued by the China Enterprise Confederation and the China Enterprise Directors Association, valid for three years

**2.1.2 加強風險管控**

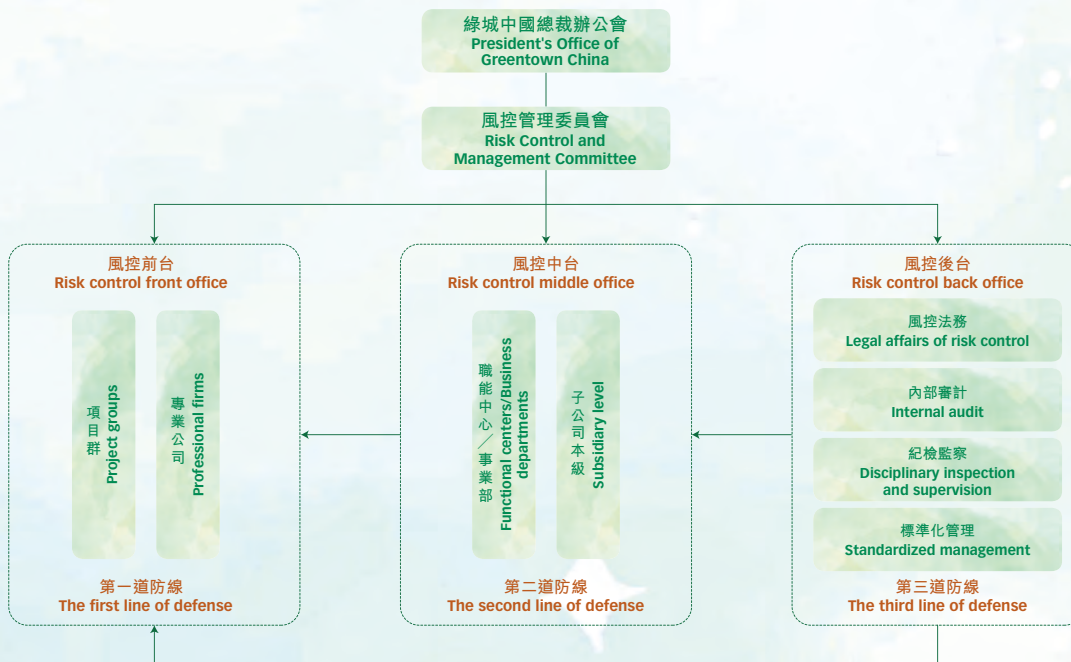
綠城中國將風險控制制度與全面風險管理體系作為本集團風控工作的核心支撐。我們搭建了以《全面風險管理辦法》為核心的風控制度體系，為本集團風險管理工作築牢制度根基、明確實施路徑。

為確保風險管理的有效性和合規性，本公司董事會下設審核委員會，負責對我們的內部監控和風險管理制度進行嚴格的監督和評估。我們升級風控聯席會議機制為常設風控管理委員會，以推動綠城中國風險管理的體系化建設與規範化落地，並指導開展全面風險管理工作。此外，我們已建立由業務單位、職能與風控條線、審計監察組成的風險管理「三道防線」，形成了多維度的風險管理及控制體系。

**2.1.2 Enhancing Risk Control**

The risk control system and the comprehensive risk management system serve as the cornerstone of the Group's risk control work. We have established a risk control system mainly based on the Measures for Comprehensive Risk Management (《全面風險管理辦法》), which consolidates the institutional foundation and provides clear guidelines for the Group's risk management practices.

To ensure the effectiveness and compliance of risk management, the Audit Committee under the Board of the Company is responsible for rigorously monitoring and evaluating our internal control and risk management systems. We upgraded the Joint Conference on Risk Control mechanism into a standing Risk Control and Management Committee to promote the systematization and standardization of risk management in Greentown China and to provide guidance on comprehensive risk management. In addition, we have established a "three lines of defense" for risk management consisting of the business units, functions and risk control lines, together with audit and supervision, forming a multi-dimensional risk management and control system.



## 二、 品質經營：正道基因新典範

### II. Quality Management: A New Model for Upright Practice

2025年，綠城中國風控聯席會議及董事會辦公室重點圍繞保密管理、內控管理、品牌管理、合同管理等事項開展風控工作。

我們聚焦保密管理、投資管理、營銷合規等重點風險領域，推進制度細化與更新，於報告期內組織修訂了《全面風險管理辦法》，成立風控管理委員會，優化風控管理組織架構，為公司持續、穩定健康發展提供制度保障。

報告期內，綠城中國重點風險專項治理成效顯著。我們針對財務、運營、成本招採、品牌商譽等領域核心風險，推行「集團統籌、條線主責、專項攻堅」工作模式，通過流程識別結合內部分分析和外部對標，已構建起涵蓋識別、分析、評價、應對、監控的全閉環風險管理機制。目前已積累形成覆蓋17個專業領域、累計610項風險的風險管理數據庫。

綠城中國審計部門於2025年內共計開展審計項目36項，其中外部第三方協助開展11項，審計發現各類問題609項，已對相關人員進行追責處分，相關問題要求被審計單位限期整改。其中，2025年整改完成率94.97%，剩餘事項將在2026年跟蹤督辦。同時要求各級管理單位完善管理制度，加強制度宣貫，避免同類問題重複發生。

In 2025, Greentown China's Joint Conference on Risk Control and the Board Office conducted risk control work, focusing on matters such as confidentiality management, internal control management, brand management and contract management.

We focused on key risk areas such as confidentiality management, investment management, and marketing compliance to promote the refinement and update of the systems. During the Reporting Period, we revised the Comprehensive Risk Management Measures (《全面風險管理辦法》), established a Risk Control and Management Committee, and optimized the organizational structure of risk management to provide institutional guarantee for the Company's continuous, stable, and healthy development.

During the Reporting Period, Greentown China achieved remarkable results in the special governance of key risks. For the core risks in areas such as finance, operations, cost & procurement, and brand reputation, we implemented a work model of "Group coordination, business lines accountability, and specialized project efforts". Through process identification combined with internal analysis and external benchmarking, we have established a closed-loop risk management mechanism covering identification, analysis, evaluation, response and supervision. Currently, we have built a risk management database covering 17 professional fields and a total of 610 items of risks.

In 2025, the audit department of Greentown China carried out a total of 36 audit projects, of which 11 were carried out with the assistance of external third parties. A total of 609 problems were found during the audit process, with accountability measures taken against relevant personnel and rectification deadlines set for audited units regarding relevant problems. Among them, the rectification completion rate in 2025 was 94.97%, and the remaining matters will be followed up and supervised in 2026. Meanwhile, all levels of management units were required to improve management systems and strengthen system publicity to avoid the recurrence of similar problems.

## 2.2 品牌與文化建設

文化價值觀是綠城中國始終恪守的「一號準則」。應對市場變局與行業考驗，我們始終致力於將企業文化內核深融於行為準則之中，持續彰顯品牌底蘊與標杆形象，為綠城中國的全品質發展注入綿延穩固的發展動力。

### 2.2.1 夯實文化基底

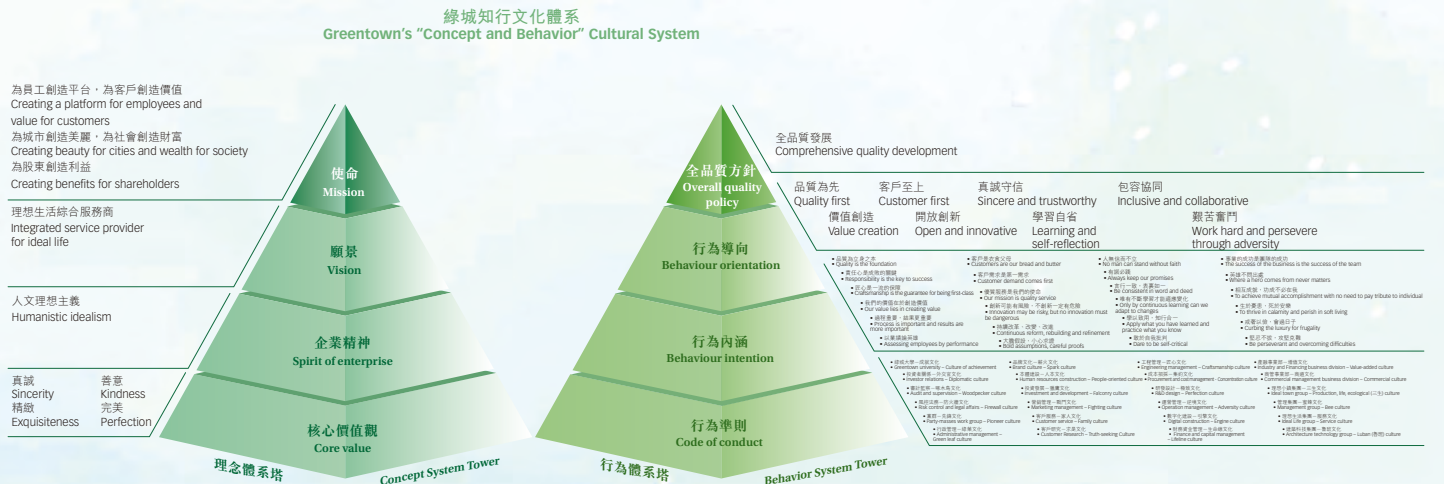
綠城中國已搭建起專屬的綠城知行文化體系(簡稱：雙塔文化)，通過持續拓展文化標語觸達場景、深化文化理念宣導滲透，推動企業文化真正融入全員思想、轉化為行動自覺，為企業高質量發展積澱深厚文化底蘊。從場景到服務，我們始終堅持以人為中心的設計、營造與服務，讓文化理念從精神內核轉化為具象實踐，以文化賦能發展全鏈路。

## 2.2 Brand and Culture Construction

Cultural values are the “No. 1 Principle” that Greentown China has long been adhering to. In navigating market shifts and industry challenges, we remain committed to embedding the core of corporate culture in the code of conduct, continuously showcasing our brand heritage and exemplary image, and injecting enduring and robust impetus into the comprehensive quality development of Greentown China.

### 2.2.1 Bolstering Cultural Base

Greentown China has established its proprietary Greentown’s “Concept and Behavior” cultural system (referred to as the for “double towers”). By continuously expanding the reach of cultural slogans across diverse scenarios and deepening the dissemination of cultural concepts, we have driven corporate culture to truly integrate into the mindset of every employee and translate into conscious action. This builds a profound cultural foundation for the Company’s high-quality development. From scenarios to services, we consistently adhere to people-centered design, construction, and service delivery. This transforms cultural concepts from spiritual core into tangible practice, empowering development across the entire value chain through culture.



### 2.2.2 提升品牌影響

2025年，綠城中國迎來三十週年華誕，以「三十爾立，天香雲外飄」為核心品牌主張，將產品力打造與品牌價值深耕作為核心驅動力。我們重磅發佈凝練三十載產品精華的「天香家族」產品系，匯集經典與創新產品譜系，持續演繹「好房子、好生活」的理想實踐。依託覆蓋30個省（自治區及直轄市）、200餘座城市、1,000餘個美麗家園的全國化佈局，綠城不斷夯實品牌價值與客戶滿意度，打造兼具價值感、忠誠度、影響力、創新性的地產標杆品牌。以三十年深厚積澱樹立產品主義與人文地產標杆，向行業與社會傳遞人居建設的積極力量與堅定信心。

### 2.2.2 Enhancing Brand Engagement

In 2025, Greentown China celebrated its 30th anniversary. With the core brand proposition “At thirty, I stood firm; the celestial fragrance drifts beyond the clouds”, we take building product strength and deepening brand value as core driving forces. We proudly unveil the “Celestial Fragrance Collection” – a product series distilling three decades of excellence. This curated portfolio integrates classic and innovative offerings, continuously bringing to life the vision of “Good Houses, Good Life”. Leveraging a nationwide footprint spanning 30 provinces (autonomous regions and municipalities), over 200 cities, and more than 1,000 beautiful communities, Greentown has consistently strengthened brand value and customer satisfaction, establishing itself as a benchmark real estate brand renowned for its sense of value, loyalty, influence, and innovation. With three decades of profound accumulation, it has established benchmarks in product-centric development and humanistic real estate, conveying positive momentum and unwavering confidence in residential construction to the industry and society.



核心品牌主張  
Core Brand Proposition

## 二、 品質經營：正道基因新典範 II. Quality Management: A New Model for Upright Practice

我們在踐行國家政策基礎上，對首個企業「好房子」標準《綠城中國好房子產品標準2024》進行系統性更新，推出《綠城中國好房子產品標準2025》。新標準延續1總則6分冊框架，圍繞「高顏值、極賢惠、最聰明、房低碳、全週期、人健康」六大要素優化升級，條款更新率37%，更新45項、新增38項，形成270條核心準則，其中231條嚴於國家及行業標準。我們始終堅守產品主義，以更高標準打造優質人居，持續以用戶需求為中心，為「好房子」建設與「好生活」營造貢獻力量。同時，2025年，綠城中國獲得多項品牌影響力相關獎項，具體獲獎情況請參閱本報告「2025綠城品質印記」章節。

### 2.3 反腐倡廉

綠城中國始終將廉潔誠信作為企業發展的立身之本，對任何形式的貪污腐敗行為始終保持「零容忍」的堅定立場。我們秉持「知敬畏、守底線、強監督、重問責」的廉潔管理方針，持續完善內部風險防控體系，縱深推進廉潔文化建設與合規宣貫工作，積極營造風清氣正、崇廉尚潔的幹事氛圍，以嚴明紀律與堅實制度築牢治理根基，為集團行穩致遠、高質量穩健發展提供堅強有力的保障。

#### 2.3.1 廉潔管理

綠城中國嚴格遵守《中華人民共和國反不正當競爭法》《中華人民共和國反洗錢法》《關於禁止商業賄賂行為的暫行規定》等法律法規，制定並落實《紀檢工作管理標準》《員工廉潔自律管理標準》《廉潔從業政策》《反賄賂與反腐敗政策》等內部管理制度，覆蓋各類違反商業道德行為的管理與約束體系。

Building upon national policy implementation, we have systematically updated our pioneering “Greentown China Good Houses Product Standard 2024 (《綠城中國好房子產品標準2024》)” to introduce the “Greentown China Good Houses Product Standard 2025 (《綠城中國好房子產品標準2025》)”. The new standard maintains the framework of one general section and six supplementary volumes, focusing on optimizing and upgrading around six key elements: “gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy”. With a 37% update rate, 45 clauses have been revised and 38 new clauses were added, forming 270 core principles. Among these, 231 clauses exceed national and industry standards. We remain steadfast in our commitment to product excellence, building superior living spaces with elevated standards. Centering on user needs, we continue to contribute to the creation of “Good Houses” and the cultivation of “Good Life”. At the same time, Greentown China won a number of awards related to brand influence in 2025. For details of the awards, please refer to the section headed “Greentown’s Quality Milestones in 2025” in this Report.

### 2.3 Anti-corruption and Integrity

Greentown China always regards integrity as the foundation of its development, and takes a “zero tolerance” stance towards all forms of corruption. We uphold the integrity management principle of “staying awed, safeguarding bottom line, strengthening supervision and emphasizing accountability (知敬畏、守底線、強監督、重問責)”. We continuously improve our internal risk control systems and promote the building of integrity culture and publicity on compliance. By fostering an upright and integrity-driven working environment, we strengthen our governance foundation with strict discipline and robust systems, providing strong safeguards for the steady, high-quality and sustainable development of the Group.

#### 2.3.1 Integrity Management

Greentown China strictly abides by laws and regulations such as the Anti-Unfair Competition Law of the People’s Republic of China (《中華人民共和國反不正當競爭法》), the Anti-Money Laundering Law of the People’s Republic of China (《中華人民共和國反洗錢法》), and the Interim Provisions on Banning Commercial Bribery (《關於禁止商業賄賂行為的暫行規定》), and has formulated and implemented internal management systems such as the Disciplinary Inspection Management Standards (《紀檢工作管理標準》), the Integrity and Self-discipline Standards for Staff (《員工廉潔自律管理標準》), the Policy on Integrity (《廉潔從業政策》) and the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》), which together form a management and restrictive system covering all types of violations of business ethics.

## 二、 品質經營：正道基因新典範

### II. Quality Management: A New Model for Upright Practice

本公司董事會下設ESG委員會，對集團商業道德建設與廉潔治理工作承擔全面監督職責。為構建上下貫通、協同高效的監督體系，集團在總部及各子公司層面設立紀審監工作領導小組，統籌推進紀檢、審計、監察等制度的制定、優化與落地執行。紀審監工作領導小組在各子公司下設辦公室，配備專職及兼職人員，結合經營實際自主開展紀審監工作及廉潔教育活動，保障廉潔合規理念與管理要求深度融入集團全流程運營。

報告期內，我們組織修訂了《反賄賂與反腐敗政策》，進一步強化商業道德與反腐敗管理。修訂版政策將商業道德及反貪腐審計納入集團審計體系，實現每三年覆蓋全部運營地。同時，該政策細化禮品與招待管理規範，明確界定可接受的行為規範，為員工及其他利益相關方提供明確指引。此外，我們健全舉報處理機制，設立全天候獨立的舉報接收渠道(包括專用熱線及線上平台)，並制定標準化的問題調查、處理及反饋流程，確保舉報事項得到及時、公正的響應與處置。

我們將廉潔要求延伸至價值鏈，明確將《反賄賂與反腐敗政策》適用於全體供應商與承包商，要求其建立並落實反賄賂與反腐敗政策制度，並制定反腐敗管理流程以核實合規性。此外，為深化廉潔合規建設和規範員工及相關方的商業行為，我們與員工及合作夥伴簽署了廉潔協議，強化廉潔監督與約束，凝聚廉潔共治合力。

The ESG Committee under the Board of the Company is responsible for the overall supervision of the Group's business ethics and integrity governance. To build a unified, well-coordinated and efficient supervision system, the Group has set up leading group on disciplinary inspection, audit and supervision at both our headquarters and subsidiary level, responsible for coordinating the formulation, optimization, and implementation of the systems relating to disciplinary inspection, audit and supervision. The group sets up offices under each subsidiary with full-time and part-time personnel who autonomously carry out disciplinary inspection, audit and supervisory work, as well as integrity education according to actual operational circumstances, so as to ensure that the principles of integrity and compliance, as well as management requirements are deeply integrated into the Group's entire operational cycle.

During the Reporting Period, we revised the Policy on Anti-Bribery and Anti-Corruption (《反賄賂與反腐敗政策》) to further strengthen business ethics and anti-corruption management. The revised policy integrates business ethics and anti-corruption audits into the Group's audit system, achieving coverage of all operations at least once every three years. In addition, the policy sets out more detailed management standards for gifts and hospitality, clearly defining acceptable behaviors and provides explicit guidance for employees and other stakeholders. Furthermore, we have improved our whistleblowing mechanism by establishing 24/7 independent reporting channels (including dedicated hotlines and online platforms) and implemented standardized procedures for investigation, handling and feedback, so as to ensure that the reported matters are addressed in a timely and impartial manner.

We have extended integrity requirements across its value chain, explicitly applying the Policy on Anti-Bribery and Anti-Corruption to all suppliers and contractors, which requires them to establish and implement anti-bribery and anti-corruption policies and systems. We have also developed anti-corruption management processes to verify compliance. In addition, in order to deepen integrity and compliance practices and regulate the business conduct of employees and related parties, we have entered into integrity agreements with employees and partners to strengthen integrity supervision and constraint, fostering a collective commitment to uphold integrity.

### 2.3.2 廉潔教育

綠城中國積極構造廉潔向善的企業文化，創新「線上+線下」雙軌模式以多元培訓形式提高相關人員的商業道德意識。我們的商業道德培訓覆蓋全體員工(包括全職和兼職)、供應商和承包商。報告期內，我們發佈《2025年廉潔教育活動方案》，面向員工開展廉潔教育活動75場，在「綠城通」OA平台及黨群先鋒綠城公眾號設立「廉潔綠城」專欄，發佈權威政策解讀、典型案例剖析等內容18篇，總閱讀量突破1萬人次，實現教育觸達精準化。此外，報告期內，我們面向供應商開展反貪腐培訓共計22次。

### 2.3.2 Integrity Education

Greentown China actively fosters a corporate culture of integrity by innovating diversified trainings in the form of a “online + offline” model to enhance business ethics awareness among relevant personnel. The business ethics trainings cover all employees (both full-time and part-time), suppliers and contractors. During the Reporting Period, we issued the “2025 Integrity Education Activity Plan” (《2025年廉潔教育活動方案》) and conducted 75 integrity education sessions for employees. We established the “Integrity Greentown” column on the “Greentown Connect” OA platform and the “Party Building Pioneer Greentown” WeChat official account, where we published 18 articles about authoritative policy interpretations and analysis of typical cases, with total views exceeding 10,000, and realized well-targeted education. Additionally, during the Reporting Period, we conducted a total of 22 anti-corruption training sessions for suppliers.

### 供應商及承包商商業道德培訓 Business Ethics Training for Suppliers and Contractors

綠城中國面向供應商及承包商開展商業道德專項培訓，圍繞反商業賄賂、陽光招採合規、廉潔協議解讀與典型違規案例等內容，採用「線上必修+線下專題」雙軌模式。線上課程納入供應商入庫管理，未完成培訓不得參與投標；線下按區域每季度開展，精準覆蓋核心合作方。

Greentown China conducts specialized business ethics training for suppliers and contractors through a dual model of “online mandatory courses + offline thematic sessions”, covering topics such as anti-commercial bribery, transparent bidding and procurement compliance, interpretation of integrity agreements, and analysis of typical violation cases. Online courses are integrated into the supplier warehouse management system, and those who fail to complete the training are not eligible to participate in bidding. Offline training sessions are held quarterly by region to ensure core partners are included.

同時，我們通過綠城「陽光招採」平台、供應商大會、合同附件等多元渠道強化宣導，發放《商業道德行為手冊》5,000餘冊，並實現廉潔承諾全員簽署。2025年，商業道德類違規投訴同比下降60%，報告期內無重大違規事件發生，合規管理成效持續顯現。

At the same time, we strengthen publicity through multiple channels, including the Greentown Transparent Bidding and Procurement Platform, supplier conferences, and contract appendices. We have distributed over 5,000 copies of the “Business Ethics Behavior Handbook” (《商業道德行為手冊》) and received written integrity commitments from all related parties. In 2025, complaints related to business ethics violations decreased by 60% year-on-year, and no major violations occurred during the Reporting Period, demonstrating the continued effectiveness of our compliance management efforts.

### 附屬公司專項廉潔教育活動 Special Integrity Education Activities of Subsidiaries

綠城中國各附屬公司針對自身業務特點靈活設計並開展了豐富的廉潔主題教育活動，有效增強員工、供應商及承包商的廉潔意識及合規經營水平。

Subsidiaries of Greentown China have designed and carried out a variety of thematic integrity education activities tailored to their specific business characteristics, which have effectively enhanced the awareness of integrity and strengthened compliance management capabilities of employees, suppliers and contractors.

- 浙江區域公司聚焦成本管理、供方關係等關鍵環節開展廉潔風險防控宣貫；
- 華北區域公司組織「廣續紅色血脈，堅守廉潔底線」主題討論；
- 西北區域公司深入剖析12個開發環節風險點，推行「風險清單化、管控流程化」，並組織幹部赴西安監獄接受警示教育，身臨其境地感受「貪廉一念間，榮辱兩世界」的巨大反差，深刻領會自由與尊嚴的可貴觀；
- 華南區域公司、小鎮事業部、中原城市公司等分別組織參觀廣東省反腐倡廉教育基地、中共濟南市委黨校大峰山廉政基地等廉潔教育場所，並通過「七一」、「八一」活動、書記講黨課、經營會議等節點嵌入，推動教育融入日常，員工紀律意識和廉潔自覺顯著提升。
- Zhejiang regional company carried out integrity risk prevention and publicity, with a focus on key aspects such as cost management and supplier relationships;
- North China regional company organized a thematic discussion on "carrying forward the red legacy, always adhering to the bottom line of integrity";
- Northwest regional company analysed risk points at 12 development stages and promoted "risk list and process-based control". It organized cadres to visit Xi'an Prison for training and education, which allowed them to experience by themselves the stark contrast "between corruption and integrity, and between honor and disgrace", and to deeply understand the value of freedom and dignity;
- South China regional company, Town business department, and Midland city-level company respectively organized visits to the anti-corruption education base in Guangdong Province and the Dafeng Mountain integrity education base of the Jinan Municipal Party School of the Communist Party of China. By embedding integrity activities into key events such as the July 1st and August 1st celebrations, Party lectures by the Party secretary, and business meetings, they promoted the integration of integrity education into daily operations. As a result, employees' sense of discipline and integrity consciousness were significantly improved.



附屬公司專項廉潔教育活動  
Special Integrity Education Activities of Subsidiaries

### 2.3.3 監察舉報

綠城中國已制定《廉政舉報獎勵制度》《監察管理標準》《監察工作標準》《監察舉報渠道維護與指引》《停職檢查措施》等一系列內部管理制度，為紀檢監察工作的系統化推進和高效落地構建堅實完備的制度支撐。

我們已搭建完善、多元的監察舉報渠道，並在所有對外簽訂的合同及招標文件中設置廉潔條款及舉報方式，在所有銷售案場、辦公區域及工地開放區域對監察舉報方式進行公示。

#### 監察舉報渠道 Supervision and Reporting Channels

我們將深化常態化審查與專項審計工作，並實施主動巡查、專項監察及舉報調查等舉措，全面開展監督檢查工作，對相關工作作出詳實的檢查報告。我們嚴厲懲處違法違紀行為，並對被調查單位及個人的限期整改情況進行持續跟蹤，確保問題整改到位，維護風清氣正、廉潔合規的經營環境。我們積極對接各級紀檢監察機關，報告期內累計陪同人員談話40餘人次，調取相關資料超13,000份，主動溝通匯報、強化內部協同、嚴格執行保密與閉環管理，有力保障辦案工作順利推進。報告期內，本集團未發生貪污訴訟案件。

### 2.3.3 Supervision and Reporting

Greentown China has formulated the Anti-corruption Reporting and Reward System (《廉政舉報獎勵制度》), the Supervision Management Standards (《監察管理標準》), the Supervision Work Standards (《監察工作標準》), the Maintenance and Guidelines on Supervision and Reporting Channels (《監察舉報渠道維護與指引》), the Suspension Inspection Measures (《停職檢查措施》) and other internal management rules and regulations to lay a solid institutional foundation for the systematic advancement and efficient implementation of the disciplinary inspection and supervision.

We have established comprehensive and multiple supervision and reporting channels, and stipulated the terms of integrity and reporting methods in all external contracts and bidding documents, and publicized the supervision and reporting methods in all sales sites, office areas and open areas of construction sites.

舉報地址：杭州市西湖區杭大路1號黃龍世紀廣場A座12樓  
Reporting Address: 12/F, Block A, Huanglong Century Plaza,  
No. 1 Hangda Road, Xihu District, Hangzhou  
舉報電話：0571-87903911  
Reporting Hotline: 0571-87903911  
舉報郵箱：lcjianchabu@163.com  
Reporting Email: lcjianchabu@163.com

We deepen such efforts in routine reviews and special audit work by implementing initiatives such as proactive inspections, targeted supervision and whistleblowing investigations to carry out comprehensive supervision and inspection and issue detailed inspection reports on relevant work. We impose strict penalties for any violations of law and discipline, and continuously follow up on the rectification of the investigated units and individuals within a time limit to ensure problems are effectively solved and maintain an upright and compliant business environment. We actively cooperate with disciplinary inspection and supervision authorities at all levels. During the Reporting Period, we arranged accompany for more than 40 interviews and retrieved over 13,000 documents. We proactively communicated and reported our efforts, strengthened internal coordination, and strictly enforced confidentiality and closed-loop management, thereby supporting the smooth progress of case handling by authorities. During the Reporting Period, the Group was not involved in any litigation case relating to corruption.

## 二、 品質經營：正道基因新典範

### II. Quality Management: A New Model for Upright Practice

我們在《責任追究管理辦法》和《廉正舉報獎勵制度》中，構建起規範完備的舉報保護與激勵體系。公司對所有舉報事件中的舉報人個人信息及舉報內容進行嚴格保密，堅決杜絕信息泄露及任何打擊報復行為，切實保障舉報人的合法權益。同時，對經查證屬實的實名舉報人員給予適當獎勵，充分調動全員參與監督的積極性，營造人人有責、人人參與的廉潔監督氛圍，為企業清廉合規運營提供堅實保障。

#### 2.4 知識產權保護

綠城中國嚴格遵循《中華人民共和國著作權法》《中華人民共和國商標法》《中華人民共和國專利法》等法律法規及公司《知識產權管理辦法》等管理條例。我們建立知識產權全流程標準化管控體系，規範申請、獲取、維護各環節管理，賦能企業創新發展，提升綜合競爭力。

We have established a standardized and comprehensive system for whistleblower protection and incentives in the Administrative Measures for Responsibility Investigation (《責任追究管理辦法》) and the Anti-corruption Reporting and Reward System (《廉正舉報獎勵制度》). The Company keeps the personal information of the whistleblower and the reported content of all reported incidents strictly confidential, and firmly prohibits any leakage of personal information and any acts of retaliation, thereby effectively safeguarding the legitimate interests of whistleblowers. At the same time, we give appropriate incentives to the real-name whistleblowers who provide verified reports, which fully motivates employee participation in supervision, fostering a culture of integrity supervision where everyone feels responsible and engaged, so as to lay a solid foundation for the Company's clean and compliant operations.

#### 2.4 Intellectual Property Protection

Greentown China strictly abides by the Copyright Law of the People's Republic of China (《中華人民共和國著作權法》), the Trademark Law of the People's Republic of China (《中華人民共和國商標法》), the Patent Law of the People's Republic of China (《中華人民共和國專利法》) and other laws and regulations, and the Company's regulatory rules including the Intellectual Property Management Measures (《知識產權管理辦法》). To empower the Company's innovative development and enhance its overall competitiveness, we have established a standardized intellectual property management and control system covering the entire process, which regulates the application, acquisition and maintenance of intellectual property at every stage.

## 二、 品質經營：正道基因新典範 II. Quality Management: A New Model for Upright Practice

報告期內，我們通過會議培訓、知識分享、互動交流等多元形式開展知識產權專項培訓，運用數字化工具為日常工作賦能提升。此外，我們堅決打擊品牌侵權行為，報告期內，通過品牌維權行動，有效維護了品牌權益與市場秩序。

此外，綠城中國多年擔任浙江省知識產權協會副會長單位、杭州商標協會會長單位，積極參與行業交流，榮獲協會優秀單位榮譽，穩居知識產權規範化管理領域的行業標杆之列。報告期內，集團旗下綠城建築科技集團有限公司通過國家知識產權管理體系(GB/T 29490-2023)認證。綠城中國的知識產權獲取情況如下：

During the Reporting Period, we conducted specialized training on intellectual property through diverse formats such as conference sessions, knowledge sharing and interactive exchanges, with digital tools to empower and improve our daily operations. In addition, we took firm action against brand infringement during the Reporting Period through brand rights protection actions, which has effectively safeguarded our brand interests and maintained market order.

In addition, as the vice-chairman unit of Zhejiang Intellectual Property Association (浙江省知識產權協會) and the chairman unit of Hangzhou Trademark Association (杭州市商標協會) for many years, Greentown China has been actively participating in industry exchanges, which earned it the honour of Outstanding Unit from these associations, cementing its position as an industry benchmark in the field of standardized intellectual property management. During the Reporting Period, Greentown Architectural Technology Group Co., Ltd., a subsidiary of the Group, obtained the GB/T 29490-2023 National Intellectual Property Management System Certification. The acquisition of intellectual property of Greentown China is as follows:

知識產權數量 Number of Intellectual Properties	單位 Unit	報告期內新增數量 Newly Added Number during the Reporting Period	截至報告期末累計數量 Cumulative Number as of the End of the Reporting Period
註冊商標 Registered trademark	件 unit	11	1,156
專利授權 Patent authorization	件 unit	15	916
著作權 Copyright	件 unit	9	382

無錫逸廬  
Wuxi Yilu





品質生態  
低碳實踐新高度

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Quality Ecosystem  
A New Height in Low-carbon Practices

# 三、品質生態：低碳實踐新高度

## III. Quality Ecosystem: A New Height in Low-carbon Practices

### 3.1 綠色建築

綠城中國以自身實踐構築綠色建築標準，將「綠色」「健康」的綠色建築長期發展理念深度融入建築技術與綠色運營，持續推動建築全生命週期的環境友好與人居品質提升。同時，我們緊隨國際前沿，積極銳意創新，致力於引領行業不斷探索低碳、可持續建築新範式。

我們持續推進項目獲取權威綠色建築認證，體現綠色建造的實踐成效。2025年，綠城中國新增綠色建築認證項目37個，新增綠色建築認證面積245.96萬平方米。截至報告期末，本集團總土地儲備中綠色建築認證項目數量與面積佔比分別為57%、48.3%，詳細成果如下表所示：

### 3.1 Green Building

Greentown China has developed its green building standards through practical experience. By deeply integrating the long-term development concept of “green” and “health” into its construction technologies and green operations, the Company continuously promotes environmental friendliness and improves the quality of living environments throughout the full lifecycle of its buildings. At the same time, we actively pursue innovation in line with international frontiers, striving to lead the industry in continuously exploring new paradigms of low-carbon and sustainable buildings.

We are working on obtaining authoritative green building certifications, which demonstrated outstanding achievements in green building. In 2025, Greentown China added 37 new green building certification projects and 2.4596 million sqm of newly certified green building area. As of the end of the Reporting Period, the proportion of green-building-certified projects among the Group’s total land reserve accounted for 57% and 48.3% in terms of number and area respectively. The detailed results are shown in the table below:

綠色建築認證類別	單位	截至報告期末 累計數量 Cumulative Number as of the End of the Reporting Period
Category of Green Building Certifications	Unit	
綠色三星建築 <sup>7</sup>	個	32
Green 3-star Building <sup>7</sup>	unit	
綠色二星建築 <sup>7</sup>	個	214
Green 2-star Building <sup>7</sup>	unit	
綠色一星建築 <sup>7</sup>	個	105
Green 1-star Building <sup>7</sup>	unit	
LEED <sup>8</sup>	個	7
LEED <sup>8</sup>	unit	
WELL <sup>9</sup>	個	6
WELL <sup>9</sup>	unit	
綠色建築認證 <sup>10</sup> 合計數量	個	364
Total of Green Building Certifications <sup>10</sup>	unit	

<sup>7</sup> 該認證為中國綠色建築設計標識

<sup>8</sup> LEED 能源與環境設計先鋒評級

<sup>9</sup> WELL 建築認證計劃

<sup>10</sup> 綠色建築認證包括在建和已竣工的自投項目

<sup>7</sup> This certification is a China Green Building Design Label

<sup>8</sup> LEED Leadership in Energy & Environmental Design Rating

<sup>9</sup> WELL Building Certification Programme

<sup>10</sup> Green building certifications include self-investment projects under construction and been completed

### 3.1.1 綠色建築管理

綠城中國始終以長期穩定的綠色建築目標為引領，持續回應人們對美好生活的期待，深入踐行「高顏值、極賢惠、最聰明，房低碳、全週期、人健康」的六大產品主張。

### 3.1.1 Green Building Management

Working towards long-term, stable green building goals, Greentown China consistently strives to meet people's aspirations for a better life. We deeply implement the six major product propositions of "gorgeous, extremely virtuous, the smartest, low-carbon, full-cycle and healthy".

#### 綠色建築承諾和目標

#### Green building commitments and targets



- 加強綠建管理能力，持續投入綠建技術及綠建築造，加大綠建產品比例，2023 年後所有新獲項目均以綠建一星為基線，並追求更高標準；  
Strengthening the management ability of green buildings, continuing to invest in green building technology and green building construction, increasing the proportion of green buildings and achieving higher green building standards on the baseline of Green 1-star Building for all new projects acquired since 2023;
- 提升綠建全生命週期管理能力，不斷探索新型綠建技術，裝配式技術應用比例持續不低於 65%。  
Improving the full lifecycle management capability of green buildings, constantly exploring new green building technologies. The proportion of prefabricated technology application continues to be no less than 65%.

我們秉持綠色建築的承諾與目標，嚴格遵守國家關於綠色建築的法律法規及行業規範，系統構建並全面落實涵蓋研發設計、標準配置、施工建造與運營管理全鏈條的制度體系。我們制定並實施《綠色地產綠色健康建築設計技術導則》《項目運營手冊設計弦之綠色健康設計分弦》《綠城中國綠色健康住宅技術標準工作指引》《綠色建築配置標準》《綠色建築實施手冊》等一系列內部政策文件，持續提升綠色建築實踐的系統性與專業性。

Upholding the green building commitments and targets, we have strictly complied with national laws and regulations as well as industry standards on green building. We have systematically established and fully implemented an institutional framework that covers the entire chain of research and development, design, standard configuration, construction and operation management. We have formulated and implemented a series of internal policies and documents, such as the Technological Guidelines on Green Real Estate and Green and Healthy Building Design (《綠色地產綠色健康建築設計技術導則》), the Green and Healthy Designing Manual for Project Operation (《項目運營手冊設計弦之綠色健康設計分弦》), the Working Guidelines of Greentown China on Green and Healthy Residential Technology Standards (《綠城中國綠色健康住宅技術標準工作指引》), Green Building Configuration Standards (《綠色建築配置標準》) and the Green Building Implementation Manual (《綠色建築實施手冊》), continuously enhancing the systematicness and professionalism of our green building practices.

### 3.1.2 綠色建築實踐

綠城中國持續深化綠色建築技術研發與建造實踐，系統應用裝配式建築、可再生能源、超低能耗及近零能耗等先進建築技術，在項目全週期中不斷提升能效水平與環境友好性，致力於打造人與自然和諧共生的高品質人居環境。

### 3.1.2 Practising Green Building

Greentown China continues to deepen its research, development and construction practices in green building technology. By systematically applying advanced construction technologies such as prefabricated construction, renewable energy, and ultra-low and near-zero energy consumption, we improve energy efficiency and environmental friendliness throughout the entire project life cycle, with an aim to creating high-quality living environments where people and nature coexist in harmony.

### 綠色建築重點項目 — 濟南潤百合 Green Building Highlight Project – Jinan Runbaihe

濟南潤百合項目創新集成「光熱系統」「裝配式建築+綠色建材+本地化建材應用」等低碳技術，構建覆蓋建築全生命週期的低碳建造與運營體系，實現項目全生命週期碳排放較傳統建築降低20%以上。項目以「安全耐久、健康舒適、生活便利、環境宜居、全週期降碳」為核心理念，系統落實綠色建築技術路徑，具體包括：

1. 圍護結構與高效能源系統優化：外牆、屋面、外窗採用高傳熱性能材料，大幅降低採暖與空調負荷；配置高能效戶式中央空調、集中新風系統、全LED智能照明及變頻控制設備，進一步降低建築能耗；
2. 可再生能源規模化應用：屋面集成太陽能集熱系統，實現集中集熱、分戶儲熱，滿足生活熱水需求，有效替代化石能源；
3. 節水器具全面覆蓋：所有衛生器具均採用國家二級水效標準產品，從源頭實現節水減排；
4. 綠色建材規模化應用：高強度鋼筋使用率超85%，預拌混凝土與砂漿100%應用，模塊化構件佔比超50%，減少材料浪費與現場作業污染；
5. 本土化選材與低碳採購：優先選用500km範圍內建材，使用率超60%，大幅降低運輸碳排放；應用BIM技術優化設計與施工方案，鋼筋損耗率低於1.5%，混凝土損耗率低於1.0%，減少材料浪費。

For the first time Jinan Runbaihe Project integrates low-carbon technologies such as “solar thermal systems”, “prefabricated construction + green building materials + localized building material application” to establish a low-carbon construction and operation system covering the entire building lifecycle. As a result, the project produced 20% less carbon emissions throughout its lifecycle compared to conventional buildings. Guided by the core concepts of “security and durability, health and comfort, life convenience, livable environment and lifecycle carbon reduction”, the project systematically implemented green building technology pathways, including:

1. Optimization of Enclosure Structure and High-Efficiency Energy Systems: The external walls, roof areas and windows utilize materials with high heat transfer performance to significantly reduce heating and air conditioning loads. The installation of high-efficiency household central cooling, centralized fresh air systems, full LED smart lighting, and variable frequency control equipment further reduces building energy consumption;
2. Large-Scale Application of Renewable Energy: A solar thermal collection system integrated into the roof areas enables centralized heat collection and decentralized heat storage to meet domestic hot water demands, effectively substituting for fossil fuels;
3. Full Coverage of Water-Saving Appliances: All sanitary wares meet the National Grade II water efficiency standard to realise water conservation and emission reduction at the source;
4. Large-Scale Application of Green Building Materials: The utilization rate of high-strength steel reinforcement exceeds 85%, pre-mixed concrete and mortar are applied at 100%, and the modular components exceeds 50%, reducing material waste and on-site construction pollution.
5. Localized Material Selection and Low-Carbon Procurement: By prioritizing building materials sourced within a 500km radius, and with an utilization rate of over 60%, we have significantly reduced transportation-related carbon emissions. Furthermore, the application of BIM to optimize design and construction plans has resulted in a material waste rate below 1.5% for steel and below 1.0% for concrete, thereby minimizing material waste.



### 三、 品質生態：低碳實踐新高度 III. Quality Ecosystem: A New Height in Low-carbon Practices

我們積極拓展裝配式建築技術的應用場景，通過工廠預製與現場高效裝配相結合，在縮短建設週期、保障施工質量與精度的同時，大幅降低現場材料損耗與能源消耗，實現高效、低碳、可持續的建築交付，全面釋放裝配式建築的綜合優勢。報告期內，本集團聚焦裝配式技術深化研發，聯合中國建築標準設計研究院發佈《綠城中國產業內裝部品技術標準》，並編制《綠城中國室內裝配式高強石膏(GRG)吊頂工藝法圖集》，系統推進裝配式技術體系化發展。截至報告期末，綠城中國在建項目整體裝配式應用率為85%。

We actively expand the application scenarios of prefabricated building technologies. By combining factory prefabrication with efficient on-site assembly, we shorten construction cycles and ensure quality and precision, while significantly reducing on-site material loss and energy consumption, which enables us to achieve efficient, low-carbon, and sustainable building delivery, and fully unleashing the comprehensive advantages of prefabricated construction. During the Reporting Period, the Group focused on deepening the R&D of prefabricated technologies to advance the systematic development, as evidenced by our joint release of the Greentown China Technical Standards for Interior Components (《綠城中國產業內裝部品技術標準》) and compiled the Greentown China Atlas of Construction Techniques and Methods for Prefabricated Glass Fiber Reinforced Gypsum (GRG) Ceilings (《綠城中國室內裝配式高強石膏(GRG)吊頂工藝法圖集》) with the China Institute of Building Standard Design & Research. As at the end of the Reporting Period, the overall prefabricated technology application rate of projects under construction in Greentown China is 85%.

#### 裝配式建築重點項目 — 北京和樾玉鳴 Prefabricated Building Highlight Project – Beijing Heyue Yuming

北京和樾玉鳴項目採用裝配整體式剪力牆與鋼框架結構體系，外牆板、內牆板及疊合樓板均實現工廠預製，現場高效裝配。圍護結構全面應用預製體系，並預埋管線，大幅減少現場作業。

項目全裝修交付採用集成廚房、集成衛生間及乾式地面系統，乾法施工佔比超過79%。電氣、給排水、供暖系統管線分離率分別達60.6%、89.7%和80.5%，提升後期維護便捷性。

項目全面執行綠色建築三星級標準，通過標準化模塊設計與模數協調，實現高效、低碳、高品質建造。報告期內，北京和樾玉鳴項目榮獲全球建築設計大獎。

Beijing Heyue Yuming Project adopts a prefabricated integral shear wall and steel frame structure system, with exterior wall panels, interior wall panels and composite floor slabs all prefabricated in the factory and efficiently assembled on-site. The external enclosure structure fully utilizes a prefabricated system and includes pre-embedded pipelines, significantly reducing on-site works.

The project is delivered with fully integrated kitchens, integrated bathrooms, and a dry flooring system, with dry construction methods accounting for over 79%. The separation rates for electrical, plumbing, and heating system pipelines reached 60.6%, 89.7%, and 80.5% respectively, improving the convenience of later maintenance.

The project fully implements the Green 3-star Building standards, achieving efficient, low-carbon, and high-quality construction through standardized modular design and modular coordination. During the Reporting Period, Beijing Heyue Yuming Project won the global architectural design award.



三、 品質生態：低碳實踐新高度  
III. Quality Ecosystem: A New Height in Low-carbon Practices

我們持續推動超低能耗與近零能耗建築建設，積極探索並應用太陽能、地源熱泵等多元化可再生能源技術，深化能源利用的高效性與可持續性，助力建築使用階段實現節能減排與綠色低碳發展。

We continuously promote the construction of ultra-low energy near-zero energy consuming buildings, actively explore and apply diversified renewable energy technologies such as solar energy and ground source heat pumps, so as to deepen the efficiency and sustainability of energy utilization and achieve energy conservation, emission reduction and green low-carbon development during the buildings' operational phase.

太陽能光伏  
Solar Photovoltaic

我們在多個項目中系統佈局光伏發電，上海逸廬項目於所有樓棟屋面建設光伏系統，有效補充建築日常用電，降低市政電力依賴；濟南鳳栖和鳴項目每戶配置約0.55 kW裝機容量，年均發電量約630 kWh；杭州蕙瀾月華項目在各單體屋面平鋪設置光伏系統，預計年發電量達142,008 kWh，實現清潔能源高效利用，助力建築綠色低碳運行。

We have systematically deployed photovoltaic power generation in multiple projects. In Shanghai Yilu Project, photovoltaic systems have been installed on the rooftops of all buildings, effectively supplementing daily electricity consumption and reducing reliance on municipal power. In Jinan Fengqi Heming Project, each household is equipped with approximately 0.55 kW of installed capacity, generating an average of about 630 kWh annually. In Hangzhou Huilan Yuehua Project, photovoltaic systems are installed on the rooftops of each individual building, with an estimated annual power generation of 142,008 kWh, achieving efficient use of clean energy and contributing to the green and low-carbon operation of buildings.

空氣能熱泵  
Air Energy Heat Pump

上海逸廬商品房戶型創新採用空氣源熱泵天氣地水二聯供系統，實現夏季供冷、冬季地板輻射採暖供熱，系統集成度高，能效表現優異；北京和樾玉鳴項目實現100%空氣能熱泵系統全覆蓋，有效降低建築運行階段溫室氣體排放。

Shanghai Yilu commercial housing units innovatively adopt an air-source heat pump combined with dual supply system of air-conditioning and floor water heating, providing cooling in summer and radiant floor heating in winter. The system boasts high integration and excellent energy efficiency. Beijing Heyue Yuming Project achieves 100% coverage of air energy heat pump system, effectively reducing greenhouse gas emissions during building operation.

太陽能熱水  
Solar Hot Water

蘇州逸廬項目採用分體承壓式太陽能熱水系統，水箱設置於設備間或設備平台，集熱器安裝於屋面。項目針對建築不同屋面形式進行設計優化，實現集熱器與屋面有機融合，推動太陽能熱水設施與建築一體化，有效降低傳統熱水供應方式的能源消耗。

Suzhou Yilu Project adopts a separate pressurized solar hot water system, where the water tanks are located in the equipment rooms or equipment platforms and the collectors are installed on the roof. The project design is optimized based on different roof types of the building to achieve organic combination of the collector and roof, promoting the integration of solar hot water facilities with the building, and effectively reducing energy consumption compared with traditional hot water supply methods.

地源熱泵  
Ground Source Heat Pump

南京金陵月華項目採用毛細輻射空調系統，將專用毛細管埋設於結構樓板下抹灰層或牆面裝飾層內，夏季通過管內循環17-20°C冷水，冬季則循環28-32°C熱水，利用輻射方式實現室內溫度調節。

Nanjing Jinling Yuehua Project adopts capillary radiant air-conditioning system with specialized capillary tubes installed under the structural floor plaster layer or within the wall decoration layer, to regulate the indoor temperature in a radiant way with 17-20°C cold water circulation through pipes in summer and 28-32°C hot water circulation in winter.

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超低能耗重點項目 — 上海逸廬  
Ultra-low Energy Consuming Highlight Project – Shanghai Yilu

上海逸廬項目踐行超低能耗建築理念，採用高性能外圍護結構與斷熱橋設計，外牆平均傳熱係數 $\leq 0.4\text{W}/(\text{m}^2 \cdot \text{K})$ ，屋面傳熱係數低至 $0.29\text{W}/(\text{m}^2 \cdot \text{K})$ ，外窗傳熱係數 $\leq 1.2\text{W}/(\text{m}^2 \cdot \text{K})$ ，氣密性達8級。配備高效全熱回收新風系統，屋面集成光伏系統，實現能源高效利用。項目全年一次能源消耗量 $\leq 60\text{kWh}/(\text{m}^2 \cdot \text{a})$ ，達到超低能耗建築能效水平；同時項目預計每年減少二氧化碳排放527.83噸，助力城市低碳發展。

Shanghai Yilu Project embodies the concept of ultra-low energy consumption buildings, adopting a high-performance external enclosure structure with thermal bridge insulation design. The average heat transfer coefficient of the exterior walls  $\leq 0.4\text{ W}/(\text{m}^2\cdot\text{K})$ , the roof heat transfer coefficient is as low as  $0.29\text{ W}/(\text{m}^2\cdot\text{K})$ , and the external window heat transfer coefficient  $\leq 1.2\text{ W}/(\text{m}^2\cdot\text{K})$ , with an airtightness rating of Level 8. It is equipped with a high-efficiency holothermal recovery fresh air system and an integrated roof photovoltaic system, achieving efficient energy utilization. The project's annual primary energy consumption  $\leq 60\text{ kWh}/(\text{m}^2\cdot\text{a})$ , reaching an ultra-low energy consumption level for building energy efficiency. Simultaneously, the project is expected to reduce carbon dioxide emissions by 527.83 tons annually, contributing to the city's low-carbon development.



精裝修交付房具有顯著環保優勢，相比毛坯房可減少90%以上的建築垃圾，水耗節約19.34%、用電節約2.9%，降低資源消耗與環境負擔。其通過標準化設計與綠色建材應用，可避免二次裝修，大幅減少材料浪費與隱含碳排放，切實提升建築全生命週期的綠色價值。截至報告期末，綠城中國2025年度總交付項目中約63%為精裝修交付項目。

Properties delivered with refined decoration have significant environmental advantages, with construction waste reduced by more than 90%, saving approximately 19.34% in water consumption and 2.9% in electricity usage, thus reducing resource consumption and environmental burden. Through standardized design and the application of green building materials, secondary renovations are avoided, significantly reducing material waste and hidden carbon emissions, effectively enhancing the green value of the buildings throughout their entire lifecycle. As of the end of the Reporting Period, approximately 63% of Greentown China's total projects delivered in 2025 were with fine decoration.

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我們在持續提升建築綠色屬性的同時，也主動投身於城市更新與棕地重建項目。一方面，我們融入生態景觀設計理念，並實施土地污染治理措施，成功將棕地轉變為生態友好的社區與公共空間。例如，我們的杭州海潮雅園項目建於原杭州橡膠廠舊址，對土地環境進行評估並開展治理工作，打造高品質住宅與配套設施，助力提升社區環境與城市公共形象。我們亦盡量避免開展綠地開發，如確有開發計劃，僅在符合國家綠色建築標準的項目中實施，確保生態可持續性。

另一方面，我們通過科學規劃與系統治理，聚焦歷史風貌區的有機煥新。例如，上海弘安里項目在保護歷史建築的基礎上進行改建。2025年，我們正式啟動位於漢口原租界歷史城區的低密度城市更新項目武漢外灘玫瑰園，推動傳統風貌與現代宜居功能有機融合，助力城市文脈傳承與品質提升。

#### 3.1.3 綠色租賃與金融

綠城中國商業項目始終將ESG理念貫穿商業運營全過程，全面推行綠色租賃實踐。我們通過與租戶簽訂包含綠色裝修與改造、能源資源管理、廢棄物處理及綠色採購等條款的租賃合同，明確可持續運營責任。同時，我們持續開展綠色運營宣導，提升租戶環保意識，並主動提供支持與協作，助力租戶提升環境管理能力，共同推動商業業態綠色化、可持續發展。

While continuously enhancing green attributes of buildings, we are actively involved in urban revitalization and brownfields redevelopment projects. On one hand, we successfully transformed brownfields into eco-friendly communities and public spaces through the integration of ecological landscape design concepts and implementation of land pollution remediation measures. For example, Hangzhou Haichao Yayuan Project was built on the original site of Hangzhou Rubber Factory (杭州橡膠廠), where we conducted environmental assessments and implemented remediation and redevelopment to build high-quality residential buildings and supporting facilities, helping to enhance the community environment and the city's public image. We are also committed to avoid greenfield developments, and where such projects are undertaken, they are developed only in projects that comply with national green building standards to ensure ecological sustainability.

On the other hand, we focus on the organic revitalization of historical districts through scientific planning and systematic governance. For example, Shanghai Hong'an Lane Project was revitalized with a focus on preserving historical buildings. In 2025, we officially launched the Wuhan Waitan Rose Garden, a low-density urban revitalization project located in the former concession area of Hankou, promoting the organic integration of traditional architectural features and modern livable functions, and contributing to the preservation of urban cultural heritage and the improvement of living quality of the community.

#### 3.1.3 Green Lease and Financing

Greentown China's commercial projects consistently integrate ESG concepts throughout the entire commercial operation process, comprehensively promoting green leasing practices. We clearly define sustainable operational responsibilities by signing lease contracts with tenants that include clauses on aspects such as green decoration and renovation, energy and resource management, waste disposal and green procurement. Meanwhile, we continuously conduct promotion of green operations, raise tenants' environmental awareness, and proactively provide support and collaboration to help them improve their environmental management capabilities, jointly driving the green and sustainable development on commercial business.

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<p>綠色裝修與改造  <b>Green decoration and renovation</b></p>	<ul style="list-style-type: none"> <li>租戶在開展裝修或改造時，應遵守相關法規與標準，優先採用可持續設計與環保材料，最大限度減少施工廢棄物，並規範處理各類建築垃圾。          Tenants should comply with relevant laws and standards when carrying out decorations or renovations, prioritize sustainable design solutions and eco-friendly materials, minimize construction waste, and properly dispose of all types of construction waste.</li> </ul>
<p>能源與水資源管理  <b>Energy and water resource management</b></p>	<ul style="list-style-type: none"> <li>租戶應踐行節能節水理念，合理使用能源與水資源，包括但不限於積極配置節能設備與節水器具，科學調控空調溫度與照明亮度，主動參與節能節水行動等。          Tenants should practice energy and water conservation concepts and use energy and water resources rationally, including but not limited to actively installing energy-saving equipment and water-saving appliances, scientifically controlling air conditioning temperature and lighting brightness, and actively participating in energy and water conservation initiatives.</li> </ul>
<p>廢棄物管理  <b>Waste management</b></p>	<ul style="list-style-type: none"> <li>租戶應從源頭減少廢棄物產生，規範處置電子廢棄物及其他特殊廢棄物，積極配合垃圾分類與回收工作，優先選用可回收或可重複使用的產品，推動無紙化辦公與綠色辦公模式。          Tenants should reduce waste generation at the source, properly dispose of electronic waste and other special waste, actively cooperate with waste sorting and recycling efforts, prioritize recyclable or reusable products, and promote paperless and green office models.</li> </ul>
<p>綠色採購  <b>Green procurement</b></p>	<ul style="list-style-type: none"> <li>租戶在裝修、日常運營及設備採購中，應優先選擇環保、可持續的產品與材料，優先合作符合綠色標準的供應商，確保在全週期運營中持續使用環保型產品與設備。          Tenants should prioritize environmentally friendly and sustainable products and materials in decorations, daily operations, and equipment procurement, and should prioritize cooperation with suppliers that meet green standards to ensure the continuous use of environmentally friendly products and equipment throughout the full-cycle operations.</li> </ul>

綠城中國綠色租賃合同內容節選

Excerpts from the Green Lease Contract of Greentown China

綠城中國於2021年8月簽訂了符合國際資本市場協會(ICMA)發佈的2021綠色債券原則(GBP)的綠色金融框架。該框架由獨立第三方評級機構Vigeo Eiris(現穆迪ESG)對框架提供綠色認證並出具第二方意見書。根據此框架，綠城中國通過發行綠色債券所籌集的資金用於支持本集團投資符合資格的綠色項目，涉及綠色建築、可持續水資源管理、可再生能源、清潔運輸以及氣候變化應對措施等。

In August 2021, Greentown China entered into the Green Financing Framework which was aligned with the 2021 Green Bond Principles (GBP) issued by the International Capital Markets Association (ICMA). This framework received green certification and a second party opinion from Vigeo Eiris (now Moody's ESG), an independent third-party rating agency. Under this framework, Greentown China raised funds through the issuance of green bonds to support the Group's investment in eligible green projects, including green buildings, sustainable water resources management, renewable energy, clean transportation and climate change countermeasures.

### 3.2 應對氣候變化

綠城中國深刻認識到氣候變化對環境、社會、房地產行業及企業可持續發展的深遠影響，積極響應國家「碳达峰碳中和」目標，已制定並實施經ESG委員會審批通過的《應對氣候變化政策》。

我們高度重視氣候變化風險與機遇的識別與管理，並將應對氣候變化全面融入企業治理，貫穿於項目投資、規劃設計、開發建設及運營維護各環節，系統推進減緩與適應並重的應對措施，切實降低氣候變化對本集團發展的不利影響。

#### 3.2.1 氣候相關信息披露

綠城中國參照氣候相關財務信息披露工作組(TCFD)及香港聯交所氣候信息披露指引建議，從管治、策略、風險管理、指標和目標四個維度，系統披露集團應對氣候變化的進展，提升氣候相關信息的透明度。

### 3.2 Response to Climate Change

Greentown China is deeply aware of the profound impact of climate change on the environment, society, the real estate industry and the sustainable development of the Company itself, and has actively responded to the national goals of the “carbon peaking and carbon neutrality” by formulating and implementing the Policy on Response to Climate Change (《應對氣候變化政策》), which was approved by the ESG Committee.

We attach great importance to the identification and management of climate change risks and opportunities, and fully incorporate climate change response into our corporate management, covering all aspects of project investment, planning and design, development and construction, and operation and maintenance. We systematically promote response measures that emphasize both mitigation and adaptation to effectively reduce the adverse impact of climate change on the Group’s development.

#### 3.2.1 Climate-related Information Disclosures

With reference to the guidelines and recommendations on climate information of the Task Force on Climate-Related Financial Disclosures (TCFD) and HKEx, Greentown China systematically discloses its progress in response to climate change in four aspects, namely governance, strategies, risk management, metrics and targets, to enhance the transparency of climate-related information.



- 管治

綠城中國已構建「董事會－ESG委員會－ESG工作小組」三級聯動的氣候變化應對管治架構，切實保障相關工作的統籌管理與高效落實。

- **Governance**

Greentown China has established a three-tier governance structure of “Board of Directors – ESG Committee – ESG Working Group” to address climate change, which effectively ensures the overall management and efficient implementation of relevant initiatives.

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• **策略**

我們參照TCFD指引建議，通過對比RCP2.6與RCP8.5兩種典型溫室氣體濃度路徑情景，識別出對本集團具有重大影響的轉型風險與實體風險參數。我們將「技術風險－低排放技術要求」「政策及法規風險－強化排放報告義務與合規要求」「市場風險－原材料成本上漲」「市場風險－消費者對綠色產品的青睞」「急性風險－颱風」等五類風險列為重大氣候變化風險。為有效應對氣候風險與把握機遇，綠城中國已制定系統性應對計劃，著力提升氣候減緩與適應能力，增強組織韌性，降低氣候變化帶來的潛在影響。同時，我們將持續動態評估與更新重大氣候風險的識別結果及重大性排序，確保風險管控的及時性與前瞻性。

• **Strategies**

Following the recommendations of the TCFD Guidelines, we identified the parameters of transition risks and physical risk with significant impact on the Group by comparing two typical greenhouse gas concentration pathways (RCP2.6 and RCP8.5). We have listed 5 types of risks as material climate change risks, including “technical risks – low-emission technology requirements”, “policy and law risks – strengthening emission reporting obligations and compliance requirements”, “market risks – rising raw material costs”, “market risks – consumers’ preference for green products”, and “acute risks – typhoons”. In order to address the risks and opportunities of climate change, Greentown China has formulated a systematic response plan focused on enhancing climate mitigation and adaptation capabilities, strengthening organizational resilience, and reducing potential impacts from climate change. Concurrently, we continuously assess and update the identification and ranking of material climate change risks to ensure the timeliness and forward-looking nature of risk management.

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風險類型 Risk Type		風險參數 Risk Parameters	影響運營範圍 Impact on the scope of operations	影響時間範圍 <sup>11</sup> Time range of impact <sup>11</sup>
轉型風險 Transition risks	政策與法律 Policy and law	• 溫室氣體排放定價上升 Higher pricing of greenhouse gas emissions	自有運營 價值鏈 Self-operated value chain	短-中期 Short-to-medium term
		• 強化排放量報告義務與合規要求 Strengthen emission reporting obligations and compliance requirements		
		• 產品監管要求及標準變化 Changes in product regulatory requirements and standards		
	技術 Technology	• 低排放技術要求 Low emission technical requirements	自有運營 價值鏈 Self-operated value chain	中-長期 Medium-to-long term
	市場 Market	• 消費者對綠色產品的青睞 Consumers' preference for green products	自有運營 價值鏈 Self-operated value chain	短-中期 Short-to-medium term
• 市場信號不確定性增加 Increased uncertainty in market signals				
聲譽 Reputation	• 原材料成本上漲 Increase in cost of raw materials	自有運營 價值鏈 Self-operated value chain	短-中期 Short-to-medium term	
	• 消費者對企業環境責任關注度提升 Increased consumer concern over corporate environmental responsibility			
實體風險 Physical risks	急性 Acute	• 利益相關方對負面反饋日益關切 Growing concern about negative feedback from stakeholders	自有運營 價值鏈 Self-operated value chain	短-中期 Short-to-medium term
		• 颱風、洪水、極熱 Typhoon, flood, extreme heat		
	慢性 Chronic	• 降雨量變化、天氣模式極端波動、平均氣溫上升、海平面上升 Changes in rainfall and extreme fluctuations in weather patterns, rising average temperatures, rising sea levels	自有運營 價值鏈 Self-operated value chain	中-長期 Medium-to-long term

<sup>11</sup> 短期：1-2 年內，中期：3-5 年內，長期：6-10 年內      <sup>11</sup> Short-term: Within 1-2 years; Medium-term: Within 3-5 years; Long-term: Within 6-10 years

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**政策與法律 Policy and Law**

- 在產品開發階段將低碳、節能與綠色要求納入設計考量，評估項目應用可再生能源、超低能耗或低碳技術的可行性；  
Integrate low-carbon, energy-saving and green requirements into design considerations in the product development stage, and evaluate the feasibility of applying renewable energies, ultra-low energy consumption, or low-carbon technologies to the project;
- 將減排要求納入供應商及合作方遴選標準，控制供應鏈碳排放，推動綠色供應鏈企業優先入圍；  
Incorporate the emission reduction requirements into the selection standards of suppliers and partners, control the carbon emissions of the supply chain, and promote the enterprises within the green supply chain to be shortlisted first;
- 跟蹤監管機構及投資機構對碳排放披露的最新要求，依據香港聯交所《環境、社會及管治報告守則》規範信息披露；  
Track the latest requirements for carbon emissions disclosure from regulators and investment institutions, and standardize information disclosure in accordance with the HKEx ESG Reporting Code;
- 完善本集團數據採集體系與管理流程，制定科學、具挑戰性的碳目標；  
Improve the Group's data collection system and management processes, and formulate scientific and challenging carbon targets;
- 在項目中廣泛應用提升能效、減少排放的技術措施，如太陽能、地熱能、超低能耗構造等；  
Widely adopt energy-efficient and emission-reducing technologies in the projects, such as solar energy, geothermal energy, and ultra-low energy consumption construction;
- 持續優化產品標準與原材料採購標準，對標國家綠色建築規範，構建「綠色健康住宅產品技術標準體系」與綠城「好房子」體系，強化設計與建造管理；  
Continuously optimize product standards and raw material procurement standards, benchmarking against national green building codes to establish a “Green and Healthy Residential Product Technical Standards System” and Greentown “Good Houses” framework, while strengthening design and construction management;
- 積極申報綠色建築認證，持續提升綠色建築項目佔比；  
Actively apply for green building certifications and continuously increase the proportion of green building projects;
- 及時掌握並遵守相關法律法規，協同供應鏈共同滿足產品與材料的合規要求。  
Keep abreast of and comply with relevant laws and regulations, and collaborate with the supply chain to jointly meet the compliance requirements of products and raw materials.

**技術 Technology**

- 在「人與自然」設計理念中融入雙碳目標，平衡綠色低碳與居住體驗；  
Integrate dual carbon goals into the design concept of “Human and Nature” to balance green and low-carbon practices with living experience;
- 在設計前期評估項目應用可再生能源或低碳技術的潛力，據此開展針對性設計；  
In the early stage of design, evaluate the potential for adopting renewable energy or low-carbon technology in the projects, and carry out targeted designs according to these assessments;
- 將節能減排理念貫穿產品設計與研發全過程；  
Integrate the concept of energy conservation and emission reduction into the entire process of product design and R&D;
- 制定符合企業實際情況的節能減排目標，並建立定期監測完成情況；  
Formulate energy conservation and emission reduction targets in line with the actual conditions of the Company, and regularly monitor the completion progress;
- 整合供應鏈資源，優選低排放原材料與供應商，降低上游成本波動風險；  
Integrate supply chain resources, prioritize raw materials and suppliers with low emission, and mitigate the volatility risk of upstream costs;
- 關注政府與資本市場對低碳技術的激勵政策，合理對沖新產品開發成本；  
Pay attention to the incentive policies of the governments and capital markets for low-carbon technology to reasonably hedge the cost of new product development;
- 通過可行性評估，降低低排放技術應用失敗或效果不穩定的潛在風險。  
Through feasibility assessments, mitigate the potential risks of low-emission technology application failures or unstable outcomes.

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**市場 Market**

- 推動綠色與低碳產品的研發與上市，響應市場需求變化；  
Promote the development and launch of green and low-carbon products to respond to changing market demands;
- 持續公開披露產品綠色屬性，塑造負責任的品牌形象；  
Continue to publicly disclose the green attributes of products to build a responsible brand image;
- 動態調整綠色產品轉型節奏，有效應對市場不確定性；  
Dynamically adjust the transformation pace of green products to effectively respond to market uncertainties;
- 積極對接政府綠色扶持政策，緩解成本上升壓力；  
Actively align with government green support policies to alleviate rising cost pressures;
- 及時了解和遵守相關監管法律法規；  
Timely understand and comply with relevant regulatory laws and regulations;
- 在產品開發與項目管理中系統納入低碳考量；  
Take low-carbon considerations into account in the process of product development and project management;
- 持續更新產品與採購標準，提升供應鏈韌性；  
Continuously update product and procurement standards to enhance supply chain resilience;
- 通過供應鏈協同與資源整合，建立戰略合作關係，降低採購風險；  
Establish strategic cooperation relationships through supply chain collaboration and resource integration to reduce procurement risk;
- 評估材料價格敏感度，制定應急預案；  
Evaluate the price sensitivity of materials and formulate emergency plan;
- 分析綠色材料價格趨勢，優化採購策略，控制成本風險。  
Analyze price trends of green materials, optimize procurement strategies, and control the risk of cost.

**聲譽 Reputation**

- 持續完善可持續發展與氣候變化信息披露，優化ESG傳播渠道，如在官方微信公眾號開設「未來綠境」專欄，集中展示綠色建築成果、公益行動等；  
Continuously improve the disclosure of sustainable development and climate change information, and optimize ESG communication channels, such as launching the column “The Future Green Mirror” on the official WeChat public account to showcase green building achievements and public welfare activities;
- 將節能環保作為產品重要價值屬性，加強研發、設計與推廣中的價值傳遞；  
Take energy conservation and environmental protection as an important value attribute of products, and strengthen the communication of these values throughout R&D, design and promotion;
- 加強關注可持續發展及氣候披露要求，以確保合規透明；  
Put more focus on disclosure requirements related to sustainable development and climate to ensure compliance and transparency;
- 將環境影響與氣候風險納入企業戰略與管理決策考量；  
Incorporate environmental impact and climate risks into enterprise strategy and management decision-making;
- 主動參與國內外權威綠色認證與倡議，提升行業影響力；  
Actively obtain green certifications and participate in initiatives proposed by domestics and international authoritative institutions to increase industry influence;
- 持續關注並提升資本市場評級表現，增強投資者信心。  
Continue to monitor and enhance capital market rating performance to strengthen investors' confidence.

### 三、 品質生態：低碳實踐新高度 III. Quality Ecosystem: A New Height in Low-carbon Practices

#### 急性 Acute

- 針對極端降水，配置風雨連廊、加長型出入口雨棚等遮蔽設施，保障建築出入口及基礎設施安全；  
To address extreme precipitation, we install protection facilities such as the rainy corridor, extended entrance and exit canopy so as to ensure the security of building entrances and exits as well as infrastructure;
- 通過合理設置室內外地坪高差、增設加強型排水暗溝等工程措施，提升建築防洪能力；  
Through engineering measures such as rationally setting the difference between indoor and outdoor floor heights and adding reinforced drainage trench, the flood resilience of the building is enhanced;
- 全面評估項目受強颱風、暴雨洪澇、冰凍雨雪等極端天氣的影響風險，制定專項應急預案，發佈應對極端天氣的工作通知，落實應急準備；  
Comprehensively assess the project's vulnerability to extreme weather events such as strong typhoon, rainstorm and flood, ice, rain and snow, develop specialized emergency response plans, issue work notices to deal with extreme weather, and implement emergency preparations;
- 密切關注高溫預警，制定防暑降溫預案，合理調整作業時間，及時發放防暑物資與藥品；  
Pay close attention to the warning of high temperature, formulate heatstroke prevention and cooling plans, reasonably adjust operation time, and promptly distribute heatstroke prevention supplies and drugs;
- 建立關鍵物資安全庫存，保持與供應商的動態溝通，提前制定供應鏈中斷應對方案。  
Establish the safety stock of critical materials, keep dynamic communication with suppliers, and develop contingency plans for supply chain disruptions in advance.

#### 慢性 Chronic

- 結合區域水文地質資料與實測水位數據，將長期氣候風險納入產品設計參數，優化設計如風雨歸家長廊、加長型出入口雨棚、合理的室內外地坪高差、加強型排水暗溝等；  
By incorporating regional hydrogeological data and measured water level data, long-term climate risks are included in product design parameters. Optimized design solutions include the rain corridor, the extended entrance and exit canopy, reasonable indoor and outdoor floor height difference and the reinforced drainage ditch;
- 制定強颱風、暴雨洪澇、冰凍雨雪等極端天氣的長期應急預案，定期發佈應對通知，確保應急響應機制有效運行；  
Formulate long-term emergency plans for extreme weather events such as strong typhoon, rainstorm and flood, ice, rain and snow, regularly issue response notices to ensure the effective operation of emergency response mechanisms;
- 完善運營管理體系，如配備備用電力、供水等關鍵系統，保障設施持續穩定運行；  
Improve the operation management system, such as by installing back-up power and water supply systems, to ensure the continuous and stable operation of facilities;
- 持續跟蹤運營區域氣候變化趨勢及未來城市規劃，將長期氣候風險納入物業開發與選址決策；  
Continue to track the climate change trends where the operation is located and future urban planning, and take long-term climate risks into account in properties development and site selection decisions;
- 將供應商應對氣候變化的能力納入准入評估標準，提升供應鏈整體氣候韌性與可持續性。  
Include the suppliers' ability in climate change adaptation as an assessment criteria to improve overall climate resilience and sustainability across the supply chain.

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我們積極把握氣候變化帶來的發展機遇，識別出資源效率、可再生能源應用、產品和服務三大機遇，並針對性制定實施舉措，推動綠色技術應用與業務模式升級。我們通過開展針對性的措施，不僅增強企業氣候適應與應對能力，也為戰略規劃與可持續發展注入持續動力。

We actively seize the development opportunities arising from climate change, identifying three key areas: resource efficiency, renewable energy applications, and product and service. We have developed and implemented targeted initiatives to advance green technology adoption and upgrade business models. Through these focused measures, we not only enhance our climate adaptation and response capabilities but also inject sustained momentum into strategic planning and sustainable development.

**資源效率**  
**Resource Efficiency**

- 通過實施資源循環設計與技術，如建設雨水回收利用系統，將收集的雨水用於綠化灌溉、道路及車庫沖洗等非飲用場景，提升水資源利用效率  
 By adopting resource recycling designs and technologies, such as constructing rainwater recycling systems, collected rainwater is reused for non-potable applications including landscape irrigation, road cleaning and garage washing, thereby enhancing the utilization efficiency of water resources

**可再生能源應用**  
**Renewable Energy Applications**

- 積極拓展可再生能源應用，廣泛採用如太陽能、地源熱泵、空氣源熱泵等清潔能源技術，推動建築能源結構低碳化  
 Actively expand the application of renewable energy and widely adopt clean energy technologies such as solar energy, ground source heat pump and air source heat pumps to promote the low-carbon transformation of building energy structures

**產品和服務**  
**Product and Service**

- 持續創新綠色建造方式，如自創的鋼-混凝土結構的裝配式建築方法，提升綠色建築的建造品質與交付效率，為客戶提供兼具環保屬性與高品質體驗的創新產品  
 Continue to innovate green construction methods, such as the prefabricated construction method of the self-innovated steel-concrete structure, to improve the quality and delivery efficiency of green buildings, and provide customers with innovative products that combine environmental sustainability with a premium experience

- 風險管理**  
 為切實保障氣候變化相關風險得到有效管控，我們已將氣候風險與隱患全面納入企業風險管理體系，建立標準化的氣候風險判定和管理流程，制定和落實氣候風險應對方案，並定期檢討和監察氣候變化風險管理工作。

- Risk management**  
 In order to ensure that climate change related risks are effectively controlled and managed, we have incorporated climate risks and hazards into our corporate risk management system, established a standardized climate risk determination and management process, formulated and implemented a climate risk response plan, and regularly reviewed and monitored climate change risk management efforts.

<p>篩選風險點 Risk identification</p>	<ul style="list-style-type: none"> <li>由內部職能團隊與外部專家協同開展，結合本集團實際運營狀況與外部氣候環境變化趨勢，系統識別房地產行業相關的氣候變化風險點</li> </ul> <p>Through cooperation between internal functional teams and external experts, consider the actual operating conditions of the Group and external climate trends to systematically identify climate change risks relevant to the real estate industry</p>
<p>分析風險影響 Analysis on the impact of risks</p>	<ul style="list-style-type: none"> <li>針對已識別風險點，從影響範圍、影響程度及性質等維度開展綜合評估，採用定性與定量相結合的方式，全面研判其潛在衝擊</li> </ul> <p>For the identified risks, conduct a comprehensive assessment from dimensions such as scope, degree and nature of influence, and evaluate their potential impacts through a combination of qualitative and quantitative approaches</p>
<p>判定重大性 Determination of materiality</p>	<ul style="list-style-type: none"> <li>基於風險發生的可能性與影響程度，從「可能性」和「重要性」兩個核心維度對風險進行綜合評估與排序，明確風險重大性排序</li> </ul> <p>Based on the probability of risk occurrence and the degree of influence, comprehensively evaluate and rank the risks from the two core dimensions of “probability” and “importance” to clarify the ranking of risk materiality</p>
<p>規劃風險應對工作 Planning of risk response</p>	<ul style="list-style-type: none"> <li>針對識別出的風險，制定切實可行的應對策略與措施，對重大氣候風險實施專項管理，持續監督風險應對工作的進程和效果</li> </ul> <p>For the identified risks, formulate practical response strategies and measures, implement special management for major climate risks, and continuously monitor the progress and effectiveness of risk response work</p>

• **指標和目標**

我們已制定能源使用效益目標與溫室氣體減排目標，持續開展能源消耗與溫室氣體排放的監測、核算與數據管理，定期分析關鍵指標及其變化趨勢，以數據驅動氣候變化應對舉措的迭代優化與環境管理策略的持續提升。

2025年，我們新增對範圍三中類別六（商務旅行）、類別八（上游租賃資產）及類別十三（下游租賃資產）的碳排放盤查，進一步完善碳排放管理。未來，綠城中國將持續拓展範圍三碳排放的核算範圍，不斷提升碳信息披露的完整性與透明度。有關我們的能源管理及溫室氣體排放的具體目標與指標，詳見本報告第「3.3.1能源管理」與「3.2.3溫室氣體排放管理」章節。

• **Metrics and Targets**

We have set energy efficiency targets and greenhouse gas emission reduction targets, continuously carried out the monitoring, accounting, and data management of energy consumption and greenhouse gas emissions, and regularly analyzed the key indicators and their trends to drive the iterative optimization of climate change response measures and the continuous improvement of environmental management strategies with data.

In 2025, we added carbon emission inventories for Category 6 (business travel), Category 8 (upstream leased assets), and Category 13 (downstream leased assets) in Scope 3 to further improve carbon emission management. In the future, Greentown China will continue to expand the scope of carbon emission accounting in Scope 3 and keep on improving the completeness and transparency of carbon information disclosure. Please refer to the sections “3.3.1 Energy Management” and “3.2.3 Greenhouse Gas Emission Management” of this report for our specific targets and metrics regarding energy management and greenhouse gas emissions.

### 3.2.2 應對氣候變化風險實踐

綠城中國堅持將氣候風險應對前置融入項目設計階段，充分結合項目所在地的氣候特徵與實際條件，系統評估潛在氣候風險。我們提前制定具有前瞻性的應對策略，從源頭上降低氣候變化對本集團發展帶來的不利影響，切實提升本集團及產品在面對極端天氣與長期氣候變遷時的適應能力與韌性水平。

### 3.2.2 Practices in Response to Climate Change Risks

Greentown China adheres to integrating climate risk response into project design stage in advance, fully considering the climate characteristics and actual conditions of each project location to systematically assess potential climate risks. We formulate forward-looking response strategies in advance to reduce the adverse impacts of climate change on the Group's development at the source and effectively enhance the adaptability and resilience of the Group and its products in the face of extreme weather and long-term climate change.

#### 颱風 Typhoon

- 綠城中國在青島所有在建項目中，採用內鋼角碼結合外置整體加強型的封窗玻璃欄板構造，提升結構整體性與抗風性能，有效抵禦颱風等極端天氣衝擊。  
In all of Greentown China's projects under construction in Qingdao, internal steel angle brackets and external integrated reinforcement brackets are adopted for the window sealing glass railing panel. This design enhanced overall structural integrity and wind resistance, effectively safeguarding against extreme weather such as typhoon.

#### 鹽霧 Salt Spray

- 針對青島沿海高鹽霧環境，綠城中國所有在建項目外立面鋁合金構件均採用氟碳噴塗工藝，具備優異的防腐、防潮性能，延長材料耐久性，保障建築外觀與安全。  
In all of Greentown China's projects under construction in Qingdao, a coastal city with high levels of salt spray, fluorocarbon spraying technology is applied to all the exterior facade aluminum alloy for anti-corrosion and moisture-proof purposes, so as to extend material durability while safeguarding both appearance and safety of buildings.

#### 降雨 Rainfall

- 綠城中國在多個項目中應用「海綿城市」技術，有效應對強降雨帶來的內澇風險。其中，杭州蕙瀾月華項目通過建設下凹式綠地、雨水花園等具備調蓄功能的生態設施，實現雨水年徑流總量控制率達80.21%，年徑流污染總量削減率達87.08%，顯著提升場地雨水管理能力與環境韌性。  
Greentown China applies "sponge city" technologies across multiple projects to effectively address flooding risks caused by heavy rainfall. Among them, Hangzhou Huilan Yuehua Project has constructed sunken green spaces, rain gardens and other ecological facilities with water storage and regulation functions, with the total annual runoff control rate of 80.21%, and the annual runoff pollution reduction rate of 87.08%, significantly enhancing site-level rainfall management capacity and environmental resilience.

#### 大氣污染 Air Pollution

- 綠城中國針對不同區域的霧霾狀況，科學匹配新風淨化解決方案。其中，濟南潤百合項目新風系統配備高效過濾裝置，室內裝修選用低VOC(揮發性有機化合物)材料，地下車庫設置與排風聯動的一氧化碳監測與調控裝置，全面改善室內空氣質量，持續營造清新、健康的居住環境。  
Greentown China scientifically tailors fresh air purification solutions based on of smog conditions in different areas. For example, Jinan Runbaihe Project features a fresh air system equipped with high-efficiency filtration units, low-VOC (volatile organic compound) materials for interior decoration, and carbon monoxide monitoring and control devices in the underground car park that operate in tandem with the ventilation system. These measures comprehensively enhance indoor air quality, fostering a consistently fresh and healthy living environment.

### 3.2.3 溫室氣體減排

綠城中國嚴格遵守《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》以及《國務院關於落實科學發展觀加強環境保護的決定》等關於環境管理與溫室氣體排放的法律法規，制定《關於規範公司管理的通知》《關於加強辦公區域管理的通知》等一系列內部管理制度，對節能減排工作進行系統規劃與指導。同時，我們設定溫室氣體減排目標，以目標為導向、以法規和制度為保障，持續優化溫室氣體排放管理，穩步推進減排進程，切實支撐低碳發展路徑。

### 3.2.3 Greenhouse Gas Emission Reduction

Greentown China strictly follows the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), the Law of the People's Republic of China on Environmental Impact Assessment (《中華人民共和國環境影響評價法》), and the Decisions of the State Council on Implementing the Scientific Outlook on Development and Strengthening Environmental Protection (《國務院關於落實科學發展觀加強環境保護的決定》) and other laws and regulations related to environmental management and greenhouse gas emissions, and has formulated a series of internal management systems such as the Notice on the Standardized Management of the Company (《關於規範公司管理的通知》) and the Notice on Strengthening the Management of Office Area (《關於加強辦公區域管理的通知》), which provides planning and guidelines for energy conservation and emission reduction. At the same time, we set greenhouse gas emission reduction targets, taking these targets as the orientation and regulations and systems as the guarantee, continuously optimizing greenhouse gas emission management. We steadily promote the emission reduction process to firmly support the low-carbon development pathway.

#### 溫室氣體減排目標

#### Greenhouse Gas Emission Reduction Targets



- 我們積極響應國家「碳达峰碳中和」目標，通過各類碳減排舉措降低自身和產業鏈的碳排量，以2022年為基準年，制定到2025年溫室氣體排放(範圍一+二)密度降低5%的目標；  
We actively respond to the national targets of “carbon peaking and carbon neutrality”, and reduce the carbon emissions from our Company as well as from the industrial chain through various carbon emission reduction measures. Taking 2022 as the base year, we set a goal of reducing greenhouse gas emission (Scope 1+2) density by 5% by 2025;
- 建立科學、完善的碳排放歷史數據管理及分析機制，增強碳排放數據管理能力；  
Establish a scientific and comprehensive mechanism for managing and analyzing historical carbon emission data to enhance the ability of carbon emission data management;
- 在自身運營碳排放管理上，加大對低碳技術的應用，擴大低碳理念的產品設計佔比。  
Increase the applications of low-carbon technologies in managing our operational carbon emissions and increase the proportion of production designs with low-carbon concepts.

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我們將自有公務車輛管理作為節能減排的重要抓手，持續優化用車配置及駕駛員管理標準，從源頭控制能耗與排放。我們與新能源車企簽訂戰略合作協議，確保新增公務車輛全部為新能源車型，全面推動車隊綠色升級。此外，我們與外界合作推出員工專屬購車福利，積極倡導購置新能源汽車，有效降低通勤碳排放。在差旅管理方面，我們制定綠色差旅政策，鼓勵優先選擇鐵路出行，減少短途航空，倡導入住環保型酒店，同時提供交通補貼，引導員工優先乘坐地鐵、公交或拼車，推動綠色出行常態化。

報告期內，綠城中國溫室氣體排放情況如下<sup>12</sup>：

The management of self-owned official vehicles serves as an important measure for energy conservation and emission reduction. We continuously optimize the vehicle configuration and driver management standards to control energy consumption and emissions from the source. We have signed strategic cooperation agreements with new energy vehicle manufacturers to ensure that all newly added business vehicles are new energy models, promoting the green upgrade of our entire vehicle fleet. In addition, we cooperate with external partners to launch exclusive employee benefits for car purchases and actively advocate the purchase of new energy vehicles to reducing carbon emissions during commuting. In terms of business travel management, we have formulated green travel policies, encouraging employees to travel by train and reduce short-haul flights, and promote staying in environmentally friendly hotels. At the same time, we provide transportation subsidies to guide employees to take subway, buses or carpooling, promoting the normalization of green travel.

During the Reporting Period, Greentown China's greenhouse gas emissions were as follows<sup>12</sup>:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
溫室氣體排放(範圍一) <sup>13</sup> GHG Emission (Scope 1) <sup>13</sup>	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	414.92
溫室氣體排放(範圍二) <sup>14</sup> GHG Emission (Scope 2) <sup>14</sup>	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	13,862.09
溫室氣體排放總量(範圍一+二) Total GHG Emission (Scope 1+2)	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	14,277.01
溫室氣體排放密度(範圍一+二) Density of GHG Emission (Scope 1+2)	噸二氧化碳當量/平方米建築面積 tonnes CO <sub>2</sub> equivalent/sqm GFA	0.18
溫室氣體排放(範圍三) <sup>15</sup> GHG Emission (Scope 3) <sup>15</sup>	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	100,621.69

<sup>12</sup> 溫室氣體排放量參照《溫室氣體協議(GHG Protocol)》及《工業其他行業企業溫室氣體排放核算方法與報告指南(試行)》進行計算。

<sup>13</sup> 溫室氣體排放(範圍一)的主要來源為汽車使用的汽油、柴油以及食堂使用的天然氣燃燒產生的溫室氣體排放。

<sup>14</sup> 溫室氣體排放(範圍二)主要來源為外購電力產生的溫室氣體排放，根據電力供應地區的排放因子計算，並採用基於位置的方法，以客觀反映本集團於電力消耗所在地區的實際碳排放情況，維持與過往披露的一致性。

<sup>15</sup> 溫室氣體排放(範圍三)目前主要披露類別六(商務旅行)、類別八(上游租賃資產)及類別十三(下游租賃資產)。這三個類別為本集團現階段可透過內部系統可靠取得且對營運較為重要的類別。其他範圍三類別涉及較廣泛的價值鏈，本集團正按計劃逐步擴大相關數據的收集範圍，並將於未來報告中持續提升披露完整性。

<sup>12</sup> Greenhouse gas emissions are calculated with reference to GHG Protocol and the Guidelines for Calculation Methods and Reporting of Greenhouse Gas Emissions from Industrial and Other Industries Enterprises (Trial).

<sup>13</sup> The main source of greenhouse gas emission (Scope 1) is the greenhouse gas emissions generated by gasoline and diesel from vehicles and natural gas from canteens.

<sup>14</sup> Greenhouse gas emissions (Scope 2) are primarily from the greenhouse gas emissions generated by purchased electricity. These emissions are calculated based on the emission factors of the power supply regions and applying the location-based method to objectively reflect the actual carbon emissions of the Group in the regions where electricity is consumed and to maintain consistency with previous disclosures.

<sup>15</sup> The main categories of greenhouse gas emission (Scope 3) disclosed are Category 6 (Business Travel), Category 8 (Upstream Leased Assets), and Category 13 (Downstream Leased Assets). These categories have been prioritized as they can be reliably measured through the Group's internal systems and are material to the Group's operations. Other Scope 3 categories involve broader value chain elements; the Group is progressively expanding data collection in accordance with our phased approach and will continue to enhance the completeness of Scope 3 disclosures in future reports.

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報告期內，綠城中國自有車輛產生的空氣  
 污染物排放情況如下<sup>16</sup>：

During the Reporting Period, the air pollutant emissions from the self-  
 owned vehicles generated by Greentown China were as follows<sup>16</sup>:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
氮氧化物排放 NO <sub>x</sub> emission	千克 kg	29.63
硫氧化物排放 SO <sub>x</sub> emission	千克 kg	12.42
一氧化碳排放 CO emission	千克 kg	715.89
碳氫化合物排放 HC emission	千克 kg	418.64

3.3 資源使用

綠城中國深刻認識到資源節約利用的重要  
 性，持續推動各運營環節的資源高效利用  
 與循環再生，減少浪費，切實助力能源與  
 水資源使用效益目標的實現。

3.3 Use of Resources

Greentown China fully recognizes the importance of resource conservation  
 and utilization, and constantly promotes the efficient utilization and  
 recycling of resources in various operation segments, so as to reduce  
 waste and make an effective contribution to achieving the efficiency  
 targets of energy and water resources usage.

3.3.1 能源管理

綠城中國高度重視能源管理，設定能源使  
 用效益目標，對運營各環節實施精細化能  
 源管控，嚴控非必要能耗，持續提升能源  
 利用效率。

3.3.1 Energy Management

Greentown China attaches great importance to the management of energy  
 and has set energy use efficiency targets to refine the controls of energy  
 usage in all aspects in operations, and strictly limits unnecessary energy  
 consumption and continuously enhances energy use efficiency.

能源使用效益目標  
 Energy use efficiency targets



- 加強能耗管理，提升能源使用效率，致力於持續降低能耗強度，以2022年為基  
 準年，制定到2025年綜合能源消耗密度降低5%的目標；  
 Strengthen energy consumption management, improve energy use efficiency,  
 and strive to continuously reduce energy consumption intensity. Taking 2022 as  
 the base year, we set a goal of reducing comprehensive energy consumption  
 density by 5% by 2025;
- 在自身運營方面，積極採用能耗較低電器，倡導綠色辦公；同時持續探索低能  
 耗產品設計。  
 In terms of our own operations, we actively adopt low-energy consumption  
 electric appliances and advocate green office; at the same time, we continue to  
 explore low-energy consumption product designs.

<sup>16</sup> 計算方法參照中華人民共和國生態環境部發佈的《道路  
 機動車大氣污染物排放列表編制技術指南(試行)》。

<sup>16</sup> The calculation method refers to the Technical Guide of Air Pollutant Emission Inventory for On-  
 road Vehicles (Trial) (《道路機動車大氣污染物排放列表編制技術指南(試行)》) issued by the  
 Ministry of Ecology and Environment of the People's Republic of China.

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我們致力於在建築設計、項目建造、行政辦公與物業管理等環節推進能源節約，系統開展各環節能源消耗的評估與管理，協同利益相關方共同落實節能減排舉措。報告期內，舟山喜來登酒店、舟山威斯汀酒店、海南藍灣威斯汀酒店獲得2025年度五葉級中國綠色飯店。

We are committed to promoting energy conservation in architectural design, project construction, administration and office as well as property management, systematically assessing and managing energy consumption in all segments, collaborating with stakeholders to implement energy conservation and emission reduction initiatives. During the Reporting Period, Zhoushan Sheraton Hotel, Zhoushan Westin Hotel, and Hainan Blue Bay Westin Hotel were awarded the Five-leaf China Green Hotel certification for 2025.

#### 建築設計

##### Architectural Design

- 關注建築全生命週期能耗，委託第三方對部分綠色建築項目開展能耗及碳排放量測算；  
Attach importance to the energy consumption of buildings throughout their lifecycle, and engage third parties to carry out energy consumption and carbon emission measurements for some green building projects;
- 優先引入太陽能、地熱能、空氣能等清潔能源作為建築能耗來源；  
Prioritize the introduction of clean energies as sources of building energy consumption, such as solar energy, geothermal energy and air energy;
- 在設計與建造中積極選用環保建材，以及節能空調、智能照明、節能電梯等高效節能設備；  
Actively incorporate environmental-friendly construction materials in design and construction, along with high-efficiency energy-saving equipment such as energy-saving air-conditioners, intelligent lighting, and energy-saving elevators;
- 合理規劃建築朝向、佈局與外圍護結構，提升自然採光效果，強化保溫隔熱性能；  
Plan building orientation, layout and external enclosure structure in a rational manner to enhance natural lighting and improve heat preservation and insulation performance;
- 在建築設計階段廣泛應用BIM技術，從源頭降低建築全週期能耗。  
Extensively apply BIM technology during the architectural design phase to reduce energy consumption throughout the entire building lifecycle at the source.

#### 項目建造

##### Project Construction

- 在項目生活區應用空氣能熱水器，有效降低用電消耗；  
In the living areas of the projects, air energy water heaters are used to effectively reduce electricity consumption;
- 採用集裝箱與板房相結合的臨時設施搭建模式，減少建造能耗，降低生活區搬遷成本；  
Adopt a temporary facility construction model of combining containers and prefabricated cubicles to reduce energy consumption for construction and lower the cost of relocating the living areas;
- 施工現場的叉車、灑水車等設備全面採用新能源驅動，減少汽油、柴油使用量，降低能源消耗與排放。  
All equipment on the construction sites, including forklifts and sprinklers, are powered by new energy to reduce gasoline and diesel consumption, thereby lowering energy consumption and emissions.

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行政辦公  
Office

- 開展「世界地球日熄燈一小時」「春日ESG行動」等環保主題活動，並在冰箱等設備旁設置節電提示，強化員工節能意識；  
Carry out environmental protection themed activities such as “Lights out for one hour on Earth Day” and “Spring ESG Action”, and set friendly reminders for electricity saving near appliances such as refrigerators to enhance employees’ awareness of energy saving;
- 充分利用自然採光，白天減少照明使用，避免未拉窗簾開燈，同步開展夜間燈光關閉巡檢；  
Make full use of natural daylight to reduce the use of daytime lighting, avoid turning on lights with curtains closed, and simultaneously conduct nighttime inspections to ensure lights are switched off;
- 定期清潔燈泡、空調等設備，保障其高效運行；  
Regularly clean electrical appliances such as lamp bulbs and air conditioners to ensure their effective operations;
- 嚴格執行空調節能管理，辦公室無人時及時關閉，避免溫度設置過低；  
Strictly enforce air conditioning energy-saving management, and turn off air conditioners promptly when no one is in office and avoid setting temperatures too low;
- 嚴控自有公務車使用，新購車輛全部為新能源車，倡導綠色出行，減少非必要出差；  
Strictly control the use of self-owned official vehicles and all newly purchased vehicles are new energy vehicles to promote green commuting and reduce non-essential business travel;
- 深化數字化辦公，全面推廣視頻會議與協同辦公工具，降低紙張與差旅消耗。  
Further advancing digital office practices by fully promoting the use of video conferencing and collaborative tools to reduce paper consumption and travel expenses.

物業管理  
Property Management

- 綠城商用推出「春生綠益」主題活動，聯合WWF世界自然基金會開展「地球1小時」熄燈行動，實現節能57,678 kWh；  
Greentown Commercial launched the “Spring Growth, Green Benefits” campaign, partnering with World Wide Fund for Nature (WWF) to participate in “Earth Hour”, achieving energy savings of 57,678 kWh;
- 推進酒店節能系統改造，包括加裝空調冷站智能控制系統、應用空氣源熱泵技術、實施節能照明升級及大型電器變頻改造；  
Promote energy-saving system renovation in hotels, including the installation of intelligent control systems for air-conditioning refrigeration stations, application of air-source heat pump technology, upgrades to energy-saving lighting, and retrofitting of large appliances with variable frequency drives;
- 定期開展設備檢修與保養，保障運行效率，持續優化能耗表現；  
Periodically inspect and maintain equipment to ensure operational efficiency and continuous optimization of energy consumption performance;
- 充分利用屋面空餘區域建設光伏項目，拓展清潔能源應用；  
Fully utilize available rooftop space to develop photovoltaic projects, expanding the application of clean energy;
- 建立能源使用巡視檢查制度，細化巡查顆粒度，強化節能管理閉環；  
Establish an inspection system for energy usage, refine the inspection precision, and strengthen the closed-loop energy conservation management process;
- 舉辦環保主題婚禮沙龍、環保時裝秀、環保市集等「綠享服務月」系列活動，廣泛傳播環保理念，提升員工與賓客的綠色參與意識。  
Hold a series of “Green Service Month” activities such as environmental protection themed wedding salons, fashion shows, bazaars, etc., to widely promote environmental awareness and enhance green participation among employees and guests.

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報告期內，綠城中國能源消耗情況如下：

During the Reporting Period, the energy consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
電力消耗總量 Total electricity consumption	千瓦時 kWh	22,249,707.09
汽油消耗總量 Total gasoline consumption	公升 litre	171,336.49
柴油消耗總量 Total diesel consumption	公升 litre	2,854.38
液化石油氣消耗總量 Total LPG Consumption	噸 tonnes	6.32
天然氣消耗總量 Total natural gas consumption	立方米 cubic meters	4,980.84
直接能源消耗總量 <sup>17</sup> Total direct energy consumption <sup>17</sup>	噸標準煤 tonnes of standard coal	203.15
間接能源消耗總量 <sup>17</sup> Total indirect energy consumption <sup>17</sup>	噸標準煤 tonnes of standard coal	2,734.49
<b>綜合能源消耗總量<sup>17</sup></b> <b>Total comprehensive energy consumption<sup>17</sup></b>	<b>噸標準煤</b> <b>tonnes of standard coal</b>	<b>2,937.64</b>
綜合能源消耗密度 Comprehensive energy consumption density	噸標準煤／平方米建築面積 tonnes of standard coal/sqm GFA	0.036

### 3.3.2 水資源管理

綠城中國以水資源使用效益目標為導向，持續推進建築設計、項目建造、行政辦公與物業管理等環節的節水實踐，嚴控非必要用水，提升用水效率。同時，我們通過多種回收利用措施，提升水資源重複利用率，持續降低整體耗水量。

### 3.3.2 Water Resource Management

Pursuing the water use efficiency targets as its guiding principle, Greentown China continuously advances water-saving practices across architectural design, project construction, administrative operations and property management, and seizes strict control over unnecessary water use to enhance water use efficiency. At the same time, through various recycling measures, we increase water resource reuse rates and consistently reduce overall water consumption.

<sup>17</sup> 能源消耗量參考《GB/T2589-2020綜合能耗計算通則》進行標準煤折算。

<sup>17</sup> The energy consumption is calculated with reference to the GB/T 2589-2020 General Principles of Comprehensive Energy Consumption Calculation (《GB/T 2589-2020綜合能耗計算通則》) for standard coal conversion.

### 水資源使用效益目標 Water use efficiency targets



- 逐步加大節水工藝及技術的投入，提高用水效益，降低水耗強度，以2022年為基準年，制定到2025年總耗水密度降低5%的目標；  
Gradually increase investment in water saving process and technology to improve water use efficiency and reduce water consumption intensity. Taking 2022 as the base year, we set a goal of reducing total water consumption density by 5% by 2025;
- 在自身運營方面，積極探索引用節水型設施及水處理技術，在產品設計方面，提高節水設計產品的佔比。  
In terms of our own operations, we actively explore the application of water-saving equipment and water treatment technology, and increase the proportion of products with water-saving design in terms of product design.

在辦公環節，我們持續推進水資源節約行動，提升水資源使用效率。

In the office, we continue to advance water conservation initiatives and increase water usage efficiency.



回收雨水既用於綠植澆灌，配備節水型散射噴頭實現高效澆灌，同時作為循環水用於廁所沖洗與保潔  
Recycled rainwater is used for irrigating greenery, equipped with water-saving spray nozzles to achieve efficient watering. It is also utilized as recycled water for toilet flushing and cleaning purposes



定期檢查衛生間、洗手台等用水區域是否漏水，避免不必要水資源浪費  
Regularly check toilets, handwashing basins and other water-using areas for leakage to avoid unnecessary waste of water



採用節水設備，如感應式水龍頭  
Use water-saving devices such as sensor-activated faucets



加強員工節水意識，張貼節水標語，並利用郵件、辦公OA系統發送節水貼士  
Strengthen employees' awareness of water conservation, post water-saving slogans, and send water-saving tips by email and OA system

在建築設計環節，我們積極應用非傳統水源利用、智能化用水技術並積極優化施工流程，持續推動節水型建築建設，增強水資源循環利用能力。

In terms of building design, we actively engage in the use of non-traditional water sources and intelligent water consumption technologies while placing efforts on construction processes optimization. We have been advancing the development of water-saving buildings and enhancing water resource recycling capabilities.

非傳統水源利用  
Use of non-traditional  
water sources

- 依託「海綿城市」雨洪管理理念，系統開展雨水回收與資源化利用，將收集的雨水用於園區水景補水、綠化灌溉、地下車庫及道路沖洗等場景；  
Leveraging the storm-water management concept of “sponge city”, we systematically collect rainwater and utilize it as a resource, and apply it to scenarios such as waterscape replenishment, landscape irrigation, underground garage washing and road washing;
- 充分挖掘屋頂空間潛力，實現屋面雨水高效收集，提升水資源循環利用效率  
Fully tap into the potential of the rooftop space to achieve efficient rainwater collection and enhance the efficiency of water resource recycling

用水智能化  
Intelligent water  
consumption

- 在園區澆灌區域加裝土壤濕度傳感器與小型氣象站等智能設備，實現灌溉的定時、遠程及根據氣象條件自動調節，精準控制用水量，避免浪費；  
In the watering areas of the garden area, installing intelligent equipment such as soil moisture sensors and small-scale weather stations to enable scheduled, remote and weather-based automatic irrigation adjustments so as to ensure precise water usage control and prevent waste;
- 建築內全面採用感應水龍頭等智能節水器具，提升用水效率，推動節水管理智能化  
Using intelligent water-saving appliances such as sensor-activated faucets in the buildings to enhance water usage efficiency and advance intelligent water conservation management

施工流程優化  
Construction process  
optimization

- 混凝土澆築後進行覆膜養護，減少澆水程序  
After concrete pouring, we perform membrane curing to reduce watering procedures

在項目建造環節，我們推行水資源回收利用措施，將場內收集的雨水及施工廢水經處理後，用於混凝土養護、場地清洗、抑塵噴淋及辦公區綠化澆灌等，實現水資源梯級利用。

During project construction, we implement water recycling measures. Rainwater collected on-site and construction wastewater were treated and reused for concrete maintenance, site cleaning, spraying to restrain dust rising, and irrigation for greening in the office areas, achieving a tiered utilization of water resources.

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海綿城市重點項目 — 天津桂語聽瀾二期  
 "Sponge City" Highlight Project – Tianjin Guoyu Tinghua Phase II

天津桂語聽瀾二期項目踐行「海綿城市」設計理念，在鹽城荒地基礎上構建立體綠化體系，強化水體生態功能，並在道路周邊設置下凹式綠地，實現透水鋪裝率70.07%，年徑流總量控制率達80.25%，提升場地雨水吸納與滯蓄能力。

Tianjin Guoyu Tinghua Phase II Project implements the design concept of "sponge city" by establishing a multi-tiered greening system on saline-alkali wasteland, enhancing the ecological functions of water bodies, and installing sunken green spaces along roads. These measures achieve a permeable paving rate of 70.07% and a total annual runoff control rate of 80.25%, significantly improving the site's capacity for rainwater absorption and retention.



報告期內，綠城中國水資源消耗情況如下：

During the Reporting Period, the water consumption of Greentown China is as follows:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
總耗水量 Total water consumption	噸 tonnes	111,867.77
總耗水密度 Total water consumption density	噸/平方米建築面積 tonnes/sqm GFA	1.39
總節水量 Total water saving	噸 tonnes	1,166.14
廢水排放總量 Total wastewater discharge	噸 tonnes	89,494.22

### 3.4 廢棄物管理

綠城中國嚴格遵守適用的環境管理相關法律法規，確保廢棄物合規處置。我們於必要時將積極配合內外部環境相關審計工作，以客觀評估公司環境管理體系的有效性，並適時搭建環境管理改進機制，對潛在不符項採取預防與糾正措施。

我們設定減廢目標並實施源頭減量舉措，持續降低各環節廢棄物產生量。我們亦秉持循環經濟理念，全面推進廢棄物回收與資源化利用。我們通過內部培訓、會議和文件共享等方式，加強員工對環境管理政策和實踐的溝通；同時，我們通過ESG報告等渠道與外部利益相關方分享環境管理信息。

報告期內，綠城中國未發生違規排放等環境污染事件。

### 3.4 Waste Management

Greentown China strictly complies with applicable laws and regulations on environmental management to ensure the compliant disposal of waste. When necessary, we proactively cooperate with internal and external environmental audit for an objective evaluation on the effectiveness of the Company's environmental management system, and establish an improvement mechanism in a timely manner to take preventive and corrective measures against potential non-compliance.

We set waste reduction targets and implement source reduction initiatives to continuously reduce the amount of waste generated from each segment. We also uphold the concept of circular economy by comprehensively promoting waste and resource utilization. We strengthen communication with employees on environmental management policies and practices through internal training, meetings, and document sharing; at the same time, we share environmental management information with external stakeholders through ESG reports and other channels.

During the Reporting Period, Greentown China was not involved in any environmental pollution incidents such as illegal discharges.

#### 減廢目標

#### Waste reduction targets



- 加大各類減廢舉措力度，持續降低廢棄物排放密度；  
Increase efforts in various waste reduction measures to continuously reduce waste emission density;
- 在自身運營方面持續探索並積極執行減廢舉措，同時加強對承建商廢棄物的管理力度。  
Continue to explore and actively implement waste reduction measures in our own operations, and strengthen the management of contractors' waste.

本集團多個單位獲得ISO14001環境管理體系認證，包括綠城管理集團、綠城裝飾工程集團有限公司、綠城房屋4S公司以及浙江綠城理想生活商業運營服務有限公司等附屬公司。

A number of subsidiaries under the Group, including Greentown Management Group, Greentown Decoration Engineering Group Co., Ltd., Greentown Housing 4S Company, and Zhejiang Greentown Ideal Life Commercial Operation Service Co., Ltd., have obtained ISO14001 environmental management system certification.

### 3.4.1 無害廢棄物管理

綠城中國的無害廢棄物主要來自辦公環節的廢棄辦公用品，部分來源於施工階段的建築垃圾。針對不同來源，我們實施分類管理措施，有效減少廢棄物產生，提升回收利用率，並確保各類廢棄物得到規範、妥善處置。

### 3.4.1 Non-hazardous Waste Management

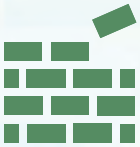
Greentown China's non-hazardous wastes consist mainly of discarded office supplies generated in the offices, some of which are construction wastes generated in the construction process. For non-hazardous wastes from different sources, we have implemented classified management measures to effectively reduce waste generation, improve recycling and utilization rate, and ensure proper and appropriate disposal of all types of wastes.

#### 日常辦公 Daily office work



- 倡導綠色辦公，推行雙面打印，減少紙張浪費，優先採購 FSC (森林管理委員會) 認證再生紙；2025 年，集團無紙化辦公實現紙張消耗量同比下降 25%；Advocate green office by promoting double-sided printing to reduce paper wastage, and prioritizing procurement of FSC (Forest Stewardship Council) certified recycled paper; in 2025, by taking paperless office initiative, the Group saw a 25% year-on-year reduction in paper consumption;
- 鼓勵員工自帶水杯、餐盒，踐行可循環使用理念；Encourage employees to bring their own mugs and lunch boxes to put the concept of reusability into practice;
- 開展行政集採，嚴格篩選供應商，優先選擇環保、高質、高性價比產品，並將供應商環保表現納入評估標準；Conduct centralized administrative procurement, strictly select suppliers, and prioritizing procurement of environmentally friendly, high quality and cost-effective office supplies; consider suppliers' environmental performance as one of the assessment criteria;
- 優化出差管理，嚴控人數，確保按需出行；Optimize the management on business travel and rein in the number of staff on business travel to ensure that it is based on need;
- 推行「光盤行動」，提醒按需取餐，減少食物浪費；Promote "clean your plate" campaign to remind employees to get food on demand and reduce food waste;
- 加強廢舊紙張與紙箱回收，最大化資源再利用；Recycle more waste paper and waste cartons to maximize the use of resources;
- 建設固定資產公物倉，實現電腦等辦公資產內部統一調配與共享，減少重複採購；Build a fixed-asset storehouse to realize the unified internal allocation and shared use of the company's computers and other assets, and reduce repeated purchases;
- 全面推行「垃圾分類、全民行動」，辦公區設置清晰分類標識，推動全員參與垃圾分類；Advocate "garbage classification with participation by all staff" across the Group, with clearly labelled sorting bins installed throughout office areas to urge all staff to participate in garbage classification

#### 建造施工 Construction process



- 小型構件加工：項目設立小型構件加工車間，對可利用廢料進行粉碎與攪拌，二次製成砌體預製塊、預製過樑等構件，實現廢料資源化利用，有效減少材料浪費與建築垃圾產生；Small component processing: turn waste into resources as well as reduce material waste and construction garbage by setting up small component processing workshop to crush and mix the useful waste, before reusing and making it into precast masonry blocks, precast beams and other prefabricated components;
- 全矽外牆：採用全矽外牆施工工藝，實現鋁模一次成型，免去外牆砌體與抹灰工序，大幅減少濕作業及建築垃圾；All-concrete exterior wall: all-concrete exterior wall construction adopts aluminum formwork for one-time molding, eliminating external wall masonry and plastering procedures, significantly reduces wet process and construction waste;
- 場內垃圾分類管理：可回收物如鋼筋、木方及無機建築垃圾，由指定第三方單位回收再利；用保護膜、泡沫等不可回收垃圾集中收集，交由專業機構進行無害化處理，實現分類管理閉環；On-site waste classification and management: recyclable wastes, including steel bars, wood and inorganic construction waste, are collected and reused by designated third parties. Protective film, foam and other non-recyclable wastes are collected together and harmlessly disposed of by professional institutions for closed-loop classification management

#### 物業管理 Property management



- 蕩寓·寧波皇冠花園酒店開展「春生綠益」環保主題活動，使用果皮等天然可降解材料製作環保蠟燭，傳遞資源循環理念；Ou Yu · Ningbo Crown Garden Hotel (蕩寓·寧波皇冠花園酒店) launched "Spring Green Initiative" ("春生綠益") environmental campaign, crafting eco-friendly candles from natural biodegradable materials such as fruit peels to promote resource recycling principles;
- 酒店倡導減少一次性用品使用，不主動提供一次性牙刷等六小件，同時為客人提供由可回收材料製成的再生牙刷及環保包裝；Encourage hotels to reduce the use of disposable daily necessities and do not proactively provide the 6-piece hotel toiletry sets such as disposable toothbrushes; guests are also provided with recycled toothbrushes made with recyclable materials and eco-friendly packaging;
- 通過大屏展示、宣傳物料等多種形式持續傳播綠色理念，堅定踐行可持續發展的長期主義；Promote green concepts through multiple forms such as large-screen display and promotional materials, firmly upholding long-term principle of sustainable development

三、 品質生態：低碳實踐新高度  
 III. Quality Ecosystem: A New Height in Low-carbon Practices

報告期內，綠城中國無害廢棄物回收量和產生量情況如下：

During the Reporting Period, non-hazardous waste recycling and generation of Greentown China was as follows:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
紙張回收量 Paper Recycling	噸 tonnes	4.37
金屬回收量 Metal Recycling	噸 tonnes	0.82
塑料回收量 Plastic Recycling	噸 tonnes	2.01
玻璃回收量 Glass Recycling	噸 tonnes	0.23
<b>無害廢棄物回收總量 Total non-hazardous waste recycling</b>	<b>噸 tonnes</b>	<b>7.43</b>
紙張使用量 Paper Usage	噸 tonnes	21.82
金屬使用量 Metal usage	噸 tonnes	0.57
塑料使用量 Plastic usage	噸 tonnes	6.17
玻璃使用量 Glass usage	噸 tonnes	0.70
廚餘垃圾 Kitchen waste	噸 tonnes	436.63
建築垃圾 Construction waste	噸 tonnes	286.32
<b>無害廢棄物產生總量 Total non-hazardous waste generation</b>	<b>噸 tonnes</b>	<b>752.21</b>
無害廢棄物產生密度 Density of non-hazardous waste generation	噸／平方米建築面積 tonnes/sqm GFA	0.0093

### 3.4.2 有害廢棄物管理

我們的有害廢棄物主要來自辦公環節，包括電池、墨盒、熒光燈管等，均嚴格按規範進行合規處置。我們一方面著力從源頭減少有害廢棄物的產生，另一方面實施專門的分類收集與定向回收處理機制，切實降低其對環境的潛在影響，具體舉措如下：

### 3.4.2 Hazardous Waste Management

Our hazardous wastes mainly consist of batteries, ink cartridges, fluorescent tubes, etc. generated in the offices. We strictly ensure that hazardous waste is disposed of in compliance with regulations. We place efforts on reducing the generation of hazardous wastes at source on the one hand, while specialized classification, collection and targeted recycling mechanisms are implemented on the other hand, to effectively mitigate the potential environmental impacts of hazardous wastes. The specific measures are as follows:

減少 Reduction
<ul style="list-style-type: none"> <li>採用可充電循環使用電池代替一次性電池，減少電池廢棄量，並在各樓層設置專用電池回收箱，實現集中回收與再利用； Using rechargeable and recyclable batteries instead of disposable batteries to reduce battery waste; placing battery recycling bins on each floor to centralize the collection and recycling;</li> <li>所有打印默認為「節約」模式（雙面和黑白），減少彩色墨盒使用量，減少無效打印、重複打印等現象 All printing defaulting to "Save" mode (double-sided and black &amp; white), which reduces the use of color ink cartridges and ineffective printing, duplicate printing, etc.</li> </ul>
回收 Recycle
<ul style="list-style-type: none"> <li>廢棄熒光燈管由專人回收； Recycling waste fluorescent tubes by dedicated person;</li> <li>硒鼓實行至少二次加粉再利用，延長使用壽命，並由專人統一回收，推動耗材循環使用與規範管理 Using toner cartridges at least twice by refilling powder to extend service life and recycling them through dedicated person, to promote the recycling of consumables and ensure standardized management</li> </ul>

報告期內，我們的有害廢棄物產生量情況如下：

During the Reporting Period, our hazardous waste generation was as follows:

指標名稱 Name of Indicators	單位 Unit	2025年 2025
熒光燈管產生量 Fluorescent tube generation	噸 tonnes	0.35
廢電池產生量 Waste battery generation	噸 tonnes	0.54
墨盒產生量 Ink cartridge generation	噸 tonnes	1.00
設備維護廢液產生量 Waste liquid generation from equipment maintenance	噸 tonnes	0.03
<b>有害廢棄物產生總量 Total hazardous waste generation</b>	<b>噸 tonnes</b>	<b>1.92</b>
有害廢棄物產生密度 Density of hazardous waste generation	噸/平方米建築面積 tonnes/sqm GFA	0.000024



品質職場  
人才發展新生態

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Quality Workplace  
A New Ecology of Talent Development



杭州溪徑恒廬  
Hangzhou Xijing Henglu

# 四、品質職場：人才發展新生態

## IV. Quality Workplace: A New Ecology of Talent Development

### 4.1 權益保障

綠城中國以員工與企業的共同發展為基礎理念，遵循國家勞動法律法規，落實僱傭環節的各項合規要求。我們依據業務需要制定招聘計劃，拓展人才來源，吸引不同背景的員工加入。在僱傭過程中，我們關注員工合法權益，也注重為其提供發展空間，尋求公司目標與個人成長之間的結合。

#### 4.1.1 招聘管理

綠城中國遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國工會法》《浙江省集體合同條例》《集體合同規定》等運營所在地法律法規，持續執行《崗位配置管理標準》《崗位聘任管理標準》《員工調配管理標準》《職位體系管理標準》等內部制度。報告期內，我們修訂了《招聘管理標準》，通過優化社會招聘條件設置、取消與履職無關的入職體檢項目，確保招聘標準的科學性與公平性。同時，我們通過更新退休返聘管理要求及《錄用審批流程附件清單》，明確返聘人員權益保障細節並簡化審批流程，在夯實合規僱傭管理基礎的同時，提升人才梯隊建設與招聘審批效率。

### 4.1 Rights Protection

Greentown China operates on the fundamental concept of mutual development between employees and the company, adheres to national labor laws and regulations, and implements all compliance requirements in the employment process. We formulate recruitment plans according to business needs, expand the sources of talent, and attract employees with different backgrounds to join. In the employment process, we pay attention to the legitimate rights and interests of employees and also focus on providing them with development space, seeking the combination between the company's goals and personal growth.

#### 4.1.1 Recruitment Management

Greentown China follows the Labor Law of the People's Republic of China (《中華人民共和國勞動法》), Labor Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》), the Trade Union Law of the People's Republic of China (《中華人民共和國工會法》), the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》), Provisions on Collective Contracts (《集體合同規定》) and other laws and regulations of the places where it operates, and continuously implements Post Allocation Management Standards (《崗位配置管理標準》), Post Employment Management Standards (《崗位聘任管理標準》), Staff Deployment Management Standards (《員工調配管理標準》), Position System Management Standards (《職位體系管理標準》) and other internal systems. During the Reporting Period, we revised the Recruitment Management Standards (《招聘管理標準》). By optimizing the settings of social recruitment conditions and cancelling the pre-employment physical examination items irrelevant to job performance, we ensured the scientificity and fairness of the recruitment standards. At the same time, by updating the management requirements for re-employment of retirees and the Attachment List of the Employment Approval Process (《錄用審批流程附件清單》), we clarified the details of the rights and interests protection of re-employed personnel and simplified the approval process. While consolidating the foundation of compliant employment management, we improved the efficiency of talent echelon construction and recruitment approval.

四、 品質職場：人才發展新生態  
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我們遵循「合理規劃、先內後外、德才兼備、親屬迴避、科學測評」五大基本原則開展年度招聘工作。為確保人才儲備與戰略需求相匹配，我們延續並深化既定戰略方向，通過穩步推進校園招聘以及聚焦核心領域的人才引進，補充外部專業力量。同時，我們深化內部「人才活水」機制建設，進一步推動員工在集團內部的流轉與活化，實現人才資源配置與梯隊建設的持續優化。

We follow the five basic principles of “rational planning, internal deployment before external hiring, meritocracy, avoidance of nepotism, and scientific assessment” in our annual recruitment. To ensure that our talent reserve aligns with strategic requirements, we continue and deepen our established strategic direction. By steadily promoting campus recruitment and focusing on talent introduction in core areas, we have supplemented external professional strength. Meanwhile, we deepen the construction of the internal “vibrant flow of talents” mechanism, further promoting the circulation and activation of employees within the group, and achieving continuous optimization of talent resource allocation and echelon construction.

綠城中國招聘「五大原則」

Greentown China's "Five Principles" of Recruitment

合理規劃 Rational planning	先內後外 Internal deployment before external hiring	德才兼備 Meritocracy	親屬迴避 Avoidance of nepotism	科學測評 Scientific assessment
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綠城中國招聘「三大方向」

Greentown China's "Three Key Directions" of Recruitment

穩步推進校園招聘 Steadily promote campus recruitment	以「同道人」「理想生」「綠星原力」「啟航生」四大校園招聘品牌為載體，積極組織校園招聘活動，為業務發展儲備高潛人才 With the four campus recruitment brands of “Like-minded people”, “Ideal students”, “Green Star Force”, and “Pioneer students” as carriers, we actively organize campus recruitment activities to reserve high-potential talents for business development.
聚焦核心人才引進 Focus on introducing core talents	持續升級人才引進體系，重點面向產品、經營、營銷類高級人才開展精準引才，推動幹部團隊進一步向創新開放轉型，助力業務團隊實現專業能力的精進提升 Continuously upgrade the talent introduction system, and focus on precisely recruiting senior talents in product, operation, and marketing. Promote the further transformation of the management team towards innovation and openness, and help the business team achieve enhanced professional capabilities.
深化「人才活水」機制 Deepen the “vibrant flow of internal talents” mechanism	通過制度引導、機制保障、典型示範等舉措推進內部人才活水工作，提升全員對人才活水的認知與參與意識，構建人才活水文化 Promote vibrant flow of internal talents through measures such as institutional guidance, mechanism guarantee and typical demonstration. Enhance the awareness and participation of all employees for vibrant flow of internal talents and build a culture of vibrant flow of internal talents.

綠城中國招聘原則與重點方向

Recruitment Principles and Key Directions of Greentown China

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我們構建覆蓋全集團的信息網絡，並落實招聘共享機制及「縱向聯動」與「橫向協同」的協作模式，對招聘工作程序實施動態優化。報告期內，我們推出校招系列劇情片，從管培生視角，通過「真實人物、真實場景、真實成果」生動展示綠城中國在成長體系、產品價值與組織能力上的硬實力。

We build an information network covering the entire group, implement the recruitment sharing mechanism and the cooperation model of “vertical linkage” and “horizontal synergy”, and dynamically optimize the recruitment process. During the Reporting Period, we launched a series of campus recruitment feature films. From the perspective of management trainees, through “real people, real scenarios, and real achievements”, we vividly demonstrated the hard power of Greentown China in the growth system, product value and organizational ability.

綠城中國推出校招系列劇情片  
Greentown China launched a series of campus recruitment feature films

2025年，綠城中國於校園招聘期間推出系列式劇情短片。為實現核心競爭力的可視化呈現，我們通過聚焦設計、工程及營銷管培生的真實崗位實戰，以系列化劇情取代傳統宣傳模式。在內容上，我們通過捕捉真實人物場景與業務成果，將人才成長體系與組織硬實力嵌入故事化敘述中，讓受眾通過劇情作品自然感知品牌價值。此外，我們將人工智能視頻技術應用於新員工入職體驗等傳播場景，減少了實地拍攝過程中的人力調配與物料消耗，推動僱主品牌向數字化與低碳化方向轉型。

In 2025, Greentown China launched a series of short feature films during the campus recruitment period. To visually present our core competitiveness, we focused on the real-world job practices of management trainees in design, engineering and marketing, and replaced the traditional publicity model with a series of storylines. In terms of content, by capturing real-life scenarios and business achievements, we embedded the talent growth system and organizational hard power into the story-based narrative, enabling the audience to naturally perceive the brand value through the drama works. In addition, we applied artificial intelligence video technology to communication scenarios such as the on-boarding experience of new employees, reducing the manpower allocation and material consumption of the on-site shooting process, and promoting the transformation of the employer brand towards digitalization and low-carbonization.

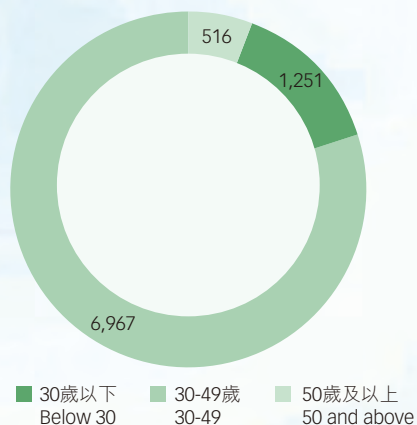


四、 品質職場：人才發展新生態  
 IV. Quality Workplace: A New Ecology of Talent Development

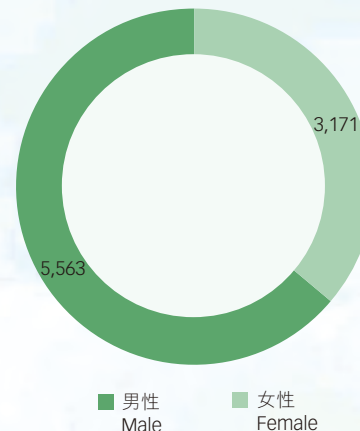
截至報告期末，本集團的僱員總數為8,734人，通過校招渠道招聘員工數量達758人。按類別劃分的僱員人數詳見下圖：

As of the end of the Reporting Period, the total number of employees of the Group was 8,734, and the number of employees recruited through the campus recruitment channels amounted to 758. Details of the number of employees by category are shown in the chart below:

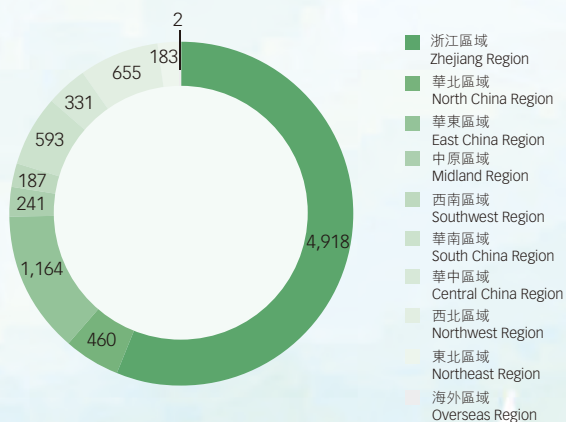
按年齡劃分的員工人數  
 Number of Employees by Age



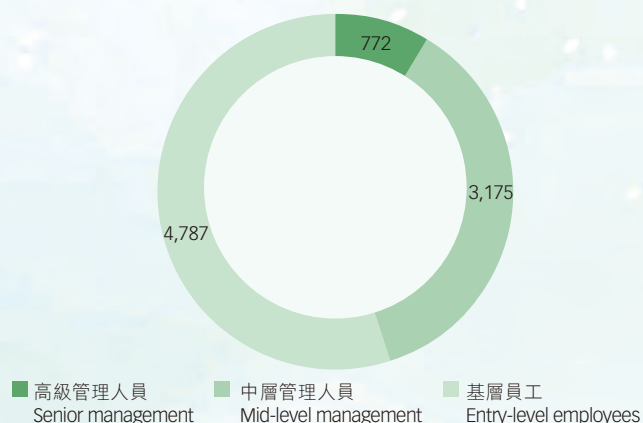
按性別劃分的員工人數  
 Number of Employees by Gender



按地區劃分的員工人數  
 Number of Employees by Region



按職級劃分的員工人數  
 Number of Employees by Rank



#### 4.1.2 勞工權益

綠城中國遵循《中華人民共和國工會法》《浙江省集體合同條例》《集體合同規定》等運營所在地法律法規，持續落實《勞動關係管理標準》等內部管理制度，明確規定禁止僱傭童工、強制勞動，禁止在招聘過程中因性別、年齡、宗教、民族、家庭背景及健康狀況等因素而差別對待，禁止一切職場騷擾、侵犯等違規行為。為識別並防範合規風險，我們在錄用環節前置實施身份驗證與背景核查，杜絕虛假身份人員或未成年人入職，從源頭避免僱傭童工。

為保障自願僱傭，我們通過規範薪酬溝通、錄用審批及協議簽訂等全鏈路流程，明確勞資雙方權利義務。同時，我們將禁止童工與強迫勞動的合規要求延伸至供應鏈，要求所有供方入庫前簽署《勞工權益保障承諾書》，明確杜絕歧視及不合規用工行為，報告期內，我們已實現入庫供應商100%簽署承諾書。

我們致力於減少人才流失，於報告期內修訂了《員工離職管理細則》，進一步調整優化員工離職流程，強化集團人文關懷。為降低員工流失風險並維護人才隊伍穩定性，我們持續深化離職訪談機制，實現主動離職員工回訪觸達率100%，並將部分高職級離職員工納入專項回訪體系，挖掘管理層面的核心訴求與改進方向。我們按季度向管理層提交訪談分析報告，系統梳理離職動因與員工建議，以動態優化人力資源策略，保障離職員工的合法權益。

#### 4.1.2 Labour Rights

Greentown China follows the local laws and regulations in the area of operations, such as the Trade Union Law of the People's Republic of China (《中華人民共和國工會法》), the Regulations of Zhejiang Province on Collective Contracts (《浙江省集體合同條例》), and the Provisions on Collective Contracts (《集體合同規定》). We continuously implement internal management systems such as the Labor Relations Management Standards (《勞動關係管理標準》), clearly stipulating that child labor and forced labor are prohibited, and during the hiring process, discrimination based on gender, age, religion, ethnicity, family background, and health status is prohibited. All workplace harassment and infringement and other violations are prohibited. To identify and prevent compliance risks, we conduct identity verification and background checks at the pre-employment stage, preventing individuals with false identities or minors from joining the company, and avoiding child labor from the source.

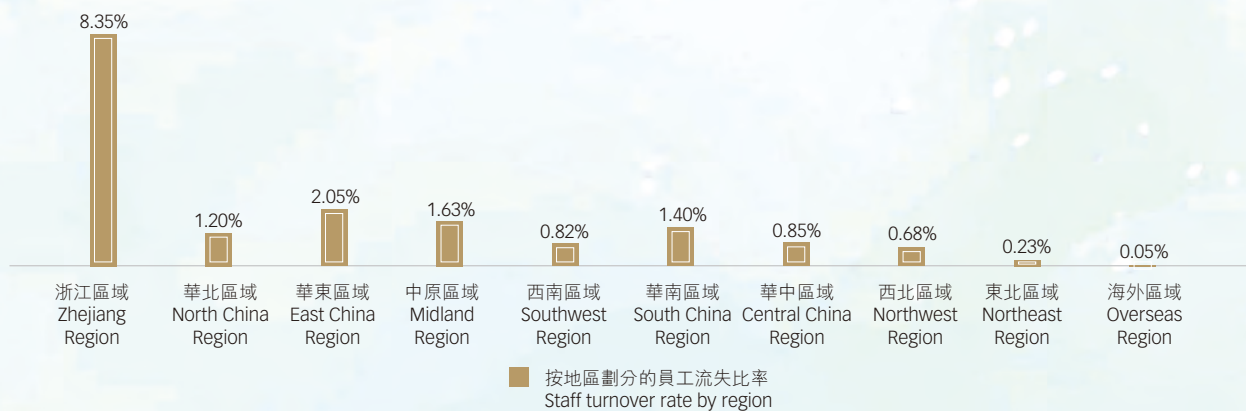
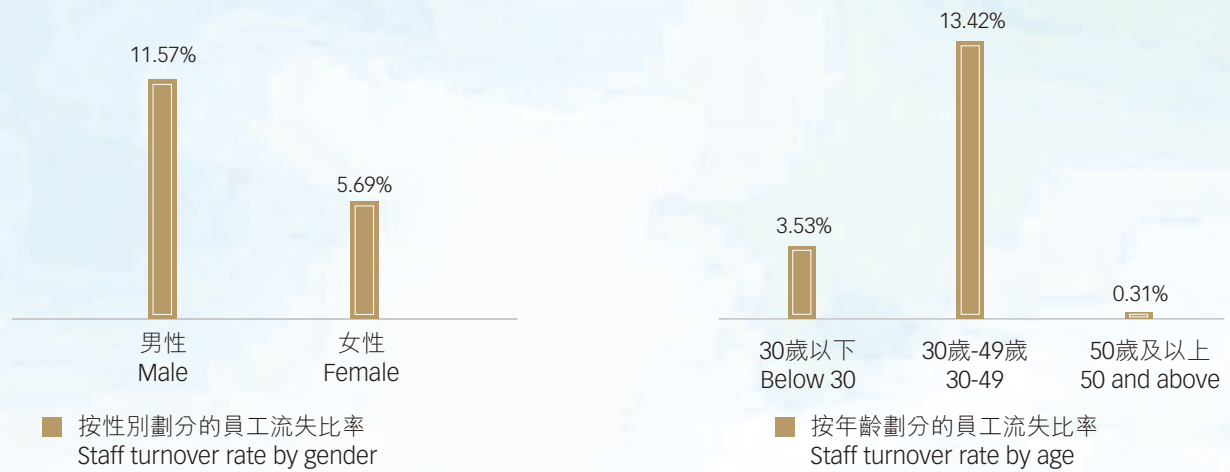
To ensure voluntary employment, we clarify the rights and obligations of both employers and employees by standardizing the entire process of salary communication, employment approval and agreement signing. At the same time, we extend the compliance requirements of prohibiting child labor and forced labor to the supply chain, requiring all suppliers to sign the Labor Rights and Interests Protection Commitment Letter (《勞工權益保障承諾書》) before being included in the supplier list, clearly eliminating discrimination and non-compliant employment practices. During the Reporting Period, 100% of the listed suppliers have signed the commitment letter.

We are committed to reducing the loss of talents. During the Reporting Period, we revised the Employee Resignation Management Rules (《員工離職管理細則》) to further adjust and optimize the employee resignation process, and strengthened the group's humanistic care. To reduce the risk of employee turnover and maintain the stability of the talent team, we continuously deepen the resignation interview mechanism, achieving a 100% contact rate for follow-up visits to employees who leave voluntarily. We also include some high-level employees who leave the company in the special follow-up visit system to explore the core demands and improvement directions at the management level. We submit quarterly interview analysis reports to the management, systematically sorting out the reasons for employees' departure and employees' suggestions to dynamically optimize human resources strategies and protect the legitimate rights and interests of resigned employees.

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報告期內，綠城中國的員工總流失率為17.26%，主動離職率8.7%，按類別劃分的員工流失率詳見下圖：

During the Reporting Period, Greentown China's total staff turnover rate was 17.26%, with a voluntary employee turnover rate of 8.7%. The breakdown of employee turnover rate by category is as follows:



## 4.2 薪酬福利

綠城中國重視員工貢獻，致力於為員工提供有競爭力的薪酬福利體系，提升每位員工幸福度。我們開展豐富的員工活動，並設置開放多元的溝通渠道，深入了解員工訴求，用心關懷每位員工，打造穩定且包容的職場環境。

### 4.2.1 員工薪酬

綠城中國持續優化薪酬福利體系並完善激勵機制。報告期內，我們修訂了《薪酬福利管理標準》，對先進獎勵、退休返聘人員定薪等標準進行更新，並經職工代表大會民主程序審議通過後正式發佈，進一步規範員工薪酬福利管理工作，充分激發員工積極性。

我們為員工建立涵蓋基本養老保險、基本醫療保險、失業保險、工傷保險、生育保險及住房公積金的保障體系，並持續提供補充醫療保險、商業保險及節日禮金等多項福利。為提升員工健康保障，我們於報告期內對保障體系進一步升級。我們提高了意外與疾病身故保障額度，並延長重疾醫療費用的報銷時限。同時，我們推行門急診與住院保障額度共享機制，並新增理賠綠色通道及住院協助等健康增值服務，提升了健康保障的靈活性與響應效率，切實保障員工生活質量。

## 4.2 Compensation and Benefits

Greentown China values the contributions of its employees and is committed to providing a competitive compensation and benefit system to enhance the happiness of each employee. We organize a variety of employee activities and establish open and diverse communication channels to gain an in-depth understanding of employees' needs, care for each employee whole-heartedly, and create a stable and inclusive workplace environment.

### 4.2.1 Employees' Compensation

Greentown China continuously optimizes its compensation and welfare system and improves its incentive mechanism. During the Reporting Period, we revised the Compensation and Welfare Management Standards (《薪酬福利管理標準》), updated the standards for awards for advanced and salary determination for rehired retirees. After being reviewed and approved through the democratic process of the employee representative meeting, it was officially released, further standardizing the management of employee compensation and welfare and fully stimulating employees' enthusiasm.

We have established a welfare security system for employees, comprising basic endowment insurance, basic medical insurance, unemployment insurance, employment injury insurance, maternity insurance and housing provident funds, and continuously provided a number of benefits such as supplementary medical insurance, commercial insurance and holiday cash gifts. To enhance employees' health security, we further upgraded the security system during the Reporting Period. We increased the accidental and disease-related death insurance coverage and extended the reimbursement period for critical illness medical expenses. At the same time, we implemented a shared quota mechanism for outpatient, emergency, and inpatient services, and added health-related value-added services such as a green channel for claims settlement and inpatient assistance, improving the flexibility and response efficiency of health security and effectively safeguarding employees' quality of life.

#### 4.2.2 員工福利

綠城中國持續落實《薪酬福利管理標準》及《考勤休假管理標準》等內部制度。我們不斷優化員工福利體系，在考勤與休假管理制度中融入多元化管理理念，對相關管理程序實施動態優化，保障不同背景員工的合法權益。

我們秉持「以人為本」理念，開展多元文化活動，持續深化員工關懷體系。報告期內，我們舉辦新春遊園嘉年華，通過設置傳統文化遊戲、美食體驗及聯歡表演等環節，營造節日文化氛圍。為多元化展示員工勞動成果，我們開展勞動者攝影大賽，向全員徵集攝影、勞動故事及AI創作等主題的作品，挖掘並呈現員工個體價值。系列文化活動的開展，在豐富員工職場體驗的同時，提升了組織內部的歸屬感與幸福感。



#### 4.2.2 Employees' Benefits

Greentown China continuously implements internal systems such as the Compensation and Welfare Management Standards (《薪酬福利管理標準》) and the Attendance and Leave Management Standard (《考勤休假管理標準》). We constantly optimize the employee benefit system, integrate the concept of diversified management into the attendance and leave management system, and dynamically optimize the relevant management procedures to protect the legitimate rights and interests of employees from different backgrounds.

We uphold the concept of “people-oriented” and organize multicultural activities to continuously deepen the employee care system. During the Reporting Period, we held the Spring Festival Garden Carnival, setting up traditional cultural games, food experiences, and gala performances to create a festive cultural atmosphere. To display employees' achievements in a diverse way, we held a photography competition for workers, soliciting works on themes such as photography, labor stories and AI creations from all employees to discover and present the individual value of employees. The series of cultural activities not only enrich employees' work experience but also enhance the sense of belonging and happiness within the organization.



遊園嘉年華活動現場及勞動者攝影大賽作品  
On-site Photos of the Garden Carnival and a Work from the Workers' Photography Competition

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我們持續優化升級彈性福利平台，通過創新活動形式、深化員工參與、整合內外部資源，進一步提升平台使用率、活躍度與員工滿意度。

We continuously optimize and upgrade the flexible welfare platform. Through innovative activity forms, deeper employee participation, and integration of internal and external resources, we further improve the platform's utilization rate, activity level and employee satisfaction

打造彈性福利平台多元化主題  
Create Diverse Themes for the Flexible Welfare Platform

結合春節、兒童節、中秋節三大節慶，精心設計線上互動遊戲與抽獎活動，將節日文化內涵與數字化平台應用深度結合。在帶動福利訂單轉化的同時，實現平台用戶活躍度的年度增長。

Combining the three major festivals of the Spring Festival, Children's Day, and Mid-Autumn Festival, we carefully designed online interactive games and lucky draw activities, deeply integrating the cultural connotations of the festivals with the application of the digital platform. While driving the conversion of benefit orders, we achieved an annual increase in the platform users' activity level.

拓展平台活動，集成平台資源  
Expand Platform Activities and Integrate Platform Resources

創新推出「雙十一員工專屬福利週」，設置階梯滿減、限量禮品兌換、實時紅包派送等多元化激勵機制，有效激發福利兌換熱情，實現了訂單處理規模階段性提升，進一步優化員工的福利獲取體驗。

We innovatively launched the "Exclusive Employee Benefit Week on Double Eleven", setting up diversified incentive mechanisms such as tiered discounts, limited-edition gift redemption, and real-time red-envelope distribution, effectively stimulating the enthusiasm for benefit redemption, achieving a phased increase in the order processing volume, and further optimizing employees' benefit acquisition experience.

2025年綠城中國彈性福利平台創新升級

Innovation and Upgrade of Greentown China's Flexible Welfare Platform in 2025

我們構建了以員工為中心並輻射員工家庭的多維度福利體系。報告期內，我們通過落實「家人基金」、員工子女「海豚計劃」及暑期託管營等專項項目，重點解決員工在子女看護、家庭互助及健康管理方面的實際訴求，在保障員工權益的同時，實現個人生活與職業發展的平衡，提升組織內部的凝聚力與歸屬感。

We have built a multi-dimensional benefit system centered on employees and radiating to their families. During the Reporting Period, through the implementation of special projects such as the "Family Fund", the "Dolphin Project" for employees' kids, and the summer childcare camp, we focused on solving employees' actual problems in child-care, family support and health management. While safeguarding employees' rights and interests, we achieved a balance between personal life and career development for our employees, and enhanced the cohesion and sense of belonging within the organization.

<p>員工子女「海豚計劃」 “Dolphin Project” for employees’ kids</p>	<p>憑藉堅持17年為業主開展公益社區活動「海豚計劃」的資源和良好口碑，綠城中國2025年繼續為員工子女提供「順風車」服務，並鼓勵他們在暑期參加園區內開展的「海豚計劃」。報告期內，報名參加該項活動的員工子女近300人，有效緩解了員工家庭的育兒壓力。</p> <p>Relying on the resources and good reputation of the 17-year-long public-welfare community activity “Dolphin Project” for property owners, Greentown China continued to provide “hitch-hiking” services for employees’ children in 2025 and encouraged them to participate in the “Dolphin Project” held in the park during the summer vacation. During the Reporting Period, nearly 300 employees’ kids signed up for this activity, effectively relieving the child-rearing pressure on employees’ families.</p>
<p>家庭日親子活動 Family Day parent-child activities</p>	<p>綠城中國倡導各單位自主開展年度「家庭日」活動。為增進員工與家人的互動和交流，我們舉辦親子互動、家屬座談會、開放日及項目參訪等多樣化活動，進一步促進家屬對企業和員工職業生活的理解，營造和諧、溫馨的工作氛圍。</p> <p>Greentown China advocates that each unit independently organizes the annual “Family Day” activities. To enhance the interaction and communication between employees and their families, we hold a variety of activities such as parent-child interactions, family symposiums, open days and project visits. These activities further promote the families’ understanding of the company and the employees’ professional lives, and create a harmonious and warm working atmosphere.</p>
<p>成長一夏·綠城中國員工子女暑期託管營 Growing Through the Summer · Greentown China’s summer childcare camp for employees’ kid</p>	<p>2025年7月，綠城中國開設首屆員工子女暑期託管營。為平衡員工工作與子女看護，我們委託專業團隊為員工子女提供為期6週的素質教育及定制化課程。報告期內，託管營累計服務小學階段員工子女116人次，有效解決了員工子女暑期看護問題，保障員工子女安全。</p> <p>In July 2025, Greentown China launched its first summer childcare camp for employees’ children. To help employees balance work and childcare, we entrusted a professional team to provide quality education and customized courses for employees’ children for six weeks. During the Reporting Period, the childcare camp served 116 primary-school-age children of employees in total, effectively solving the problem of summer childcare for employees and ensuring the safety of their kids.</p>
<p>家人基金幫扶項目 Family Fund support programme</p>	<p>綠城中國持續推進員工「家人基金」幫扶機制。我們通過會費繳納與統籌管理實施內部互助，向遭遇重大變故的員工家庭提供經濟支持。報告期內，該基金共救助8組受困員工家庭，支出救助款49.17萬元，為受困家庭有效緩解了經濟壓力。</p> <p>Greentown China continuously promotes the “Family Fund” support mechanism for employees. Through membership fee collection and overall management, we implement internal mutual assistance and provide financial support to the employee families who have encountered major changes. During the Reporting Period, the fund provided assistance to 8 employee families in difficulty, with a total expenditure of RMB491,700, effectively relieving the financial pressure on these families.</p>

夏日送清涼、  
冬季送溫暖  
**Sending Coolness  
in Summer and  
Warmth in Winter**

綠城中國在春節、五一、國慶等長假期間開展項目工程一線員工及參建單位慰問活動，同時巡查生產安全，聽取一線員工訴求，加強各級管理者與一線員工的溝通交流。報告期內，綠城中國各級單位走訪慰問項目400餘個。

Greentown China conducts employee care activities for front-line employees of project engineering and participating units during long holidays such as the Spring Festival, May Day and National Day. At the same time, we inspect production safety, listen to the demands of front-line employees, and strengthen the communication between managers at all levels and front-line employees. During the Reporting Period, units at all levels of Greentown China visited and extended care to over 400 projects.



員工子女暑期託管營

Summer Childcare Camp for Employees' Children

#### 4.2.3 員工溝通

綠城中國致力於構建開放、透明、高效的員工溝通體。我們鼓勵員工與集團各層級積極聯繫溝通，並延續開展五一員工座談會等溝通渠道，收集員工的意見與建議，確保員工得到及時、有效的反饋。

#### 4.2.3 Employee Communication

Greentown China is committed to building an open, transparent, and efficient employee communication system. We encourage employees to actively communicate with all levels of the group and continue to carry out communication channels such as the May 1st employee symposium to collect employees' opinions and suggestions, ensuring that employees receive timely and effective feedback.

##### 「五一」員工座談會 "May 1st" Employee Symposium

- 報告期內，綠城中國召開「五一」員工座談會238場次，收集「添光彩」「辦實事」提案1,120條，「AI應用大家談」成果508項。我們針對員工在技術賦能、財務信息安全及智慧園區融合等領域提出的具體提案，通過分類響應機制實施管理優化。各級組織對本單位及外單位提案落實整體滿意度分別為96.48%、98.27%。  
During the Reporting Period, Greentown China held 238 "May 1st" employee symposium, collecting 1,120 proposals on "adding lustre" and "doing practical things", and 508 achievements of the "AI Application Discussion". We implemented management optimization through a categorized response mechanism for specific proposals from employees in areas such as technology empowerment, financial information security and smart park integration. The overall satisfaction rate of all levels of organizations with the implementation of proposals from their own units and external units were 96.48% and 98.27%, respectively.
- 報告期內，綠城中國優化並上線了「五一座談會督辦系統」，涵蓋提案提交、審核、執行等環節，強化進度可視化跟蹤，並構建跨部門協辦機制，增強業務管理與員工訴求的適配性，進一步促使提案管理提質增效。  
During the Reporting Period, Greentown China optimized and launched the "May 1st Symposium Supervision System", covering proposal submission, review and implementation, strengthening the visual tracking of progress, and building a cross-departmental collaboration mechanism to enhance the adaptability of business management to employee needs, further improving the quality and efficiency of proposal management.



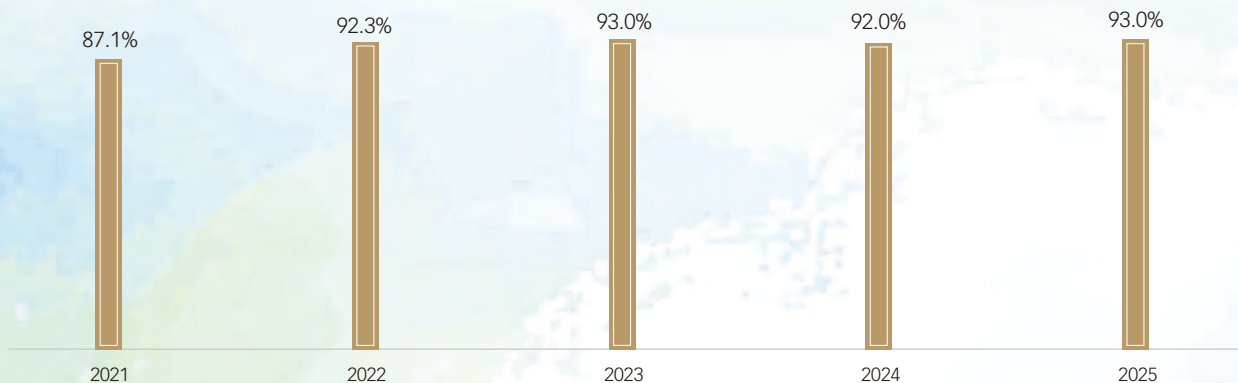
「五一」員工座談會  
"May 1st" Employee Symposium

#### 員工溝通渠道及執行情況 Employee Communication Channels and Enforcement

#### 四、 品質職場：人才發展新生態 IV. Quality Workplace: A New Ecology of Talent Development

2025年，我們面向全體員工持續開展年度敬業度在線調研，以數據洞察驅動管理提升。為評估管理質量並識別提升領域，我們沿用涵蓋戰略前景、個人發展、管理公平、管理效率及員工關愛五個關鍵維度的評估框架，並通過內部可視化看板實施數據歸因分析。各下屬單位根據調研結果落實改善計劃，將調研洞察轉化為切實的管理提升與員工體驗優化。報告期內，本集團員工敬業度得分為93分，實現連續多年穩步增長。

In 2025, we continuously conducted an online annual engagement survey for all employees, using data insights to drive management improvement. To evaluate management quality and identify areas for improvement, we used an evaluation framework covering five key dimensions: strategic prospects, personal development, management fairness, management efficiency and employee care, and conducted data attribution analysis through an internal visualization dashboard. Each subsidiary implemented improvement plans based on the survey results, transforming survey insights into tangible management improvements and optimized employee experiences. During the Reporting Period, the employee engagement score of our Group was 93 points, showing steady growth for many consecutive years.



綠城中國五年內敬業度得分情況  
Greentown China's Engagement Performance in the Past Five Years

報告期內，我們持續開展年度員工滿意度調查，結果顯示2025年員工滿意度為99.7%，維持高位穩定水平。我們秉持「服務以人為本、共享專業價值」的核心理念，以產品化思維搭建全週期員工體驗管理體系，通過精準優化舉措，推動員工滿意度與組織效能協同提升。同時，我們進一步拓展員工服務反饋渠道，推動服務滿意度反饋率提升7.2%，實現員工訴求的高效捕捉與敏捷響應。

During the Reporting Period, we continuously conducted an annual employee satisfaction survey. The results showed that the employee satisfaction rate in 2025 was 99.7%, maintaining a high and stable level. Adhering to the core concept of "Service is People-Oriented, Sharing Professional Value", we built a full-cycle employee experience management system with a product-oriented mindset. Through precise and optimized measures, we promoted the coordinated improvement of employee satisfaction and organizational effectiveness. Meanwhile, we further expanded the employee service feedback channels, increasing the service satisfaction feedback rate by 7.2%, enabling efficient capture and agile response to employees' demands.

#### 四、 品質職場：人才發展新生態 IV. Quality Workplace: A New Ecology of Talent Development

為進一步提升員工滿意度，我們構建了覆蓋全生命週期的員工體驗體系。為提升服務精準度與響應效率，我們通過佈局多場景觸點實施數字化升級，並推行自助式產品以激發員工參與感。同時，我們通過向管理者提供指引工具包強化團隊賦能，推動滿意度水平的穩步提升。

### 4.3 培訓發展

綠城中國持續完善員工全職業生命週期培訓體系。為強化人才儲備與人才梯隊建設，我們提供契合崗位需求的專項培訓，為同專業領域人才賦能。同時，我們構建職級晉升體系並明確職業發展路徑，落實人才平等管理，以此支撐組織的人才多元化與可持續發展。

#### 4.3.1 培訓體系

綠城中國遵循《中華人民共和國職業教育法》等法律法規，並落實《專業等級評定與崗位資格認證管理標準》等內部管理制度。報告期內，我們修訂了《員工培訓管理標準》，以支持公司戰略與人才發展為目標，通過有計劃、體系化的培訓管理，提升員工業務能力與職業素養，實現企業與員工共同成長。此外，我們圍繞「員工複合發展、業務問題解決」兩大導向，持續完善以「集成實戰解決方案」與「綠城雲大學」為核心支撐的全職業生命週期培養體系，緊密圍繞業務戰略與人才發展需求進行迭代升級，推動學習與組織績效深度融合。

To further improve employee satisfaction, we built an employee experience system covering the entire lifecycle. To improve service accuracy and response efficiency, we carried out digital upgrades by deploying multi-scenario touchpoints and promoted self-service products to stimulate employees' sense of participation. At the same time, we strengthened team empowerment by providing managers with guidance toolkits, promoting a steady increase in the satisfaction level.

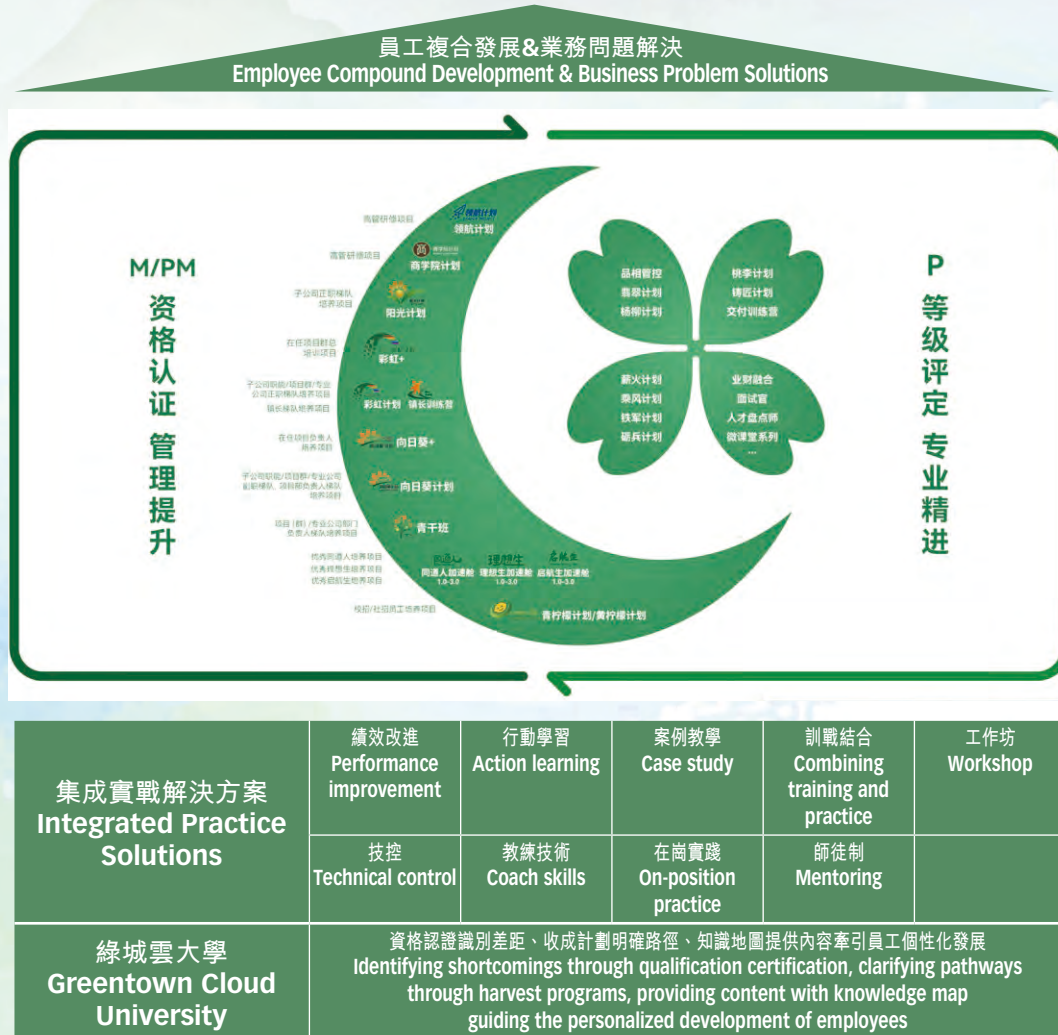
### 4.3 Training and Development

Greentown China has continuously improved the training system for employees throughout their full career life cycle. To strengthen talent reserve and talent echelon construction, we provide special training that meets the needs of different positions, empowering talents in the same professional field. At the same time, we have established a rank promotion system and clarified career development paths, implementing equal talent management to support our Company's talent diversity and sustainable development.

#### 4.3.1 Training System

Greentown China complies with laws and regulations such as the Vocational Education Law of the People's Republic of China (《中華人民共和國職業教育法》) and implements Professional Grade Assessment and Qualification Certification Management Standards (《專業等級評定與崗位資格認證管理標準》) and other internal management systems. During the Reporting Period, we revised the Employee Training Management Standards (《員工培訓管理標準》) with the aim to support our Company's strategy and talent development. Through planned and systematic training management, we improved employees' business capabilities and professional qualities, achieving the common growth of the enterprise and employees. Additionally, we continuously refine our comprehensive career lifecycle development system centered on "integrated practical solutions (集成實戰解決方案)" and "Greentown Cloud University (綠城雲大學)", guided by two key priorities: "employee multifaceted growth and business problem-solving (員工複合發展、業務問題解決)". This system undergoes iterative upgrades closely aligned with business strategy and talent development needs, driving deep integration between learning and organizational performance.

四、品質職場：人才發展新生態  
IV. Quality Workplace: A New Ecology of Talent Development



綠城中國全職業生命週期培養體系  
Greentown China's Full Career Life Cycle Training System

報告期內，我們對集成實戰解決方案進行系統性升級，強化「訓戰結合」模式，將行動學習、績效改進等工具嵌入關鍵業務場景，推動培訓直接對接業務挑戰與成果產出。同時，我們優化了綠城雲大學平台在線學習體驗，豐富課程資源與智能化學習路徑，支持員工隨時隨地自主學習，並為培訓項目管理與人才數據追蹤提供數字化支持。

During the Reporting Period, we upgraded the integrated practical solutions in a systematic manner, strengthened the “combining training and practice mentoring (訓戰結合)” model, and incorporated tools such as action learning and performance improvement into key business scenarios to promote direct connection between training and business challenges as well as output of results. At the same time, we optimized the online learning experience of Greentown Cloud University platform, enriched course resources and intelligent learning paths to support employees’ self-learning anytime and anywhere, and provided digital support for training project management and talent data tracking.

#### 4.3.2 培訓項目

報告期內，綠城中國圍繞項目與質量管理、環境保護、AI賦能等領域開展專項培訓項目，致力於構建起掌握專業技能、數字化素養及項目管理意識的複合型人才隊伍。

在不斷強化內部人才培養機制的同時，我們也積極鼓勵全體員工參與專業資格認證與學歷提升。我們支持員工考取工程、財務等領域的專業技術職稱及各類註冊執業資格，實現員工個人能力與企業發展目標協同。為激勵員工參與外部專業認證，我們對於符合規定的培訓項目提供費用報銷，並為成功取得執業資格或職稱的人員發放專項獎勵。同時，我們根據證書在業務招投標及資質年審等場景的實際應用發放相應補貼，實現專業人才價值的有效轉化。

#### 4.3.2 Training Programs

During the Reporting Period, Greentown China carried out special training sessions focusing on project and quality management, environmental protection, and AI empowerment, striving to build a team of compound talents with professional skills, digital capabilities and project management awareness.

We also actively encourage all employees to participate in professional qualification certification and education improvement while continuously strengthening the internal talent training mechanism. We support employees to obtain professional and technical titles in fields such as engineering and finance and various registered practice qualifications to achieve the synergy between employees' personal capabilities and our Company's development goals. To encourage employees to participate in external professional certifications, we provide expenses reimbursement for eligible training programs and offer special rewards to those who successfully obtain practice qualifications or titles. At the same time, we issue corresponding subsidies based on the actual application of certificates in scenarios such as business bidding and annual qualification review to effectively transform the value of professional talents.

### 綠城中國第五期「品相管控」系列培訓 Greentown China's Fifth "Quality Control" Series Training

綠城中國面向項目、工程等關鍵崗位員工開展《項目管理工作坊》公開課。為強化全週期管理效能，我們通過案例研討與實戰模擬，對管理流程、風險管控及協同增效方法實施系統化培訓，以此提升相關崗位人員項目管理系統化與標準化水平。

Greentown China has conducted public trainings on "Project Management Workshop" for personnel in project, engineering and other key roles. To enhance full-cycle management effectiveness, we conduct systematic trainings related to management processes, risk control, and collaborative efficiency methods through case studies and practical simulations, so as to enable relevant personnel to deliver more systematic and standard project management practices.



《項目管理工作坊》公開課培訓  
"Project Management Workshop" Public Training Session

### 環境保護專題培訓 Special Training on Environmental Protection

綠城中國面向設計、工程及營銷等崗位人員開設綠色建築專題課程。為在產品環節落實健康與環保價值，我們開設《從人本出發，傳遞建築健康價值》及《從房低碳到人健康》等課程，解讀低碳趨勢及建築健康實踐，引導員工掌握綠色建築理念，並支持相關崗位在產品研發中融入環保要素。

Greentown China offered special courses on green buildings for employees in positions such as design, engineering, and marketing. To implement health and environmental protection values in product aspect, we offered courses such as “Starting from People, Transmitting the Health Value of Buildings” and “From Low-carbon Buildings to Health” to interpret the low-carbon trend and build health practices, guide employees to master the concept of green buildings, and to integrate environmental protection values into product R&D of relevant positions.

### AI賦能專項培訓 Special Training on AI Empowerment

綠城中國推行「全員AI賦能」計劃。為提升組織智能化辦公及業務創新能力，我們通過直播大課、定制訓練營及技能認證等形式開展全體員工專項培訓。報告期內，我們累計培訓1,700餘人，並有336人完成AI技能認證，實現了數字化工具在多業務場景中的應用落地。

Greentown China implemented the “ALL Staff AI Empowerment” plan. To improve the organization’s intelligent office and business innovation capabilities, we carried out special training for all employees in the forms of broadcasts, customized training camps, and skill certifications. During the Reporting Period, we trained more than 1,700 employees in total, with 336 employees completing AI skill certifications, enabling the application of digital tools in multiple business scenarios.

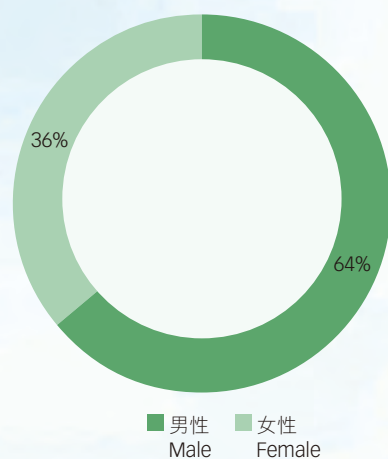
四、 品質職場：人才發展新生態  
 IV. Quality Workplace: A New Ecology of Talent Development

報告期內，本集團培訓覆蓋員工8,734人，  
 受訓比例100%，具體受訓情況如下：

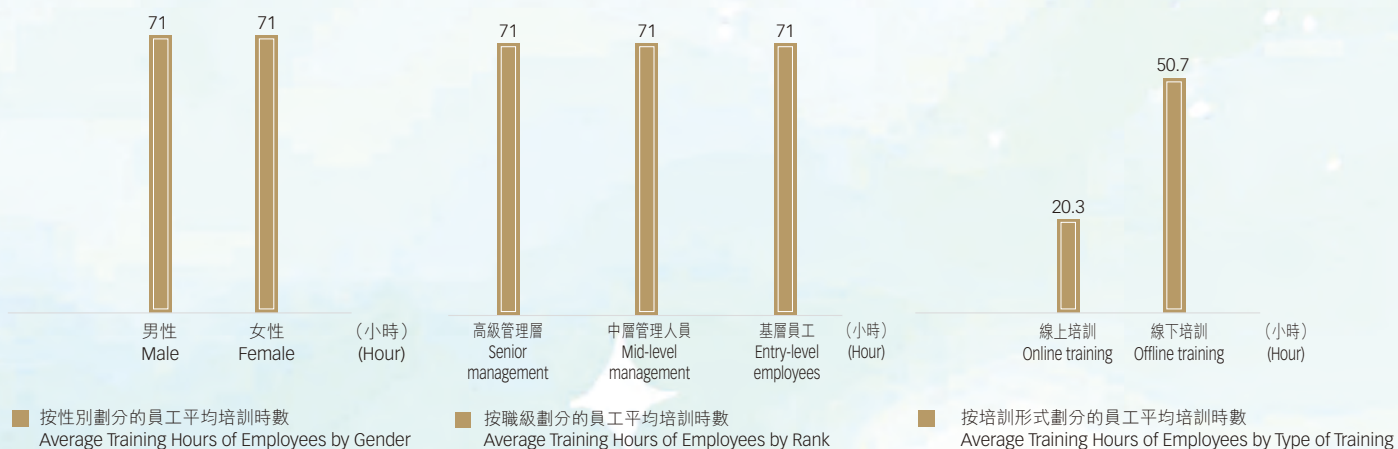
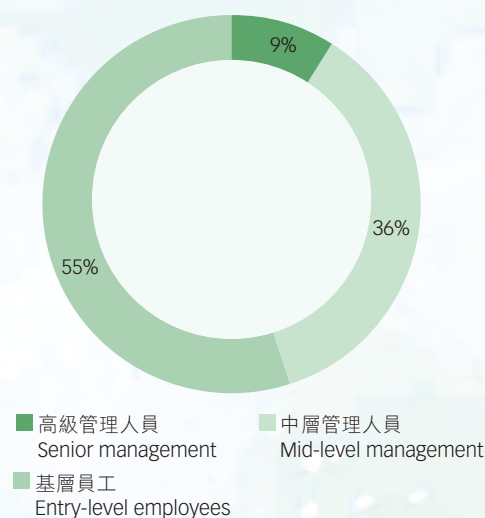
During the Reporting Period, the Group's training covered 8,734 employees, with a training coverage ratio of 100%. The details of training are as follows:

表：2025年本集團員工受訓情況  
 Table: Details of Staff Training of the Group in 2025

按性別劃分的受訓員工百分比  
 Percentage of Employees Trained by Gender



按職級劃分的受訓員工百分比  
 Percentage of Employees Trained by Rank



### 4.3.3 員工晉升

綠城中國遵循《員工績效管理標準》《深化幹部交流加強一線賦能》《人員晉升與調薪操作細節》及《職位體系管理標準》等內部制度。我們持續完善員工晉升機制，重點圍繞制度規範化、幹部管理動態化、職業發展路徑清晰化三大方向展開，旨在構建更加開放、透明、多元的職業發展體系。報告期內，為支撐戰略發展並優化人才配置，我們修訂《幹部管理手冊》和《崗位聘任管理標準》，拓寬幹部選拔渠道，建立開放競爭機制，為各類人才提供公平的晉升機會，並強化晉升過程監督，增強晉升工作的透明度與公信力。

### 4.3.3 Employee Promotion

Greentown China complies with the Employee Performance Management Standards (《員工績效管理標準》), Deepening Communications among Cadres and Strengthening Front-line Empowerment (《深化幹部交流加強一線賦能》), Details on Promotion and Pay Raise Procedures (《人員晉升與調薪操作細節》), the Position System Management Standards (《職位體系管理標準》) and other internal systems. We have continuously improved the employee promotion mechanism, with a focus on standardization of regulations, dynamic management of cadres, and clarity of career development paths, to build a more open, transparent, and diversified career development system. During the Reporting Period, to support strategic development and optimize talent allocation, we revised the Cadre Management Manual (《幹部管理手冊》) and Post Employment Management Standards (《崗位聘任管理標準》) to broaden the cadre selection channels and establish an open competition mechanism, thereby providing fair promotion opportunities for all kinds of talents, and strengthened the supervision of the promotion process to enhance the transparency and credibility of the promotion work.

#### 幹部管理動態化 Dynamic Management of Cadres

深化「人才活水」  
機制

Improve the  
“talent rotations”  
mechanism

為促進複合型管理人才的培養，我們啟動關鍵崗位競聘與區域橫縱結對，完善人才流轉激勵機制，以消除跨區域流動壁壘，優化人才資源配置。

To promote the cultivation of compound management talents, we have kicked off the competition for key positions and regional pairing horizontally and vertically, and improved the incentive mechanism for talent rotation to eliminate cross-regional mobility barriers and optimize the allocation of human resources.

推進幹部隊伍年  
輕化

Increase the  
percentage of  
young talents in  
the cadre team

為加速高潛力人才的成長，我們組建校招生「特戰隊」並將其納入專項培養計劃，賦予青年骨幹挑戰性任務，有效縮短了青年人才的職業成長週期。

To accelerate the growth of high potential talents, we have formed “Special Forces” for campus recruits and incorporated them into a special cultivation program. By assigning challenging tasks to young backbones, we have effectively shortened the career growth cycle of young talents.

職業發展路徑清晰化 <b>Clarity of Career Development Paths</b>	明確雙通道職業發展體系 Define the dual-channel career development system	管理序列：為提升組織領導力，我們通過崗位資格認證實施晉升評審，綜合考量業績貢獻、團隊管理及領導力表現等維度，實現管理人才選拔的系統化。 Management sequence: To enhance organizational leadership capabilities, we have implemented promotion evaluations through position qualification certification. This approach has comprehensively assessed performance contributions, team management, and leadership performance, thereby systematizing the selection of management talent.
		專業技術序列：為激勵專業領域人才提升業務素養，我們建立覆蓋工程、設計、財務及人力等領域的職級體系，落實專業等級評定。 Professional and technical sequence: To encourage professionals to improve their business capabilities, we have established a rank system covering engineering, design, finance, and human resources, and implemented professional grade evaluations.
	規範晉升評審監督程序 Standardize the supervision process for promotion reviews	我們明確規定評審委員會的人數比例、專業背景及所屬單位資質，實現了評審決策過程的規範化，保障人才選拔的客觀公正。 We have clearly defined the composition ratio, professional backgrounds, and institutional qualifications of the review committee, thereby establishing standardized procedures for the evaluation decision-making process and ensuring the objectivity and fairness of talent selection.

員工晉升機制完善重點方向  
Key directions for improving the employee promotion mechanism

特戰隊計劃 <b>The Special Forces programme</b>	本集團深化關鍵崗位「特戰隊計劃」。我們通過多輪評估選拔具備高敬業度、高準備度及高地域靈活度的儲備人才，並針對其能力短板實施「一人一策」歷練計劃。特戰隊員經歷試崗、掛職、重難點攻堅等實戰歷練，並通過高管面對面交流會賦能，逐步提升管理意識和團隊領導力。截止報告期末，特戰隊共選拔68人，其中22人實現職級晉升，42人獲得新崗位或新項目任用，15人實現跨城市人才流轉。 Our group refines the “Special Forces programme” for key positions. Through multiple rounds of evaluations, we select responsible and proficient talents with high geographical flexibility, and implement a “one-solution-for-one-person” training plan based on their capability weaknesses. Special forces members undergo practical training by trial positions, temporary assignments, and difficult problem-tackling, and are empowered through face-to-face communications with senior executives to gradually improve their management awareness and team leadership. As of the end of the Reporting Period, the special forces team selected a total of 68 members, among whom 22 were promoted in rank, 42 were appointed to new positions or projects, and 15 have achieved talent rotation across cities.
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綠城中國員工晉升與發展項目  
Greentown China’s Employee Promotion and Development Programme

#### 人才盤點工作 Talent Review

2025年，綠城中國繼續依託「集團－區域－項目群／片區」三級評估架構開展人才盤點，年度盤點覆蓋員工約10,000人，實現管理層及主要崗位全員覆蓋。本次盤點在人才識別精準性、評估體系完善、流程效率優化及內部專業能力建設等方面持續優化。我們通過整合測評工具與交叉校準，提升了人才識別精度，並將盤點程序與績效評價整合，提升了管理效能。同時，我們通過專項認證培養了25名分級人才盤點師，構建起專業評價隊伍，保障了人才盤點工作的專業性與持續性。

In 2025, Greentown China continued to conduct talent reviews through its three-tiered assessment framework of "Group – Region – Project Groups/Districts". The annual review covered approximately 10,000 employees, achieving full coverage of the management and key positions. This review continuously increased talent identification accuracy, refined assessment system, enhanced process efficiency, and improved internal professional capability development. Through the integration assessment tools and multiple standards, we enhanced talent identification accuracy. Furthermore, by aligning the review process with performance evaluations, we improved management effectiveness. Concurrently, we cultivated 25 talent review practitioners at different levels through specialized certification, establishing a professional evaluation team that ensures professional and sustainable of talent review.

#### 4.3.4 員工平等與多元化

綠城中國遵循《中華人民共和國勞動法》《中華人民共和國勞動合同法》等法律法規，並持續落實《綠城中國多元化政策》。報告期內，我們修訂《職位體系管理標準》《勞動關係管理標準》及《組織管理手冊》等內部管理制度，進一步提升治理水平，確保多元化、公平性及可持續性方面的持續進步。我們在招聘錄用、職位晉升及薪資調整等維度平等對待不同性別的員工，並為殘障人士及少數民族人士提供平等的就業機會。

我們將管理能力視為篩選管理層的核心標準，同時關注候選人的專業背景、行業經驗及管理團隊性別多元化。我們落實男女同工同酬，構建包容且多元化的管理團隊，持續優化人才資源的科學配置與組織的長期可持續發展。

#### 4.3.4 Employee Equality and Diversity

Greentown China complies with the Labor Law of the People's Republic of China (《中華人民共和國勞動法》), the Labor Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》) and other relevant laws and regulations, and continuously implements the Diversity Policy of Greentown China (《綠城中國多元化政策》). During the Reporting Period, we revised Position System Management Standards (《職位體系管理標準》), the Labor Relations Management Standards (《勞動關係管理標準》), the Organization Management Manual (《組織管理手冊》) and other internal management systems to further enhance governance standards and ensure continuous progress in diversity, equity and sustainability. We treat employees of different genders equally in terms of recruitment, promotion, salary adjustment and other dimensions, and provide equal employment opportunities to people with disabilities and ethnic minorities.

We regard the candidates' management capability as core evaluation criteria, while focusing on the professional background, industry experience and gender diversity of the management team. We actively promote equal pay for equal work regardless of employees' gender, and is committed to building an inclusive and diverse management team, to continuously optimize the scientific allocation of talent resources and ensure our Company's long-term sustainable development.

多元化監測與評估機制  
**Diversity Monitoring  
and Assessment  
Mechanism**

綠城中國建立常態化多元化監測與評估機制。為系統推進包容性文化建設，我們通過「管理者駕駛艙」平台，實現了對團隊構成、性別比例及職級分佈等指標的實時可視化呈現。同時，我們定期開展組織診斷，通過結構化報告對女性管理者佔比及薪酬公平性等議題實施持續剖析，協助管理層掌握團隊結構的動態變化，實現了基於數據的管理決策優化與資源精準投放。

Greentown China has established diversified and normalized supervision and assessment mechanism. To systematically promote the construction of an inclusive culture, we have achieved real-time visual presentation of indicators, such as team composition, gender ratio, and rank distribution through the “Manager Cockpit (管理者駕駛艙)” platform. At the same time, we conduct regular organizational diagnosis, and continuously analyze the proportion of female managers, salary equality and other issues through structured reports to assist the management to master the dynamic changes in the team structure, and achieve optimization of management decisions and precise resource allocation based on data.

多元化人才招聘舉措  
**Initiatives to recruit  
from diverse talent**

綠城中國將多元化理念融入人才招聘實踐。為提升招聘環節的公平性與來源多樣性，我們在崗位設置中取消性別限制，並推行標準化的面試流程及評價量表，從制度層面減少了評估過程中的主觀偏見。此外，我們建立校園招聘「屬地築基－實戰篩優－榜樣反哺」機制，與屬地院校開展長期合作並持續輸入實習生資源，持續完善人才評價流程，豐富人才儲備庫。

Greentown China integrates the concept of diversity into talent recruitment practices. To improve the fairness and human resource diversity of recruitment, we have removed gender restrictions of position requirements, and promoted standardized interview and assessment mechanism to reduce evaluation biases at the institutional level. In addition, we have established a “Local Bases – Practical Screening – Role Model Feedback (屬地築基－實戰篩優－榜樣反哺)” mechanism for campus recruitment by carrying out long-term cooperation with local universities and ensuring stable internship, to improve talent assessment and enrich the talent pool.

員工團體與網絡  
**Employee Groups  
and Networks**

綠城中國支持員工自發形成興趣小組或網絡平台，促進不同背景員工間的交流與互助。我們鼓勵建立內部員工網絡群體，以增強多樣性與包容文化。我們為員工提供交流平台，支持多樣性相關的內部團體活動。

Greentown China supports employees to spontaneously form interest groups or online platforms to promote communications and mutual assistance among employees with different backgrounds. We encourage the establishment of internal employee network groups to enhance culture diversity and inclusiveness. We provide communication platforms for employees and support diversity-related internal group activities.

導師制與帶教項目  
**Mentorship and  
Training Programs**

綠城中國通過實施導師制與帶教項目支持多元人才梯隊建設。報告期內，我們為新員工配備資深導師，通過每兩週一次的一對一輔導協助其技能學習與文化融入。同時，我們為校招生制定成長導師制，由導師為校招生制定成長計劃，推動其從校園人向職場人轉變。此外，核心幹部培養作為重點項目持續開展，我們制定關鍵崗位繼任計劃，落實「選拔－歷練－任用」全流程培養。

Greentown China promotes the construction of a diverse talent echelon through the implementation of mentorship and training programs. During the Reporting Period, we assigned senior mentors to new employees, and assisted them in skill learning and cultural integration through one-for-one coaching every two weeks. At the same time, we formulated a growth mentorship mechanism for campus recruits, in which, the mentors formulated growth plans for campus recruits to enable campus students to be eligible for workforce. In addition, the cultivation of core cadres is carried out as a key project. We have formulated a succession plan for key positions and implemented the whole-process cultivation of “selection – training – appointment (選拔－歷練－任用)”.

多元化培訓與行為指引  
**Training and  
Behavioral Guidance  
regarding Diversity**

綠城中國通過線上平台開展多元化專項培訓。為保護女性權益並強化全體員工法律意識與行為規範，我們於內部學習平台上線《防治職場性騷擾指導手冊》，並開展全員宣貫。同時，我們開發《結構化行為面試法》及《有效的績效面談》等數字化課程，指導管理人員掌握公平評估及雙向溝通技巧，減少面試過程中的主觀性與無意識偏見，保障公平公正的職場環境。

Greentown China offers special training sessions through its online platform. To safeguard women’s rights and enhance all employees’ legal awareness and regulate their behaviors, we have issued the “Guidance Manual for Sexual Harassment Prevention in the Workplace (《防治職場性騷擾指導手冊》)” on our internal learning platform and conducted widespread dissemination and training for all staff. Simultaneously, we have developed digital courses such as Structured Behavioral Interviewing (《結構化行為面試法》) and Effective Performance Reviews (《有效的績效面談》) to guide managers in mastering fair evaluation and two-way communication techniques. These initiatives aim to reduce subjectivity and unconscious bias during interviews, ensuring a fair and equitable workplace environment.

支持多元員工的制度與福利  
**Mechanisms and  
Benefits to Support  
Employee Diversity**

綠城中國秉持多元包容的僱傭理念，聚焦職場爸媽等特殊群體的實際需求，持續完善制度保障與優化福利服務。我們嚴格執行育兒假、產假及哺乳假等法定休假制度，向集團所有員工提供帶薪育兒假，同時明確薪酬保障標準與休假申請流程，保障員工合法權益。此外，我們利用信息化手段向職場爸媽推送專項信息，包括產假期間工作交接技巧等實用內容，助力其安心工作、平衡家庭與職業發展。

Adhering to the employment concept that upholds diversity and inclusiveness, Greentown China continuously improves institutional guarantees and optimizes welfare services, with a focus on the actual needs of working parents and other special groups. We provide parental leave, maternity leave, breastfeeding leave and other legal leaves, offering paid parental leave to all employees of the Group, while clarifying the salary guarantee standards and leave application procedures to protect the legitimate rights and interests of employees. In addition, we provide special information on practical contents like hand-over skills of work during maternity leave to working parents through digital means, to help them be worry-free at work and balance family and career development.

#### 四、 品質職場：人才發展新生態 IV. Quality Workplace: A New Ecology of Talent Development

我們用心關懷員工的工作與生活，將維護女性員工權益持續落實到實際行動中，開展了一系列專屬福利活動。

We care for the work and life of employees, and protect the rights and interests of female employees through a series of exclusive welfare activities.

##### 女性關懷與權益保障 Female Care and Rights Protection

綠城中國持續優化女員工福利體系。「三八」婦女節期間，我們開展「女性力量優雅同行」系列節日活動，將健康打卡、文化體驗與節日慰問相結合，並引導各下屬單位同步實施多元化的關懷舉措。為強化女員工的合規保護意識，我們舉辦專項知識挑戰賽，以在線答題形式實現了女職工勞動保護相關法律法規的普及。報告期內，我們重新建設員工活動室並改造、增添設施，為女員工提供專用運動空間，並維持每週2-3次的使用頻率，在保障女員工健康福利的同時，落實了企業對特定群體權益的保護承諾。

Greentown China optimizes the welfare system for female employees. During the International Women's Day, we carried out a series of festival activities titled "The Power of Women, Graceful Journey Together", which combined health check-ins, cultural experiences, and festival greetings, and guided all subordinate units to implement diverse care measures. To strengthen the compliance protection awareness of female employees, we held a challenge competition on special knowledge to popularize laws and regulations related to the labor protection of female employees in the form of online quizzes. During the Reporting Period, we rebuilt the employee activity room, renovated and added facilities to provide sports space exclusive for female employees and maintain a usage frequency of 2-3 times a week. While ensuring the health benefits of female employees, we fulfilled the Company's commitment to protecting the rights and interests of special groups.

#### 4.4 健康安全

綠城中國高度重視員工的職業健康與安全，致力於營造安全、健康的工作環境。我們不斷強化安全管理體系建設，實施職業健康保障措施，保障員工福祉和企業的可持續發展。

我們嚴格執行《職業健康與安全管理政策》等內部安全管理制度，旨在將職業健康與安全承諾轉化為標準化的管理動作。為確保管理標準的一致性，我們要求各附屬公司以集團總部制定的健康與安全政策為基線，開展健康與安全管理和實踐工作。並且，集團總部設立統一部門，全面負責集團及附屬公司的健康與安全事務。我們將安全生產績效納入高管薪酬考核體系，安全生產事故與高管薪酬直接掛鉤，進一步強化安全生產的責任落實。此外，我們開

#### 4.4 Health and Safety

Greentown China attaches great importance to the occupational health and safety of its employees and is committed to creating a safe and healthy working environment. We continuously strengthen the construction of the safety management system and implement occupational health protection measures to safeguard the well-being of employees and the sustainable development of the enterprise.

We strictly implement the Occupational Health and Safety Management (《職業健康與安全管理政策》) and other internal safety management systems, aiming to translate our commitment to occupational health and safety into standardized management actions. To ensure the consistency of management standards, we require all subsidiaries to regard the health and safety policies formulated by our headquarter as a baseline to carry out health and safety management. Moreover, our headquarter has set up a unified department to be fully responsible for the health and safety affairs of the Group and its subsidiaries. We have incorporated work safety performance as an evaluation factor into relevant senior management compensation assessment. The occurrence of work safety accidents

#### 四、 品質職場：人才發展新生態 IV. Quality Workplace: A New Ecology of Talent Development

展常態化的安全巡查與意識宣貫活動，對職業健康風險與施工安全加強管理。通過推行系統化的安全管理舉措，我們實現對安全風險的快速識別與整改，保障年度安全目標的達成。

will directly affect the compensation of senior management to further commit our responsibilities of work safety. In addition, we strengthen our occupational health and safety management and construction safety management through regular safety inspections and safety awareness campaigns. Through the implementation of systematic safety management initiatives, we achieve rapid identification and remediation of safety risks, ensuring the attainment of annual safety objectives.

##### 年度安全目標：

- ✓ 每千名員工少於0.5起嚴重安全生產事故。
  - ✓ 零起安全生產死亡事故。
- Annual Safety goal:**
- ✓ **Less than 0.5 serious safety production accident per thousand employees.**
  - ✓ **Zero safety production accidents resulting in fatalities of employees.**

##### 達成情況：過去三年未有因工傷而導致的死亡事件。

報告期內，本集團未發生工傷事件，因工傷損失工作天數為零。

**Achievements: The Group had no work-related fatalities in the past three years. During the Reporting Period, the Group did not have any work-related injuries, and the number of working days lost due to work-related injuries was zero.**

我們重視安全管理架構的建設，由ESG委員會下設的ESG工作小組負責健康安全管理，設定健康與安全目標，督促日常安全管理措施落實。報告期內，我們持續提升安全標準，集團內多個單位獲得ISO 45001職業健康安全管理體系認證，包括綠城管理集團、綠城裝飾工程集團有限公司、綠城房屋4S公司以及浙江綠城理想生活商業運營服務有限公司等附屬公司。

We have attached great importance to the development of our safety management structure, with the ESG working group under the ESG Committee responsible for health and safety management, defining health and safety objectives and supervising the implementation of daily safety management measures. During the Reporting Period, we continued to enhance our safety standards, and several subsidiaries, including Greentown Management Group, Greentown Decoration Engineering Group Co., Ltd., Greentown Housing 4S Company, and Zhejiang Greentown Ideal Life Commercial Operation Service Co., Ltd., have obtained ISO 45001 occupational health and safety management system certification.

#### 4.4.1 員工健康與安全

綠城中國將員工安全視為生產經營活動的底線，致力建立完善的健康與安全管理體系。我們嚴格遵守《中華人民共和國消防法》《中華人民共和國職業病防治法》等法律法規，並制定《綠城中國員工關愛工作指引》，全面落實員工健康與安全管理舉措，保障員工身心健康與安全。

#### 4.4.1 Employee Health and Safety

Greentown China regards employee safety as the bottom line of its production and business operations, and is committed to establishing a comprehensive health and safety management system. We strictly abide by the Fire Control Law of the People's Republic of China (《中華人民共和國消防法》), the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases (《中華人民共和國職業病防治法》) and other laws and regulations, and has formulated the Guidelines of Greentown China on Employee Care (《綠城中國員工關愛工作指引》), to comprehensively implement employee health and safety management initiatives for safeguarding the physical and mental health and safety of our employees.

### 員工健康互動體驗 Employee Health Interactive Experience

為幫助員工舒壓放鬆，綠城中國組織「中醫養生節」互動體驗活動。我們為員工提供上門理療服務，並舉辦「養生錘手作」及「創意書籤DIY」等體驗工坊，實現對員工身心的調節與疏導。

此外，我們推出「21天健步走」挑戰賽，以引導員工養成規律運動習慣。通過全國線上聯動與線下組隊形式，員工積極參與每日步數打卡和團隊競賽等活動，有效提升了組織參與度與健康管理積極性。

To help employees relieve stress and relax, Greentown China organized an interactive activity titled “Traditional Chinese Medicine Health-Preservation Festival”. We also visited employees to provide physiotherapy services and held experience workshops, such as “Hand-made Health-Preservation Hammers” and “Creative Bookmarker DIY”, to help employees regulate and relieve physical and mental states.

In addition, we launched the “21-day Brisk Walking” tournament to encourage employees to develop exercise habits. Through nation-wide online linkage and offline team-forming, we organized employees participate in daily step-counting check-ins and team competitions, effectively improving level of participation and enthusiasm for health management.



中醫養生節  
Traditional Chinese Medicine Health – Preservation Festival



「21天健步走」挑戰賽  
“21-day Brisk Walking” tournament

### 員工健康與安全系列宣貫 Employee Health and Safety Education

綠城中國以「預防為主、全員參與」為核心，系統化開展了員工健康與安全系列培訓宣貫活動。為提升員工安全意識與健康素養，我們針對工程及物業等一線崗位實施施工安全、消防及操作規程專項培訓，並組織現場應急演練。同時，我們通過內部平台上線《中華人民共和國安全生產法》及信息安全意識等課程，並利用數字化渠道推送辦公安全與急救知識資訊。此外，我們積極推廣工間操及健康講座，致力於提升全體員工健康與安全意識。

With the principle of “Prevention First and All Participation” as the core, Greentown China carried out a series of training and promotion activities on employee health and safety. To improve employees’ safety awareness and health literacy, we provided special training on construction safety, fire protection, and operation procedures for front-line positions, such as engineering and property management, and organized on-site emergency talks and drills. At the same time, we offered courses on “Work Safety Law of the People’s Republic of China” and information security awareness on the internal platform, and shared information related to office safety and first-aid knowledge through digital channels. In addition, we actively promoted workplace exercises and health lectures to enhance the health and safety awareness of all employees.

### 「陽光心」員工心理關愛 “Sunshine Heart” Employee Psychological Care

綠城中國重視員工心理健康與壓力管理。為提升員工心理調適能力，我們於線上平台推出《壓力管理》數字課程並舉辦「心理健康沙龍」線下工作坊，為員工提供自我調適與團隊管理指南。同時，我們持續開展「陽光心」員工心理關愛支持計劃，並在辦公場所駐點設置「鬱金香暖屋」，開通日常心理諮詢預約服務。報告期內，我們共為63名員工提供心理諮詢服務。

此外，我們為員工子女開設「心理成長」暑期陪伴營，提供專場心理輔導講座，並為員工提供給心理特色團體療愈、職場心理建設講座等，守護員工心理健康。

Greentown China attaches great importance to the mental health and stress management of its employees. To enhance employees' psychological resilience, we offered the digital course "Stress Management" on online platform and established the offline workshop "Mental Health Salon", providing employees with guidelines for self-adaptation and team management. Meanwhile, we continuously carried out "Sunshine Heart" employee psychological care programme, set up the "Tulip Warm House" at the office location, and provided appointment services for daily psychological counselling. During the Reporting Period, 63 employees received our psychological counselling services.

In addition, we set up a "Psychological Growth" summer camp for employees' children, where we provided special psychological counselling lectures, and offered employees with lectures on psychological group healing and workplace psychology, etc., to safeguard employees' mental health.



「陽光心」員工子女心理課程  
“Sunshine Heart” Staff Children’s Psychology Course

#### 四、 品質職場：人才發展新生態 IV. Quality Workplace: A New Ecology of Talent Development

我們聚焦旗下酒店及商業業務板塊，並制定《綠城資產集團酒店安全運營管理標準》及《綠城資產集團商業安全運營管理標準》等內部安全運營管理制度。為進一步強化安全意識與應急響應能力，我們在酒店大堂、商業中庭等公共區域循環播放安全教育視頻，並組織「安全生產月」及「119消防日」等專項宣傳活動，確保全體員工每季度參與消防安全培訓。為防範運營安全隱患，我們持續開展月度安全工作會議，並對重點部位實施巡檢與整改。同時，我們通過事業部門開展季度安全巡查，實現對作業環境的動態監督與風險管控，保障安全的運營環境。

##### 4.4.2 施工健康與安全

綠城中國聚焦施工安全，修訂並落實《建築工程安全衛生與職業健康管理實施標準》。報告期內，我們依據國家最新規範對安全標準化要求進行了更新，明確參建單位須重點落實安全管理制度、巡查檢查、安全教育及標準化著裝等措施，並對防護設施與場地標識提出標準化要求。為增強施工安全風險應對能力，我們制定《安全應急預案》，並為洪澇、寒潮等極端天氣設計了專項預案，構建系統化的風險防控體系。

此外，我們依據國家規範，對第三方品質評估體系中的施工安全部分進行更新，擴大了施工安全評估的範圍並提升了相關維度權重，明確過程評估、專項評估及交付評估的安全文明檢查要求。同時，我們堅持常態化施工安全檢查機制，由監理單位開展週度巡檢、施工單位總部實施不定期抽查，確保施工現場的操作規範性與環境安全性。

For our hotel and commercial business segments, we have formulated the “Hotel Safety Operation and Management Standards for Greentown Asset Group” (《綠城資產集團酒店安全運營管理標準》), the “Commercial Safety Operation and Management Standards for Greentown Asset Group” (《綠城資產集團商業安全運營管理標準》) and other internal safety operation and management system. To further strengthen the employees’ safety awareness and emergency response capability, we displayed safety education videos in the hotel lobbies, commercial atriums and other public areas, and organized special publicity activities such as “Work Safety Month” and “119 Fire Prevention Day”, to ensure that all employees participate in fire safety training each quarter. To prevent potential safety hazards in operation, we hold monthly safety meetings, and carry out inspections and rectification measures at key locations. At the same time, we conduct quarterly safety inspections across business departments to realize dynamic supervision and risk control of the working environment, so as to ensure a safe operation environment.

##### 4.4.2 Construction Health and Safety

For construction safety, Greentown China has formulated and implemented the Management and Implementation Standards for Safety, Sanitation and Occupational Health of Architecture Engineering (《建築工程安全衛生與職業健康管理實施標準》). During the Reporting Period, we updated the standardization requirements for safety based on the latest national standards, which specifies the measures that need to be focused on by each construction unit, such as the implementation of safety management system, safety inspection and checking, safety education and safe dress code, together with the standardization of the requirements for safety protection facilities and site labelling. In addition, we have formulated the Safety Emergency Plan (《安全應急預案》) to enhance our ability in encountering construction safety risks and designed special plans for extreme weather, including flooding and cold wave, to build a systematic risk prevention and control system.

In addition, we updated the construction safety rules of the third-party quality evaluation system according to national regulations, expanded the scope of construction safety evaluation and gave more weight to relevant dimensions, and clearly defined safety and civilization inspection requirements covering process assessment, special assessment and delivery assessment. At the same time, we adhere to the regular construction safety inspection mechanism, with the supervision unit conducting weekly inspections and the construction unit headquarters conducting spot checks to ensure the standardization of on-site operations and the safety of the environment.

### 交付與在建項目安全保障舉措 Safety Assurance Measures for Projects Delivered and under Construction

綠城中國高度重視交付與在建項目的運營安全。我們針對實際運營環境，系統實施一系列安全管理舉措：

- 外立面安全專項排查與質控升級：本集團聯合綠城服務對509個已交付項目開展外立面安全排查。我們通過人工物理檢查與紅外掃描技術識別風險，並於報告期內消除全部存量隱患。為強化長效質控，我們調增了第三方評估中外立面檢查的權重與頻次，並延長外立面裝飾類及防水工程的保修期，以提升交付項目的安全保障水平。
- 安全防火專項排查與閉環整改：本集團針對外部火災警示，開展在建及交付項目的消防安全專項排查。我們通過跨部門協同機制，要求各項目對現場動火作業規範及消防器材有效性實施自查。各項目在一週內完成了風險識別與隱患整改，有效管控了現場火災風險，保障了項目的施工與運營安全。

為強化施工現場的安全源頭管控，我們要求合格施工類供方單位及其項目經理必須持有安全生產證書，確保施工安全。針對在履約過程中因安全風險受到行政處罰或發生安全事故的供方，我們實施降級或清退機制，動態優化合格供方名錄。為保障施工過程的標準與安全，我們要求第三方承包單位與供貨單位在作業前接受安全培訓與安全技術交底，並簽署專項安全協議，進一步保障施工安全。

Greentown China attaches great importance to the operation safety of projects delivered and under construction. We have systematically implemented a series of safety management measures based on the actual operating environment:

- Upgrades of Special Safety Inspection and Quality Control for Exterior Wall: the Group, together with Greentown Service, carried out exterior wall safety inspections for 509 delivered projects. We identified risks through manual physical inspections and infrared scanning technology and eliminated all potential risks during the Reporting Period. To strengthen long-term quality control, we gave more weight to and increased exterior wall inspections in third-party assessment and extended the warranty period for exterior wall decoration and waterproofing projects to improve the safety guarantee level of delivered projects.
- Special Inspection and Closed-loop Rectification for Fire Safety: In response to external fire warnings, the Group carried out special fire safety inspections on projects delivered and under construction. Through the cooperation mechanism across departments, we required self-inspections on the on-site hot-work operation specifications and the effectiveness of fire-fighting equipment for each project. We completed risk identification and hazards rectification within a week, effectively controlling the on-site fire risk and ensuring the construction and operation safety of the projects.

To strengthen construction site safety at the source, we require qualified construction category suppliers and their project managers to hold work safety certificates to ensure construction safety. For suppliers that have been subject to administrative penalties or have suffered safety accidents due to safety risks in the performance of the contract, we downgrade or remove them from the pool of qualified suppliers. To ensure the standardization and safety of the construction process, we require third-party contractors and suppliers to receive safety training and safety technology briefings before they enter the site and sign special safety agreements to further ensure construction safety.

### 應急演練與安全教育 Emergency Drills and Safety Education

為強化全員應急響應能力，綠城中國要求工程項目公司需遵循施工組織設計，靈活安排安全應急演習，並且各在建項目每年結合「安全生產月」等活動，完成至少2次綜合應急演練。同時，我們執行三級安全教育體系，實現安全知識的分級滲透。我們側重《安全生產法》及內部標準的宣貫與警示教育，項目層面則聚焦施工現場環境及不安全因素的精準識別，保障施工與運營過程中的安全風險得到有效管控。

To strengthen the emergency response capabilities of all employees, the Greentown China requires project companies to follow the construction organization design and flexibly arrange safety emergency drills. Each project under construction should conduct at least two comprehensive emergency drills annually together with “Work Safety Month” and other activities. At the same time, we implement a three-level safety education system to achieve penetration of safety knowledge at all levels. We focus on the promotion and alert education of the “Work Safety Law” and internal standards. At the project level, we focus on the accurate identification of the construction site environment and unsafe factors, so as to ensure that the safety risks during the construction and operation process are effectively controlled.

截至報告期末，綠城中國過去三年未有承包商因工亡事件。

As of the end of the Reporting Period, Greentown China had no contractors' work-related fatalities in the past three years.



綜合應急演練  
Comprehensive Emergency Drills



寧波風栖雲廬  
Ningbo Fengqi Yunlu



品質責任  
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Quality Responsibility  
A New Win-win Situation for All

# 五、品質責任：利他共贏新格局

## V. Quality Responsibility: A New Win-win Situation for All

### 5.1 供應鏈管理

綠城中國致力於構建規範、穩定的可持續供應鏈。為深化價值鏈的社會與環境風險管控，我們持續完善供應商全生命週期管理體系，在環境保護、勞工管理、合規經營及商業道德等方面對上下游環節實施明確規範。我們通過落實供應商審查機制與風險評估管理舉措，提升了供應鏈的穩定性與綜合競爭力，實現了價值鏈的協同發展。

#### 5.1.1 供應商合規管理

綠城中國嚴格遵守《中華人民共和國招標投標法》《供應鏈安全管理體系要求》等法律法規，持續健全「大招採」管理體系。報告期內，我們修訂並發佈《綠城中國供方管理標準》，整合供應商資源動態盤點、合規績效分級評價、廉潔底線管理等機制，強化對供應鏈的合規監管。此外，我們進一步優化供應商合規管理組織架構，並配套執行《採購管理標準》及《品質紅線管理標準》，形成完整合規管理體系，保障供應鏈的穩健運行。

### 5.1 Supply Chain Management

Greentown China is committed to building a standardized, stable and sustainable supply chain. To deepen the control of social and environmental risks along value chains, we continuously improve the full-life-cycle management system for suppliers and set clear regulations on upstream and downstream links in aspects such as environmental protection, labor management, compliant operation and business ethics. Through supplier review mechanism and risk assessment management measures, we have made our supply chain more stable and competitive and achieved the coordinated development of the value chain.

#### 5.1.1 Supplier Compliance Management

Greentown China abides by laws and regulations such as the Tendering and Bidding Law of the People's Republic of China (《中華人民共和國招標投標法》) and the Requirements for Supply Chain Safety Management System (《供應鏈安全管理體系要求》) in improving the construction of "Great Tendering and Procurement" system. During the Reporting Period, we revised and issued the Greentown China Supplier Management Standards (《綠城中國供方管理標準》), pursuant to which, we integrated mechanisms such as dynamic inventory of supplier resources, graded evaluation of compliance performance and management of the integrity bottom line, to strengthen the compliance supervision over our supply chain. In addition, we further optimized the organizational structure for supplier compliance management, and implemented the Procurement Management Standards (《採購管理標準》) and the Quality Red Line Management Standards (《品質紅線管理標準》) to form a complete compliance management system to ensure the stable operation of supply chain.

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**供應商入庫**

我們執行分類分級的供應商入庫標準。為確保准入質量，我們通過對合作意願、產品質量及供應能力等維度實施全方位考察，並向入庫供方開展質量宣貫培訓。報告期內，我們優化了入庫流程，通過增設「授權經銷商」專項審核通道，針對建造類核心供方強化了第三方評估與高層面談機制。同時，我們明確了非建造類供方的免考察界限，僅限行業龍頭或獨家供方，以此實現了對供應鏈源頭風險的精準管控。

**Supplier selection**

We implement a categorized and hierarchical selection criteria for supplier. To ensure the competence of suppliers, we conduct a comprehensive assessment in terms of cooperation willingness, product quality and supply capacity, and carry out quality publicity and training for selected suppliers. During the Reporting Period, we optimized the selection process. By adding a special review channel for "authorized distributors", we strengthened the third-party evaluations and high-level interview mechanisms for core suppliers in the construction category. At the same time, we clarified the exemption scope for non-construction suppliers, only limited to industry leaders or exclusive suppliers, to precisely control the risks at the source of the supply chain.

**供應商審核機制**

我們落實權責清晰的供應商審核體系。我們根據供應商的重要程度設置針對性審核機制，並由集團與子公司分級負責。報告期內，我們將環境質質、勞工權益及合規經營等ESG指標納入准入必審項，並建立了「兩年複核機制」，針對庫內長期無活躍項目的供方實施重新考察定級。此外，我們通過組建跨部門審核小組並執行簽字歸檔制度，強化了審核過程的監督力度與結果的可追溯性。

**Supplier audit mechanism**

We implement a supplier review system with clear rights and responsibilities. We set up targeted review mechanisms according to the importance of suppliers, with responsibilities divided between the Group and subsidiaries. During the Reporting Period, we included ESG indicators such as environmental qualifications, labor rights and compliant operation in the mandatory review items for selection, and established a "two-year review mechanism" to re-evaluate and re-grade suppliers in the database without active projects for a long time. In addition, by forming a cross-departmental review team and implementing the signature and filing system, we strengthened the supervision during the review process and the traceability of results.

**供應商分級分類管理**

我們推行供應商分級分類管理機制。為了實現精細化管控，我們通過評估供貨進度、售後服務及協調能力，將供方劃分為A、B、C、D級及黑名單，並對不合格供方進行及時替換。報告期內，我們細化了分級標準並強化了結果應用，規定A級供方享有投標激勵，而D級及黑名單供方實施禁標或禁用處理。通過限制A級供方佔比並落實年度動態升降級，我們實現了資源的優勝劣汰。

**Supplier hierarchical and categorized management**

We implement a supplier hierarchical and categorized management mechanism. To achieve refined control, we divide suppliers into A, B, C, D categories and the blacklist by evaluating supply progress, after-sales service and coordination ability, and replace unqualified suppliers in time. During the Reporting Period, we refined the grading standards and strengthened the application of the results. We stipulated that category A suppliers are entitled to bidding incentives, while category D suppliers and those on the blacklist are prohibited from bidding or engaging. By limiting the proportion of category A suppliers and implementing annual dynamic upgrading and downgrading, we achieved resources optimization through survival of the fittest.

**供應商全流程數字化管控**

我們依託「陽光招採」平台實現供應鏈全流程數字化管控。為了提升管理透明度，我們通過將供方註冊、資格審查、考察申報及定級公示等環節全面移至在線，形成了可追溯的數字化合規記錄。報告期內，我們新增了供方合規檔案模塊，通過整合資質證書、廉潔協議及應約評估等關鍵數據，實現了合規風險的實時預警。數字化手段的運用理順了招採流程，為供應鏈的穩健運營提供了數據支撐。

**Whole-process digital management of suppliers**

We rely on the "Transparent Bidding and Procurement" Platform for digital control of the whole supply chain process. To improve management transparency, we move all links such as supplier registration, qualification review, inspection application and grading disclosure online to form traceable digital compliance records. During the Reporting Period, we added a supplier compliance file module, and by integrating key data such as qualification certificates, integrity agreements and performance evaluations, we achieved real-time early warning of compliance risks. Applying digital tools facilitated the procurement process and provided data support for the stable operation of the supply chain.

綠城中國供應商全生命週期管理流程

Greentown China's Full Lifecycle Management Process of Suppliers

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我們以《綠城中國供方管理標準》為核心，明確質量管理全流程覆蓋要求。為強化質量主體責任，我們實施「質量終身責任制」，提高質量指標在評估中的權重，並將合規表現與定級激勵深度掛鉤。同時，我們建立質量問題快速響應機制，通過明確不同等級事故的處置時限要求，提升了質量風險的整改效率，保障項目交付質量。

我們針對材料、施工及服務類供方實施分層級質量管理。針對材料類供方，我們建立「准入—抽檢—巡檢—驗收—追溯」全鏈條質量管理體系並新增供應商質量信用評級，將質量信用與合作份額直接掛鉤。針對施工類供方，我們完善關鍵節點質量管控體系，明確關鍵節點質量控制要求，並新增施工過程數字化管控；針對服務類供方，我們執行服務質量全週期評估及服務成果多級評審制度。通過差異化手段，我們實現了對不同業務板塊質量風險的精準防範與全過程覆蓋。此外，我們在採購階段嚴格執行ISO 9001質量管理體系認證准入制度，要求所有建造類及核心供方必須具備有效期內的認證資質。

為滿足覆蓋直接(1級)、間接(2級)及原材料(3級)供應商的多級質量審核需求，我們聯合第三方機構，定期對各級供方質量體系運行、生產過程質量控制、產品和服務質量、原料品質穩定性等多維度開展現場核查。針對審核不合格的供應商，我們落實限期整改機制，確保質量問題得到及時解決。

We require full-process coverage of quality management, with the Greentown China Supplier Management Standards at its core. To highlight our responsibility for quality, we implemented the “lifelong quality responsibility system”, give more weight to quality indicators in evaluations, and link compliance performance with grading incentives. At the same time, we established a rapid response mechanism for quality problems. By clarifying the time-limit requirements for handling accidents of different levels, we improved the rectification efficiency of quality risks and ensured the quality of project delivered.

We implement hierarchical quality management for suppliers of materials, construction and services. For materials-related suppliers, we established a whole-chain quality management system covering “access, spot check, inspection, acceptance, traceability” and introduced supplier quality credit rating, directly linking quality credit with the number of cooperation reached. For construction-related suppliers, we improved the quality control system for key milestones, clarified the quality control requirements at key nodes, and introduced digital control of the construction process; for services-related suppliers, we conducted a full lifecycle evaluation of service quality and a multi-level review system for service results. Through differentiated means, we realized precise prevention and full-process coverage of quality risks in different business segments. In addition, we implemented the ISO 9001 certification access system during procurement, requiring all construction and core suppliers to have valid certification qualifications.

To meet the demand for multi-level quality audit covering direct (tier-1), indirect (tier-2), and raw materials (tier-3) suppliers, we joined third-party institutions to regularly conduct on-site inspections on the following aspects: the operation of the quality management system, quality control in the production process, the quality of products and services, and the quality stability of raw materials. For suppliers that fail the audit, we require rectification within a specified time limit to ensure that quality issues are addressed in a timely manner.

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為強化供應鏈質量素養，我們建立了覆蓋全體供應商、承包商與分包商的常態化質量培訓體系。我們每年通過線上直播、區域實操及定制化培訓等形式，分模塊不定期開展質量標準宣貫、案例分析及數字化工具應用教學，並設立線上考核，將培訓成效轉化為供方定級參考。通過供應商培訓與宣貫，我們有效提升了供應商質量意識，推動了價值鏈整體質量管理水平的精進。

我們積極開展供應商合作，賦能質量提升。報告期內，我們開展「零缺陷」質量攻堅及數字化管理協同等專項項目，與核心供方建立深度共建關係。我們針對行業質量通病，通過聯合攻關、優化施工工藝及制定防治手冊等舉措，實現了試點項目缺陷率的系統性下降。同時，我們聯合供應商開發數字化質量管理平台，通過數據實時共享與預警機制，提升了質量信息傳遞與問題整改的閉環效率。此外，我們與供方共同制定高於國標的綠色建材企業標準，有效推動供應鏈產品的質量升級與綠色轉型。

To enhance the quality awareness along the supply chain, we established a normal quality training system covering all suppliers, contractors, and subcontractors. Each year, through online live-broadcasts, regional practical operations, and customized training, we conduct irregular quality standard education, case analysis, and digital tool teaching by modules. We also set up online assessments to translate training results into references for supplier grading. Through these trainings and education activities, we effectively improved suppliers' quality awareness and advanced the overall quality management level of the value chain.

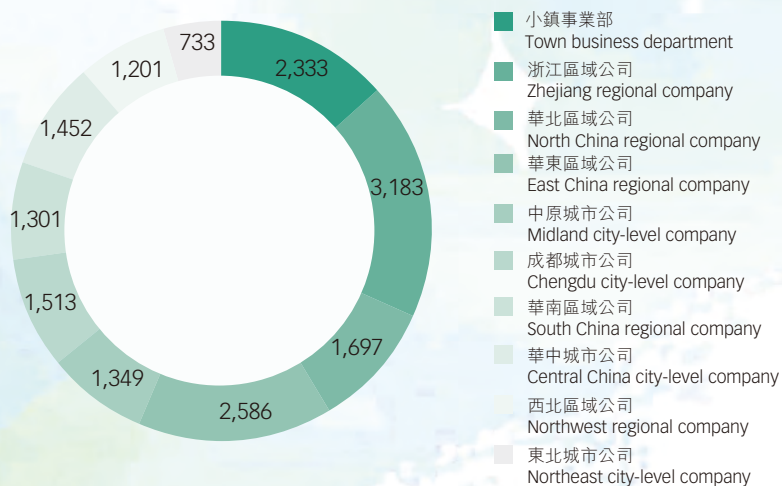
We actively engage in supplier cooperation to empower quality improvement. During the Reporting Period, we launched special projects such as the "Zero Defect" quality campaign and digital management collaboration, building in-depth cooperation relationships with key suppliers. Addressing common quality issues in the industry, we lowered overall defect rate of pilot projects through joint R&D, optimization of construction processes, and the formulation of prevention manuals. Meanwhile, we developed a digitalized quality management platform with suppliers. Through real-time data sharing and early-warning mechanisms, we improved the closed-loop efficiency of quality information transmission and problem rectification. Additionally, we worked with suppliers to set enterprise standards for green building materials stricter than national ones, effectively driving quality upgrades and green transformation of supply-chain products.

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截至報告期末，納入本集團供應商庫的供應商數量達17,348家，按地區劃分的供應商數目如下圖所示：

As at the end of the Reporting Period, the number of suppliers in our group's supplier database reached 17,348 suppliers had been included on the list of suppliers of Greentown China. The number of suppliers by region is shown in the following chart:

綠城中國2025年按區域／城市公司劃分的供應商  
 Greentown China's Suppliers by regional/city-level companies in 2025



註： 上述所列各區域存在共用供應商資源的情況，相應供應商會被重複計算。

Note: The regions listed above may share suppliers resources and the corresponding suppliers will be double-counted.

5.1.2 負責任供應鏈

綠城中國高度重視供應鏈的環境與社會風險。在充分保障供應商合法權益的情況下，我們主動開展供應商環境與社會風險的識別與管理工作，要求並督促供應商履行企業社會責任，踐行環境與資源保護，共同走可持續發展之路。

5.1.2 Responsible Supply Chain

Greentown China attaches great importance to environmental and social risks along the supply chain. While fully safeguarding the legitimate rights and interests of suppliers, we proactively identify and manage environmental and social risks arising from suppliers. We require and urge suppliers to fulfill their corporate social responsibilities, practice environmental and resource protection, and jointly pursue sustainable development.

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為落實供應鏈勞工權益的實質性管理與保障，我們建立了清晰的供應商准入標準、合同條款、供應商行為準則及《可持續採購政策》，並將最長工作時數、反歧視、禁止童工、禁止體罰及不當紀律處分、最低生活工資、職業健康與安全、結社自由及集體談判權、禁止強迫勞動、可接受的住宿與生活條件九大管理要素納入其中。為監督供應商對勞工權益的執行情況，我們通過准入核查、履約評估、現場審計、員工訪談及投訴渠道監測等方式對供應商實施全流程動態監督。針對運營中發現的違反勞工權益行為，我們將啟動調查機制並予以嚴肅處理，保障價值鏈勞工權益的合規性。

我們積極構建覆蓋全價值鏈的賦能體系。我們以線上線下相結合的方式圍繞勞工權益保障與商業道德開展系統性宣貫。同時，我們要求供應商簽署《廉潔合作協議》及《商業道德行為承諾書》，並在對外簽訂的合同及招標文件中明確賄賂行為的檢查與舉報機制，持續加強供應鏈社會風險管控。報告期內，我們利用數字化平台實現了對全體供應商及承包商的宣貫全覆蓋。針對經監察部門核實存在商業賄賂行為的供應商，我們將永久取消其合格供應商資格，並禁止參與任何招標活動。

To manage and protect labor rights in the supply chain, we established clear supplier access standards, contract terms, suppliers' code of conduct, and the Policy on Sustainable Procurement (《可持續採購政策》). We incorporated nine management elements, including maximum working hours, anti-discrimination, prohibition of child labor, prohibition of corporal punishment and improper disciplinary actions, minimum living wages, occupational health and safety, freedom of association and collective bargaining rights, prohibition of forced labor, and acceptable accommodation and living conditions. To monitor suppliers' protection of labor rights, we conduct full-process dynamic supervision through access verification, performance evaluation, on-site audits, employee interviews, and monitoring of complaint channels. For any violations of labor rights found in operation, we initiate an investigation mechanism and handle them seriously to ensure compliance with labor rights along the value chain.

We are actively building an empowerment system covering the entire value chain. We conduct systematic education on labor rights protection and business ethics through a combination of online and offline methods. At the same time, we require suppliers to sign the Integrity Cooperation Agreement (《廉潔合作協議》) and the Business Ethics Behavior Commitment (《商業道德行為承諾書》). We also clarify the inspection and reporting mechanism for bribery in contracts and tender documents to continuously strengthen the management of social risks along the supply chain. During the Reporting Period, our digitalized platform has education lectures for all suppliers and contractors. A supplier verified as involving commercial bribery by supervision department will be "blacklisted" and be banned from any bidding as the supplier is deemed by Greentown China as permanently disqualified supplier.

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結合國家「雙碳」目標及行業綠色發展趨勢，我們進一步強化綠色採購體系，對供應商環境表現提出系統化新要求。我們將環境管理體系認證、排污許可資質及核心材料的綠色標誌納入供應商准入標準，確保供應商滿足合規運營基礎。同時，我們不斷強化供應商環境風險管理，通過《供方考察評價表》對供應商環境因素進行細緻考察，嚴格把控供應商在生產過程中的環境影響，確保其符合環保標準。

我們持續優化綠色採購目錄並建立綠色供方激勵機制，全面驅動供應鏈節能減排。我們將碳足跡核算納入採購評估，優先選擇低碳產品，並積極開展供應商節能減排專項行動，有效引導供應商開發環保產品並提供綠色服務。報告期內，本集團大幅提升綠色材料與一級能效家用電器的採購比例。

獎項



Awards



2025年度中國房地產行業綠色供應鏈標杆企業  
2025 Green Supply Chain Benchmark Enterprise of Chinese Real Estate Industry

Source: Greentown China Holdings Limited

### 5.1.3 供應商交流與培訓

綠城中國構建多維度的供應商溝通體系。為提升供應鏈協同效率，我們建立分層級的戰略、業務及項目交流機制，並配合數字化平台與應急響應渠道，實現了對供方訴求的實時對接與快速處理。同時，我們設立廉潔溝通專線並落實「反饋—處理—複核—歸檔」閉環管理流程，保障了合作夥伴關係的穩健發展。

報告期內，我們面向供應商開展涵蓋勞工權益、商業道德、環境管理及質量標準的體系化培訓。通過線上數字化平台與線下賦能，有效增強供應鏈的整體質量和服務水平。

### 5.1.3 Exchanges with and Trainings for Suppliers

Greentown China has built a multi-dimensional supplier communication system. To improve supply-chain collaboration efficiency, we established a hierarchical communication mechanism for strategy, business, and projects, and combined it with a digital platform and emergency response channels to achieve real-time connection with suppliers and rapid handling of their requests. At the same time, we set up an integrity communication hotline and implemented a closed-loop management process covering “feedback, handling, review, filing” to ensure the stable development of partnerships.

During the Reporting Period, we conducted systematic training for suppliers covering labor rights, business ethics, environmental management, and quality standards. Through the online digital platform and offline empowerment, we effectively enhanced the overall quality and service level of the supply chain.

#### 「鯤鵬計劃」供方賦能培訓 “Kunpeng Program” Supplier Empowerment Training

為承接綠城中國發展戰略，促進產品系統合格供方管理人員對綠城中國產品品質、工藝工法及標準制度的全方位認知，提升專業能力及項目管理能力，2025年我們面向關鍵工程類供應商組織「鯤鵬計劃」供方培訓，重點圍繞建安工程、精裝修、景觀供方進行供應商專項賦能，共覆蓋287個供方，累計2,090人，在傳遞綠城文化價值理念的同時，實現對供應商項目執行質量的精準提升。

In line with Greentown China’s development strategy, and with an aim to help the product system management personnel of qualified suppliers fully understand the product quality, process and craft and the standard system of Greentown China and strengthen their professional skills and project management ability, we organized “Kunpeng Program” Supplier Empowerment Training for key project suppliers in 2025, focusing on safety-building, refined decoration, landscape and other fields. The program was attended by 2,090 personnel from 287 suppliers. It precisely enhanced suppliers’ project implementation quality while conveying the cultural values of Greentown China.

## 5.2 公益慈善

綠城中國積極投身於社區發展、環境保護、教育支持及關懷弱勢群體等公益事業，不斷利用自身的資源和專業經驗，為社會貢獻積極價值。

### 5.2.1 心理健康

綠城中國依託綠城愛心基金會平台，持續深化「綠城公益」品牌建設。報告期內，我們統籌推進「春風行動」、無鬱中國行、點亮計劃「鬱金香暖屋」及「心療癒」等特色項目，通過專業化運作將公益資源精準投放於心理健康、弱勢群體關懷等社會領域。

## 5.2 Public Welfare and Charity

Greentown China devotes itself to public welfare including community development, environmental protection, support for education and caring for the underprivileged to draw on its resources and professional experience for contributing positive value for the society.

### 5.2.1 Mental Health

Greentown China leverages the Greentown Charity Foundation platform to continuously deepen the development of its “Greentown Philanthropy (綠城公益)” brand. During the Reporting Period, we coordinated the advancement of signature initiatives including the “Spring Breeze Action (春風行動)”, “No Depression in China Action (無鬱中國行)”, “Tulip Warm House (鬱金香暖屋)” component of the Lighting Up Plan (點亮計劃), and “Heart Healing (心療癒)” program. Through professionalized operations, we precisely channeled philanthropic resources into social domains such as mental health and care for vulnerable groups.

### 「春風行動」項目捐贈 Donation for the “Spring Breeze Action”

綠城中國持續開展「綠城·春風心理關愛」項目。為推動杭州市心理健康事業發展，我們向杭州市「春風行動」實施定向捐贈，並為當地精神障礙患者提供專業的關愛與幫扶舉措。報告期內，我們面向公眾及特定群體累計舉辦了330餘場公益直播，吸引逾54萬人次收聽收看。此外，我們通過在社區組織心理沙龍、團體輔導以及繪畫、音樂等線下療癒活動，為近2,000名參與者提供了心理疏導與情感支持，有效提升了社區心理健康治理水平。

Greentown China continues to advance its “Greentown • Spring Breeze Psychological Care (綠城·春風心理關愛)” project. To advance mental health initiatives in Hangzhou, we have made a targeted donation to “Spring Breeze Action” program of the city and provided specialized care and assistance measures for patients with mental disabilities in the local community. During the Reporting Period, we organized more than 330 public welfare broadcasts for the general public and specific groups, attracting more than 540,000 cumulative views. Additionally, through organizing community-based psychological salons, group counseling sessions, and offline therapeutic activities such as painting and music, we have provided psychological counseling and emotional support to nearly 2,000 participants, effectively enhancing the community’s mental health governance capabilities.



「無鬱中國行」項目捐贈  
Donation for the “No Depression in China Action (無鬱中國行)”

2025年綠城中國通過綠城愛心基金會向「無鬱中國行」項目捐贈50萬元，繼續支持全國性心理健康項目為強化社會心理風險預警與危機干預能力，我們在全國9大城市舉辦科普講座及療愈活動，構建抗抑鬱家庭支持網絡。報告期內，我們在國家級項目指導下發起「鬱金香暖屋」專項行動，目前已在全國落地30餘個公益站點，旨在打造「15分鐘心理健康服務圈」。同時，我們開通24小時危機干預熱線，累計成功干預71起緊急案例，並利用數字化平台發佈科普內容，點擊量超過100萬次。

In 2025, Greentown China donated RMB500,000 through the Greentown Charity Foundation to the “No Depression in China Action (無鬱中國行)”, continuing to support national mental health programs. To strengthen societal psychological risk early warning and crisis intervention capabilities, we organized science outreach lectures and therapeutic activities across nine major cities nationwide, building a family support network for depression resilience. During the Reporting Period, guided by national-level initiatives, we launched the “Tulip Warm House (鬱金香暖屋)” campaign. To date, over 30 public service stations have been established nationwide, aiming to create a “15-minute mental health service circle (15分鐘心理健康服務圈)”. Concurrently, we activated a 24-hour crisis intervention hotline, successfully addressing 71 emergency cases. Additionally, we utilized digital platforms to disseminate science-based content, achieving over 1 million views.



### 5.2.2 公益環保

我們持續深化「種春風」與「踢球去」等核心公益的運營與聯動，通過生態公益與運動公益的深度融合，推動公益實踐從單一領域向多元複合維度升級。報告期內，「種春風」項目已累計在甘肅民勤種下超18萬棵梭梭，有效築起沙漠綠色屏障。「踢球去」社區足球活動累計吸引約1.8萬名球員參與，

### 5.2.2 Public Welfare and Environmental Protection

We continue to deepen the operation and synergy of core public welfare campaigns such as “Spreading Spring Breeze (種春風)” and “Go to Play Football (踢球去)”. By deeply integrating ecological and sports-based public welfare, we are advancing philanthropic practices from single-domain efforts to multi-dimensional, composite dimensions. During the Reporting Period, the “Spreading Spring Breeze (種春風)” campaign resulted in the planting cumulatively of over 180,000 saxaul trees in Minqin

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獲得了廣泛的社區公益影響力。通過整合助農義賣與助學捐贈，我們將公益領域延伸至產業幫扶與教育支持，構建起「治沙、富民、育人」的多元公益生態，實現了公益資源在環境治理與社會關懷領域的精準投放。

County, Gansu Province, effectively establishing a green barrier against desertification. The “Go to Play Football (踢球去)” community football campaign has attracted approximately 18,000 players to date, generating significant community impact through public welfare efforts. By integrating agricultural charity sales with educational donations, we have extended our philanthropic efforts into industrial assistance and educational support, establishing a multifaceted public welfare ecosystem centered on “desertification control, community prosperity, and talent cultivation (治沙·富民·育人)”. This approach enables the precise allocation of charitable resources across environmental governance and social welfare domains.

「種春風」公益行動  
“Spreading Spring Breeze (種春風)” Philanthropic Activity

2025年，恰逢「種春風」行動十一週年，站在「十年樹木」的關鍵節點，綠城中國錨定「百年樹人」的長遠目標，推動公益範圍從生態治沙、助農富民延伸至支教助教、教育賦能。我們在精準回應當地生態改善後教育需求的同時，推進公益模式從「改變環境」到「培育人」的深度迭代，致力於實現「植綠」與「育人」的雙重目標。

In 2025, marking the 11th anniversary of the “Spreading Spring Breeze (種春風)” initiative, standing at the critical juncture of “it takes ten years to grow a tree”, Greentown China has set its sights on the long-term goal of “cultivating talents for a century”, expanding its philanthropic scope from ecological desertification control and agricultural assistance to educational support and empowerment. While precisely addressing local educational needs after ecological improvement, we are driving a profound evolution of our philanthropic model from “changing the environment” to “nurturing people”, striving to achieve the dual objectives of “planting greenery” and “educating talents”.



### 「踢球去」公益行動 “Go to Play Football (踢球去)” Philanthropic Activity

2025年9月13日，第十一屆綠城中國「踢球去」社區足球賽在西安正式開幕。開幕式融合唐風元素，並設置古代蹴鞠文化的舞蹈表演及現場互動抽獎環節，將足球運動與城市文化、社區生活深度融合。本屆賽事吸引了王鈺棟、彭偉國等足球界人士的關注與支持，他們在現場呼籲公眾積極參與足球運動，共同推廣全民健身。

On 13 September 2025, the 11th Greentown China “Go to Play Football (踢球去)” Community Football Tournament officially opened in Xi’an. The opening ceremony incorporated Tang Dynasty elements, featuring dance performances of ancient cuju culture and on-site interactive lottery segments, deeply integrating football with urban culture and community life. This event attracted the attention and support of football figures such as Wang Yudong and Peng Weiguo, who called on the public to actively participate in football and jointly promote national fitness.



#### 5.2.3 教育扶貧

我們持續落實教育幫扶與特殊學子關懷行動。通過整合多元化公益路徑，我們構建起涵蓋特殊教育關懷、基礎教育支持、升學節點保障等多方位的助學體系。從特殊學校的物資定向捐助到高考考點的公益服務站設立，我們的教育公益舉措覆蓋了不同學齡階段及特定學子群體，在改善學子成長環境的同時，實現了企業社會責任與社區福利需求的高效對接。

#### 5.2.3 Poverty Alleviation through Education

We continue to implement educational assistance and care initiatives for students with special needs. By integrating diverse philanthropic pathways, we have established a comprehensive educational support system encompassing special education care, basic education support, and critical transition assistance. From targeted material donations to special schools to establishing public service stations at college entrance exam venues, our educational initiatives span different age groups and specific student populations. While enhancing students’ growth environments, these efforts effectively align corporate social responsibility with community welfare needs.

#### 5.2.4 特殊群體關愛

關愛特殊群體是保障人權平等、促進社會包容的重要舉措。報告期內，綠城中國各級黨組織聯動屬地資源，通過新春及重陽慰問、特殊學校幫扶、殘疾人慰問等專項行動，深入鄉村、養老中心、特殊教育學校及殘疾人之家開展公益實踐。我們通過捐贈生活物資、提供醫療義診及組織互動交流，為長者、困難群體及特殊學子送去切實關懷與人文溫情。

#### 5.2.4 Care for Special Groups

Caring for special groups is a crucial measure for safeguarding equal human rights and promoting social inclusion. During the Reporting Period, party organizations at all levels within Greentown China coordinated local resources to carry out public welfare initiatives in rural communities, senior care centers, special education schools, and disability service centers. These efforts included special campaigns such as Lunar New Year and Double Ninth Festival outreach, support for special schools, and assistance for individuals with disabilities. Through donations of daily necessities, provision of free medical consultations, and organization of interactive exchanges, we delivered tangible care and human warmth to the elderly, disadvantaged groups, and students with special needs.

#### 「情暖重陽，健康相伴」公益活動

#### “Warmth and Health for the Double Ninth Festival (情暖重陽，健康相伴)” Philanthropic Activity

2025年10月29日，為弘揚中華民族尊老、敬老、愛老、助老的傳統美德，綠城中國德清項目黨支部組織了一場以「情暖重陽，健康相伴」為主題的公益活動。通過組織中醫義診、發放長壽麵及中藥香囊，我們為社區長者送去節日關懷，在保障老年群體健康的同時，增強了社區的凝聚力與人文關懷。

On 29 October 2025, to promote the traditional Chinese virtues of respecting, honoring, loving and assisting the elderly, the Party Branch of Greentown China's Deqing Project organized a philanthropic activity themed “Warmth and Health for the Double Ninth Festival (情暖重陽，健康相伴)”. Through organizing complimentary traditional Chinese medicine consultations, distributing longevity noodles and offering herbal sachets, we extended festive care to community elders. This initiative not only safeguarded the health of the elderly population but also strengthened community cohesion and fostered a spirit of humanistic care.



「與愛同行」公益活動  
“Walking with Love (與愛同行)” Philanthropic Activity

2025年11月5日，綠城生活科技集團黨委組織黨員志願者赴文新街道「殘疾人之家」開展公益捐贈活動。為了在提供生活幫扶的同時支持邊疆農業發展，我們採購價值一萬元的優質新疆棉床品並實施定向捐贈，將消費幫扶與公益活動有機結合。我們在為殘疾人群體提供物質保障的同時，通過消費助力邊疆鄉村振興，實現了社會效益與社區福利的協同發展。

On 5 November 2025, the Party Committee of Greentown Living and Technology Group (綠城生活科技集團) organized party member volunteers to conduct a charitable donation activity at the “Disabled Persons’ Home (殘疾人之家)” in Wenxin Subdistrict. To support frontier agricultural development while providing livelihood assistance, we procured high-quality Xinjiang cotton bedding worth RMB10,000 and implemented targeted donations, organically integrating consumption-based assistance with public welfare initiatives. While providing material support to the disabled community, we also boosted rural revitalization in frontier regions through consumption, achieving synergistic development of social benefits and community welfare.

舟山市特殊學校學子關懷活動  
Student Care Program at Zhoushan Special Education School

在「六一」國際兒童節前夕，舟山春來曉園支部赴舟山特殊學校開展節日慰問活動。為提升特殊學子的福祉，我們向學生捐贈節日禮物並共同觀看文藝演出，實現了與特殊教育群體的深度互動與情感支持，有效發揮了社區資源對特殊教育事業的保障作用。

On the eve of International Children’s Day, the Branch of Zhoushan Oriental Dawn visited Zhoushan Special School to conduct festive outreach activities. To enhance the well-being of students with special needs, we donated holiday gifts and jointly watched cultural performances, achieving deep interaction and emotional support with the special education community. This initiative effectively served as a safeguard for special education by leveraging community resources.

### 5.3 助力城市發展

為推動城市健康、智慧與可持續發展，綠城中國持續深化康養產業戰略佈局、數智化創新探索並落實保障性住房建設，實現從智慧社區到康養服務、從文化傳承到產業賦能的多元化覆蓋，構築更具包容性與活力的生活空間。

#### 5.3.1 康養產業

綠城中國持續深化康養產業佈局，形成了以「委託運營管理」為核心、「運營諮詢」為輔的輕資產運營模式。我們依託規範化服務體系與智能化數字平台，全面推進連鎖化運營，構建「醫養結合、文娛一體」的特色康養服務生態。綠城康養堅持以「為長者開啟美好時光」為使命，秉持尊重個性、維護尊嚴與關愛身心的服務理念，打造高品質康養服務品牌。

### 5.3 Supporting City Development

To advance healthy, intelligent and sustainable urban development, Greentown China has continued to deepen its strategic positioning in the wellness industry, explore digital and intelligent innovations, and implement affordable residential properties construction. This has enabled diversified coverage spanning from smart communities to wellness services, and from cultural heritage preservation to industrial empowerment, thereby creating more inclusive and vibrant living spaces.

#### 5.3.1 Healthcare and Nursing Industry

Greentown China continues to deepen its strategic footprint in healthcare and nursing industry, establishing a light asset operational model centered on “entrusted operation and management” and supplemented by “operation consulting”. Leveraging a standardized service system and intelligent digital platform, we comprehensively advance chain operations to build a distinctive healthcare and nursing service ecosystem of “combination of medical-healthcare, culture and entertainment”. Committed to the mission of “unlocking fulfilling moments for the elderly”, Greentown Healthcare upholds a service philosophy centered on respecting individuality, preserving dignity, and nurturing both mind and body, thereby establishing a premium wellness service brand.



五、 品質責任：利他共贏新格局  
V. Quality Responsibility: A New Win-win Situation for All

報告期內，綠城康養新增簽約項目4個，新開業項目2個，業務範圍涉及全國18個省份50餘個城市。截至報告期末，28餘家機構實現獨立運營，其中已開業22個、籌建項目4個、建設中項目2個，累計管理床位1.2萬餘張。

During the Reporting Period, Greentown Healthcare signed 4 new projects and commenced 2 new projects, with its business scope covering more than 50 cities in 18 provinces across China. As of the Reporting Period, we have owned over 28 independently operating institutions, among which, 22 projects have been opened, 4 projects are under preparation and 2 projects are under construction, with a total of over 12,000 beds under management.

2025年綠城康養新佈局  
Greentown Healthcare's New Layout for 2025

2025年10月28日，溫州現代康養·大愛天下醫養中心正式開業。該項目由溫州市現代集團與綠城康養集團聯合開發，致力於為長者提供高品質、有尊嚴的頤養生活。

On 28 October 2025, Wenzhou Modern Healthcare · Universal Love Healthcare Centre (溫州現代康養·大愛天下醫養中心) officially opened. This project is jointly developed by Wenzhou Modern Group (溫州市現代集團) and Greentown Healthcare Group, dedicated to providing seniors with a high-quality, dignified retirement lifestyle.



### 2025年綠城康養新佈局 Greentown Healthcare's New Layout for 2025

2025年6月7日，紹興美好之城·大愛天下頤園國際頤養社區正式開業。該項目由紹興本土房地產企業元壘地產建造，並由綠城康養集團運營管理，是紹興首個CCRC(可持續照料退休社區)模式的高端頤養項目。

On 7 June 2025, Shaoxing's Beautiful City · Universal Love Yiyuan International Senior Care Community (紹興美好之城·大愛天下頤園國際頤養社區) officially opened. The project is developed by Shaoxing-based real estate company Yuanlong Real Estate (元壘地產) and operated by Greentown Healthcare Group. It represents Shaoxing's first high-end retirement community utilizing the CCRC (Continuing Care Retirement Community) model.



2025年，綠城中國屢獲行業殊榮，品牌影響力與專業實力獲多方認可。報告期內，我們於「2025中國銀髮人居發展大會」上獲評「中國銀髮人居推薦服務運營商」，在「中國醫養融合創新高峰論壇2025」榮膺「年度醫康養影響力品牌」，並在「2025 LCG中國康養產業品牌營銷力發展大會」中，同時斬獲「2025中國康養產業運營商綜合實力TOP30」與「品牌影響力TOP30」。

In 2025, Greentown China garnered numerous industry accolades, with its brand influence and professional capabilities receiving widespread recognition. During the Reporting Period, we were honored as the “Recommended Service Operator for China’s Silver-Haired Living (中國銀髮人居推薦服務運營商)” at the “2025 China Silver-Haired Living Development Conference (2025中國銀髮人居發展大會)” and the “Annual Influential Brand in Medical, Healthcare and Nursing (年度醫康養影響力品牌)” at the “China Healthcare and Senior Care Integration Innovation Summit 2025 (中國醫養融合創新高峰論壇2025)”. We also secured both the “2025 China Healthcare and Nursing Industry Top 30 Operators by Comprehensive Strength (2025中國康養產業運營商綜合實力TOP30)” and “Top 30 Brands by Influence (品牌影響力TOP30)” awards at the “2025 LCG China Healthcare and Nursing Industry Brand Marketing Power Development Conference (2025 LCG中國康養產業品牌營銷力發展大會)”.

### 5.3.2 城市更新

綠城中國深度參與「保交樓、穩民生」專項行動，將政府代建與城市更新作為踐行企業社會責任的重要載體。為推動房地產市場平穩健康運行，綠城管理充分發揮房地產全週期綜合服務商的優勢，緊密連接金融機構、供應商與地方政府，有效破解土地盤活、資金統籌與債務化解等難題。通過構建多方共贏的可持續生態，綠城管理在保障民生福祉的同時，實現從應急性攻堅向常態化保障的成功轉變。

綠城管理以「資管協同+產品力+市場化」重塑紓困保交的行業新範式，實現遇困項目的價值重構。綠城管理於武漢桂湖雲翠項目採取「四步走」策略，從歷史矛盾梳理、產品價值重構到實景呈現，依託全鏈條資源協調能力引入資方並推動紓困項目復工，有效恢復市場信心，並為行業提供可複製的紓困解決方案。報告期內，武漢桂湖雲翠項目僅用134天即完成實景示範區建設，實現認購額超人民幣6億元；廣州陽光半島項目累計完成3,675戶如期交付，全盤收房率達83.7%。

綠城管理聚焦民生保障需求，以高端營造標準賦能共有產權房及保障性住房建設。為提升保障房居住品質，綠城管理在寧波和槎灣等項目中全面植入商品房營造邏輯，並構建涵蓋技術交底與施工管控的全維度前置風險管理體系。報告期內寧波和槎灣項目實現95.39%的全盤交付率，服務逾1,438戶家庭，項目因在「住房保障+人才聚集+未來社區」模式上的成功探索，榮登《人民日報》頭版，成為全國保障性住房建設的標杆樣本。

### 5.3.2 Urban Renewal

Greentown China deeply participates in the “Preserving Housing Delivery and Stabilizing Livelihood” special campaign, taking government project management and urban renewal as important vehicles for fulfilling corporate social responsibility. To promote the stable and healthy operation of the real estate market, Greentown Management fully leverages our advantages as a comprehensive service provider covering the entire real estate lifecycle, closely connecting financial institutions, suppliers, and local governments to effectively address challenges such as land revitalization, capital coordination, and debt resolution. By building a sustainable ecosystem that benefits all parties, Greentown Management achieved a successful transition from emergency response to routine livelihood protection while safeguarding public welfare.

Greentown Management redefines the industry paradigm for distressed project recovery through a tripartite approach of “asset management synergy + product excellence + market-driven” solutions, enabling value reconfiguration of troubled projects. Greentown Management has adopted a “four-phase” strategy for the Wuhan Guihu Yuncui Project. The strategy starting with historical conflict analysis, followed by product value restructuring and real-world demonstration – leverages end-to-end resource coordination to engage investors and accelerate project resumption. This approach not only restores market confidence but also delivers replicable solutions for the sector. During the Reporting Period, the Wuhan Guihu Yuncui project completed its demonstration zone in just 134 days, generating over RMB600 million in subscriptions. Meanwhile, Guangzhou Sunshine Peninsula delivered 3,675 units on schedule, achieving an 83.7% occupancy rate.

Greentown Management prioritizes livelihood security needs by applying high-end construction standards to develop shared-equity housing and affordable housing. To enhance living quality, Greentown Management integrated commercial housing design principles into projects like Ningbo Heyue Bay, establishing a comprehensive pre-construction risk management system that covers technical briefings and construction oversight. During the Reporting Period, the Ningbo Heyue Bay project achieved a 95.39% full delivery rate, serving over 1,438 households. Its successful implementation of the “housing security + talent aggregation + future community” model earned it front-page coverage in the People’s Daily, establishing it as a national benchmark for affordable housing development.

### 安吉城市更新項目 Urban Renewal Project in Anji

綠城管理以安吉融園項目為載體，深度探索代建行業的ESG實踐路徑。為提升城市能級並築牢合規底線，綠城管理整合全資子公司並組建專業聯合體，搭建涵蓋設計、管理及施工的一體化投標體系，有效強化資源協同效能。

在規劃階段，綠城管理秉持「懂城市、懂土地、懂業主」的邏輯，通過航拍踏勘與調研巡訪精準洞察居民需求，確保方案貼合屬地特質與民生需求。通過平移商業項目質量標準、重構成本配置及強化歸家動線等公區建設，綠城管理顯著提升民生住房的整體品質，在保障居民高品質安居的同時，實現企業、社會與城市價值的協同發展。

Taking the Anji Rongyuan Project as a carrier, Greentown Management has deeply explored the ESG practice path in the construction management industry. To enhance urban development capacity and uphold compliance, Greentown Management integrated our wholly-owned subsidiaries and formed a professional consortium, establishing an integrated bidding system covering design, management and construction, which has effectively strengthened resource synergy.

In the planning stage, Greentown Management adhered to the philosophy of "understanding the city, understanding the land, and understanding the owners". Through aerial surveys, on-site inspections and research visits, Greentown Management accurately identified residents' needs to ensure that the plan aligns with local characteristics and people's livelihood demands. By replicating quality standards from commercial projects, optimizing cost allocation, and upgrading public areas such as homecoming circulation, Greentown Management has significantly improved the overall quality of public housing. While ensuring high-quality living for residents, Greentown Management has achieved the coordinated development of corporate, social and urban values.



綠城管理代建安吉融園項目實景

Actual View of Anji Rongyuan Project Developed by Greentown Management

## 5.4 行業共建

綠城中國秉持開放與兼容的精神，積極拓展並深入參與各類行業交流活動，致力於推動行業共同進步，把握創新合作機遇。報告期內，我們在深入踐行國家政策的基礎上，更新並推出《綠城中國好房子產品標準2025》，讓「好房子」的內涵在實踐中不斷完善，為「好房子」的建設、「好生活」的營造，貢獻更多力量。

## 5.4 Industry Co-construction

Greentown China embraces a spirit of openness and inclusivity, actively expanding and deeply engaging in various industry exchange activities. We are committed to driving collective progress within the sector and seizing opportunities for innovative collaboration. During the Reporting Period, we updated and launched the “Greentown China Good Houses Product Standards 2025 (《綠城中國好房子產品標準2025》)” while thoroughly implementing national policies. This initiative continuously refines the essence of “Good Houses” through practical application, contributing greater strength to the construction of “Good Houses” and the creation of “Good Life”.

### 2025好房子觀摩交流會(天津) 2025 Good Houses Showcase and Exchange Event (Tianjin)

2025年7月25日，由住房城鄉建設部建築雜誌社主辦，綠城中國等單位協辦的「2025好房子觀摩交流會(天津)」成功舉辦，吸引行業相關負責人共200餘人參會。會上，綠城中國代表發表《以產品主義，持續建設綠城好房子》主題演講，分享了綠城在「好房子」建設領域的實踐經驗。

On 25 July 2025, the “2025 Good Houses Showcase and Exchange Event (Tianjin)” was successfully held. Organized by the Architecture Magazine of the Ministry of Housing and Urban-Rural Development and co-hosted by Greentown China and other entities, the event attracted over 200 industry representatives. At the event, a representative from Greentown China delivered a keynote speech titled “Building Good Houses with Product-Centric Approach (《以產品主義，持續建設綠城好房子》)”, sharing Greentown’s practical experience in the field of construction of “Good Houses”.



### 2025城市更新現場經驗交流會 2025 Urban Renewal Field Experience Exchange Conference

2025年11月13日-14日，由中國房地產協會主辦的「2025城市更新現場經驗交流會」成功舉行，吸引了全國共280位行業代表參與。與會嘉賓實地觀摩了永康南苑項目及本集團營造的衢州禮賢未來社區。

會上，綠城中國董事會主席指出城市更新是行業轉型的重要方向，並分享了以「精緻品質、人文情懷」為核心打造「有生命的社區」的實踐經驗。此次系列活動以「宏觀經驗+微觀實踐」「多地聯動+專題聚焦」的創新形式，為全國城市更新工作提供了兼具高度與細節的參考方案，助力各地實現城市功能完善、品質提升與民生改善的有機統一。

On 13-14 November 2025, the “2025 Urban Renewal Field Experience Exchange Conference” hosted by the China Real Estate Association, was successfully held, attracting 280 industry representatives nationwide. Attendees conducted on-site visits to the Yongkang Nanyuan Project (永康南苑項目) and Quzhou Lixian Future Community developed by the Group.

At the conference, the Chairman of the Board of Directors emphasized that urban renewal represents a crucial direction for industry transformation. He shared practical experiences in creating “vibrant communities” centered on “exquisite quality and humanistic sentiments”. This series of events adopted an innovative format combining “macro insights with micro practices” and “multi-location coordination with thematic focus”, providing nationwide urban renewal efforts with a reference framework that balances strategic vision and operational detail. It aims to help localities achieve the organic integration of enhancing urban functionality, elevating quality standards, and improving people’s livelihoods.

# 附錄(一) 香港聯交所ESG報告守則內容索引

## Appendix (I) Content Index of HKEx Environmental, Social and Governance Reporting Code

### C部分：不遵守就解釋

#### Part C: Explanations in Case of Non-compliance

##### 環境、社會及管治指標

##### Environmental, Social and Governance Indicators

##### 所在章節

##### In Chapter

環境	A1	排放物	一般披露	3.2	應對氣候變化
Environmental	A1	Emissions	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：	3.2	Response to Climate Change
			(a) 政策；及	3.4	廢棄物管理
			(b) 遵守對發行人有重大影響的相關法律及規例的資料	3.4	Waste Management
			註： 廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。 溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全氟化碳及六氟化硫。 有害廢棄物指國家規例所界定者。		
			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		
			Note: Air emissions include NO <sub>x</sub> , SO <sub>x</sub> , and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.		
			A1.1 排放物種類及相關排放數據	3.2	應對氣候變化
			A1.1 The types of emissions and respective emission data	3.2	Response to Climate Change
				3.4	廢棄物管理
				3.4	Waste Management
			A1.2 於2025年1月1日刪除	/	
			A1.2 Repealed on 1 January 2025		

<b>C部分：不遵守就解釋</b>		
<b>Part C: Explanations in Case of Non-compliance</b>		
<b>環境、社會及管治指標</b>		<b>所在章節</b>
<b>Environmental, Social and Governance Indicators</b>		<b>In Chapter</b>
A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	3.4 廢棄物管理 3.4 Waste Management
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	
A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)	3.4 廢棄物管理 3.4 Waste Management
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	
A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟	3.2 應對氣候變化
A1.5	Description of emissions target(s) set and steps taken to achieve them	3.2 Response to Climate Change
A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟	3.4 廢棄物管理 3.4 Waste Management
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	
A2	資源使用	3.3 資源使用
A2	Use of Resources	3.3 Use of Resources
	<p>一般披露</p> <p>有效使用資源(包括能源、水及其他原材料)的政策</p> <p>註：資源可用於生產、儲存、運輸、樓宇、電子設備等。</p> <p>General Disclosure</p> <p>Policies on the efficient use of resources, including energy, water and other raw materials</p> <p>Note: Resources may be used in production, storage, transportation, buildings, electronic equipment, etc.</p>	
A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以每千個千瓦時計算)及密度(如以每產量單位、每項設施計算)	3.3 資源使用 3.3 Use of Resources
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)	
A2.2	總耗水量及密度(如以每產量單位、每項設施計算)	3.3 資源使用
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility)	3.3 Use of Resources

<b>C部分：不遵守就解釋</b>		
<b>Part C: Explanations in Case of Non-compliance</b>		
<b>環境、社會及管治指標</b>		<b>所在章節</b>
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	A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟 A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them	3.3 資源使用 3.3 Use of Resources
	A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟 A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	3.3 資源使用 3.3 Use of Resources 報告期內，綠城中國無求取水源問題 During the Reporting Period, there were no issues in sourcing water at Greentown China
	A2.5 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量 A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	綠城中國主營業務不涉及包裝材料使用 Greentown China's principal business does not involve the use of packaging materials
A3 環境及天然資源 一般披露	減低發行人對環境及天然資源造成重大影響的政策 General Disclosure Policies on minimizing the issuer's significant impacts on the environment and natural resources	3.2 應對氣候變化 3.2 Response to Climate Change 3.3 資源使用 3.3 Use of Resources
A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them		3.2 應對氣候變化 3.2 Response to Climate Change 3.3 資源使用 3.3 Use of Resources 3.4 廢棄物管理 3.4 Waste Management
A4 氣候變化	於2025年1月1日刪除 Repealed on 1 January 2025	/
A4.1 於2025年1月1日刪除 A4.1 Repealed on 1 January 2025		/

**C部分：不遵守就解釋**

**Part C: Explanations in Case of Non-compliance**

**環境、社會及管治指標**

**Environmental, Social and Governance Indicators**

**所在章節**

**In Chapter**

社會	B1	僱傭	一般披露	4	品質職場
Social	B1	Employment	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	4	Quality Workplace
			B1.1 按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數 B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region	4.1	權益保障 Rights Protection
			B1.2 按性別、年齡組別及地區劃分的僱員流失比率 B1.2 Employee turnover rate by gender, age group and geographical region	4.1	權益保障 Rights Protection
	B2	健康與安全	一般披露	4.4	健康安全
	B2	Health and Safety	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 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 providing a safe working environment and protecting employees from occupational hazards	4.4	Health and Safety
			B2.1 過去三年(包括匯報年度)每年因工亡故的人數及比率 B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	4.4	健康安全 Health and Safety
			B2.2 因工傷損失工作日數 B2.2 Lost days due to work injury	4.4	健康安全 Health and Safety

<b>C部分：不遵守就解釋</b>		
<b>Part C: Explanations in Case of Non-compliance</b>		
<b>環境、社會及管治指標</b>		<b>所在章節</b>
<b>Environmental, Social and Governance Indicators</b>		<b>In Chapter</b>
	B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法	4.4 健康安全 4.4 Health and Safety
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored	
B3 發展與培訓	一般披露	4.3 培訓發展
B3 Development and Training	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動 註：培訓指職業培訓，可包括由僱主付費的內外部課程。 General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	4.3 Training and Development
	B3.1 按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比	4.3 培訓發展 4.3 Training and Development
	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	
	B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數	4.3 培訓發展
	B3.2 The average training hours completed per employee by gender and employee category	4.3 Training and Development
B4 勞工準則	一般披露	4.1 權益保障
B4 Labour Standards	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 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 and forced labour	4.1 Rights Protection
	B4.1 描述檢討招聘慣例的措施以避免童工及強制勞工	4.1 權益保障
	B4.1 Description of measures to review employment practices to avoid child and forced labour	4.1 Rights Protection
	B4.2 描述在發現違規情況時消除有關情況所採取的步驟	4.1 權益保障
	B4.2 Description of steps taken to eliminate such practices when discovered	4.1 Rights Protection

**C部分：不遵守就解釋**

**Part C: Explanations in Case of Non-compliance**

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B5 供應鏈管理	一般披露	5.1 供應鏈管理
B5 Supply Chain Management	管理供應鏈的環境及社會風險政策 General Disclosure Policies on managing environmental and social risks of the supply chain	5.1 Supply Chain Management
B5.1 按地區劃分的供應商數目		5.1 供應鏈管理
B5.1 Number of suppliers by geographical region		5.1 Supply Chain Management
B5.2 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法		5.1 供應鏈管理
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		5.1 Supply Chain Management
B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法		5.1 供應鏈管理
B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored		5.1 Supply Chain Management
B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法		5.1 供應鏈管理
B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored		5.1 Supply Chain Management

<b>C部分：不遵守就解釋</b>		
<b>Part C: Explanations in Case of Non-compliance</b>		
<b>環境、社會及管治指標</b>		<b>所在章節</b>
<b>Environmental, Social and Governance Indicators</b>		<b>In Chapter</b>
B6 產品責任	一般披露	1.1 產品品質
B6 Product Responsibility	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料	1.1 Product Quality 1.2 客戶權益 1.2 Customer Rights and Interests 1.3 客戶服務 1.3 Customer Service
	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	
B6.1 已售或已運送產品總數中因安全與健康理由而回收的百分比	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons	報告期內，綠城中國並沒有以安全和健康為由，回收已出售或已運送的產品 During the Reporting Period, no products sold or shipped were recalled for safety and health reasons
B6.2 接獲關於產品及服務的投訴數目以及應對方法	B6.2 Number of products and service related complaints received and how they are dealt with	1.2 客戶權益 1.2 Customer Rights and Interests
B6.3 描述與維護及保障知識產權有關的慣例	B6.3 Description of practices relating to observing and protecting intellectual property rights	2.4 知識產權保護 2.4 Intellectual Property Protection
B6.4 描述質量檢定過程及產品回收程序	B6.4 Description of quality assurance process and recall procedures	1.1 產品品質 1.1 Product Quality 產品回收程序對綠城中國營運而言並非重要範疇 Product recall procedures are not considered material to the operations of Greentown China
B6.5 描述消費者數據保障及私隱政策，以及相關執行及監察方法	B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored	1.2 客戶權益 1.2 Customer Rights and Interests

**C部分：不遵守就解釋**

**Part C: Explanations in Case of Non-compliance**

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B7 反貪污	一般披露	2.3 反腐倡廉
B7 Anti-corruption	有關防止賄賂、勒索、欺詐及洗黑的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料 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	2.3 Anti-corruption and Integrity
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果 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	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法 B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
B7.3	描述向董事會及員工提供的反貪污培訓 B7.3 Description of anti-corruption training provided to directors and staff	2.3 反腐倡廉 2.3 Anti-corruption and Integrity
B8 社區投資	一般披露	5.2 公益慈善
B8 Community Investment	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策 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	5.2 Public Welfare and Charity
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育) B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	5.2 公益慈善 5.2 Public Welfare and Charity
B8.2	在專注範疇所動用資源(如金錢或時間) B8.2 Resources contributed (e.g. money or time) to the focus area	5.2 公益慈善 5.2 Public Welfare and Charity

<b>D部分：氣候相關披露</b>		
<b>Part D: Climate-related Disclosures</b>		
<b>氣候相關披露要求</b>		<b>所在章節</b>
<b>Climate-related Disclosure Requirements</b>		<b>In Chapter</b>
(I) 管治	負責監督氣候相關風險和機遇的治理機構(可包括董事會、委員會或其他同等治理機構)或個人的資訊。	3.2 應對氣候變化
(I) Governance	Information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	3.2 Response to Climate Change
	管理層在用以監察、管理及監督氣候相關風險和機遇的管治流程、監控措施及程序中的角色。	
	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	
(II) 策略	氣候相關風險和機遇	3.2 應對氣候變化
(II) Strategy	Climate-related risks and opportunities	3.2 Response to Climate Change
	業務模式和價值	氣候變化在報告期內
	Business model and value	未對財務狀況造成重大
	策略和決策	影響。鑒於對其潛在影響
	Strategy and decision-making	進行量化評估的方法仍存
	財務狀況、財務表現及現金流量－當期財務影響	在較高不確定性，公司
	Financial position, financial performance and cash flows – Current financial effect	暫未披露相關預期影響的
	財務狀況、財務表現及現金流量－預期財務影響	評估結果。
	Financial position, financial performance and cash flows – Anticipated financial effect	Climate change did not
	氣候韌性	have a material impact
	Climate resilience	on the Company's
		financial position during
		the Reporting Period. In
		view of the significant
		uncertainty associated
		with the methodologies for
		quantitatively assessing
		its potential impacts, the
		Company has not disclosed
		the results of the relevant
		assessment of expected
		impacts at this stage.

<b>D部分：氣候相關披露</b>		
<b>Part D: Climate-related Disclosures</b>		
<b>氣候相關披露要求</b>		<b>所在章節</b>
<b>Climate-related Disclosure Requirements</b>		<b>In Chapter</b>
(III) 風險管理	用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策	3.2 應對氣候變化
(III) Risk Management	The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks	3.2 Response to Climate Change
	用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程	
	The processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities	
	氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何	
	The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process	
(IV) 指標及目標	溫室氣體排放	3.2 應對氣候變化
(IV) Metrics and Targets	Greenhouse gas emissions	3.2 Response to Climate Change
	氣候相關轉型風險	報告期內，氣候變化風險與機遇暫未對資產或業務活動造成重大影響。
	Climate-related transition risks	During the Reporting
	氣候相關物理風險	Period, climate-related risks and opportunities have not had a material impact on the Company's assets or business activities.
	Climate-related physical risks	
	氣候相關機遇	
	Climate-related opportunities	

<b>D部分：氣候相關披露</b>	
<b>Part D: Climate-related Disclosures</b>	
<b>氣候相關披露要求</b>	<b>所在章節</b>
<b>Climate-related Disclosure Requirements</b>	<b>In Chapter</b>
資本運用 Capital deployment	報告期內無用於氣候相關風險和機遇的重大資本開支、融資或投資。 During the Reporting Period, there were no material capital expenditures, financing or investments related to climate-related risks and opportunities.
內部碳定價 Internal carbon prices	未在決策中應用碳定價。 Carbon pricing was not applied in decision-making.
行業指標 Remuneration	3.2 應對氣候變化 3.2 Response to Climate Change
薪酬 Industry-based metrics	3.2 應對氣候變化 3.2 Response to Climate Change
氣候相關目標 Climate-related targets	3.2 應對氣候變化 3.2 Response to Climate Change
跨行業指標及行業指標的適用性 Applicability of cross-industry metrics and industry-based metrics	不適用 Not applicable

# 附錄(二) 綠城中國2025年ESG績效指標

## Appendix (II) Greentown China's ESG Performance Indicators in 2025

### 管治績效

### Governance Performance

商業道德 Business Ethics	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
貪污訴訟事件 Anti-corruption case	0	件 case	B7反貪污 B7 Anti-corruption
商業道德培訓培訓次數 Number of business ethics training	75	次 times	
商業道德培訓參與人數 Number of participants receiving business ethics training	8,734	人 person	

### 環境績效<sup>18</sup>

### Environmental Performance<sup>18</sup>

綠色建築認證類別 Green Building Certification Categories	2025年 2025	單位 Unit
綠色三星建築累計數量 Cumulative number of green 3-star building	32	個 certificates
綠色二星建築累計數量 Cumulative number of green 2-star building	214	個 certificates
綠色一星建築累計數量 Cumulative number of green 1-star building	105	個 certificates
LEED累計數量 Cumulative number of LEED	7	個 certificates
WELL累計數量 Cumulative number of WELL	6	個 certificates
<b>綠色建築認證合計數量 Total number of green building certifications</b>	<b>364</b>	<b>個 certificates</b>

廢水排放 Wastewater Discharge	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
廢水排放總量 Total wastewater discharge	89,494.22	噸 tonnes	A1：排放物 A1: Emissions

<sup>18</sup> 綠城中國持續關注環境績效表現，建立了相應的記錄與披露機制，對能源消耗、水資源使用、溫室氣體排放及廢棄物管理等關鍵績效指標進行定期電子化監測、記錄與披露，作為環境目標進度檢測及環境管理決策的參考依據。

<sup>18</sup> Greentown China continuously monitors its environmental performance and has established corresponding mechanisms for recording and disclosure. Key performance indicators, including energy consumption, water use, greenhouse gas emissions and waste management, are subject to electronic monitoring, recording, and disclosure on a regular basis. These practices serve as a reference for tracking progress towards environmental targets and for informing environmental management decisions.

附錄(二) 綠城中國2025年ESG績效指標  
Appendix (II) Greentown China's ESG Performance Indicators in 2025

溫室氣體排放 Greenhouse Gas Emission	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
<b>溫室氣體排放 GHG emission</b>			
溫室氣體排放(範圍一) GHG emission (Scope 1)	414.92	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	A1 : 排放物 A1: Emissions
溫室氣體排放(範圍二) GHG emission (Scope 2)	13,862.09	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	
溫室氣體總排放量(範圍一+二) Total GHG emission (Scope 1 and 2)	14,277.01	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	
溫室氣體排放密度(範圍一+二) Density of GHG emission (Scope 1 and 2)	0.18	噸二氧化碳當量/ 平方米建築面積 tonnes CO <sub>2</sub> equivalent/sqm GFA	
溫室氣體排放(範圍三) GHG emission (Scope 3)	100,621.69	噸二氧化碳當量 tonnes CO <sub>2</sub> equivalent	
<b>廢棄物處置量 Waste Disposal</b>	<b>2025年 2025</b>	<b>單位 Unit</b>	<b>聯交所指標 HKEx Indicator</b>
有害廢棄物 Hazardous waste	0.35	噸 tonnes	A1 : 排放物 A1: Emissions
熒光燈管產生量 Fluorescent tube generation	0.35	噸 tonnes	
廢電池產生量 Waste battery generation	0.54	噸 tonnes	
墨盒產生量 Ink cartridge generation	1.00	噸 tonnes	
設備維護廢液產生量 Waste liquid generation from equipment maintenance	0.03	噸 tonnes	
<b>有害廢棄物總量     Total hazardous     waste generation</b>	<b>1.92</b>	<b>噸 tonnes</b>	
有害廢棄物密度 Density of hazardous waste	0.000024	噸/平方米 建築面積 tonnes/sqm GFA	

廢棄物處置量		2025年	單位	聯交所指標
Waste Disposal		2025	Unit	HKEx Indicator
無害廢棄物 Non-hazardous waste	紙張回收量 Paper recycling	4.37	噸 tonnes	A1 : 排放物 A1: Emissions
	金屬回收量 Metal recycling	0.82	噸 tonnes	
	塑料回收量 Plastic recycling	2.01	噸 tonnes	
	玻璃回收量 Glass recycling	0.23	噸 tonnes	
	<b>無害廢棄物回收總量 Total non-hazardous waste recycling</b>	<b>7.43</b>	<b>噸 tonnes</b>	
	紙張使用量 Paper usage	21.82	噸 tonnes	
	金屬使用量 Metal usage	0.57	噸 tonnes	
	塑料使用量 Plastic usage	6.17	噸 tonnes	
無害廢棄物使用總量 Total non-hazardous waste usage	玻璃使用量 Glass usage	0.70	噸 tonnes	
	廚餘垃圾 Kitchen waste	436.63	噸 tonnes	
	建築垃圾 Construction waste	286.32	噸 tonnes	
	<b>無害廢棄物使用總量 Total non-hazardous waste usage</b>	<b>752.21</b>	<b>噸 tonnes</b>	
	無害廢棄物 產生密度 Density of non-hazardous waste generation	0.0093	噸/平方米 建築面積 tonnes/sqm GFA	

附錄(二) 綠城中國2025年ESG績效指標  
Appendix (II) Greentown China's ESG Performance Indicators in 2025

廢氣排放 Air Pollutant Emission	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
汽車空氣污染物排放—NO <sub>x</sub> 排放量 Air pollutant emission from vehicles – NO <sub>x</sub>	29.63	千克 kg	A1：排放物 A1: Emissions
汽車空氣污染物排放—SO <sub>x</sub> 排放量 Air pollutant emission from vehicles – SO <sub>x</sub>	12.42	千克 kg	
汽車空氣污染物排放—CO排放量 Air pollutant emission from vehicles – CO	715.89	千克 kg	
汽車空氣污染物排放—HC排放量 Air pollutant emission from vehicles – HC	418.64	千克 kg	

水資源消耗 Water Consumption	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
總耗水量 Total water consumption	111,867.77	噸 tonnes	A2：資源使用 A2: Use of Resources
總耗水密度 Total water consumption density	1.39	噸/平方米 建築面積 tonnes/sqm GFA	
總節水量 Total water saving	1,166.14	噸 tonnes	

能源消耗 Energy Consumption	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
電力消耗總量 Total electricity consumption	22,249,707.09	千瓦時 kWh	A2 : 資源使用 A2: Use of resources
汽油消耗總量 Total petrol consumption	171,336.49	公升 litre	
柴油消耗總量 Total diesel consumption	2,854.38	公升 litre	
液化石油氣消耗總量 Total LPG Consumption	6.32	噸 tonnes	
天然氣消耗總量 Total natural gas consumption	4,980.84	立方米 cubic meters	
直接能源消耗總量 Total direct energy consumption	203.15	噸標準煤 tonnes of standard coal	
間接能源消耗總量 Total indirect energy consumption	2,734.49	噸標準煤 tonnes of standard coal	
<b>綜合能源消耗總量 Total comprehensive energy consumption</b>	<b>2,937.64</b>	<b>噸標準煤 tonnes of standard coal</b>	
綜合能源消耗密度 Comprehensive energy consumption density	0.036	噸標準煤/ 平方米建築面積 tonnes of standard coal/sqm GFA	

社會績效

Social Performance

員工僱傭 Staff Employment	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
僱傭人數 Number of staff	8,734	人 person	B1 : 僱傭 B1: Employment
<b>按性別劃分員工人數 Number of staff by gender</b>			
男 Male	5,563	人 person	B1 : 僱傭 B1: Employment
女 Female	3,171	人 person	
<b>按年齡劃分員工人數 Number of staff by age</b>			
30歲以下 Below 30	1,251	人 person	B1 : 僱傭 B1: Employment
30歲-49歲 30-49	6,967	人 person	
50歲及以上 50 and above	516	人 person	
<b>按職級劃分員工人數 Number of staff by rank</b>			
高級管理人員數 Number of senior management	772	人 person	B1 : 僱傭 B1: Employment
中層管理人員數 Number of mid-level management	3,175	人 person	
基層員工數 Number of entry-level employees	4,787	人 person	
<b>按地區劃分員工人數 Number of staff by region</b>			
浙江區域 Zhejiang Region	4,918	人 person	B1 : 僱傭 B1: Employment
華北區域 North China Region	460	人 person	
華東區域 East China Region	1,164	人 person	
中原區域 Midland Region	241	人 person	
西南區域 Southwest Region	187	人 person	
華南區域 South China Region	593	人 person	
華中區域 Central China Region	331	人 person	
西北區域 Northwest Region	655	人 person	
東北區域 Northeast Region	183	人 person	
海外區域 Overseas Region	2	人 person	

員工保留 Staff Retention	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
員工流失率 Staff turnover rate	17.26	%	B1 : 僱傭 B1: Employment
<b>按性別劃分的員工流失率</b> <b>Staff turnover rate by gender</b>			
男 Male	11.57	%	B1 : 僱傭 B1: Employment
女 Female	5.69	%	
<b>按年齡劃分的員工流失率</b> <b>Staff turnover rate by age</b>			
30歲以下 Below 30	3.53	%	B1 : 僱傭 B1: Employment
30歲-49歲 30-49	13.42	%	
50歲及以上 50 and above	0.31	%	
<b>按地區劃分員工流失率</b> <b>Staff turnover rate by region</b>			
浙江區域 Zhejiang Region	8.35	%	B1 : 僱傭 B1: Employment
華北區域 North China Region	1.20	%	
華東區域 East China Region	2.05	%	
中原區域 Midland Region	1.63	%	
西南區域 Southwest Region	0.82	%	
華南區域 South China Region	1.40	%	
華中區域 Central China Region	0.85	%	
西北區域 Northwest Region	0.68	%	
東北區域 Northeast Region	0.23	%	
海外區域 Overseas Region	0.05	%	

安全生產 Safe Production	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
因工亡故人數 Number of work-related fatalities	0	人 person	B2 : 健康與安全 B2: Health and Safety
因工傷損失工作日數 Lost days due to work injury	0	天 day	
百萬工時總可記錄傷害率(TRIR) Million man-hours total recordable injury rate (TRIR)	0	%	
百萬工時損工事故率(LTIR) Million man-hours lost-time incident rate (LTIR)	0	%	

員工培訓 Staff Training	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator
<b>按性別劃分的人均受訓時長</b> Number of training hours per capita by gender			
男 Male	71	小時 hour	B3 : 發展與培訓 B3: Development and Training
女 Female	71	小時 hour	
<b>按職級劃分的人均受訓時長</b> Number of training hours per capita by rank			
高級管理層 Senior management	71	小時 hour	B3 : 發展與培訓 B3: Development and Training
中層管理人員 Mid-level management	71	小時 hour	
基層員工 Entry-level employees	71	小時 hour	
<b>按性別劃分的受訓僱員百分比</b> Percentage of employees trained by gender			
男 Male	64	%	B3 : 發展與培訓 B3: Development and Training
女 Female	36	%	
<b>按職級劃分的受訓僱員百分比</b> Percentage of employees trained by rank			
高級管理層 Senior management	9	%	B3 : 發展與培訓 B3: Development and Training
中層管理人員 Mid-level management	36	%	
基層員工 Entry-level employees	55	%	

供應商管理 Supplier Management	2025年 2025	單位 Unit	聯交所指標 HKEx Indicator	
供應商總數 Total number of suppliers	17,348	家 unit	B5：供應鏈管理 B5: Supply Chain Management	
<b>按區域／城市公司劃分的供應商數目<sup>19</sup></b> <b>Number of suppliers by regional/city-level companies<sup>19</sup></b>				
小鎮事業部 Town business department	2,333	家 unit	B5：供應鏈管理 B5: Supply Chain Management	
浙江區域公司 Zhejiang regional company	3,183	家 unit		
華北區域公司 North China regional company	1,697	家 unit		
華東區域公司 East China regional company	2,586	家 unit		
華南區域公司 South China regional company	1,301	家 unit		
西北區域公司 Northwest regional company	1,201	家 unit		
中原城市公司 Midland city-level company	1,349	家 unit		
成都城市公司 <sup>20</sup> Chengdu city-level company <sup>20</sup>	1,513	家 unit		
華中城市公司 Central China city-level company	1,452	家 unit		
東北城市公司 Northeast city-level company	733	家 unit		
<b>產品與服務</b> <b>Products and Services</b>				
客戶投訴總數 Total number of complaints	1,713	起 case		B6：產品責任 B6: Product Responsibility
客戶投訴解決率 Customer complaint resolution rate	92.87	%		
<b>研發創新</b> <b>Innovative Research and Development</b>				
累計取得專利授權總數 Accumulated total number of patent authorization obtained	916	件 unit		B6：產品責任 B6: Product Responsibility
累計持有註冊商標總數 Accumulated total number of registered trademarks held	1,156	件 unit		
累計完成著作權登記 Accumulated copyright registrations completed	382	件 unit		

<sup>19</sup> 所列各區域／城市公司存在共用供應商資源的情況，相應

供應商會被重複計算。

<sup>20</sup> 與本報告期納入統計範圍。

<sup>19</sup> The listed regional/city-level companies may share supplier resources, resulting in duplicate counting of the corresponding suppliers.

<sup>20</sup> Included in the reporting scope starting from the Reporting Period.

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