祈福生活服務
CLIFFORD MODERN LIVING

祈福生活服務控股有限公司
CLIFFORD MODERN LIVING HOLDINGS LIMITED
(Incorporated in the Cayman Islands with limited liability)
Stock Code : 3686

2025
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



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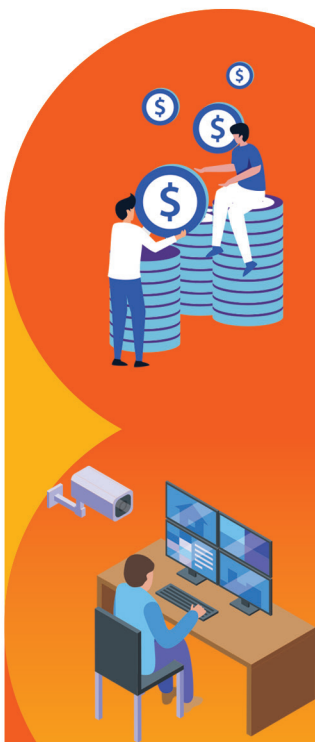
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* The English translation is provided for reference only. In case of any inconsistency between the English and Chinese versions, the Chinese version shall prevail.

ABOUT THE REPORT

REPORT INTRODUCTION

Clifford Modern Living Holdings Limited (the "**Company**"), together with its subsidiaries (the "**Group**"), is delighted to release its 2025 Environmental, Social and Governance ("**ESG**") Report (the "**Report**"), aiming to present to stakeholders and the public the Group's system establishment and performance in environmental, social and governance aspects in 2025.

REPORT SCOPE

The Report covers the period from January 1, 2025, to December 31, 2025 (the "**Reporting Period**" or "**This year**").

Unless otherwise specified, the business scope covered by the Report is consistent with the annual report, including five main businesses, namely property management services, retail services, off-campus training services, information technology services and ancillary living services.

DEFINITIONS OF TERMS

For the convenience of expression and reading, in the Report, Clifford Modern Living Holdings Limited is referred to as "Clifford Modern Living" or the "Company", depending on the context, and Clifford Modern Living Holdings Limited and its subsidiaries are collectively described as "the Group" or "we". As the Report involves a number of subsidiaries under Clifford Modern Living, for easier expression, unless otherwise stated, the following terms are defined as:

Property Management Services	Refers to	Guangzhou Panyu Clifford Property Management Limited ("**Panyu Property Management Company**"), Foshan Clifford Property Management Limited ("**Foshan Property Management Company**"), and Guangzhou Clifford Zhijia Property Management Limited ("**Zhijia Property Management Company**")
Retail Services	Refers to	Guangzhou Clifford Trading Limited, and Guangzhou Clifford Fresh Trading Limited
Information technology services	Refers to	Guangzhou Clifford Communications Limited, Guangzhou Kejian Computer Technology Limited, and Guangzhou High-speed Smart Technology Limited
Catering services	Refers to	Guangzhou Shankang Catering Management Limited
Employment placement services	Refers to	Guangzhou Welcome Employment Limited ("**Welcome Employment Company**")

REPORT PREPARATION STANDARD

The Report is prepared in accordance with the Appendix C2 – Environmental, Social and Governance Reporting Code ("**ESG Code**") set out in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited on the Stock Exchange of Hong Kong Limited ("**HKEX**"). The Report strictly follows the four reporting principles of "materiality", "quantitative", "consistency" and "balance" specified in the ESG Guide, in an attempt to fully reflect the Group's management and performance in ESG aspects.

Reporting principles	Interpretation in the ESG Code	The Group's response
Materiality	When the Board of Directors determines that environmental, social and governance matters will have a significant impact on investors and other stakeholders, the issuer should make a report. In respect of Part D of the "ESG Reporting Code", the issuer is required to disclose climate-related risks and opportunities that are reasonably expected to affect its short-term, medium-term or long-term cash flows, financing channels and cost of capital.	Through continuous communication with stakeholders and in combination with the Group's strategic development and business operations, identify current major sustainable development issues, and disclose the Group's ESG risks and management measures.
Quantitative	Key performance indicators of historical data must be measurable. The issuer should set targets to reduce individual impacts (which can be actual figures or directional and forward-looking statements). In this way, the effectiveness of environmental, social and governance policies and management systems can be evaluated and verified. Quantitative data should be accompanied by explanations to elaborate on their purposes and impacts, and comparative data should be provided where appropriate.	Quantitatively disclose the Group's key environmental and social performance indicators, and provide written explanations for the quantitative information so that stakeholders can clearly understand the company's overall performance.
Balance	The report information should present the issuer's performance impartially, avoiding selection, omission or presentation format that may inappropriately affect the decision-making or judgment of report readers.	The report elaborates on the Group's work results and challenges, and discloses relevant quantitative information for reasonable analysis and comparison.
Consistency	The issuer should use consistent disclosure statistical methods to enable meaningful comparison of environmental, social and governance data in the future.	The Group will ensure that the disclosure scope and reporting method of the report remain consistent to facilitate stakeholders to compare the Group's performance.

DATA SOURCE AND RELIABILITY STATEMENT

The information and data in the Report are derived from official documents and statistical data within the Group or public data, and have been reviewed and approved by the internal supervision mechanism. The Board of Director is responsible for the authenticity, accuracy and completeness of the Report.

PREFACE

In 2025, we are facing economic uncertainty and industry restructuring, the Group remained focused on the quality-driven agenda of the 15th Five-Year Plan period and accelerated its transition toward an integrated model of "property management + lifestyle services". Externally, we upheld transparency and compliance, and strengthened our commitment to community-focused services to earn public trust. Internally, we rolled out green technology upgrades and management enhancements to reduce costs and improve efficiency. Guided by our vision of "Becoming the best living service provider in China", we balanced economic and social value, proactively engaged with urban governance, and navigated market cycles through resilience growth – working together to build a better future.

STRENGTHENING GOVERNANCE IN ORDER TO SUSTAIN LONG-TERM VALUE

The Group's management places sustainability as the core of its strategy, fully strengthening oversight functions and focusing on risk identification and effective control. Through systematic approach, we steadily advance the implementation of our management objectives. During the year, we organized dedicated ESG training sessions for our management to enhance the team's knowledge and practical capabilities in policy interpretation, risk prevention, and sustainable development – ensuring strong and effective strategy execution. At the same time, leveraging our established regular stakeholder engagement mechanisms, we continue to listen extensively to the needs of property owners, employees, suppliers, and other parties, aligning closely with their development expectations, and are committed to co-creating and sharing long-term value.

ELEVATING QUALITY SERVICES TO ENHANCE RESIDENTIAL WELL-BEING

We always adhere to our brand philosophy of "Your Best Life Partner". Guided by customer needs and following the industry trend of digital transformation, we are driving a comprehensive leap toward more refined and intelligent property management services. The Group adheres to the dual-wheel drive of "Self-development, plus Well developed product from market", efficiently integrates the high-end industrial resources. It empowers management efficiency in all aspects and creates a new paradigm of modern life that is convenience, efficiency, and safety. We are focusing customers' rights and interests as our baseline, and strictly complies the requirements of information security, privacy protection, and responsible marketing. Through standardized norms and scenario-based refined services, from daily convenience for the public to personalized responses, we comprehensively improve the living experience of our customers. During the year, the Group achieved 97.67% of customer satisfaction rate. We build a high-quality and high-living standard with professionalism and care for our customers.

COLLABORATING FOR SHARED GROWTH AND VALUE CREATION

We are committed to a people-centered approach, recognizing our employees as the core asset of the Group. We fully protect their legitimate rights and interests, and support their growth and professional development. We promote diverse and equitable employment practices, establish a comprehensive system for talent development and career advancement, and strengthen mechanisms for employee health protection and hardship assistance. By focusing on both the physical and mental wellbeing of our employees and their career satisfaction, we strive to create a workplace that fosters a strong sense of belonging and cohesion. At the same time, we extend our responsibility beyond our own operations to include deeper collaboration with our suppliers. We have put in place a rigorous governance system to manage environmental and social risks across the supply chain, guiding our suppliers to jointly embrace the principles of sustainable development, and working together to build a mutually beneficial and sustainable supply chain ecosystem.

HONORING OUR GREEN COMMITMENT TO FULFILL OUR LOW-CARBON TRANSITION

We focus on the green and sustainable development, our Group actively respond to the national strategy of "carbon peaking by 2030 and carbon neutrality by 2060" ("**Dual Carbon**"). This year, the Group carried out a climate scenario analysis, systematically evaluated the transitional risks and opportunities, improving the climate governance process and planned a long-term low-carbon path accordingly. By upgrading energy-saving equipment, optimizing water resource utilization, standardizing waste disposal, and promoting green office environment, we reduced the operational carbon footprint across the entire value chain. At the same time, the Group actively participates in the creation of green communities, drives the green transformation of the operation model with scientific strategies, and uses practical actions to protect the ecological society, contributing to the achievement of the "dual carbon" goal.

CHAMPIONING SOCIAL RESPONSIBILITY AND DELIVERING CARE IN DIFFICULTY MOMENTS

While pursuing economic returns, we never lose sight of our social responsibilities. By bringing together the strengths, we devote ourselves to community service and contribute to a harmonious society. At the community level, we continuously hold a variety of cultural and sports activities such as free medical consultation, the community service day, and cultural and sports competitions, creating a harmonious and warm community atmosphere. In terms of emergency rescue and social donations, we act promptly and bravely. This year, after the major fire accident in Hong Kong, the Group offered help immediately, actively donated money and materials, and fully supported the reconstruction of disaster-stricken area and the resettlement of an affected people. We demonstrated the great spirit of "When one place suffers, help comes from all directions". In addition, we keep our charitable actions in many years to help underprivileged students and donating clothes for people in need. We give back to society, delivering hope and love.

With the wind at our back on a long journey, we set out again with heavy responsibilities. Looking forward to the future, the Group will continue to carry a grateful heart, bravely undertake the mission of the era, and write a new chapter of sustainability with a firmer belief and more practical actions. We will work together with all stakeholders to create a more fruitful, prosperous, and harmonious future.

AWARDS AND RECOGNITION

This year, the Group won multiple industry awards for its outstanding practices in areas such as product responsibility, employment management, environmental protection, and social contribution, including " Good MPF Employer ", "2025 ESG Outstanding Award", and the "Caring Company". These awards not only highly recognize the Group's achievements in sustainable development but also demonstrate our firm commitment to creating business value and fulfilling social responsibilities.

No.	Unit	Award/Recognition	Awarding Organization
1	Clifford Modern Living	Good MPF Employer	Mandatory Provident Fund Schemes Authority
2		2025 ESG Outstanding Award	ESG Outstanding Award Organizing Committee
3		Caring Company	Hong Kong Council of Social Service
4		Outstanding Listed Company Award 2025	Preparatory Committee of Outstanding Listed Companies
5	Panyu Property Management Company	Donation Certificate (Hong Kong Fire Rescue)	Guangdong Property Management Industry Association
6		2024 "Annual Contribution Member Unit"	Guangzhou Panyu Property Management Industry Association

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No.	Unit	Award/Recognition	Awarding Organization
7	Panyu Property Management Company	Vice President Unit	Guangzhou Panyu Property Management Industry Association
8	Foshan Property Management Company	Excellent Property Management Project in 2025	Guangzhou Huadu Property Management Industry Association
9		Outstanding Anti-epidemic Property Management Project in 2025	Guangzhou Huadu Property Management Industry Association
10		Outstanding Property Service Enterprise in Huadu District in 2025	Guangzhou Huadu Property Management Industry Association
11		Advanced Unit in Integrating into Grassroots Governance	Foshan Nanhai Property Management Industry Association Foshan Nanhai Social Services Association
12		Outstanding Enterprise for the Tenth Anniversary	Foshan Nanhai Property Management Industry Association

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No.	Unit	Award/Recognition	Awarding Organization
13	Guangzhou Clifford Trading Limited	Guangzhou Five-star Agricultural Market	Guangzhou Market Supervision and Administration Bureau
14	Welcome Employment Company	Guangzhou Domestic Service Credit 5A Enterprise	Guangzhou Housekeeping Service Integrated Platform
15		Guangzhou Domestic Service Credit 4A Enterprise	Guangdong Department of Commerce
16		National Women's Household Service "Three-star" Enterprise	National Women's Federation

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1 SUSTAINABILITY MANAGEMENT

The Group has always placed sustainable development at the core of its corporate strategy. With the mission of "creating a better lifestyle", it has built a scientific and comprehensive ESG governance structure, integrated ethical business guidelines into the entire chain of property services, and continuously explored an operating model that coexists harmoniously with the community and the environment.

Adhering to the core concept of "Your Best Life Partner", we focus on the owners' yearning for a better life, optimize the diversified business layout, and expand the community value-added service ecosystem. With all-round, butler-style professional services, we are committed to becoming "China's Best Life Service Provider" and creating lasting value for thousands of families.

The Group's Corporate Value System



1.1 BOARD STATEMENT

The Board of Directors takes full responsibility for the Group's ESG strategy and reporting, and is committed to integrating the concept of sustainable development into all aspects of the company's strategy and operations. We firmly believe that sustainable development is the cornerstone of the company's long-term development and a solemn commitment to our owners, employees, and society.

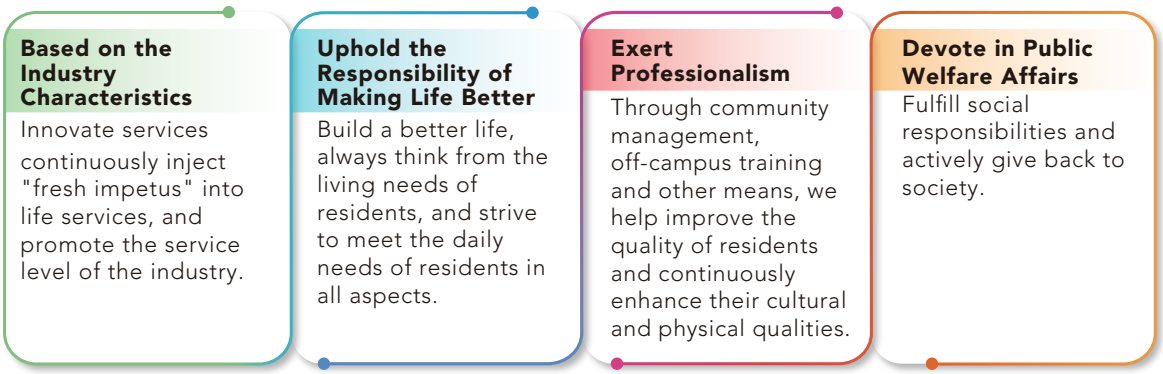
The Board of Directors has authorized the ESG Committee to supervise and manage ESG matters and established a three-tier governance structure of "Board of Directors – ESG Committee – ESG Execution Management". The Board of Directors regularly reviews major ESG issues, assesses risks and opportunities, and monitors the progress of ESG goal implementation to ensure high synergy between ESG governance and business strategy.

Meanwhile, based on the ESG goals, the Group is gradually building a rigid ESG performance appraisal system. It promotes the incorporation of the implementation effectiveness of key ESG tasks into the annual evaluation dimensions of leaders at all levels and the core management team to strengthen the management's sense of responsibility and ensure the transformation of the sustainable development strategy from "soft constraints" to "hard indicators".

1.2 ESG STRATEGY AND POLICY

The ESG strategy is the core of the enterprise's sustainable development management and an important part of the Group's long-term strategy. The Group integrates ESG factors into the entire process of operation and management, and constructs a unique "Four-in-One" social responsibility system. It injects fresh impetus into the industry through innovation, builds a better life with a sense of responsibility, empowers residents' growth through resource allocation, and gives back to social trust through public welfare actions. It guides the enterprise to continuously improve service quality, pay attention to the diverse needs of residents, promote the all-round development of the community, and actively engage in public welfare undertakings.

"Four-in-One" Social Responsibility System



1.3 ESG GOVERNANCE SYSTEM

The Group has established a three-level governance structure of "overall leadership by the Board of Directors, supervision by the ESG Committee, and coordination by the executive level". Among them, the Board of Directors plays a core leadership role; the ESG Committee, composed of senior executives coordinated by the Chief Executive Officer, is responsible for special supervision; the heads of various functional departments and subsidiaries form the management and execution level to ensure the efficient implementation of ESG work.

ESG Governance Structure



Supervisory Level

- ✔ Be overall responsible for the Group's ESG matters, formulate the Group's ESG management policies, strategies and objectives, assess and determine the Group's ESG-related risks and opportunities, including climate change risk management;
- ✔ Review the identification results of important sustainable development issues;
- ✔ Ensure that appropriate and effective ESG management and internal supervision systems are in place;
- ✔ Listen to the ESG Committee's reports on major ESG work, review ESG performance and the achievement of objectives; and
- ✔ Approve and sign off on the annual ESG report.

Management Level

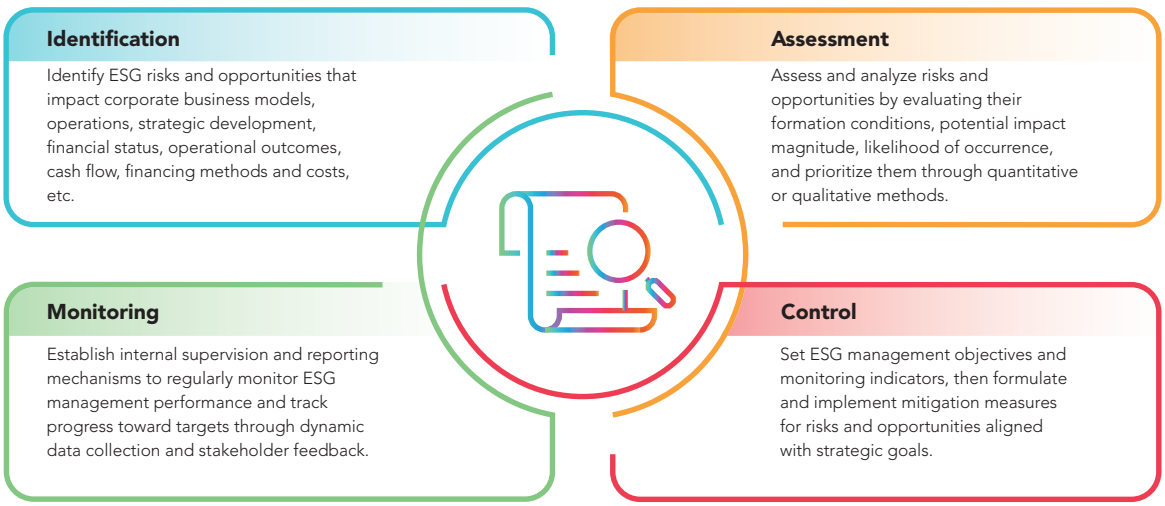
- ✔ Develop and review the responsibilities, visions, strategies, structures, principles and policies regarding ESG issues of the Group;
- ✔ Monitor the communication channels and methods between the Group and its stakeholders;
- ✔ Supervise the strategies and implementation of the Group continuously, address ESG-related risks and opportunities, and evaluate whether the Group's ESG structure and business model are sufficient and effective
- ✔ Supervise the expenditure on corporate social responsibility of the Group; and
- ✔ Review the annual ESG report of the Group, and submit it for the approval of Board of Directors.

Execution Level

- ✔ Implement the resolutions of the Board of Director and the ESG Committee;
- ✔ Implement daily ESG management and report regularly to the ESG Committee on the work progress; and
- ✔ Collect ESG-related information and data, and assist in the preparation of annual ESG report.

1.4 ESG RISK MANAGEMENT

The Group attaches great importance to the potential impact of ESG risks. It has fully integrated ESG-related risks and opportunities into the Group's overall business operations and management processes, and established a full-process ESG risk management system covering risk identification, assessment, control, monitoring and review. The Group conducts regular systematic risk assessments and continuously optimizes the overall risk management and internal monitoring mechanisms, including ESG risk management, to ensure their adequacy and effectiveness, and effectively safeguard the Group's development and the long-term interests of stakeholders. At the same time, the Group's Board of Directors assumes the ultimate responsibility for ESG risks and opportunities, is responsible for supervising the implementation of relevant policies, and provides guiding suggestions for improving ESG performance. Further information about the Group's risk management and internal control can be found in the Corporate Governance Report section of this annual report.



ESG Risk Management System

2 STAKEHOLDER COMMUNICATION AND MATERIALITY ASSESSMENT OF ESG ISSUES

The long-term interests and sustainable development of the Group are inseparable from the support and trust of stakeholders. Therefore, we place a high value on communication and exchange with stakeholders and have created multi-level and highly flexible communication channels to listen to their demands and timely respond to their expectations. We have also concluded an ESG materiality matrix and a list of issues to serve as important references for the Group's future sustainability management.

2.1 STAKEHOLDER ENGAGEMENT MECHANISM

The Group recognizes that the support from stakeholders is the cornerstone for the Group's steady development and their opinions can help identify potential risks and opportunities facing the business. Therefore, we have set up a variety of communication channels, including reporting, opinion survey and platform building, to ensure a thorough and effective understanding of the needs of stakeholders and actively respond to them with practical actions.

Stakeholders	Major Communication Channels	Main Demands	Communication and Response
 Customers/ Owners	• Property service center • Customer service • Official website • Customer satisfaction survey • Official WeChat • Customer interview • Regular patrol	• High-quality products and services • Customer information protection • Business integrity • Compliance operations	• Improve product and service quality • Apply information technology • Optimize internal control and risk management • Improve customer communication mechanism
 Employees	• Intranet • Employee meeting • Employee email • Employee interview • Employee activity and training • Online survey	• Legitimate rights • Clear career pathway • Salary and benefits • Healthy and safe working environment	• Establish barrier-free communication channels for employees • Improve career promotion mechanism • Provide competitive salary • Strengthen safety management system

Stakeholders	Major Communication Channels	Main Demands	Communication and Response
Governments and regulators	• Regular visit • Policy communication • Hosting of or attendance at meetings • Public event • Tax information submission	• Response to national policies • Compliance with laws and regulations • Lawful operations and tax payments • Employment promotion	• Adjust development strategy • Receive investigation and supervision • Strengthen anti-corruption and integrity practices • Actively participate in regional development
Investors/ Shareholders	• Shareholder meetings • Financial report • Official website • Public reporting	• Financial performance • Sustainable profitability of the Group • Protection of rights and interests • Transparency of the Group	• Improve profitability • Enhance corporate value • Convene shareholders meetings • Disclose daily information
Suppliers and partners	• Direct communication and interview • Online survey • Supplier meeting • Annual review and evaluation • Bidding activity	• Win-win cooperation • Openness and fairness • Achievement of common growth	• Optimize project management • Improve supplier selection mechanism • Build a supplier communication platform
Community	• Activity cooperation • Interviews and surveys • Public reporting	• Community environment protection • Engagement in social welfare • Creation of a harmonious community • Promotion of community development	• Fully practice green operations • Carry out public welfare projects • Actively participate in community building • Provide high-quality cultural resources
Industry associations	• Regular visit • Activity cooperation • Hosting of or attendance at meetings	• Promotion of industrial development • Fair competition	• Exchange industry experience • Participate in industry events

2.2 MATERIALITY ASSESSMENT OF IMPORTANCE ISSUES

The Group actively undertakes materiality assessment of important issues to get a timely and thorough understanding of the significance of each material ESG issues to the Group's businesses, associated risks and opportunities, and the concerns of stakeholders. Based on the assessment results, we carry out targeted management improvement measures, so as to ensure that the Group's development strategy is consistent with ESG materiality issues and the demands of stakeholders, and take proactive steps to support ongoing improvement in the Group's ESG disclosure and the management of related issues.

2.2.1 Process of Materiality Assessment of ESG Issues:

STEP 1 Identification

- A list of annual material issues was updated with reference to the requirements of the ESG Code issued by HKEX, relevant policies, industry trends, the Group's development strategy as well as ESG management-related issues from the previous year.

STEP 2 Stakeholder Communication

- We communicated with stakeholders through various channels such as interviews and industry research to learn about the expectations and requirements of stakeholders on the Group's annual ESG performance.

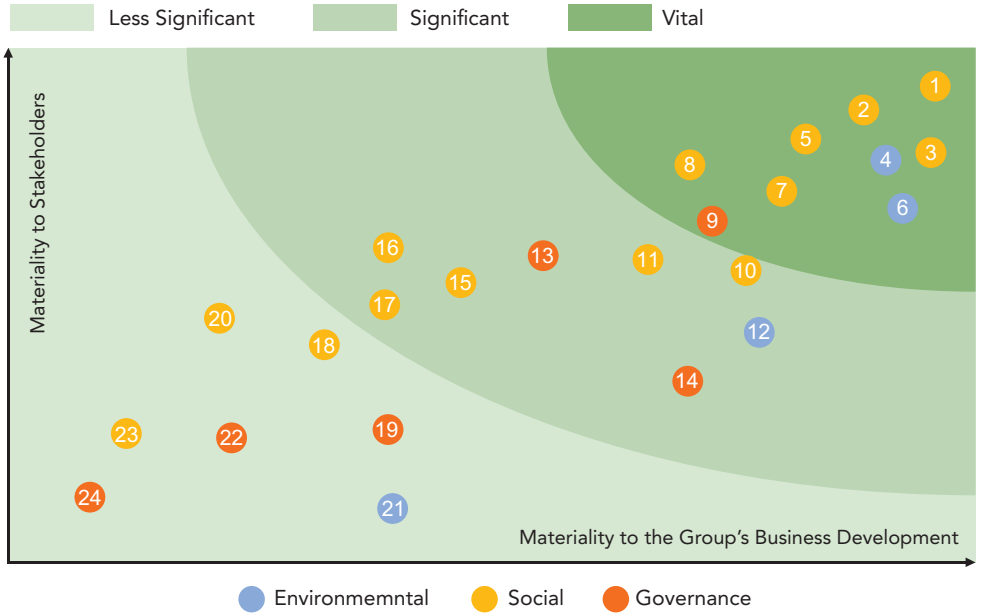
STEP 3 Assessment

- Based on the communication results with our stakeholders, we assessed the material issues in two dimensions, namely "Materiality to the Group's business development" and "Materiality to stakeholders". The results are shown in the materiality matrix and the list.

STEP 4 Response

- The Group's management discussed the materiality matrix and analysis results in the annual report and determined key ESG areas to improve with reference to stakeholder opinions and materiality assessment results.

2.2.2 Materiality Matrix and List of Material ESG Issues



Vital	Significant	Less Significant
1 Service and product quality	10 Employee salary and benefits	18 Community development
2 Customer health and safety	11 Promotion of smart services	19 Pollutants and waste disposal
3 Customer satisfaction and complaint handling	12 Enhancement of corporate internal governance	20 Participation in social welfare activities
4 Customer privacy and information security	13 Green operations	21 Maintenance and protection of intellectual property rights
5 Employee health and safety	14 Energy management	22 Conservation of water resources
6 Compliance operation and anti-corruption	15 Employee training and promotion	23 Responsible marketing and promotion
7 Food safety	16 Diversified recruitment and team building	24 Biodiversity protection
8 Sustainability management of supply	17 Labor rights protection	
9 Addressing climate change		

3 DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE

Adhering to the core concept of "Your best life partner", the Group focuses on customer needs, listens to customers' voices, and understands their diverse demands. We continuously optimize the service quality system and expand diversified value-added services. Keeping up with the development trend of the times, we vigorously promote the construction of smart services, comprehensively improve the quality of the community environment and the level of safety management, and strive to create a comfortable, safe, and convenient living space. We always adhere to honest and compliant operations, attach great importance to the protection of customer rights and interests, conduct responsible marketing services in a standardized manner, and strictly implement management measures for customer information and privacy protection. We establish and improve the intellectual property management system, resolutely prevent and eliminate all kinds of infringement behaviors, and safeguard customer trust and brand value through responsible operations.

3.1 IMPROVEMENT OF PRODUCT AND SERVICE QUALITY

The Group strictly complies with laws and regulations including *the Urban Real Estate Administration Law of the People's Republic of China, Product Quality Law of the People's Republic of China*, and *the Regulation on Realty Management*. We continuously improve the service quality guarantee system, deepen professional training, standardize various operations with standardized processes, and improve service efficiency with a high-quality professional team to ensure the stable output of excellent service quality and safeguard customer trust with ingenuity.

3.1.1 Quality Assurance of Property Management Services

The Group continuously improves the property management service mechanism, updates the standardized operation specifications for key positions, and strengthens the whole-process supervision and performance appraisal. We regularly promote facility maintenance and renovation projects, continuously beautify the spatial environment, and deepen the full-cycle customer care system. Through the multi-dimensional linkage of hardware renewal, environmental improvement, and warm-hearted services, we strive to create a warm and high-quality community atmosphere and provide customers with a more considerate, thoughtful, and high-quality living experience.

Service Management System

The Group implements the requirements of standardization and process-based management of property services and strictly enforces internal regulations such as the Management Policy of Customer Service Department. We adhere to transforming institutional norms into daily operational actions that are executable, quantifiable, and traceable. By establishing service standards and specifications, strengthening supervision and assessment, and carrying out systematic training, we ensure the effective operation of the continuous improvement management mechanism and guarantee the stability and consistency of service quality.

- **Standards and procedures:** To ensure the standardization of service delivery from the source, the Group has established a dynamic revision mechanism for job operation instructions and regularly calibrates and optimizes operation standards according to the evolution of business scenarios. In 2025, we comprehensively updated relevant guiding documents for the four core departments of customer service, security, cleaning, and engineering, aiming to eliminate potential deviations between institutional design and on-site actual operations and ensure that operation standards always meet actual operational needs.

➢ **Supervision and assessment:** To ensure the effective implementation of established standards in the execution process, the Group has constructed a process control mechanism that combines assessment and supervision to achieve full-cycle monitoring and immediate correction of service quality. By transforming qualitative management requirements into quantitative evaluation data and supplemented by regular supervision and inspection, we form a management closed-loop mechanism of "discovery – rectification – verification" to promote the continuous improvement of service quality.

- **Quality performance indicators:** To transform standardized processes into measurable service quality, the Group has formulated and improved quality performance indicators based on job operation instructions. Quality performance indicators consist of five parts: assigned weighting, validation method, assessment frequency, and documented record, providing on-site business verification and performance management tools for managers at all levels, effectively helping them to discover and solve problems in a timely manner, thus promoting the continuous improvement of on-site management and service quality.

  We conduct monthly performance evaluations and relative rankings of all employees, supported by a merit-based system that recognizes high performance and addresses underperformance. Performance results are directly linked to incentive compensation, reinforcing consistent service quality through formalized accountability.

- **Regular internal supervision:** Beyond quantitative assessment, the Group continues the "Weekly Improvement" work mechanism, mandating that each business department conducts a special self-inspection and rectification once a week to develop a self-correcting operational habit. Meanwhile, we persist in implementing monthly cross-inspections and evaluations among managers, focusing on reviewing service etiquette, appearance, and compliance with key processes. Through regular horizontal comparisons and vertical supervision, we standardize front-line service behaviours and promote the exchange and mutual learning of project management experience.

➢ **Systematic training:** The Group regards human resources as the core element in service value creation and establishes a regular training mechanism. We are committed to ensuring that employees have the professional qualities required to perform their job responsibilities through systematic knowledge input and skill training.

- **General competency training:** We conduct public courses on service etiquette, communication norms, code of conduct, in-home service procedures, complaint-handling skills, fundamental workplace safety, and fraud awareness. These courses aim to help employees unify their service image, improve basic professional qualities, and enhance risk prevention awareness and customer communication ability.

Case: Ongoing reinforcement of service standards and professional image

To improve service quality from daily details, the Group deeply integrates service standards into the daily briefing. We add a "special inspection of appearance and grooming" every day to ensure that every employee starts a new day with a unified, standardized, and appropriate image. At the same time, short-term training on *Standard Service Language* is carried out during the daily briefing. Through scenario simulations and speech practice, we strengthen the standardized expressions in key scenarios such as greetings and guidance. This "daily inspection and daily practice" mechanism effectively strengthens employees' memory of standardized norms and muscle memory, enabling the norms to quickly transform from institutional documents into employees' conscious behaviours and professional habits.





Daily briefing

- **Professional skill training:** Specialized skills development is delivered by each operational function in strict accordance with annual training plans. The training content covers safe and standardized operation of equipment, use of instruments, use of pesticides, safe operation of work, and handling of emergencies. Through the combination of theory and practice, the training ensures that relevant personnel in the positions have the professional skills to handle specific work scenarios, guaranteeing the safety and reliability of service delivery.

Taking the cleaning profession as an example, the Group organized special training on cleaning skills and experience-sharing meetings, focusing on disassembling the cleaning skills for different material surfaces and the key points of chemical agent ratio.





Enhancing Physical Environment

We are well aware that whether it is to shape an efficient and professional business image or to build a cozy and livable living space, a clean, tidy, and green ecological environment is always the core to enhance the customer experience. Therefore, the Group continuously standardizes environmental service standards through multiple measures such as facility maintenance and renovation, improvement of greening quality, and optimization of cleaning services, and is committed to creating high-quality spaces that are both beautiful and practical.

In office building projects, we focus on upgrading the business image. Through detailed renovations such as arranging artificial flower arrangements in the lobby and reception areas, renewing aluminum alloy floor mats, optimizing elevator car decorations, upgrading green plants and facilities in the restrooms, and renovating the greening and flower box landscapes outside the lobby, we comprehensively improve the spatial texture and aesthetics, creating a professional and comfortable business environment for customers.

In residential communities, we focus on daily refined operation and maintenance. We regularly repair public facilities such as leisure seats, guardrails, and signboards, and dynamically adjust the greening plan according to the seasons, timely replanting green plants, pruning branches and leaves, and replacing seasonal flowers to keep the community green all year round. At the same time, we comprehensively maintain the cleanliness of public areas, garages, building lobbies, high-level walls, glass, and drainage systems, continuously improving the living experience of residents with a clean and comfortable community environment.

Panyu Property Management Company has obtained the ISO9001 Quality Management System Certification, ISO14001 Environmental Management System Certification, ISO45001 Occupational Health and Safety Management System Certification, and the Enterprise Credit Evaluation (AAA) certification. This indicates that our management system meets international standards, laying a solid foundation for continuously providing high-quality, efficient, safe, and reliable property services to customers.



ISO9001 Quality Management System Certification



ISO14001 Environmental Management System Certification



ISO45001 Occupational Health and Safety Management System Certification



Enterprise Credit Evaluation (AAA) certification

Thoughtful Customer Care

The Group has always adhered to the service concept of "providing customer-oriented services and striving for excellence". We accurately understand the diverse needs of office building and residential community owners, and build a full-cycle, multi-level and heart-warming property service system. According to the characteristics of different business forms, we provide diversified services covering the entire business cycle and community humanistic care. Through pre-emptive services, exclusive customer care, convenience facilities and special heart-warming activities, we continuously expand the depth and breadth of services to effectively meet the all-around needs of owners in work and life.

- **Office properties:** For office owners, we cover the full-process services from signing contracts, decoration, moving in to moving out. We formulate customer care plans to pre-emptively provide services and offer value-added services such as opening flower baskets and free publicity. At the same time, we provide daily convenience supplies like wheelchairs and umbrellas and offer a warm morning welcome service to comprehensively enhance the business experience.

Customized services

We cooperate with the leasing department to establish a customer demand linkage mechanism, providing full-process exclusive reception for VIP and customers with special needs. We plan the parking routes in advance, arrange special personnel to guide customers waiting for the elevator, decorate the meeting venue and prepare tea to improve the moving-in experience with proactive and meticulous services.



Launch support and brand promotion

We present opening flower baskets to the settled customers to create a good opening atmosphere. Meanwhile, we provide free publicity support by publishing exclusive tweets on the official WeChat account and playing posters on the lobby LED screen in a loop to increase brand exposure through multiple channels.



Heart-warming services

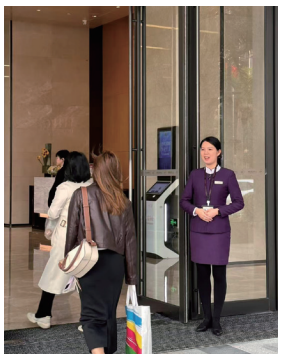
The lobby is equipped with convenience supplies such as wheelchairs, umbrellas, disposable raincoats, emergency medicine, repair tools and shoe dryers for customers to borrow for free. We optimize the service details on rainy days, actively provide raincoats to customers coming and going and assist in drying wet shoes and socks to improve the customer experience with considerate services.





Morning welcome service

During the morning rush hour from 8:00 to 9:00 on weekdays, security and customer service staff are arranged to jointly guard in the lobby elevator hall to guide the flow of people and maintain the order of waiting for the elevator. At the same time, a special greeting post is set up to actively greet customers coming and going with standard etiquette, starting the customers' efficient working day with warm and considerate services.



Festival activities

We carefully hold special theme activities during important festivals to enrich the business space atmosphere. For example, During the Spring Festival, a lion dance to celebrate the New Year was held, with gongs and drums adding to the joy and the activity of picking green leaves to bring good fortune, sending New Year's greetings to the enterprises that have settled in; on Women's Day, we carry out a heart-warming flower-giving activity to send festival greetings to female employees in the building; on Christmas, we set up a candy distribution point in the lobby to convey the warmth of the festival with warm details, further enhancing the sense of belonging and satisfaction of tenants.







➢ **Residential property:** The Group always focuses on the diverse needs of owners. Aiming to improve the happiness, satisfaction and sense of belonging of residents, we practice the original intention of service and carry out all-around and heart-warming owner care work. We continuously carry out regular convenience services such as free clinic consultations, haircuts to effectively solve the daily problems of property owners. For special groups such as the elderly living alone, we provide key assistance. Customer service staff visit them regularly to understand their health conditions and living needs and remind them in advance to participate in convenience activities to ensure accurate service coverage. During traditional festivals such as the Spring Festival and the Dragon Boat Festival, we actively carry out diverse theme activities to convey the warmth of the festivals. All these measures aim to create a warm and livable community environment for owners and practice our care and protection for owners with practical actions.



Free clinic



Home visits



Convenience activities



Festival events

This year, in the face of the severe situation of Chikungunya fever, the Group fully implemented various prevention and control measures. We regularly carried out disinfection of public areas, organized personnel to visit owners' homes to publicize epidemic prevention knowledge, and guided owners to clear stagnant water and turn over pots and cans to cut off the transmission route from the source. At the same time, we distributed free mosquito-repellent liquid and other protective materials to owners to build a safety defense line for the community. With meticulous prevention and control and the cooperation of all residents, the epidemic in the community was effectively controlled, and there was no concentrated outbreak, effectively protecting the health and safety of all owners.



Disinfection of public areas



Free distribution of mosquito-killing tablets to property owners

Panyu Property Management Company has obtained the Class A Pest Control Enterprise Service Capability Assessment Certificate and the Class I Sanitation and Cleaning Service Enterprise Capability Certificate.



Class A Pest Control Enterprise Service Capability Assessment Certificate



Class I Sanitation and Cleaning Service Enterprise Capability Certificate

3.1.2 Quality Assurance of Retail Services

The Group places compliance operations and consumer rights protection at the core, strictly adhering to laws and regulations such as the *Work Safety Law of the People's Republic of China*. To this end, the Group has established an internal control system covering the entire product life cycle, and formulated and implemented internal management systems such as the *Management Policy of Commodity Access* and the *Operation Manual of Clifford Supermarket*. It implements closed-loop management of supply chain access review, dynamic monitoring of the quality of on-sale products, early warning of near-expiration products, and after-sales return and exchange processes, aiming to comprehensively avoid product safety risks, ensure traceable product sources, controllable quality, and reliable services, and create a safe, reassuring, convenient, and efficient consumption environment for the public.

This year, the Group has accelerated its digital transformation. Through deepening platform cooperation and launching its own channels in the online retail business, it has built a more three-dimensional sales network, quickly reached a wider consumer group, and achieved an agile response to market demand.

Commodity Supply Chain Management

The Group regards supplier management as the "first line of defense" for product quality and safety. It has established a full-time supply chain management team and built a closed-loop management system of "source screening – strict inspection upon warehousing – dynamic assessment-full-process traceability" to ensure controllable product quality and stable supply.

1. Strict Access and Source Control

A dual access mechanism of "qualification review + on-site factory inspection" is implemented. On the basis of checking statutory qualifications such as product quality inspection reports and food hygiene licenses, the procurement team, depending on the specific situation of suppliers, selectively arranges on-site inspections in the production line, conducts a comprehensive on-site assessment of their operating conditions, warehousing environment, and production process to ensure that suppliers have the ability to guarantee quality and supply stably, and avoid cooperation risks from the source.

2. Standardized Acceptance to Eliminate Hidden Dangers

Strict warehousing acceptance standards are implemented, and a three-match verification of "documents, certificates, and goods" is carried out. The focus is on checking inspection reports, hygiene licenses, shelf-life, and packaging integrity. For agricultural products, batch-by-batch pesticide residue testing is carried out, and a special investigation of transportation losses of food packaging is conducted. Adhering to the principle of "no unqualified products enter the warehouse", it firmly blocks problem products from entering the circulation link.

3. Dynamic Evaluation, Ongoing Merit-Based Retention

In addition to the annual renewal assessment, a "zero-tolerance" attitude is maintained towards major quality problems during the cooperation period. The return process is immediately initiated, and customer complaints are properly resolved. At the same time, the supplier re-evaluation process is triggered. For those who do not meet the requirements, cooperation is immediately terminated, and new suppliers are quickly sought to ensure the safety and stability of continuous supply.

4. Detailed Records and Full-Process Traceability

A detailed batch management ledger is established to accurately record the origin, information of upstream suppliers, and data on the entire product life cycle, ensuring that every piece of in-and-out warehouse information is traceable and the whereabouts of each batch of products can be tracked, comprehensively improving the transparency and response efficiency of the supply chain.

Quality assurance of commodities on sale

The Group has built a full-link product quality control system of "prevention-monitoring-disposal", strictly following relevant regulations such as *the Law of the People's Republic of China on the Protection of Consumer Rights and Interests* to effectively safeguard consumer safety and legitimate rights and interests.

In terms of product validity and quality control, *the Management Code for Near-Expired Goods* is strictly implemented, and a dual supervision mechanism of "daily inspection + monthly patrol" is implemented: stores conduct a full-coverage self-inspection before daily business, immediately clean up damaged, deteriorated, and near-expiration products to ensure that on-sale products are fresh and hygienic. The Group's Safety and Quality Department conducts a special monthly inspection, independently evaluates the store hygiene and product quality, and establishes a "24-hour rectification closed-loop" for the discovered problems to ensure that risk hidden dangers are dynamically cleared. This year, the Group did not have any product recall events due to safety and health issues.

In terms of customer complaint response and rights protection, a standardized return and exchange and crisis response process is established. Once a quality complaint is received, the traceability verification and risk assessment mechanism is immediately initiated; if it is confirmed to be true, the product is quickly exchanged or refunded, and the same-batch products are preventively removed from the shelves and uniformly returned. All confirmed unqualified problem products are strictly destroyed according to the established process to prevent them from re-entering the market, safeguarding consumers' legitimate rights and interests and shopping safety.

3.1.3 Quality Assurance of Information Technology Services

The information technology services of the Group strictly abide by laws and regulations such as *the Product Quality Law of the People's Republic of China* and *the Regulation on the Quality Management of Construction Projects*, and formulate and implement internal systems such as *the Project Quality Control Mechanism* and *the Project Management Center Work Specifications*. We comprehensively coordinate the whole-life-cycle management of projects, covering the entire process of demand research, scheme design, bidding, contract management, construction supervision, acceptance and delivery, and strictly control the standardized implementation of each link. At the same time, the Group formulates refined construction standards for various projects to provide scientific support for the efficient implementation of projects. Through full-process standardized control and refined operation, we strive to deliver high-standard and high-efficiency products and services to customers and continuously improve customer satisfaction and market core competitiveness.

To strengthen process supervision, the Information Technology Service Department of the Group has set up an engineering inspection team. It adopts a dynamic supervision mechanism that combines monthly routine inspections and irregular sampling inspections, focusing on key aspects such as project quality, progress control, and equipment procurement. The special reports generated from the inspection work will be directly submitted to the Group's management to ensure that the management can have real-time and comprehensive knowledge of the progress and actual situation of each project. For various problems found during the inspection process, we will classify and handle them according to their severity, strictly implement the corresponding punishment mechanism, and establish a quality control system with clear rights and responsibilities and strong constraints to ensure that the quality of engineering projects always remains at a high-standard level.

Contents of project quality supervision

Pre-construction control：Supervisors comprehensively verify the construction site conditions and the qualifications of the construction unit (including grade and business scope). Construction is prohibited if the requirements are not met. At the same time, they supervise the quality of construction drawing design, review the rationality of the design plan to ensure compliance with relevant standards.
Sampling inspection during construction：Spot-check the project quality according to the supervision plan. Pay special attention to the concealed works in intelligent construction and verify the implementation of "construction according to the drawings". Supervise the quality of engineering equipment, check the equipment certificates, test reports, and material quality.
Post-completion verification：Based on the preliminary inspection by the client or the supervision unit, supervisors verify the project quality grade, comprehensively evaluate whether the project is qualified, and issue a professional conclusion.

3.1.4 Quality Assurance of Catering Services

The Group's catering services attach great importance to catering safety, strictly abide by the *Food Safety Law of the People's Republic of China* and other laws and regulations, establish and enforce internal management systems such as the *Daily Management Policy of Food and Beverage and Operation and Operation Management Manual of Food Safety*, continuously improve food safety management requirements, and implement quantitative grading management of food hygiene. In daily operations, employees at all position need to strictly implement raw material procurement management, food processing operation requirements, environmental and equipment management and other tasks following established procedures and guidelines, and endeavor to provide a healthy, safe and high-quality catering service experience for customers, using practical actions to protect customers' dietary health.

Quality Control and Oversight Initiatives

- **Personnel qualification examination:** Catering staff must hold valid health certificates, food safety officer certificates, and food safety training certificates to work. Those who work without certificates will be ordered to make corrections within a time limit in accordance with the law. The Group strictly examines the health status and professional qualifications of employees through qualification review, centralized physical examinations, written assessments, etc., and continuously improves the food safety management level. At the same time, we encourage employees to obtain vocational skill level certificates such as health management certificates to strengthen professional qualities and comprehensively improve the quality and guarantee ability of catering services.

- **Standardization of service processes:** Standardize appearance, meal-serving operations, and communication scripts according to the employee handbook, optimize the design of settlement, meal-taking, dining, and recycling routes to reduce queuing congestion and ensure the consistency and professionalism of the service experience.

➢ **Regular inspection mechanism:** The Safety and Quality Department of the Group conducts monthly inspections. The catering safety team implements the daily control, weekly inspection, and monthly scheduling mechanism to effectively control food safety risks. At the same time, we actively cooperate with on-site inspections by government agencies such as the street fire brigade, the market supervision and administration bureau, and the street catering department to ensure that catering service management continuously meets regulatory requirements.







Regular inspections of catering business

Catering safety team inspection mechanism

Daily control	Weekly inspections	Monthly scheduling
Strict implementation of inspection records Conduct inspections daily based on the risk control list and fill in *the Daily Food Safety Inspection Record* in a standardized manner. **Immediate handling and reporting of risks** When food safety risks are found, take preventive measures immediately and report to the food safety director or the main person-in-charge according to the process. **Zero-risk full coverage** Whether problems are found or not, implement the "zero-risk report" system to ensure no omissions in control.	**Comprehensive hidden danger investigation** Conduct a comprehensive safety hidden danger investigation covering areas such as the kitchen, warehouse, and restaurant once a week to ensure no dead corners. **Strict control of food dates** Check the production dates of food materials in the cold storage and warehouse to prevent near-expired and expired foods from entering. **Closed-loop management of problems** Analyze the food safety management situation and solve problems found in daily management.	**Monthly reporting meeting** Hold a food safety management work reporting meeting once a month. **Review and planning** Comprehensively summarize the food safety management and risk investigation situation of the current month and clarify the key work direction for the next month.

3.1.5 Quality Assurance of Employment Placement Services

Driven by the standardization of the management system and the specialization of talent empowerment, the Group's employment introduction service comprehensively strengthens the service quality. At the operational control level, we ensure the efficient and orderly work of employees by setting clear job responsibilities and refining operation standards and business processes. At the same time, we implement regular quality supervision, incorporate professional skill assessment and quality supervision service inspections into daily management to ensure that service delivery precisely meets customer needs. At the capacity building level, we build a diversified growth system. Through annual systematic training, "Service Star" evaluations, and industry exchanges, we continuously promote the iterative upgrade of employees' qualities, and support the excellent leap of service quality with a high-quality professional team.

Highlights of professional skill enhancement initiatives

- **Annual training plan:** Tailor-made a full-coverage annual training plan for employees. Regularly carry out various transformation trainings to deepen core knowledge of positions and consolidate the theoretical foundation.
- **"Service Star" evaluation:** Implement the monthly "Service Star" selection to set service examples. Drive employees' skill upgrading with the power of role models to ensure the continuous output of high-level professional services.
- **Professional multi-dimensional evaluation:** Establish a multi-dimensional performance evaluation mechanism based on business scenarios, implement all-round objective evaluations, and use a scientific evaluation system to force the continuous optimization of service quality and management efficiency.
- **Industry exchanges:** Select high-quality industry resources, and organize employees to participate in external professional activities and peer exchanges in an orderly manner to broaden their horizons and absorb cutting-edge service concepts and practical experience. Through interactive discussions, integrate advanced industry practices into daily work to continuously enhance the group's service soft power.



Industry exchange picture

Case: "Safe Housekeeping Service Month" activity

In November 2025, the Group's employment introduction service actively participated in the "Safe Housekeeping Service Month" activity jointly hosted by the Guangzhou Bureau of Commerce, the Human Resources and Social Security Bureau, and the Women's Federation. As the representative of an enterprise that has won the "Comprehensive Credit Rating of 5A Housekeeping Service in Guangzhou" for four consecutive years, we voiced our commitment in the initiative of "Honest Business and Cultivating Family Values", solemnly fulfilled our high-standard service commitment, and demonstrated our leading role in promoting the standardization and quality development of housekeeping services in Guangzhou.



On-site picture of the activity



Guangzhou Domestic Service Credit 5A Enterprise

3.2 PROMOTING INTELLIGENT SERVICES

The Group focuses on the practical application of smart service scenarios and adopts a pragmatic strategy that combines "independent development" with "introducing products from the mature market". We extensively select and integrate leading intelligent resources in the industry to quickly enrich service scenarios, aiming to convert technological dividends into customer experience in the most efficient way. Through systematic sorting of various existing intelligent products and services, the Group has currently formed a multi-dimensional service system covering smart property management, smart learning, smart security, and smart healthcare, etc., empowering the improvement of management efficiency in an all-round way and committed to creating a convenient, efficient, and safe modern living experience for customers.

Smart Property Management

Intelligent Building Automation System

- The 5A-level intelligent commercial complex managed by Clifford Property uses an intelligent building automation system. According to different working hours, external environmental factors, and usage requirements, it centrally controls and manages building equipment such as the internal environment and air conditions, ventilation, water supply and drainage, and lighting in the building, giving full play to the roles of energy conservation and efficient operation.



Security Patrol System

- According to the characteristics of the community and the actual work of the security department, multiple patrol routes are set, and patrol tasks are automatically issued. Each on-duty personnel uses the mobile APP of the system to receive and complete the corresponding patrol tasks, optimizing the community security management with scientific means.



Online Visitor System

- Owners can handle the registration of visitor vehicles in advance on the mobile APP. Visitor vehicles that match the registered information will be directly allowed to enter, improving the convenience for residents, external visitors, and taxi drivers to enter and exit the community.



Smart Access Control

- The smart access control has face recognition and visual intercom functions and is data-linked with the elevator control system. After the resident opens the door, the elevator automatically goes down to the visitor's floor and takes the visitor to the designated floor, improving the traffic efficiency.



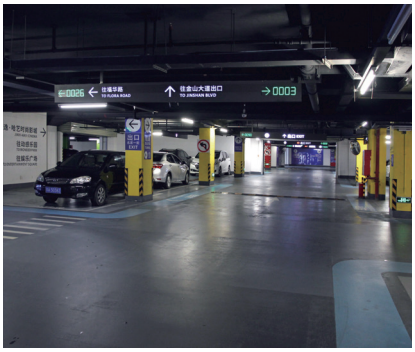
Smart Elevator

- An elevator AI anti-vehicle-blocking system is installed. When an electric vehicle enters the elevator, an alarm will automatically sound to restrict its entry, and at the same time, the property security personnel will be notified to eliminate violations and create a safe living environment for the community.

- The elevator is equipped with a mobile Bluetooth elevator control function. Owners can take the elevator by shaking their mobile APP, realizing contact-free elevator rides.

Intelligent Parking Lot Comprehensive Management System

- The intelligent parking lot comprehensive management system, with the license plate automatic recognition technology as the core, realizes unmanned control at the entrance and exit, visual intelligent parking space guidance and reverse car-finding, and visual intelligent operation management. It not only improves the parking experience of car owners but also saves the maintenance and management costs.



Integrated All-around Home Service

- The Clifford Property home service mini-program provides all-around home services in one-stop, including baby-sitting, elderly care, home organization and storage, home appliance repair and cleaning, water and electricity maintenance, etc. It quickly solves the home problems of residents on-site, bringing convenient experience to owners. Service personnel receive tasks online, upload work records, and get instant evaluations from users, significantly reducing communication costs and error rates. At the same time, it provides visual data analysis to support business decisions, embeds digital marketing tools, uses the distribution function to improve user conversion rates, reduces customer acquisition costs, and comprehensively realizes efficiency improvement, cost optimization, and revenue growth.





Unmanned Convenience Store

- Clifford Retail has launched a 24-hour unmanned convenience store, relying on intelligent technology to achieve precise inventory control and a leap in operating efficiency. The store can be flexibly adapted to unmanned operation and clerk-service during core hours, taking into account all-day convenience and humanistic care, and accurately responding to diverse shopping needs.



Smart Security

Sky-Eye Video Surveillance System

- It uses all-digital, networked high-definition cameras and is equipped with advanced face recognition equipment, greatly improving the security level of the community. In case of abnormal behavior, the system can immediately transmit relevant data to the public security system for verification, accurately identifying suspicious persons and effectively enhancing the sense of security of owners.



Internet of Things Monitoring System

- It is applicable to the domestic water pump room and the fire water pump room. It can transmit relevant alarm information to the mobile APP of property management personnel in real-time, improving the response timeliness of property management services and ensuring the water supply safety of residents.



Intelligent Fire Alarm System

- The intelligent fire alarm system integrates functions such as electrical fire monitoring, fire-proof door monitoring, fire hydrant and sprinkler end water test monitoring, and fire emergency lighting and evacuation indication. This system uses modern intelligent fire engineering technology to realize the linkage of automatic fire alarm and fire-fighting systems, extinguishing fires that may cause great disasters in the flame-retardant period or the initial stage, and effectively protecting the lives of community reside



Smart Learning

Intelligent Bookcase

- Clifford Property has introduced intelligent book cabinets, deeply integrating Internet of Things and mobile Internet technologies to provide a 24/7 self-service reading amenity within the community. The equipment integrates four major functional modules of retail, borrowing, combined sales, and gift redemption, supporting diversified services such as book borrowing, purchasing high-quality books, and redeeming points. In terms of health and safety, a double-disinfection process is strictly implemented to ensure that every book is as clean as new, allowing residents to read with peace of mind.



AI Smart Tablet

- Introducing AI smart tablets into the Clifford Off-Campus Training Program, with the core objective of "creating an intelligent and high-quality learning space", it integrates intelligent devices and scientific operation management models to provide students with a convenient and comfortable learning environment.

AI Behavior Analysis Server

- The high-definition video surveillance network in the customer's classrooms has been upgraded, with an AI behavior analysis server at its core. This system can identify abnormal and dangerous behaviors, once a risk is detected, it notify the responsible person immediately, transforming the traditional "post-event tracing" into "pre-event early warning and in-event intervention", reducing the risk of safety significantly and strengthening the campus safety.

Smart Sports Data Visualization Platform

- Installing LED information display screens in the client's sports facilities and integrating big data technology to connect smart terminals such as AI cameras and fitness testing equipment. The system automatically collects and displays key data in real time, including students' running distance, jump rope counts, fitness test results, and exercise postures, providing intuitive feedback on athletic performance. This initiative not only promotes personalized and scientific approaches to physical education but also enhances students' engagement in sports and elevates overall sports management standards for the client through data visualization.

Smart Healthcare

Smart Healthcare

- The operating room facilities and equipment of the customer have been renovated, and a remote monitoring system for clean air-conditioning units has been built to achieve real-time monitoring and alarm of the differential pressure, temperature, humidity, and the status of ventilation and air-conditioning equipment in each area of the operating room. This remote monitoring system covers key components such as fresh air valves, chilled water valves, humidification valves, and filters. The data is transmitted to the nurse station and monitoring room in real-time, facilitating remote management, creating a safer medical environment and enhancing the quality of service for clients.

3.3 PROTECTING THE RIGHTS AND INTERESTS OF CUSTOMERS

The Group has always adhered to the core concept of putting customer rights and interests first, and regards building a safe, orderly, and harmonious community environment as our primary mission. We have established an efficient response mechanism, carefully listened to customers' voices, and ensured that all kinds of demands are resolved in a timely and proper manner, so as to deepen the partnership of mutual trust and win-win results. At the same time, the Group strictly regulates marketing behaviors and builds a strict information security protection system to comprehensively safeguard customers' privacy and data security.

3.3.1 Customer Health and Safety

The Group adheres to the concept of safe development, strictly follows the relevant laws and regulations such as *the Work Safety Law of the People's Republic of China*, *the Fire Protection Law of the People's Republic of China*, *the Regulation on Realty Management*, formulated and implemented internal systems such as *the Policy on Management of Work Safety Responsibility*, *the Policy on Management of Safety Performance*, *the Emergency Management Policy*. By clarifying management responsibilities, improving work processes, and strengthening supervision and implementation, we continuously improve our safety governance capabilities, fully ensure the safe and stable operation of all businesses, and protect the lives of customers and employees.

Safety Production Management System

To promote safety management work in an overall manner, the Group has established a work safety leading group, with a dedicated safety management office under it, building a top-down and hierarchical safety management organizational structure. We regularly hold special meetings on work safety and fire safety, analyze and judge the safety situation, make overall arrangements for key work, coordinate and promote its implementation, and supervise its progress.

On this basis, the Group has built a scientific, standardized, and comprehensive safety management system, specifically including:

Policy	Main contents
Policy on Safety Target Management	Break down work safety targets and indicators and assign them to all departments in the form of letter of safety target responsibility, and assess the implementation results every half year.
Policy on Management of Work Safety Responsibility	Carry out work safety responsibility system in each department with the general manager working as the principal responsible person. Leaders at all levels, employees and functional departments shall all be responsible for the safety within their work scope.
Policy on Management of Safety Education and Training	Specify contents such as onboarding safety education for new employees, safety training for general manager and production vice manager, specialized training for safety personnel, pre-work resumption safety education, job-transfer training and training for special operation workers.
Safety Inspection Policy	Organize two comprehensive safety inspections, two seasonal inspections, and at least one professional inspection every year and conduct daily inspections of on work sites.
Emergency Management Policy	Establish an emergency plan system including comprehensive emergency plans, special emergency plans (such as firefighting and disaster relief, special operation accident rescue, and flood prevention), on-site disposal plans, and organize an emergency rescue drill every six months.
Policy on Management of Safety Performance	Set up a leading group and task force on safety performance evaluation, organize safety standardization performance evaluation at least once a year, and rectify unqualified items in a timely manner.
Policy on Fire Safety Management	Prohibit fireworks and post warning signs across the entire area, install fire-fighting supplies and conduct regular firefighting drills. Operators at each position are responsible for monitoring the electrical components of the equipment to prevent fires.
Policy on Management of Work Safety Meeting	Establish a safety work conference system including company-level and department-level safety conferences, departmental pre-work meetings and production site meetings to learn and exchange knowledge on work safety laws & regulations, safety accident cases, and production process operations.

Multi-dimensional Safety Protection System

The Group always gives top priority to community safety and constructs a three-dimensional protection system covering multiple dimensions such as public security prevention, facility operation and maintenance, emergency response, and fire management. We ensure the dynamic elimination of risks and hidden dangers through the implementation of an institutionalized closed-loop management mechanism. We comprehensively improve the team's emergency response ability through regular training and drills. We implement precise hidden danger investigations and technological prevention upgrades to build a solid safety defense line from the source, and are committed to protecting a safe and orderly community environment and building a solid and reliable safety barrier for property owners.

➢ **Public Security Prevention Management**

Use the coordinated prevention and control of "human prevention, physical prevention, and technological prevention", including organizational scheduling, technological means, and physical isolation, to build an all-around community public security barrier, effectively curb the invasion of external risks, and standardize the internal traffic order:

- **Human prevention:** Adopt a model that combines fixed posts and patrol posts. Patrol posts use the electronic patrol system to conduct inspections once an hour, strengthen inspections of key areas, and closely cooperate with fixed posts to form a strict network. Security personnel in daily work listen more, watch more, smell more, and patrol more. They use high-intensity flashlights at night to conduct in-depth inspections of hidden and dim areas to eliminate public security blind spots. At the same time, the gate posts strictly implement the real-name registration system for visitors and strictly control the entry and exit of personnel;

- **Physical prevention:** Strengthen the peripheral protection of the community and the protection of office building entrances and exits. Install anti-climbing facilities, reinforce walls and protective fences, upgrade anti-tailgating equipment at the gates, and build a solid physical safety barrier; and

- **Technological prevention:** Establish a sky-eye monitoring center for real-time monitoring to promptly detect and handle abnormal situations, further improve the community's public security prevention ability, and protect the lives and property safety of residents. Implement intelligent hard-control at the entrances and exits. Pedestrians, non-motor vehicles, and motor vehicles pass through wing gates, dedicated lanes, and license plate recognition systems respectively. Strictly implement the "one person, one card" card-swiping mechanism to prevent unrelated personnel from tailing in. The transportation department simultaneously implements pre-job alcohol testing for village bus drivers, GPS speed measurement, and in-vehicle video spot-checks to strictly prevent drunk driving and illegal driving.

➢ **Facility and Equipment Management**

- Regularly renovate, repair, and maintain core facilities such as community roads, lighting, amusement facilities, signs, guardrails, road traffic facilities, building street gates, elevators, and fire-fighting equipment. Report problems to relevant functional departments in time for handling;

- For faulty or damaged equipment with safety hazards, promptly enclose it to avoid safety production accidents; and

- Conduct inspections for safety hazards such as high-altitude falling objects, pre-flood protection, and high-altitude facilities in the community, and improve protective measures.

➢ **Construction Management**

- All construction work must be approved and filed before it can be carried out;

- The security department will check whether the construction work content is consistent with the approved items, strictly investigate over-range construction and illegal operation behaviors, strengthen safety supervision during the construction process, and eliminate various safety hazards; and

- Immediately dissuade behaviors that do not meet construction safety requirements and order work to stop for rectification until they meet the safety construction requirements.

➢ **Emergency Management**

- Formulate the *Clifford Property Emergency Response Plan* to standardize the handling processes of emergency incidents such as fires, elevator entrapments, power and water outages in the park, natural disasters, high-altitude falling objects, and gas leaks, and achieve standardization and normalization of emergency response; and

- Establish small emergency units, strengthen cooperation with local police stations, regularly carry out emergency drills and emergency training activities, absorb and learn from professional safety management experience, and improve the team's ability to handle emergencies and coordination level through actual combat drills.

Emergency Management Measures for Typhoon, Flood, and Heavy Rain Prevention	
 **Pre-event Preparation**	**Overall scheduling:** Organize management personnel to hold a special emergency meeting on extreme weather, clarify the division of responsibilities, and refine the precautions and work arrangements. **Material Support:** Conduct a comprehensive inventory to ensure that protective equipment (such as safety helmets, raincoats, and rain boots), communication devices, and emergency rescue supplies (such as submersible pumps, water absorbers, and emergency lights) are complete and in good condition. **Facility Pre-control:** Dredge the drainage pipe network in advance, systematically overhaul the sump wells, electromechanical and drainage equipment, and pre-place sandbags near key entrances and exits to implement waterproof measures.
 **Response during the Incident**	**Personnel on Standby:** After the early warning is issued, relevant personnel shall immediately enter a state of readiness for battle and strictly adhere to their posts to ensure zero-delay in emergency response. **Frequent Inspections:** Initiate a high-frequency inspection mechanism, focus on monitoring areas prone to leakage and low-lying areas. Report any abnormalities immediately and take decisive measures to prevent the expansion of potential risks.
 **Post-event recovery**	**Comprehensive Inspection:** Conduct a thorough inspection immediately after the rain, repair damaged facilities and equipment in a timely manner, and check the stability of facilities such as billboards. **Silt Removal and Restoration:** Thoroughly clean the silt and debris in underground garages, equipment floors, and drainage pipes, dredge floor drains and rainwater drainage pipes, and clean and disinfect flooded areas to restore the normal order of the community as soon as possible.

Case: **Emergency Drill for Extreme Weather**

This year, Panyu Property Management Company focused on strengthening the safety awareness and upgrading the skills of the security team. It comprehensively carried out special training and simulated emergency drills in flood prevention during extreme weather, fire safety, public security prevention, and emergency handling. Through high-frequency and scenario-based practical training, the team's coordinated combat ability and emergency response speed were significantly enhanced, ensuring quick judgment, efficient coordination, and effective handling in various emergency situations, and building a sensitive and effective solid defense line for community safety.



On-site Photos of the Emergency Drill

➢ **Fire Management**

- Build a mini-fire station, equipped with water-tank fire trucks, fire-fighting protective clothing, pressurized air respirators, chain saws, fire hoses, fire guns and other professional equipment to provide professional emergency safety protection for the owners. At the same time, professional firefighters serve as the fire station chief, responsible for the maintenance of facilities and equipment.

- Establish a volunteer fire brigade, train volunteer firefighters, and improve the emergency management awareness and ability of employees and customers.

- Regularly hold fire safety publicity activities and fire drills to popularize fire safety knowledge to customers and improve their ability to handle fire safety incidents.



Mini-Fire station

Case: Fire Drill

This year, Panyu Property Management Company focused on improving fire safety and protecting the lives and property of residents. It organized 9 fire drills in an orderly manner, covering high- and low-rise buildings and different seasons, mobilizing property staff and community residents to participate, achieving full coverage of drill scenarios and participants. The drills were carried out around actual combat, covering key links such as fire alarm, personnel evacuation, fire-fighting practice, and casualty rescue, effectively improving the emergency handling ability of property staff and consolidating the fire safety foundation of the community. In the future, the group will continue to optimize the fire drill mode, improve the safety management system, and enhance the professional level to create a safe and harmonious living environment for residents.





Fire drill site photos

Safety Inspections and Safety Assessments

The Group places safety management at the forefront of sustainable development. We have established a four-tier safety inspection mechanism, which includes "daily inspections + special inspections + quarterly comprehensive inspections + pre-holiday inspections". We have also set up a Safety and Quality Department to specialize in coordinating and promoting full-chain safety management. Adhering to the principle of prevention-first and systematic governance, we conduct regular inspections in key areas such as fire protection, production, business operations, and site safety, comprehensively identify various potential hazards, and continuously strengthen the safety barrier.

Each business unit of the Group organizes a monthly safety production meeting, and the meeting minutes are promptly submitted to the Safety and Quality Department. The department director dynamically optimizes the monthly inspection plan based on the key points of the meeting and synchronizes the key tasks to the inspection contact persons of each unit for special follow-up. At the same time, the Safety and Quality Department checks the safety meeting records of each unit quarterly, continuously follows up on the rectification progress, and promotes the normalization and standardization of safety management.

During the inspection process, we use an electronic form system to record problems in real-time and issue rectification tasks. The background system simultaneously completes data summarization and analysis to provide effective support for safety management decisions. The inspection content covers not only on-site inspections but also process reviews and system evaluations. For identified hazards, we not only require immediate rectification but also encourage the responsible units to conduct root-cause analysis and formulate long-term improvement measures at the management mechanism and operation specification levels to achieve closed-loop management and improvement in quality and safety.



Inspection data form for 2025

To further strengthen the safety defense line, the Group has fully incorporated safety management indicators into the performance evaluation system of the business company managers and deeply integrated safety responsibilities into the entire chain from management to front-line positions. The assessment covers all levels of project management, business execution, and support services, focusing on the achievement of safety goals, the implementation of operation specifications, and emergency coordination capabilities. Through strict result-oriented evaluations, we force all-level managers to fully implement hazard management, problem rectification, and system implementation, ensuring that safety responsibilities are fully enforced at every level and promoting the standardization and refinement of the Group's overall operations.

3.3.2 Customer Relationship Management

The Group adheres to the customer-demand-centered approach, keeps multiple communication channels open, and builds an efficient customer service support and response system. By optimizing service processes and resource allocation, we ensure that all customer requests are promptly responded to and quickly handled, aiming to provide professional and precise services to create an excellent experience for customers.

Multiple Communication Channels

To accurately understand customer needs for products and services, we have established multiple channels, including on-site complaints, letters, faxes, emails, supervision and complaint hotlines, community WeChat official accounts, and suggestion boxes, to facilitate customers to provide suggestions or lodge complaints. In response to customer feedback, we quickly carry out special rectifications to continuously improve the quality of products and services and strive to provide customers with a better and more considerate experience. This year, the overall customer satisfaction rate of the Group is 97.67%.

The feedback channels for each business are as follows:

➢ **Property management services**

- We conduct comprehensive service satisfaction surveys through multiple channels such as holding owner symposiums, service center receptions, home visits, telephone follow-ups. The survey scope covers core business areas such as security order, environmental sanitation, greening maintenance, facility maintenance, village bus transportation, and customer service response. We also collect the overall comprehensive evaluation of property services from owners. Through regular home visits and data-based surveys, we accurately capture the real needs and service pain points of owners and formulate targeted improvement strategies to form a service closed-loop of "listening-analyzing-optimizing-improving".

➢ **Retail services**

- We conduct customer satisfaction surveys every six months using a dual-channel survey model of online questionnaire collection and offline one-on-one questionnaire interviews. The survey content covers core dimensions such as purchase experience, product category upgrades, promotional activities, omnichannel services, delivery efficiency, and community group-buying.

➢ **Information technology services**

- We mainly collect customer needs through telephone follow-ups, focusing on service timeliness, after-sales service quality, and staff attitudes.

➢ **Catering services**
- We set up multiple feedback channels such as suggestion boxes, manager hotlines, corporate platforms, and WeChat, and conduct quarterly satisfaction surveys among diners. We adjust the menu dynamically based on the feedback.

➢ **Employment placement services**
- We conduct a customer satisfaction survey once a month, covering aspects such as service attitude, professional skills, and dressing code.

Responding to Customer Requests

The Group has established a standardized complaint management framework and formulated and implemented internal management systems such as *Policy on Customer Complaint, Customer Complaint Handling Standards* and *Complaint Handling Skills*. It clarifies the full-process disposal standards and reward-punishment mechanisms. After receiving a complaint, customer service staff implement a graded response based on the content, channel, and severity of the complaint to ensure quick emotional comfort, accurate assignment for verification, and efficient resolution. At the same time, we have established a data cross-verification mechanism, deeply integrating and analyzing survey data with the work-order system and complaint records. Based on this, we formulate targeted satisfaction improvement plans, clarify the core optimization directions, and drive continuous improvement in service quality.

➢ **Property Management Services:** Strictly implement the time-limit control standard to ensure that all complaint events are fully investigated within 48 hours and a formal response is given to customers within 72 hours.

➢ **Retail Services:** Establish a 72-hour response and resolution mechanism, conduct in-depth analysis of survey data to extract service upgrade strategies, and distribute them to each store for implementation, ensuring that customer feedback is transformed into substantial service optimization results.

➢ **Information Technology Services:** Implement the "After-Sales Service Department Management System" and carry out a graded response. For verified complaints, technical staff must intervene and respond within half an hour. At the same time, incorporate service frequency and satisfaction into the performance appraisal system, directly linking them to salary bonuses and promotion channels to drive continuous improvement in service quality through an incentive mechanism.

➢ **Catering Services:** It is required to organize an investigation within 48 hours after receiving relevant feedback and suggestions, and respond to customers' feedback and suggestions within 72 hours.

➢ **Employment Placement Service:** Strive to solve problems for customers on the spot. If the problem exceeds the scope of authority, it is necessary to immediately report to the superior leader for timely confirmation of the solution and response.

3.3.3 Responsible Marketing

To effectively ensure that marketing and publicity are legal, compliant, and trustworthy, the Group strictly abides by *the Advertising Law of the People's Republic of China* and relevant laws, regulations, and industry guidelines, and establishes a full-process and multi-dimensional marketing content review and control mechanism. For various information and materials such as advertising placement, market promotion, and brand publicity, conduct a comprehensive assessment and pre-review from aspects such as legality, authenticity, and rationality. Information cannot be released externally without passing the review, and continuously strengthen the internal compliant marketing management system.

For promotional materials designed, produced, and released by third-party cooperation institutions, the Group implements unified review and closed-loop management. All third-party promotional materials must be submitted to the Group for compliance verification before formal placement to ensure clear content expression, accurate information, and resolutely prevent false advertising, misleading statements, vague expressions, and other non-compliant marketing behaviors.

In terms of unified management of brand image, the Group has formulated and strictly implemented *the Group Image System Manual*, comprehensively promoting the Clifford VI system. Through standardized visual language and systematic brand symbols, it uniformly standardizes core elements such as brand logos, fonts, and colors. The Group requires each business segment to strictly follow the VI system standards to ensure the standardized application of the brand vision in various scenarios, prevent the risk of illegal use of marketing materials, and maintain the unity, professionalism, and credibility of the Group's brand image.

3.3.4 Customer Information and Privacy Protection

The Group strictly abides by laws and regulations such as *the Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and *the Cybersecurity Law of the People's Republic of China*, as well as relevant regulations on information security and privacy protection. It has formulated and implemented internal management systems such as *the Confidentiality Policy on Owners' Information* and *the Regulations on Information System Data Security Management*, clarifying the management specifications for customer information and privacy protection, and taking a variety of management measures to implement customer information and privacy protection. This year, the Group has not experienced major information security incidents such as customer privacy leakage, loss, or illegal access and attacks on the information system.

The Group has built a full-life-cycle customer privacy protection system, strictly regulating the entire process of information collection, use, storage, and destruction. We have made clear requirements for collection compliance, refined permission control, storage security guarantee, and standardized file management. At the same time, we have implemented confidentiality agreements and special training for all employees and improved the emergency response mechanism to comprehensively safeguard the security and legitimate rights and interests of customer information.

Customer Information Collection and Privacy Protection Management Measures	
Standardized Collection	• Follow the "minimum necessary" principle to standardize information collection, only collect information required for property services, and avoid over-collection. • Clearly define the purpose of customer information collection, issue an *Information Collection Notice* to customers, provide a clear and understandable privacy policy explanation and personal information collection and use situation, and collect information only after the customer's confirmation. • Fully protect customers' rights and interests. Customers have the right to access, update, delete, etc. their personal information to ensure that customers have control over their information.
Employee Permission and Operation Control	• Set different permissions according to different job responsibilities, and employees can only use functions within their own permission scope. • Strictly limit the usage scenarios of customer information to tasks such as property service communication, satisfaction surveys, and complaint handling. It is strictly prohibited to disclose customer information to third parties. • The query of customer information must strictly follow the hierarchical approval process to prevent unauthorized access. • The system should have the function of tracing query and operation records, enabling real-time or retroactive query of who accessed relevant materials and information and when. This ensures full-process supervision. When required by government departments to provide customer information, the qualifications of the requesting party must be verified and written records must be kept.
Data storage security guarantee	• Customer information is managed in separate databases for online and offline use. Online data is stored in encrypted servers with multiple levels of access rights and operation log records, and regular data backups are carried out. Offline, the data room storing owners' files is under 24-hour surveillance to ensure the safety of the materials.

Customer Information Collection and Privacy Protection Management Measures	
Standardized management of customer files	• Establish a comprehensive customer file management mechanism. Archive materials are centrally managed, and strict requirements for storage and management are implemented. Each household has its own file, and the files are stored in an orderly manner. • Electronic archives are also created for important materials, and the files are encrypted. Special personnel are responsible for storage, borrowing, and retrieval. Designated managers are equipped with keys to the archive room and key cabinets, and other personnel are not allowed to enter the archive room without permission. • For customer information that has exceeded the storage period, online data is irreversibly deleted, and offline paper archives are shredded. The entire destruction process is recorded, and vouchers are kept to prevent information leakage.
Strengthen and implement confidentiality management	• All employees are required to sign a confidentiality agreement when they join the company. Employees in key monitoring positions are additionally required to sign a special confidentiality agreement for the monitoring center. • Maintenance units of equipment involved in customer information collection are also required to sign a confidentiality agreement. • Regularly organize special training for employees on customer information protection. The training content includes privacy protection laws and regulations, information security operation specifications, and prevention of leakage risks to enhance employees' confidentiality awareness and operational capabilities and build a comprehensive confidentiality defence line.
Emergency response to data security incidents	• Develop *the Response Plan for Owner Information (Privacy) Leakage*. Implement full-process management and control of data security incidents, from incident acceptance, investigation and verification, risk assessment to targeted disposal measures, forming a closed-loop management system. This ensures that when a data security incident occurs, the company can respond quickly and effectively to minimize the impact on customers and the company.

3.4 PROTECTING INTELLECTUAL PROPERTY RIGHTS

The Group has established intellectual property protection as the core strategy to support R&D innovation and business expansion. We strictly abide by laws and regulations such as *the Patent Law of the People's Republic of China*, *the Copyright Law of the People's Republic of China* and *the Trademark Law of the People's Republic of China*. By formulating and implementing the Intellectual Property Management Manual, the Group has established a hierarchical management structure, clearly defined the responsibilities and authorities of each department, and deeply integrated management and control requirements into the entire life cycle of R&D project initiation, business expansion, and daily operations. We have also defined the standardized processes for obtaining, maintaining, using, and protecting intellectual property, providing institutional guidance for the timely confirmation of rights and efficient transformation of innovation results, and ensuring that intellectual property work is carried out in a standardized and efficient manner.

In terms of protecting independent intellectual property, the Group adheres to both proactive defense and rapid response. We continuously strengthen the protection of brand rights and establish an infringement monitoring mechanism. Once an infringement is discovered, we immediately initiate the evidence-collection process, quickly formulate legal solutions, and firmly require the infringer to stop the infringement and bear legal responsibilities such as eliminating the impact and compensating for losses. If negotiation fails, we will resolutely safeguard our rights through legal channels to defend the Group's core assets and market reputation.

In terms of respecting others' intellectual property, the Group adheres to the principles of honest business operation and respect for innovation and strictly regulates its own behavior. We have established a strict intellectual property compliance review mechanism. In product R&D, market promotion, and external cooperation, we use third-party intellectual property in accordance with the law and regulations, and prevent unauthorized use to prevent infringement risks from the source and promote the healthy development of the industrial ecosystem.

To stimulate the innovation vitality of all employees, the Group has set up a special fund for intellectual property management and introduced *the Reward and Punishment Policy on Intellectual Property*. Collectives and individuals who have made outstanding contributions to the creation, application, management, and protection of intellectual property are rewarded, and violations of relevant regulations are dealt with in accordance with the rules. By improving the two-way incentive and restraint mechanism, we continuously strengthen employees' awareness of intellectual property and standardize their professional behavior, fully releasing innovation potential.

In addition, the Group has established *the Intellectual Property Training System* to systematically promote intellectual property training, comprehensively improving employees' awareness of intellectual property protection and professional capabilities to prevent infringement risks from the source.

Company-level training	Led by the human resources department and supported by the intellectual property department, we ensure that employees fully understand the basic knowledge and management requirements of intellectual property.
Department-level training	Organized by department heads and part-time intellectual property administrators, the system processes and operation specifications will be explained in combination with actual business to improve employees' practical application ability.
Daily training	The Human Resources Department formulates the annual plan in an overall way and supervises its implementation. Each grass-roots unit customizes a plan according to its own needs and executes it efficiently to ensure that the training work is effectively implemented.

4 OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH

Guided by a people-centric philosophy, the Group is committed to building a harmonious and stable labor relationship, strictly adheres to compliant employment practices, and comprehensively safeguards the legitimate rights and interests of employees. We continuously optimize the training system and promotion mechanism, promote fair promotion and career growth, and create an equal, harmonious, diverse and inclusive working environment for employees. We establish a work safety management system covering all positions and the whole process. We proactively address employees' needs, actively carry out a variety of employee care activities, and work together with all employees to foster a warm, positive and highly cohesive corporate culture.

4.1 EMPLOYMENT AND RIGHTS

The Group strictly abides by laws and regulations such as *the Labor Law of the People's Republic of China* and *the Labor Contract Law of the People's Republic of China*, formulates and implements internal management systems such as *the Operations Code of Human Resources* and *Administration Department and the Recruitment Rules* to standardize the full-cycle management of recruitment and employment. At the same time, we continuously optimize the salary and welfare system, strictly prohibit any form of child labor and forced labor, ensure full compliance across all stages of recruitment and employment, and create an equal, diverse and inclusive workplace environment.

4.1.1 Compliance Employment

The Group strictly adheres to laws and regulations such as *the Law of the People's Republic of China on the Protection of Minors*, *the Provisions on Prohibiting the Using Child Labor* and *the International Labor Standards*. We have formulated and implemented internal rules and regulations such as *the Employee Handbook* to standardize key employment practices such as labor contract management, working hours, and vacations, and effectively safeguard the legitimate rights and interests of employees. We firmly prohibit any form of forced labor. In case of overtime work required for business operations, we seek employees' consent, respect their wishes, and strictly provide employees with corresponding compensatory leave or remuneration in accordance with relevant regulations to fully safeguard employees' legal rights. At the same time, we set up strict identity verification procedures in the recruitment process, comprehensively verify the valid identification of applicants, and strictly prohibit the employment of child labor. Once any employment violations are found, the Group will immediately initiate investigations and rectifications and hold the responsible personnel accountable to strengthen the protection of employees' rights and interests. actions. During the reporting period, no incidents of forced labor or child labor were recorded within the Group.

4.1.2 Recruitment Management

The Group always takes fairness and justice as the core principle of talent selection. In the process of talent selection, we strictly implement the principles of open recruitment, equal competition, and merit-based selection. We widely recruit outstanding talents through multiple channels such as online recruitment, internal referrals, and community promotion. This approach not only meets the employment needs of various business departments, but also fuels the Group's sustainable growth by infusing fresh talent vitality. We actively offer internship opportunities to college students and build a practical growth platform for young students to help them improve their professional skills and broaden their industry vision in on-the-job practice.

Case： **The 8th Beijing-Guangzhou-Hong Kong-Taiwan University Student Internship Exchange Program**

In July 2025, the Group participated in the 8th Beijing-Guangzhou-Hong Kong-Taiwan University Student Internship Exchange Program organized by Clifford Group. Clifford Modern Living provided internship positions for university students from Beijing, Guangzhou, Hong Kong, and Taiwan. Through diverse formats such as specialized lectures, corporate visits, and experience-sharing sessions, we guided students from these four regions to gain a deeper understanding of the dynamic growth of the Guangdong-Hong Kong-Macao Greater Bay Area and the remarkable achievements of the nation's modernization efforts. The students were also able to gain workplace experience, enhance their professional competencies, and achieve an effective transition from campus to the workplace.





The 8th Beijing-Guangzhou-Hong Kong-Taiwan University student internship exchange program

4.1.3 Equal Opportunities, Diversity, and Anti-discrimination

The Group actively builds a diverse, inclusive, equitable workplace environment. In the whole process of recruitment, performance appraisal, career development, and promotion, we adhere to the core evaluation criteria of employees' abilities and work performance, not affected by factors such as nationality, ethnicity, marital status, age, gender, and religious beliefs, and provide equal development opportunities for employees with various backgrounds. At the same time, we attach great importance to the protection of female employees' rights and interests. Focusing on the needs of female employees, we provide a half-day holiday for all female employees on Women's Day and hold special care activities to demonstrate the Group's care and support for female employees. In addition, the Group actively provides employment opportunities for people with disabilities and veterans. As of December 2025, the Group has recruited 6 disabled people and 11 veterans.

Case: **March 8th Women's Day Event**

On Women's Day in 2025, Welcome Employment Company jointly planned a festival-themed event for female employees with the Traditional Chinese Medicine Hall of Clifford Hospital. Doctors on-site explained the traditional Chinese medicine rehabilitation methods for daily postural problems and demonstrated teaching movements to help everyone shape an elegant posture. At the same time, we gave each female employee a rose and held fun games. The atmosphere on-site was lively with continuous laughter, which demonstrated the cultural concept of "people-oriented" and further enhanced the team cohesion and employees' sense of belonging.



The scene of the March 8th Women's Day event

4.1.4 Salary and Benefits

The Group always puts employees' well-being at the core of human resources management and is committed to developing and refining a compensation and benefits system with both market competitiveness and talent attractiveness. In the comprehensive evaluation of compensation and bonuses, we benchmark against industry standards and market pay levels, comprehensively consider multiple factors such as job value, employees' personal abilities, and work performance to ensure that the compensation distribution conforms to the laws of market-oriented development and reflects and recognizes employees' actual contributions.

Incentive Measures

To fully stimulate employees' work enthusiasm and creativity and release the maximum potential of the team, the Group formulates and implements internal incentive systems such as *the Incentive Plan for Management Efficiency* and *Profit Sharing Plan for New Business Development*. Through clear incentive measures, we deeply bind employees' personal interests with the long-term development of the Group, helping employees realize their own value in the process of accompanying the enterprise's growth and share the development results with the enterprise.

Incentive Measures	
Incentive Plan for Management Efficiency Encourage all business entities to " increase revenue and reduce expenditure, reduce costs and increase efficiency " and reward management personnel who can effectively improve the cost-benefit ratio of business operations.	**Profit Sharing Plan for New Business Development** We have established a special reward mechanism to incentivize employees and teams who develop new businesses. When a new business reaches the target profit for assessment and passes the profit performance assessment, corresponding rewards will be issued.

Employee Benefits

The Group continuously builds a comprehensive employee welfare protection system. On the basis of strictly complying with relevant national labor security laws and regulations and implementing statutory benefits such as the five social insurances and one housing fund, statutory holidays, and paid annual leave, we also provide employees with diversified supplementary benefits to support employees' career development and daily life with meticulous care.

Care and support category	• **Hospitalization allowance:** Provide a care payment when an employee is hospitalized to convey care and support. • **Educational assistance for children of employees in difficulty:** Provide tuition assistance for the children of employees in difficulty. • **Birthday benefits:** Send blessings and distribute benefits on employees' birthdays • **Festival benefits:** Distribute benefits during important festivals to create a festive atmosphere
Healthcare protection category	• **Employee health examination:** Organize annual health examinations to help employees understand their health status • **Group health insurance:** Provide supplementary health insurance to strengthen employees' medical protection • **Anti-cancer fund:** Establish a special fund to provide financial assistance to employees with cancer and their families
Economic subsidies category	• **Year-end double pay:** Pay additional salary as a reward to increase employees' economic income • **Meal allowance:** Subsidize employees' meal expenses to reduce their living costs
Convenient transportation category	• **Inside transportation:** Provide commuting support to employees to save transportation costs and time

Employee Benefits

4.2 EMPLOYEE TRAINING AND DEVELOPMENT

The Group attaches great importance to the construction of a talent echelon. Aligned with the Group's development plan and employees' personal development needs, we continuously improve the scientific employee training system and career promotion mechanism to fully unleash the potential of talents and achieve synchronous development between the enterprise and employees.



This year, the Group conducted a total of 719 training sessions, with an average training duration of 20.89 hours per person.

4.2.1 Training System

The Group formulates and implements *the Training Management Policy*, which clearly regulates the training framework, training types, work division, and power-responsibility allocation. It lays a solid institutional foundation for employees to quickly meet job requirements, achieve knowledge transformation, and improve their abilities. The Group has established a full-level training network led by the general manager and implemented jointly by the human resources and administration department and various business departments. We have created an employee training system covering all levels and positions in the Group, systematically promoting the all-around improvement of employees' professional skills and comprehensive qualities. The Group's training system mainly includes:

Type of training	Participant	Training Contents
New employee onboarding training	New employees	The training content covers the Group's overview and corporate culture, personnel management systems and discipline regulations, honest employment and professional ethics, office operation management specifications, network security and risk prevention, emergency response and crisis management for emergencies, fire safety management, medical safety regulations and other core contents, helping new employees quickly adapt to their positions and integrate into the corporate culture. To ensure the practical effect of the training, we have also established an on-boarding training assessment mechanism to promote learning through assessment, and verify the new employees' mastery of the training content through a scientific and standardized assessment method to effectively consolidate the training results.
On-the-job training	All employees	With daily pre-shift and post-shift meetings and weekly work meetings as the core communication carriers, the content covers safety production and occupational health management regulations, professional etiquette and professional behavior codes, honest employment and compliance management regulations.
Business expertise training	Professional skills employees	Customize exclusive training courses for different business lines and different levels of positions to precisely help employees continuously improve their business practical abilities and comprehensive professional qualities. We have built an online job-adaptation training system to provide systematic and regular training support for employees to plan their career development paths and expand the boundaries of their ability growth.

Type of training	Participant	Training Contents
Professional qualification certificate training	Employees in specific positions	Organize employees to participate in training courses held by professional training institutions or relevant national departments, such as the "Food Safety Administrator Certificate", "Intermediate Fire-fighting Facility Operator Certificate", "Property Administrator Professional Qualification Certificate", etc., to help employees improve their professional levels and competitiveness and lay a solid foundation for their future career development. This year, we arranged for the medical gas maintenance technicians in the engineering department to participate in training and obtain the "Quick-opening Pressure Vessel Operator Certificate".
Executive training	Senior Management	Carry out special executive training combining online and offline methods. This year, we carried out internal training and sharing sessions related to climate change response to enhance the executives' ability to supervise and respond to climate change risks and opportunities.
Training of soft skills and professional quality	All Staff	Through face-to-face practical teaching, train employees' structured work reporting ability, standardized writing norms of business documents, and practical skills of efficient communication. Provide targeted guidance based on real-life job scenarios to help employees master core skills proficiently in practice and comprehensively improve the quality and efficiency of daily work.

Case: AI-themed training

In 2025, the Group advanced the implementation of its digital transformation agenda, conducting a total of nine AI-focused training sessions, and 45 free AI tools were screened and recommended. The course content includes special topics such as "AI-empowered WPS Presentation Design", "Office AI/WPS AI Assistant Application", and "AI Search Thematic Training", which helps employees adapt to the new requirements of digital office work, significantly improves the work efficiency and business execution quality of all positions, and lays a solid foundation for employees' career development and the in-depth and sustainable development of the group's digital transformation.



The scene of AI-themed training

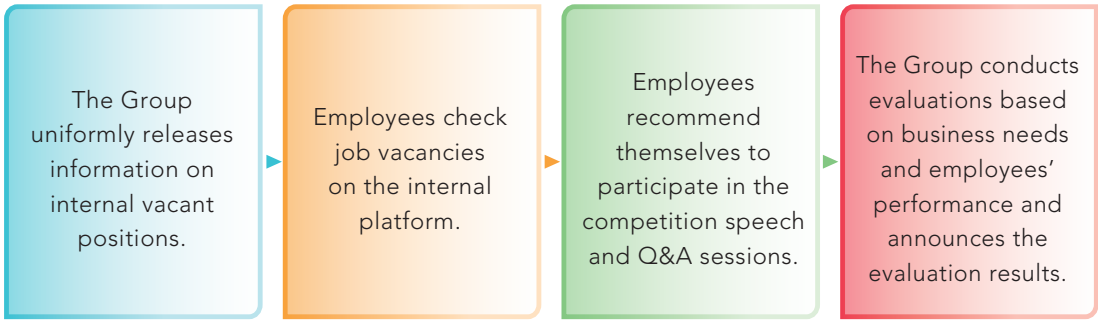
4.2.2 Assessment and Promotion

The Group adheres to the core principles of fairness, justice, and empowering growth, and has established a performance management system with hierarchical levels and a full-process closed loop. This system is used to scientifically evaluate employees' performance in their positions and fully stimulate the internal motivation of the talent team.

In the design of the assessment system, the Group sets different assessment dimensions for different job levels to ensure that the assessment is accurately adapted to the job requirements. For ordinary employees, the assessment focuses on core dimensions such as technical practical ability, business execution ability, and job performance to comprehensively evaluate their daily work performance. For core management personnel, the assessment focuses on key dimensions such as business overall planning ability, communication and coordination ability, system construction ability, innovation and breakthrough ability, and risk management and control ability to conduct a comprehensive evaluation of their comprehensive performance ability.

After the assessment work is completed, the Group synchronizes the assessment results to employees through one-on-one face-to-face performance interviews, helping employees clearly recognize their advantages and weaknesses in work and clarify the direction for subsequent improvement. At the same time, the Group uses the performance assessment results as the core basis for performance-based salary distribution, which not only ensures the fairness and rationality of salary distribution but also guides employees to continuously improve work quality and efficiency through positive incentives, achieving the synchronous progress of personal growth and enterprise development.

The Group has built a dual-track career development system for employees, including internal vertical promotion and horizontal cross-post transfer, and is equipped with a perfect internal talent flow management mechanism to fully unblock employees' career development paths. Relying on the standardized talent flow mechanism, we fully break down the talent barriers between departments, which not only effectively stimulates employees' growth potential and continuously optimizes the internal talent structure but also provides employees with diversified career development space, helping employees match positions that are highly suitable for their abilities and career plans within the enterprise and steadily achieve their personal career goals. At the same time, the reasonable flow and efficient allocation of talents continuously activate the internal motivation of the organization and promote the steady improvement of the overall operational efficiency of the group.



Internal Promotion or Transfer Process

4.3 EMPLOYEE HEALTH AND SAFETY

The Group upholds non-negotiable work safety standards, strictly abides by the requirements of laws and regulations such as *the Work Safety Law of the People's Republic of China*, *the Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, and *the Regulation on Work-Related Injury Insurance*, formulates and implements internal safety management systems such as *the Policy on Management of Work Safety Responsibility* and *the Policy on Fire Safety Management*, clarifies the power and responsibility boundaries of work safety for each position, and constructs a work safety management system that covers all positions and the whole process to prevent and resolve various production safety risks from the source and effectively protect employees' life safety and occupational health.

Employee Health and Safety Protection

The Group systematically improves employees' safety management awareness and risk prevention and control ability through regular safety production meetings, accident hidden danger investigations, safety drills, and safety education and training to create a safe and stable working environment.

Safety production meeting	• A regular safety production meeting system is established. Through regular special meetings, potential safety risks in the production and operation links are comprehensively investigated, targeted rectification and disposal plans are formulated, and at the same time, the implementation of work safety responsibilities is strictly grasped to ensure the implementation of various safety management systems and build a solid defense line for work safety control.
Investigation of hidden dangers	• In-depth work is carried out on the closed-loop management of work safety hidden dangers, and a control mechanism combining monthly and quarterly regular investigations with special pre-holiday inspections is established. The safety main responsibilities of each team are compacted, and the full-process safety self-inspections before, during, and after work are promoted and implemented. At the same time, special inspections are carried out focusing on key production areas and key operation links to comprehensively investigate safety hidden dangers and ensure that hidden dangers are discovered, disposed of, and cleared as early as possible.
Safety drill	• Regular fire safety practical drills are carried out, focusing on the actual implementation of the drills. A review and analysis are conducted on the problems found in the drills, and the emergency response plan is continuously optimized and improved.
Safety education and training	• Regular safety education and training are carried out, focusing on the interpretation of emergency response plans, emergency disposal knowledge, self-help and mutual rescue methods, and practical skills for avoiding danger and escaping. Through systematic training, the safety prevention awareness of all employees is steadily strengthened, and employees' emergency disposal and emergency response abilities are consolidated.

Case: Safety Production Summary Meeting

In 2025, the Group regularly held safety production meetings. The meetings summarized the safety production situation of the previous month, reported in detail various problems encountered in the process of safety production, and put forward targeted solutions. At the same time, the safety work plan for the next month was clarified at the meetings, and the responsibilities and tasks of each department were defined to ensure the effective implementation of various measures.



Picture of the safety production meeting

Case: Fire Safety Training and Drills

In 2025, the Group actively organized fire safety knowledge training and fire safety drills. In the theoretical training session, employees were mainly taught core contents such as fire prevention common sense, the use methods of various fire-fighting facilities and equipment, and the safety evacuation process to strengthen their theoretical foundation in fire protection. In the practical drill session, a real fire scene was simulated, and a full-process emergency response drill including alarm response, emergency evacuation of personnel, and actual fire-fighting operations was carried out.





Fire safety training and drills

The Group continuously refines the safety management requirements for employees and establishes a full-level and regular safety education system covering special safety training for new employees, safety education in daily departmental class meetings, and monthly special training. On the basis of legally paying work-related injury insurance for employees, the Group additionally purchases commercial insurance such as employer liability insurance and health insurance, strictly implements the work-related injury accountability system, and distributes and regularly replaces labor protection supplies for employees according to the business types of each position to ensure the personal safety and occupational health of employees during work.

During the Reporting Period, the Group conducted 77 safety drills covering 727 employees.

4.4 EMPLOYEE COMMUNICATION AND CARE

The Group attaches great importance to employee communication and humanistic care. We actively build diversified internal communication channels to smooth the paths for employees to express their demands and feedback opinions, and listen to employees' voices and collect suggestions on the Company's operation and management in an all-round way. At the same time, we plan and carry out a variety of employee care activities and set up a special assistance fund for employees in difficulty, so that all employees can truly feel the respect and care of the Group, continuously improve their sense of happiness and belonging, and gather the strength to move forward.

4.4.1 Open Communication

The Group always upholds the concept of democracy and actively builds a diversified communication system. By setting up a general manager's mailbox and a complaint hotline, and regularly holding interactive communication activities such as tea parties, special symposiums, and employee onboarding interviews, a comprehensive and multi-level demand response mechanism has been established to ensure that employees' problems and demands can be transmitted in a timely and smooth manner, and receive full attention and proper responses. In addition, the Group arranges special personnel to conduct special interviews with departing employees, deeply understand the reasons for their departure, and actively carry out talent retention work. It cherishes the value and contribution of each employee to the Group's development, and takes multiple measures to retain high-quality talents, continuously maintaining the stability and cohesion of the team.



Year-end summary meeting

4.4.2 Employee Care Activities

The Group continues to deepen employee care initiatives, focusing on creating a warm and harmonious workplace environment. By carrying out diversified activities to enrich employees' spare time, it helps employees balance work and life, improve their sense of well-being, and stimulates employees to devote themselves to their jobs with full enthusiasm and a positive attitude. At the same time, the Group has set up a special assistance fund for employees in difficulties to provide timely financial assistance to employees facing life difficulties. Through a series of practical and heart-warming measures, it gathers the strength of all employees to achieve the common growth and long-term development of the enterprise and employees.

Relying on the catering business, the Group promotes warm-hearted canteen care, integrating humanistic care into the entire process of daily catering services. The canteen designs quarterly menus following the principles of the four seasons. In spring, it provides light seasonal dishes; in summer, it adds winter melon soup and anti-heat herbal tea; in autumn, it optimizes the combination of root vegetables such as lotus root and yam; in winter, it adds nourishing soup and supporting hot food pastries to increase employees' choices. At the same time, we launch exclusive special meals during traditional festivals such as the Dragon Boat Festival and the Spring Festival, and popularize the cultural connotations of the festivals to create a warm-hearted workplace atmosphere, continuously improve the employee care system, and enhance employees' sense of belonging and well-being.

Case: August 1st Veterans' Care

On August 1, 2025, in order to express care and high respect for veteran employees, the Group specially organized a special care activity on the occasion of the Army Day. This care initiative fully met the daily practical needs of employees. Practical gift packages of grain, oil and daily necessities were purchased from Clifford Supermarket and distributed to every veteran employee, bringing them the warmth of the enterprise and festival blessings. This activity won unanimous praise from veteran employees and further enhanced their sense of belonging to the company and team cohesion.



August 1st Veterans' care

Case: Employee's Quarterly Birthday Party

In 2025, to express recognition and gratitude for employees' hard work, the Group held several quarterly employee birthday parties, preparing delicious food. Employees sat together, raised their glasses to express care and send blessings to each other, and the scene was filled with laughter. By holding quarterly birthday parties, we let employees truly feel the Group's care and love, creating a harmonious and positive internal atmosphere.





Employee birthday party

Case: Team-building activity

In May 2025, to enrich employees' cultural life in their spare time, enhance communication and exchanges among employees, and further gather team strength, Foshan Property Management Company organized employees to go to Zhaoqing for outdoor team-building and expansion activities in batches. This activity allowed employees to relieve work pressure in the natural scenery, deepened their mutual understanding and trust, effectively stimulated team vitality, fully demonstrated the enterprise's humanistic care, and won unanimous praise from participating employees.





Team-building activity

5 GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER

The Group regards environmental protection as an important foundation for sustainable development, practices a green and low-carbon operation mode actively , and is committed to promoting the win-win growth of environmental, social, and economic benefits. At the same time, the Group actively responds to the national strategy of "achieving carbon peak by 2030 and carbon neutrality by 2060" ("**Dual Carbon**"), incorporates climate change issues into its strategic planning, implements energy-saving and carbon-reducing measures, and enhances climate risks resilience continuously. In addition, the Group also actively carries out natural environment and ecological protection activities, contributing to the protection of "lucid waters and lush mountains" with practical actions.

5.1 ADVOCATING GREEN OPERATIONS

The Group strictly abides by relevant laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Atmospheric Pollution Prevention and Control Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environment Pollution by Solid Wastes,* the *Energy Conservation Law of the People's Republic of China*, and the *Law of the People's Republic of China on Prevention and Control of Water Pollution*. Through measures such as strictly controlling pollutant emissions, standardizing waste disposal, applying energy-saving and carbon-reducing equipment, optimizing water resource utilization, reducing noise pollution, and promoting green office work. And the Group continues to reduce the impact of production and business activities on the environment and practices the concept of green operation effectively.

5.1.1 Environmental Management Objectives

The Group continues to improve its environmental management system and solidly promotes its sustainable development plan. To this end, we formulate environmental management objectives, establish a regular control and continuous improvement mechanism, and promote the implementation of various measures to reduce the negative impact of operational activities on the environment.

Dimensions	Objectives
Pollutant management	Reduce pollutant emissions and prevent excessive pollutant emissions.
Waste management	Reduce, recycle, and render waste harmless, and properly and compliantly dispose of it.
Energy consumption management	Promote energy-saving technological transformation of equipment, improve energy utilization efficiency, and reduce energy consumption per unit of output value.
Water resource management	Optimize water-saving appliances, intelligently monitor water consumption, reduce water loss, and recycle water resources.
Addressing climate change	Apply low-energy-consumption facilities and equipment, reduce greenhouse gas emissions, and enhance climate resilience.
Protect the natural environment and ecology	Reduce the impact of operational activities on the natural environment and biodiversity.

5.1.2 Pollutant Management

1) Exhaust Emissions

The exhaust gas generated by the Group mainly comes from the use of vehicle fuels in various business segments. The Group strictly complies with policies and standards such as the *Law of the People's Republic of China on the Prevention and Control of Air Pollution*, the *Emission Standard for Odor Pollutants* and the *Integrated Emission Standard for Air Pollutants*. We adhere to source control, implement targeted measures, promote the application of new-energy equipment and means of transportation actively, reduce the emissions of exhaust gases such as nitrogen oxides, sulfur oxides, and particulate matter, and strive to minimize the impact of business operations on the environment. The specific measures are as follows:

- We promote the transformation of the transportation fleet and business vehicles actively, and adopt new-energy buses and gradually phase out traditional fuel-powered transport buses to achieve a more environmentally friendly operation mode. As of December 31, 2025, the Group had 51 village buses in use, of which 45 were new-energy village buses, accounting for 88%. Under normal vehicle conditions, 100% of new-energy village buses are used for operation to reduce the exhaust gas emissions generated by traditional fuel-powered vehicles.

- In the field of garden cleaning, we use lithium-battery hedge trimmers instead of gasoline-powered hedge trimmers, electric blowers instead of gasoline-powered blowers, and purchase electric pesticide sprayers to achieve zero exhaust gas emissions.

- We increase the number of new-energy vehicle charging piles and electric two-wheeler charging stations to guide and encourage owners to use new-energy means of transportation. This year, Foshan Property Management Company assisted the community in installing 34 new-energy vehicle charging piles and 90 electric two-wheeler charging stations; Zhijia Property Management Company assisted the hospital in installing 38 new-energy vehicle charging piles and 100 electric two-wheeler charging stations.



New-energy village buses



New-energy vehicle charging piles



Electric two-wheeler charging stations

2) Sewage Treatment

The Group complies with policies and standards such as the *Law of the People's Republic of China on Prevention and Control of Water Pollution* and the *Discharge Standard of Pollutants for Municipal Wastewater Treatment Plant*. Each business segment actively implements sewage control measures to ensure the reasonable and legal disposal of sewage. This year, the Group did not have any major violations related to sewage discharge.

Property Management Services

- Establish sewage treatment plants: Two sewage treatment plants have been established in Clifford Estates. They use the biological membrane sewage treatment process and the A2/O (anaerobic-anoxic-aerobic) sewage treatment technology to centrally purify the domestic sewage in the community, ensuring that the water quality of the treated effluent meets the discharge standards and contributes to the regional water environment governance and ecological protection.
- Separate drainage system: Two independent drainage systems have been built in the community to collect and treat rainwater and sewage respectively. Rainwater is discharged into natural water bodies through rainwater pipes, and sewage enters the sewage treatment plant through sewage pipes for treatment and is discharged into the river after meeting the standards.
- Intercepting drainage system: To address the problem of sewage mixing into the rainwater pipe network caused by the drainage of washing machines on residents' front balconies and concealed decoration pipes, an intercepting main pipe is added to intercept and transport the sewage treatment plant for centralized treatment. At the same time, overflow wells are set up so that rainwater can be directly discharged into the original rainwater pipe network, ensuring smooth drainage during heavy rain and achieving dual protection of rain-sewage separation, water environment safety, and flood prevention and drainage.
- Grease treatment of sewage and wastewater: Independent grease treatment equipment for sewage and wastewater is installed in the community. The oily wastewater generated daily enters the spiral automatic slag removal system through water pipes. After filtering large-particle residues and grease, the stench of the wastewater is discharged. The equipment is also equipped with a constant-temperature heating device, which can effectively prevent grease from solidifying and blocking the pipes when the temperature is low.

Retail Services

- The sewage generated in the daily operation of supermarkets, convenience stores, and fresh-food markets under the retail service must be disposed of through dedicated sewage pipes. Direct discharge into rainwater wells is strictly prohibited to prevent pollution of the surrounding environment. Among them, merchants of cooked food and meat products need to conduct pre-treatment of grease and slag separation on the sewage before discharging it after meeting the standards.

5.1.3 Waste Treatment

The Group adheres to the three major principles of waste disposal, namely "reduction, resource utilization, and harmless processing", and formulates detailed internal management regulations to ensure strict implementation of measures for the collection, disposal, and comprehensive utilization of various types of waste during the operation process. The Group gives priority to the comprehensive utilization of recyclable solid waste, correctly identifies general waste and hazardous waste according to the *National Catalogue of Hazardous Wastes*, properly classifies, collects, stores, utilizes, and disposes of waste, and processes hazardous waste through third-party recyclers that meet national standards to ensure effective waste management and avoid environmental pollution. According to the *Regulations on the Control over Safety of Dangerous Chemicals*, the Group stipulates that chemical waste liquids such as waste engine oil, waste diesel, and waste lubricating oil cannot be directly discharged into the sewer. They need to be put into sealed barrels and handed over to professional recycling companies for processing. The Group also continues to manage the online monitoring equipment for pollution sources, establishes basic information files for the equipment, and ensures the stable operation of the monitoring equipment and the effective transmission of monitoring data.

Property Management Services

- Establish a leading group for waste classification work to coordinate waste-related classification work.
- Popularize waste classification knowledge to community residents through various forms such as advertisements, bulletin boards, and leaflets to enhance residents' awareness of waste classification.
- Set up classified waste bins in the community, including recyclable waste bins, hazardous waste bins, kitchen waste bins, and other waste bins, and mark the types and signs of waste classification. Make detailed picture guides to facilitate owners to classify and dispose of waste.
- During waste collection and transportation, stack and process waste in a classified manner to avoid resource waste and environmental pollution caused by waste mixing. After collection, domestic waste is handed over to the municipal environmental sanitation department for processing; green waste is handed over to partners for secondary processing for incineration power generation or fertilizer production; hazardous waste and kitchen waste are centrally processed.
- Set up used-clothing recycling cabinets, intelligent waste recycling cabinets, etc. to recycle and reuse waste.



Classified waste bins



Used-clothing recycling cabinets



Intelligent waste recycling cabinets

Retail Services

- Set up classified recycling bins in the stores, and post waste classification management guidelines and disposal signs to guide, encourage, and assist customers to accurately classify and dispose of waste, and promote waste reduction and resource utilization.
- Post notices on the paid use of plastic bags and plastic-limiting measures. At the same time, provide degradable shopping bags and encourage customers to use degradable shopping bags or bring their own shopping bags when shopping to reduce plastic pollution at the source.
- Optimize the material and thickness of continuous roll bags to effectively reduce the number of rolls used and the usage amount.
- Advocate the use of green packaging, and use environmentally friendly materials for fresh food packaging.



Waste classification management system and publicity notices



Plastic-limiting notices and instructions



Various types of waste disposal signs

Catering Services

- Formulate internal systems such as the *Operation Standard for Waste Sorting* and the *Daily Management Policy of Waste Sorting* to guide the processes of waste disposal, collection, and treatment, and ensure standardized and orderly operations.
- Establish a leading group for waste classification work. The leader is responsible for coordinating, organizing, guiding, and coordinating the waste classification work of the department; the members are responsible for on-site inspections and supervision of waste classification disposal and collection, organizing training, publicity, and information reporting.
- After classifying recyclable waste, contact renewable resource recycling enterprises to pick up the waste. Hazardous waste, kitchen waste, and other waste are handed over to institutions with professional qualifications for processing to ensure legal and compliant waste treatment.

Case: Purchase of domestic waste collection and compression vehicles

This year, Property management services purchased a batch of domestic waste collection and compression vehicles. The vehicles can realize the collection and transportation of domestic waste without transfer, and send domestic waste directly to the municipal waste treatment station for weighing, classification, and decomposition treatment. This effectively reduces the secondary pollution of domestic waste to the environment and reduces labor and transportation costs.



Domestic waste collection and compression vehicles

Case: Creation of a battery recycling space

This year, Property management services set up a battery recycling box at the front desk of the management office and established a full-process management ledger for collection, temporary storage, and transfer. The front-desk staff counts the recycling volume of waste batteries every month and keeps records. After the cleaning staff collects them and puts them into the special hazardous waste bin in the waste room, they are handed over to professional waste treatment institutions for transfer to designated places for standardized disposal, achieving compliant disposal and resource utilization of waste batteries and effectively reducing the risk of environmental pollution.



Battery recycling box

Case: **Recycling of green plants and seedlings**

This year, in order to save the purchase cost of seedlings as much as possible and reduce the generation of green waste, Panyu Property Management Company re-greened the seedlings pruned from the original green plants that are suitable for cutting or dividing plants. A total of about 160,000 seedlings were cut and divided, saving about 320,000 yuan in seedling purchase costs and reducing about 13 tons of green waste.



Propagation by division



Propagation by cuttings

5.1.4 Energy Consumption Management

The Group actively explores low-carbon development paths, strictly abides by laws and regulations such as the *Energy Conservation Law of the People's Republic of China* and the *Circular Economy Promotion Law of the People's Republic of China*. We continuously optimizes internal systems such as the *Policy on Management of Energy Conservation and Consumption Reduction*, the *Policy on Management of Energy, Electricity and Water Conservation* and the *Operations Code of Human Resources and Administration Department*. It strengthens the management of energy-consuming equipment and improves the energy use efficiency of the entire management process, thereby reducing energy consumption and carbon emissions and achieving lean management.

Property Management Services

The Group's property management services promotes green property initiatives actively and achieves the refined energy management through various energy-saving measures:

- New-type LED energy-saving lamps are uniformly adopted, such as infrared sensor lights and radar sensor lights; solar lighting fixtures are used in remote areas of the community; intelligent light control or voice control switches are used for public lighting equipment.
- The start time and mode of the fresh air and exhaust systems on floors and in parking lots are dynamically adjusted according to the weather temperature, ambient air quality and peak commuting hours.
- The ECO operation mode of the central air-conditioning group control system is optimized, with fine adjustments made to the temperature and current, and the chilled water supply temperature is flexibly adjusted according to the weather temperature.
- The air-conditioning temperature control standards are strictly enforced. At the same time, the air-conditioning filters are regularly cleaned to ensure good air-conditioning performance and keep the air-conditioners in the best working condition.
- The operating status of equipment such as fire-fighting fans, generator sets and sump pumps is monitored in real time through the network platform to avoid unnecessary power consumption caused by incorrect operation of the equipment.
- The electricity consumption data of each area is regularly counted. If any abnormality is found, maintenance personnel are arranged in time.
- Building intelligent systems including building automation systems, intelligent lighting systems and power monitoring systems are adopted to control operating costs while saving energy and reducing emissions.
- The management of vehicle fuel consumption is strengthened, and vehicles with high fuel consumption and substandard environmental indicators are scrapped in time.
- The use of new energy equipment is being promoted. Pure electric sweepers and pure electric blowers are purchased to reduce the frequency of using gasoline sweepers and blowers.
- The publicity of energy conservation and consumption reduction is intensified, and relevant publicity slogans are posted on the community bulletin boards and in the offices.

Catering Services

- All canteens have established monthly energy budgets to promote refined management of energy use.
- Electricity management is assigned to the responsible persons in each area, and energy consumption is linked to employees' income. This encourages employees to actively participate in energy-saving actions and enhances the overall energy-saving awareness.
- Replace long-term lighting fixtures with LED energy-saving lamps to effectively save electricity.

Retail Services

- Strengthen the inspection of turning lights on and off in the office area to enhance energy management.
- Control the temperature reasonably in the sales area to avoid excessive cooling or heating and reduce energy consumption.
- Maintain air-conditioning and refrigeration equipment regularly to ensure its normal operation and improve energy utilization efficiency.
- Make full use of the supermarket's geographical advantage. Install closed-glass and air curtains beside and above the supermarket escalators to reduce the loss of central air-conditioning cold air.

Case: **Energy-saving renovation of the underground garage lighting system**

This year, Panyu Property Management Company carried out energy-saving renovation on the lighting system of the underground garage in Xiaofengyuan Community. Before the renovation, the garage originally had 153 old-style radar sensor light tubes, with full brightness power of 15W and dim brightness of 5W. After the renovation, the same number of new high-efficiency radar sensor light tubes were installed. The full brightness power was reduced to 6W and the dim brightness to only 1W. The renovation significantly reduced the power consumption of the lighting fixtures. After actual measurement, the garage lighting can save 508.11 kWh of electricity per month.



Energy-saving renovation of the underground garage lighting system

Case: **Energy-saving renovation of the hospital**

This year, Zhijia Property Management Company assisted the hospital in carrying out a comprehensive energy-saving renovation. The old and high-energy-consuming lamps in the hospital's outpatient departments and inpatient floors were replaced with LED lighting and LED tubes, a total of 1,770 lamps were replaced, achieving an annual electricity savings of about 214,200 kWh. The outlet water temperature of the central air-conditioning host during night operation was adjusted from 8° C to 10° C, achieving an annual electricity savings of about 156,000 kWh.



Replacement of old and high-energy-consuming lamps



Adjustment of the outlet water temperature of the central air-conditioning host

5.1.5 Water Resource Management

The Group advocates water conservation, strictly abides by the *Water Pollution Prevention and Control Law of the People's Republic of China*, formulates and implements relevant internal regulations such as the *Policy on Management of Energy, Electricity and Water Conservation*, and practices water-saving measures. We pay attention to water conservation and water resource recycling in all aspects of operations. This year, the Group has no problems or difficulties in obtaining suitable water sources.

Water conservation at the source

- Renovate the greening irrigation system, fully adopt automatic drip irrigation and sprinkler irrigation technology to replace the traditional flood irrigation mode, and combine with the rainwater humidity sensing function to water at regular times and in fixed amounts.
- Regularly conduct a comprehensive inspection and maintenance of the water supply network, and promptly repair the leakage points of the water supply network to effectively reduce the network leakage rate.
- Install sensor faucets, adjust the water output of the faucets, and output water according to the actual consumption.
- Carry out water-saving publicity and promotion activities to truly achieve national water conservation and everyone's supervision.

Water conservation in the process

- Arrange dedicated personnel to record the water meter readings regularly, observe and analyze the water consumption regularly, use new-type detectors to monitor abnormal water use. If there is an abnormality, immediately conduct a network inspection and take effective countermeasures to prevent "running, emitting, dripping, leaking" of water.
- Promote a stepped water-use mode of "pre-washing, fine-washing, disinfection" for cafeteria ingredients.
- Set an operation schedule for the water feature facilities, prohibit the 24-hour continuous operation of the water feature facilities, and reduce the height of the water features.
- The landscape water uses an automatic circulation system and a water-shortage infrared detection device for automatic water replenishment to avoid water resource waste caused by excessive water replenishment.
- Deploy a rainwater collection system to collect and filter rainwater or wastewater for storage. Give priority to using rainwater or reclaimed water for greening, and use high-efficiency sprinkler trucks for greening near roads. At the same time, it is strictly prohibited to use tap water for irrigation.

Case: Resource-based reuse of domestic sewage

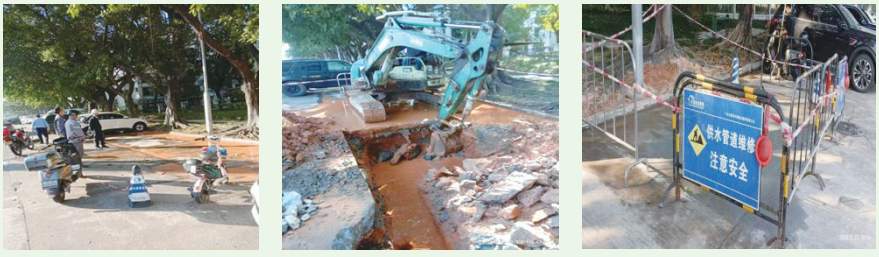
This year, Foshan Property Management Company relied on 3 sewage treatment facilities to centrally treat domestic sewage and regenerate it to meet the standards. The reclaimed water is widely used in scenarios such as greening irrigation and road surface flushing in the entire community. Foshan Property Management Company is equipped with 2 sprinkler trucks, with an average daily greening irrigation water consumption of about 120 to 150 cubic meters. Through the recycling of reclaimed water, about 30,000 cubic meters of water is saved per year, and the water fee is saved by 110,000 yuan per year. At the same time, to ensure the safe reuse of reclaimed water, a third-party institution samples and tests the treated water quality every quarter, and the test reports are regularly filed for future reference to ensure the water quality is compliant and stably reused, achieving a win-win situation for water conservation and ecological environmental protection.



Reclaimed water is used for greening irrigation and road surface flushing

Case: Repair of water supply pipe leakage

This year, Panyu Property Management Company comprehensively carried out hidden-danger investigations, regular inspections and leakage point repairs of the water supply network, and promptly dealt with the leaking water supply pipes. A total of 363 water supply pipe leakage points were repaired. It is estimated that a total of about 2,009,200 cubic meters of lost water was recovered, effectively reducing water resource waste, reducing network leakage, and ensuring the safe, stable and efficient operation of the park's water supply system.



Water supply pipe leakage repair process

5.1.6 Noise Management

The daily operational noise of the Group mainly comes from equipment operation and vehicles. Therefore, we have taken multiple noise reduction measures. When constructing, renovating, or expanding production facilities, we give priority to low-noise and low-vibration equipment, and install noise reduction devices such as sound insulation covers, sound insulation rooms, and mufflers at key noise sources. All vehicles are equipped with compliant equipment as required by national regulations to strictly control noise emissions. It is clearly prohibited to carry out noise-generating construction and decoration activities on public rest days, holidays, and at night.

5.1.7 Green Office

The Group actively advocates the work model of "green office and low-carbon life". Starting from aspects such as saving office water, electricity, and consumables, promoting green catering and transportation, we guide employees to develop good habits of green office, green life, and green consumption, and support energy conservation and emission reduction through low-carbon office models, catering, and transportation methods.

Saving water at workplace

- Paste eye-catching water-saving signs in public water use areas such as tea rooms and restrooms.
- Install water-saving faucets, sensor faucets, water tanks and other equipment.
- The administrative department inspects the water pipes, drainage and other facilities regularly in the office tearoom and restroom. If there are any problems, the relevant departments will be notified immediately to handle them.

Saving power at workplace

- Turn off partial lights during lunch breaks and overtime, and turn off all lights, computers, printers and other office equipment before leaving work. A special person will conduct inspections to ensure that the lights are turned off when people leave.
- Manage high-power equipment such as steamers and ovens in off-peak hours to reduce the electricity load.
- Implement the air-conditioning temperature control standard strictly. The air-conditioning temperature in summer should not be lower than 26℃. Natural ventilation is advocated to reduce the time of turning on the air conditioner.
- Maintain and repair the refrigeration equipment regularly, clean the dust in the condenser pipe, and improve the operating efficiency of the equipment.
- Make use of natural light to reduce the use of electric lights/illuminators.
- Post leaflets on energy conservation in the office.

Saving office consumables

- Advocate double-sided use and printing of paper to reduce the consumption of paper, toner cartridges, ink cartridges, etc.
- Implement paperless office operations and electronic ledger management. All data related to procurement, inventory, and sample retention are recorded through the system. Non-essential content is not printed, thereby reducing the transmission and storage of paper documents.
- Install sensor hand dryers and center-axis paper towels in the restroom to reduce the waste of toilet paper.
- Reduce the use of disposable products. Advocate bringing your own water cups and lunch boxes. Disposable document bags are no longer used in meetings.
- Reduce the use of benzene-containing solvent products such as glue and correction fluid.
- Reduce the use of disposable batteries and use rechargeable batteries instead.

Promoting green catering

- Implement the "Clean Plate Campaign". Post promotional signs in prominent positions in the restaurant and offer small and half-portion dishes to diners.
- Completely eliminate disposable plastic tableware and replace them with biodegradable lunch boxes and straw tableware.
- Kitchen waste is uniformly handed over to professional institutions for composting treatment.

Advocating green mobility

- Advocate employees to use public transportation, new energy vehicles, or bicycles to commute to and from work.
- When using official vehicles, if the destinations are in the same direction or nearby, try to combine trips.
- Arrange vehicle trips and strengthen the management of vehicle fuel costs reasonably, road and bridge fees, and maintenance fees.

5.2 ADDRESSING CLIMATE CHANGE

Climate change is a major global challenge and a key factor affecting the sustainable development of the Group. To effectively reduce climate-related risks, the Group actively participates in global climate governance, responds to the national "Dual Carbon" strategy, incorporates climate change issues into its strategic planning, and improves the climate-related management mechanism from the aspects of governance, strategy, risk management, metrics and targets. We strengthen the identification, assessment, and response to climate-related risks and opportunities, explore innovative climate response measures continuously , enhance the climate resilience of the value chain comprehensively , and promote the green and low-carbon transformation steadily.

5.2.1 Governance

To effectively manage and respond to climate change risks and opportunities, the Group has established a well-defined ESG governance framework to coordinate, execute, and supervise climate change-related work. Specifically, the Board of Directors is responsible for reviewing and making final decisions on major climate change-related risks and opportunities, and regularly overseeing and reviewing the progress of climate change-related targets. For more details, please refer to the " ESG GOVERNANCE SYSTEM " section of the Report. Meanwhile, we regularly conduct internal training and sharing sessions on climate change for the Board and management. In December 2025, we provided climate change-related training to the Group's directors and heads of business segments. The training covered topics such as the interpretation and implementation path of climate-related compliance requirements, analysis of climate risks and opportunities, greenhouse gas inventory, and indicator systems, to ensure that the Board and management have the appropriate skills and capabilities to supervise and respond to climate change risks and opportunities.

5.2.2 Strategy

The Group is well aware that climate change brings a series of risks and opportunities, which may have a significant impact on business operations. Therefore, based on a comprehensive consideration of business development, we have established a list of climate-related risks and opportunities, identifying a total of 6 risk issues and 4 opportunity issues. At the same time, in accordance with the recommendations of the *Recommendations of the Task Force on Climate-related Financial Disclosures* (TCFD) and in combination with the actual situation of business development, we have prioritized the identified climate change risks and opportunities. Through this analysis, we have identified 4 types of climate risks and 2 types of climate opportunities that have a significant impact on the Group ("**Major Climate Risks and Opportunities**").

Climate Risk Issues	Increased severity of extreme weather events	Significant impact
	Global average temperature rise	Significant impact
	Stricter low-carbon transformation policies	Significant impact
	Development of low-carbon and energy-saving technologies	Significant impact
	Increased stakeholder attention	Does not currently have a significant impact
	Shift in market preferences	Does not currently have a significant impact
Climate Opportunity Issues	Resource efficiency improvement	Significant impact
	Changes in energy sources	Significant impact
	Innovative products and services	Does not currently have a significant impact
	Entry into new markets	Does not currently have a significant impact

This year, the Group complied with the requirements of Part D of the HKEX 's ESG Code, which is mainly based on the International Financial Reporting Standard S2 for climate-related disclosures. At the same time, referring to the climate and transition path forecasts published by specialized institutions such as the Intergovernmental Panel on Climate Change (IPCC), we used scenario analysis tools to conduct an impact analysis on the "Major Climate Risks and Opportunities" to assess their impacts on the business model, value chain, and finances.

Scenario Categories	High-emission scenario	Low-emission scenario
Coverage	The entities covered are consistent with those in the annual report.	
Reasonable Assumptions	The analysis is conducted in 2025, assuming that the locations of assets will remain unchanged for a certain period, and climate mitigation measures will remain the same.	
Reference Models	IPCC PCR SSP5-8.5 scenario	IEA's Net-Zero Emissions by 2050 scenario (NZE)
Temperature Rise	Above 3℃	Below 1.5℃
Reasons for Selection	This scenario depicts a future with intensified climate change due to the lack of effective climate action, providing a strong contrast.	The emission reduction path of this scenario is basically consistent with the goal of keeping the temperature rise well below 2℃ set by *the Paris Agreement* and the country's "Dual Carbon" goals.
Scenario Descriptions	Due to the continuous extraction of fossil fuels as the main energy source to drive global economic growth, greenhouse gas emissions are expected to remain at a high level until 2100, which may exacerbate extreme weather events.	There is a rapid transition from a fossil-fuel-dependent economy to a renewable-energy-driven economy, with the world achieving net-zero emissions by 2050 and keeping the average temperature rise within 1.5℃ above pre-industrial levels.
Scenario Applications	In this scenario, policy regulation is lenient, but global temperatures are rising, extreme weather events are occurring frequently, and changes in precipitation and sea-level are intensifying. The physical risks faced by enterprises are significantly increasing, so a physical risk analysis is carried out.	In this scenario, policy regulation is becoming stricter, and the world is jointly promoting a low-carbon transition. The cost of clean energy is decreasing, and the resilience of the supply chain is increasing. Enterprises face high transition risks, but there are also broad opportunities for low-carbon development, so a transitional risk and climate opportunity analysis is carried out.

Assessment of climate risk impacts and response measures under the high-emission scenario:

		Potential impact					
Risk type	Risk description	Business model and value chain	Finance	Likelihood of occurrence[1]	Degree of impact[2]	Impact time[3]	Response measures
Physical Risk	Increased severity of extreme weather events, such as typhoons, floods, and sudden natural disasters	• The key infrastructure of the property is severely damaged, resulting in water and power outages, leading to an increase in maintenance costs, an increase in extreme weather insurance expenses, tenant loss, and an impact on rental income. • The transportation network or supply chain of supermarkets, convenience stores, and fresh food markets under the retail service may be interrupted, causing shortages of some daily necessities and affecting sales revenue.	Asset impairment Decrease in operating income Increase in operating costs	High	Moderate	Short, medium, and long-term	• Develop emergency response plans for extreme weather, such as the *Clifford Property Emergency Response Plan*, the *Policy of Clifford Property on Work Safety and Fire Safety Management*, and the *Retail Sector Work Safety Policy*. • Establish a flood prevention team and an emergency rescue team, and organize flood prevention and emergency response drills before the rainy season each year to continuously improve the ability to prevent and respond to disasters. • Push typhoon and rainstorm warnings through the WeChat group for property owners and the WeChat of the dedicated customer service to remind property owners to take preventive measures. • Before the arrival of typhoons and rainstorms, conduct safety hazard inspections on equipment such as anti-fall nets for road drainage wells, anti-fall nets for manholes, sewage pumps at basement exits, and doors and windows of high-rise elevator machine rooms in various areas of the community. • Closely monitor the weather forecast of the locations of supermarkets, convenience stores, and fresh food markets, and adjust the arrival arrangements or stock up in advance in response to extreme weather.

1 The likelihood of the Group being adversely affected by climate risk events or seizing climate-related opportunities to achieve additional benefits is classified as: high, medium, and low.

2 The degree of positive or negative impact on the Group's finance and business after climate events, comprehensively judged in combination with the scale and nature of the business, is classified as: large, moderate, and small.

3 The time frame within which climate events affect the Group's finance and business is classified as: short-term (within the next 1–2 years), medium-term (in the next 3–5 years), and long-term (in the next 6–10 years).

Risk type	Risk description	Potential impact		Likelihood of occurrence[1]	Degree of impact[2]	Impact time[3]	Response measures
		Business model and value chain	Finance				
	Global average temperature rise	• The efficiency of employees' outdoor work decreases, and the safety risks such as heatstroke increase, which may result in additional medical and insurance expenses. • Long-term high-temperature weather increases the difficulty of transporting and storing fresh products, increasing the energy consumption and operating costs of the cold chain system.	Increase in operating costs	Medium	Large	Medium and long-term	• Conduct high-temperature protection training regularly to improve employees' awareness and response ability to high-temperature weather. Provide employees with protective equipment, high-temperature subsidies, and heat-relieving items, and remind employees to replenish water in a timely manner. • Upgrade cold chain facilities, adopt energy-efficient refrigeration technology and high-performance insulation materials, optimize the operation efficiency of the cold chain, and reduce energy consumption and product losses.

Assessment of climate risks and opportunities impacts and response measures under the low-emission scenario:

Risk/ opportunity type	Risk/opportunity description	Potential impact		Likelihood of occurrence	Degree of impact	Impact time	Response measures
		Business model and value chain	Finance				
Transitional Risk	Stricter low-carbon transformation policies	• The tightening of carbon emission reduction policies and regulations and the increasing regulatory efforts of government departments require more resources to meet compliance requirements, resulting in an increase in operating costs. • The gradual popularization of the carbon trading market and the adjustment of the government's carbon quota method may lead to the need to purchase quotas, resulting in an increase in operating costs.	Increase in operating costs	High	Large	Medium and long-term	• Monitor and interpret climate change-related policies and regulations continuously, and adjust internal management systems and business processes promptly to ensure compliant operations. • Monitor carbon emissions continuously and predict future trends to adjust carbon management strategies in a timely manner.
	Development of low-carbon and energy-saving technologies	• There is uncertainty in adapting to, iterating, and using low-carbon and energy-saving technologies, equipment, and production processes. It requires a high initial investment and faces the risk of failure, which may put short-term pressure on the financial situation and affect cash flow.	Decrease in operating income Increase in R&D expenses	Medium	Moderate	Medium and long-term	• Conduct a comprehensive assessment of the cost-effectiveness of low-carbon and energy-saving technology investment projects from multiple dimensions such as technical feasibility and economic rationality, and formulate a phased transformation plan. • Promote the full-scenario implementation of smart property management, deepen the application of technologies such as the Internet of Things, big data, and artificial intelligence, and empower the innovation and large-scale application of low-carbon and energy-saving technologies with digitalization. • Improve the standard system for green buildings and green businesses to promote the popularization and efficient implementation of low-carbon and energy-saving technologies.

Risk/ opportunity type	Risk/opportunity description	Potential impact		Likelihood of occurrence	Degree of impact	Impact time	Response measures
		Business model and value chain	Finance				
Climate Opportunity	Resource efficiency improvement	• By applying energy-saving and emission-reduction technologies, resource recycling technologies, etc., the efficiency of resource use in the operation process can be effectively improved.	Reduction of operating costs	Medium	Moderate	Short, medium and long-term	• Improve the efficiency of resource utilization in the operation process by replacing energy-saving equipment, renovating old equipment and facilities, and adding energy control switches.
		• By optimizing the transportation mode and route, the transportation efficiency can be improved, and the consumption of transportation fuel or energy can be reduced.					• Guide and encourage suppliers of retail services to preferentially choose low-carbon emission commodity transportation modes and distribution routes to reduce the number of transports, increase the full-load rate, and reduce transportation costs and resource consumption.
	Change in energy sources	• Gradually increase the proportion of renewable energy utilization by investing in and purchasing renewable energy, reduce the dependence on fossil energy, and avoid the cost risks caused by energy price fluctuations.	Reduction of operating costs	Medium	Large	Medium and long-term	• Purchase renewable energy through direct power purchase agreements signed with renewable energy generators or energy suppliers and participation in the green power trading market.

5.2.3 Risk Management

Based on the identification and assessment of climate risks and opportunities, the Group incorporates climate risks into the Group's ESG risk management system, clarifies the responsibilities of relevant departments and subsidiaries, as well as the management requirements and specifications for key links. For details, please refer to the " ESG RISK MANAGEMENT" section of the Report. At the same time, we also regularly monitor and evaluate the implementation of risk management measures, promptly identify problems and adjust and optimize them to continuously improve the ability to prevent and control climate change risks.

Climate risk management process	
Risk identification	Conduct risk identification from dimensions such as physical and transition risks to form a risk list.
Risk assessment	Based on the identification results, focus on analyzing the probability of risk occurrence, the degree of impact, and the impact time.
Risk response	Develop response measures for key risks to minimize risk losses.
Risk monitoring	Establish a regular climate risk monitoring mechanism and regularly evaluate the effectiveness and adaptability of control measures.

5.2.4 Metrics and Targets

The Group will reasonably formulate emission reduction targets and establish an effective indicator system based on its own business operation characteristics and resource conditions. At the same time, we will link energy management-related indicators with the performance of management personnel to mobilize the enthusiasm and initiative of energy-saving and carbon-reduction work and promote the achievement of emission reduction targets. The Report discloses the greenhouse gas emission data in Scope 1 and 2 in 2025. For details, please refer to "APPENDIX II: KEY PERFORMANCE LIST".

Short-term target	Medium-term target	Long-term target
Reach the peak of total carbon emissions by 2030	Enter the carbon peak plateau period from 2030 to 2035	Continuously reduce carbon emissions from 2036 to 2060 and gradually enter the carbon-neutral period

5.3 PROTECT THE NATURAL ENVIRONMENT AND ECOLOGY

The Group strictly abides by relevant laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Wild Animal Protection Law of the People's Republic of China*, the *Outline of Nature Conservation of the People's Republic of China*, and the *Regulations of Guangzhou Municipality on Urban Greening*, and is committed to reducing the potential impact of business activities on biodiversity and the natural ecological environment. In actual operation, property management services use pesticides carefully to minimize the pollution of vegetation by pesticide residues and ensure the maximum protection of the ecological environment. And retail services cooperate with the environmental impact assessment work of government departments to ensure that all work procedures meet the requirements of national environmental pollution control work.

Case: **Mountain forest fire drill**

In June and October 2025, Foshan Property Management Company strictly implemented the responsibility for forest fire prevention, organized forest fire prevention drills to improve employees' skills in fire-fighting and disaster-relief and emergency response, and required employees to strengthen daily inspections, strictly control wild fire sources, and implement fire prevention responsibilities to fully build a solid safety line for forest fire prevention in the community and ensure that the forest environment around the community is not damaged, providing protection for the ecological safety of the community and the surrounding forests.



Scene of mountain forest fire drill

6 WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE

The Group always adheres to the concept of compliant operation and mutual benefit and win-win results, strictly abides by business ethics, and continuously deepens integrity building. It continuously optimizes supply chain management, strengthens the management and control of environmental and social risks in the supply chain, deepens collaborative cooperation with suppliers, and builds a sustainable supply chain system. At the same time, it actively participates in industry exchanges, learns from and shares excellent practical experiences, accurately grasps market opportunities, and contributes to the high-quality development of the industry.

6.1 BUSINESS ETHICS

The Group prohibits any form of corruption and fraud, and firmly prevents the occurrence of behaviors such as bribery, extortion, fraud, money-laundering, and unfair competition. The Group strictly complies with laws and regulations such as the *Anti-money Laundering Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Anti-Monopoly Law of the People's Republic of China*, and *the Interim Provisions on Banning Commercial Bribery*. It formulates and implements policies and systems such as the *Clifford Group Discipline Inspection Work Regulations*, the *Clifford Group Reporting Mechanism and Handling Process*, and the *Clifford Group Cash Gift Management Measures*. It also stipulates in the *Employee Handbook* the reporting scope, reporting methods, employees' cooperation obligations, and corresponding reward and punishment systems for anti-corruption incidents, and is committed to continuously improving the anti-corruption supervision and management system, optimizing reporting channels, actively carrying out anti-corruption education, and establishing a good atmosphere of integrity and self-discipline. This year, the Group conducted a business ethics audit, discovered a case of bribery, and has transferred the relevant clues and materials to the judicial authorities. At present, the case has been concluded, and the relevant persons involved have all been punished accordingly.

6.1.1 Anti-corruption Mechanism

The Group firmly prohibits any form of corruption and fraud. To minimize the occurrence of fraud, we require all subsidiaries to sign the *Integrity Statement* with all business partners and suppliers. To ensure the integrity of each department in the process of contract performance, the Board of Directors requires all subsidiaries to set up integrity clauses when signing contracts externally to prevent the occurrence of fraud. The disciplinary inspection department continuously promotes the in-depth implementation of integrity culture and continuously consolidates the integrity foundation of projects.

6.1.2 Reporting Mechanism and Processing Procedures

The Group has established multiple reporting channels within the company, such as on-site reporting, telephone reporting, email reporting, WeChat reporting, and website reporting. It has also installed complaint mailboxes for internal personnel and the general public in the canteens, office places, bus stops, hotel lobbies, and major project sites of all subsidiaries to maximize the convenience for employees and the public to report various disciplinary, illegal, and criminal acts, and is committed to forming a comprehensive, normal, and long-term supervision mechanism.

The Group's public reporting channels include:
Hotline: 020-84771409-77720
Email: jubao@clifford-estates.com.cn
Mailbox: To the person in charge of the Disciplinary Inspection Department, Clifford Group Center, No. 8, Shiguang Road, Panyu District, Guangzhou City, Zip Code: 511496



Complaint Mailbox



WeChat Official Account Reporting Module

For any reports received, the Group has formulated the following procedures:

Case Acceptance	The Discipline Inspection Department sorts out and registers the received reports or discovered clues, and reviews the authenticity of the reporting information. For cases with greater influence and more complex circumstances, it is necessary to submit them to the risk control committee for trial.
Review and report	After the reporting information passes the review, for cases that meet the investigation standards, the formal investigation stage begins. After the investigation is completed, relevant supervision reports will be issued and submitted to the Board, the risk control committee, and relevant departments.
Case file management	A case file management system is established. Cases are filed in accordance with the principle of "one case, one file". Case files should be kept on file for at least 5 years, and case information should be recorded in full and in detail to summarize past experiences, strengthen integrity and self-discipline management, and prevent problems before they occur.

The Group is committed to achieving and maintaining the highest standards of confidentiality. We place great importance on managing privacy protection for whistle-blowers and strengthens the confidentiality mechanism. In addition, the Group has formulated and strictly implemented whistle-blower protection initiatives to prevent retaliation against whistle-blowers and to effectively protect their rights. Personnel involved in the case investigation is not allowed to disclose any case information without proper authorization, and investigators should withdraw if the case is related to their own interests or those of their close relatives.

"Principle of Confidentiality" in Whistle-blower Protection

- It is strictly prohibited to disclose the name, department, address or other information of the whistle-blower.
- It is not allowed to present materials involving the personal information of whistleblowers, such as whistle-blower letters, to the department or person under investigation. And
- In the publication of reports and rewards to those who have successfully reported a case, unless with the consent from the whistle-blower, the whistle-blower's name and department shall not be disclosed explicitly or implicitly.

6.1.3 Integrity Promotion and Education

To further strengthen anti-corruption publicity and integrity building, the Group has added integrity publicity posters in major key locations and set up a "discipline inspection column" on the internal OA (Office Automation) website. It focuses on reporting cases of illegal and irregular activities within the Group, using these cases as warnings to show our determination of zero-tolerance towards disciplinary violations, embezzlement, and corruption. Meanwhile, in accordance with the requirements of laws and regulations, the Group has re-compiled two integrity training courses, namely *Integrity Training for Management Personnel* and *Uphold Integrity, Advocate Thrift, Resist Corruption, and Defend the Bottom Line*. Special integrity training has been carried out for employees at different levels and in different positions, as well as all directors. A variety of employee training and self-learning methods are adopted to publicize the latest anti-embezzlement-related legal regulations and internal behavioral standards, to strengthen the integrity and honesty awareness of all employees.

Case： **"Adhere to the bottom line of laws and regulations and abide by professional ethics" Employee on-the-job integrity training**

This year, the Group has taken integrity education as a starting point to carry out special on-the-job integrity training combining online and offline methods. A total of 837 person-times participated in the training. The training covers learning of integrity videos, interpretation of laws and policies, warnings from typical cases, and introduces the working scope of the Discipline Inspection Department, as well as the contact information and channels for receiving reports and complaints, guiding employees to establish a work attitude of "self-discipline, self-respect and self-awareness" and a professional ethics of "righteousness, honesty, and integrity".



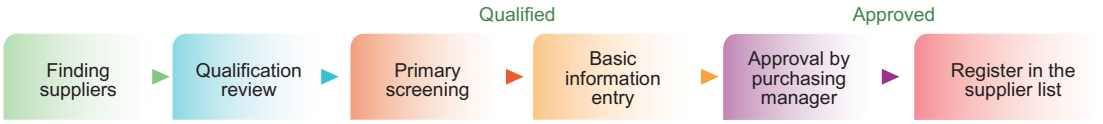
Online and offline integrity training

6.2 RESPONSIBLE SUPPLY CHAIN

The Group strictly abides by laws and regulations such as the *Government Procurement Law of the People's Republic of China* and the *Tendering and Bidding Law of the People's Republic of China*, formulates and implements internal systems such as the *Supplier Management Policy, the Policy on Supplier Evaluation Management*, and the *Supplier Qualification Requirements*, strictly regulates the processes of supplier access, evaluation, and elimination, and continuously improves the effectiveness of supply chain management.

6.2.1 Supplier Selection

The Group follows the principles of openness, fairness, justice, integrity, competitiveness and efficiency. It scores key indicators such as the business qualifications and licenses, financial status, past performance, credit status, and ESG compliance terms of suppliers, and fills out the supplier access review form to comprehensively evaluate whether suppliers meet the requirements for warehousing. The main processes are as follows:



6.2.2 Supplier Evaluation, Assessment and Elimination

The Group has established a special supplier review team and clearly stipulates that the supplier selection team must take safeguarding the interests of the Group as a prerequisite when assessing suppliers, and implement a zero-tolerance principle for acts such as fraud and shielding suppliers. The supplier review team is responsible for comprehensively evaluating the product quality, performance, service quality, and service attitude of suppliers every year, and classifies suppliers into four grades: A, B, C, and D according to the evaluation results:

- A-grade suppliers: Priority should be given when it comes to procurement, and suppliers under this category are listed as framework agreement suppliers or price memorandum suppliers.
- B-grade suppliers: Normal transaction is permitted.
- C-grade suppliers: Order quantity should be reduced. And
- D-grade suppliers: The transaction is terminated and the option of supplier in the procurement system is disabled.

In addition, the Group establishes a strict supplier elimination mechanism. In case of bribery, cheat, fraud, serious breach of contract or other acts detrimental to the Group, the relevant supplier will never be engaged. Suppliers who receive a D rating for three consecutive years will have their contracts terminated and not be renewed by the Group.

6.2.3 Management of Environmental and Social Risks of the Supply Chain

The Group continuously strengthens the evaluation and control of environmental and social factors of suppliers. While safeguarding the interests of suppliers, we urge suppliers to actively fulfill their environmental and social responsibilities to promote the sustainable development of the supply chain.

Environmental risk management	• Give priority to suppliers with certifications such as environmental management system certification and hazard analysis and critical control point certification. • Advocate green procurement, actively purchase materials or products with environmental protection attributes, and suppliers are required to provide inspection certificates for green, environmentally friendly, and degradable products as required by the state. • During the on-site inspection of suppliers, pay attention to whether the suppliers' environmental pollution prevention and control measures meet the requirements of current laws.
Social risk management	• Give priority to suppliers with certifications such as quality management system certification, occupational health and safety system certification, and food safety management system certification. • Put forward requirements for suppliers' business ethics and labor regulations, and evaluate whether their working environment may have an impact on the physical health of employees during the on-site inspection stage. • For labor-employment-type procurement, the service contract requires suppliers to ensure legal employment. They should sign labor contracts with their employees, and the company will regularly inspect the labor qualifications and social insurance status of suppliers to ensure compliance with relevant laws and regulations.

6.2.4 Transparent Procurement

The Group strictly adheres to the *Anti-Unfair Competition Law of the People's Republic of China* and formulates and implements policies and systems such as the *Tendering Management Measures, the Policy on Management of Supplier Integrity Inspection*, the *Procurement Work Requirements*, and the *Staff Job Responsibilities and Confidentiality Regulations* to clarify the compliance management requirements in the procurement and tendering stage, prevent corruption, fraud, and unfair competition, and ensure the fairness and transparency of the procurement and tendering process.

- Establish a strict selection mechanism for procurement personnel. Regularly conduct background checks, training, and moral compliance assessments on procurement personnel to ensure the professionalism and integrity of the procurement team.
- Clearly stipulate that procurement personnel cannot accept gifts from suppliers in any form, cannot demand benefits from suppliers, and cannot accept any kickbacks or commissions.
- Sign the *Supplier Visit Notification Letter and the Integrity Agreement* with suppliers to jointly build an honest and clean business relationship.

- Carry out anti-corruption supervision and inspection on abnormal suppliers and procurement.
- Ask for quotes from a minimum of three suppliers for routine purchases, and establish a multi-level internal approval mechanism for procurement prices.
- Adopt a public invitation of bids for project or bulk purchases with the on-site opening jointly supervised by multiple departments.

6.2.5 Strengthen Supplier Communication

To enhance the stability and operational efficiency of the supply chain, the Group has established diverse and efficient communication channels to share information with suppliers more frequently. We aim to build long-term and stable partnerships with suppliers and enhance mutual trust and cooperation.

Communicate with suppliers via email, WeChat/WeCom, and phone.	Conduct technical exchanges with suppliers by organizing online or offline meetings.
Arrange periodic visits to suppliers to understand their production and business operations.	Regularly participate in various exhibitions to actively strengthen communication with potential suppliers, broaden the supplier base, and stay updated on the latest technologies.

Communication channels with suppliers

6.3 PARTICIPATE IN INDUSTRY EXCHANGES

The Group participates in industry associations and industry exchange activities with an inclusive and open attitude, actively absorbs suggestions and successful experiences from outstanding peers to improve business operation efficiency and management level.

List of Participated Industry Associations

The Group's business segments	List of Participated Industry Associations	
Property Management Services	China Property Management Association Guangdong Property Management Industry Association Guangzhou Property Management Industry Association Guangzhou Panyu District Property Management Association	Guangzhou Huadu District Property Management Industry Association Foshan Nanhai District Property Management Industry Association Foshan Real Estate Association
Catering Services	Guangdong Group Meal Delivery Industry Association	
Employment Placement Services	Guangdong Member Unit of Family Service Industry Association	Guangzhou Vice President Unit of Family Service Federation

Case: **The 6th Guangzhou International Smart Property Management Expo**

In September 2025, the Group participated in the 6th Guangzhou International Smart Property Management Expo organized by Huadu Property Association under the guidance of the Guangzhou Housing and Urban-Rural Development Bureau, Guangdong Property Management Industry Association and other units. The theme of this expo was "Focus on quality to improve services and jointly build a harmonious and beautiful home". There were 12 major professional exhibition areas, including smart technology, environmental sanitation equipment, robots, and diversified community operations. Representatives of the Group learned about the latest achievements in digital transformation, smart services, and green operations on-site, connected with advanced industry technologies and solutions, and found practical directions for intelligent upgrading, thus contributing to the high-quality development of the property management industry.



The 6th Guangzhou International Smart Property Management Expo

Case: **The 2025 Shenzhen International Property Management Industry Expo**

In October 2025, the 2025 Shenzhen International Property Management Industry Expo with the theme of "Initiate new opportunities and link the future" was hosted by the Shenzhen Property Management Industry Association. There were two core pavilions of the Better Life Experience Hall and the AI + Property Science and Technology Hall, as well as four characteristic exhibition areas. Nearly 300 upstream and downstream brand exhibitors in the industry gathered at the expo. Senior management of the Group visited and learned on-site, connected with cutting-edge industry technologies and resources, participated in industry exchanges and discussions, and learned advanced experience for intelligent and digital transformation and upgrading, thus contributing to the construction of a new high-quality property service development model.



The 2025 Shenzhen International Property Management Industry Expo

Case: **Visit and learning at Tianma Liyuan**

In July 2025, the Group participated in the on-site observation and exchange activity of the second-phase benchmark project of Tianma Liyuan organized by the Huadu District Property Management Industry Association, and jointly studied with more than 30 representatives from 11 peer enterprises. The Group's representatives observed Vanke Property's standardized operation and maintenance, customer service, park management, and quality control systems on-site, and conducted in-depth discussions on service improvement, refined operation, and risk prevention and control. By benchmarking against leading enterprises, we further optimized our service processes and management standards, and promoted the standardization and quality improvement of property services.





Visit and learning at Tianma Liyuan

7 DEDICATED TO PUBLIC WELFARE, IMPROVING PEOPLE'S WELL-BEING

While driving high-quality development, the Group deeply roots in the original intention of public welfare and firmly fulfills social responsibilities. During the reporting period, We actively responded to the "Hundred Counties, Thousand Towns, Ten Thousand Villages" High-Quality Development Project of Guangdong Province, integrated internal and external resources, and coordinated multiple forces. Through diversified community activities and charitable donations, we continuously improved the service quality and efficiency of towns and streets and contributed to the coordinated development of urban and rural areas. In addition, we vigorously promoted the volunteer spirit. Our volunteer team, adhering to the tenets of " gratitude, service, enthusiasm, and love", carried out various public welfare activities in an orderly manner in accordance with the regulations, encouraged employees to participate in social practice, and empowered the construction of a harmonious society with practical actions.

7.1 WARM-HEARTED NEIGHBORHOOD AND VIBRANT COMMUNITY

The Group attaches great importance to the construction of a harmonious community. By regularly carrying out diversified activities such as convenience-providing activities, cultural and sports events, holiday activities, science popularization and education, and parent-child interactions, we built a bridge for neighborhood communication. We promoted emotional integration through rich scenarios, continuously enhanced the community's cohesion and sense of belonging, and created a beautiful home where people help and support each other and live in harmony.

Focus on Community Needs and Enhance Convenient Services

The Group always takes the needs of residents as the core, pays attention to residents' living convenience, living experience, and safety awareness. By carrying out a series of diversified community-beneficial activities, we actively do practical things for the masses and continuously improve residents' sense of well-being and community service satisfaction.

Case: Flea-market activity

In May 2025, the Group specially carried out a flea-market themed activity in Clifford community, organizing community residents to exchange and trade their household idle items. This effectively revitalized the idle item resources in residents' homes, advocated the concept of a green-circular lifestyle, enriched residents' spare time, and promoted interaction and communication among neighbors.



Scene of the flea-market activity

Case: **Convenience services day**

In October 2025, the Group held a convenience service day in Clifford Estates community, Guangzhou. We integrated multiple convenience-providing service resources and set up service areas for free medical consultations, blood-pressure measurements, free inspections of electric vehicles and bicycles, free haircuts and key-making, and fan cleaning. At the same time, we also arranged on-site quiz games with prizes, meeting the diverse living needs of residents in one-stop service and winning wide recognition from property owners.



Convenience service day

Case: **Free rabies vaccine injection**

In June 2025, the Group held a free rabies vaccine injection event for the Clifford Estates community, Guangzhou. It provided free rabies vaccine inoculation services for dog-owning residents in the community. Meanwhile, it carried out publicity and education on the theme of legal and civilized dog-keeping, effectively regulating dog-keeping behavior in the community and maintaining public order and environmental sanitation in the community.



Rabies vaccine injection

Case: **Fire safety activity day**

In November 2025, the Group held a fire safety activity day in Clifford Estates, Guangzhou. On-site fire practical drills, fire case displays, fire-fighting practical operation teaching, and knowledge lectures on home fire and electricity safety were carried out. At the same time, a close-up experience session of fire trucks and fire-fighting equipment was set up to comprehensively improve residents' fire safety awareness and emergency response capabilities.



Fire safety activity day

Cultivate Cultural Heritage and Enrich Cultural and Sports Life

With the goal of enriching residents' lives and creating a healthy and positive community atmosphere, the Group has continuously carried out diverse community cultural and sports activities throughout the year, considering the cultural and fitness needs of residents of different age groups and creating a community culture rich in literary charm and dynamic energy.

Case: Mobile library van activity

In 2025, the Group carried out the mobile library van activity on a regular basis every month in the Clifford Estates community in Guangzhou. It linked up with the high-quality public resources of the Guangzhou Mobile Library and introduced professional mobile library services. It provided convenient literature borrowing and information query services for the community's teenagers and children, continuously enriching the community's cultural supply and broadening the growth channels for children's reading.



Mobile library van activity

Case: Outdoor free movie activity

In 2025, the Group held outdoor free movie activity in each Clifford community. It provided high-quality movies to residents for free, continuously enriching residents' night-time leisure life. Using this activity as a link, it promoted neighborly interaction and created a warm and harmonious neighborly atmosphere.



Outdoor free movie activity

Case: Clifford Marathon activity

In December 2025, the Group held the Clifford Marathon activity in the Clifford community, creating a characteristic community sports IP as a warm-up for the "Guangzhou Marathon". It attracted the extensive participation of residents of all age groups in the community. Through the marathon event, it conveyed the concept of national fitness and a positive and healthy lifestyle. At the same time, it enhanced the community's vitality and residents' cohesion and enriched residents' cultural and sports lives.



Clifford Marathon activity

Preserve Festival Cultural Heritage and Enrich Neighborhood Life

This Group takes Chinese traditional festivals and special celebrations as opportunities, organizing a series of rich and colorful festival-themed activities throughout the year. While creating a strong festive atmosphere for the residents, it also promotes and inherits the excellent traditional Chinese culture. Through festivals, it bonds the warmth among neighbors and enriches the cultural heritage of the community.

Case: **Chinese New Year blessing-giving activity**

In January 2025, the Group carried out Chinese New Year blessing-giving activity in each community under the Clifford. It organized community staff to carry out the special service of "delivering blessings to homes" in batches, sending sincere Chinese New Year blessings to the community's owners and residents. It effectively added a Chinese New Year festival atmosphere to the community, narrowed the distance with the owners, and created a festive and harmonious community atmosphere.



Chinese New Year blessing-giving activity

Case: **God of Wealth Chinese New Year Celebration**

In January 2025, Clifford Property Management carried out the theme activity of the God of Wealth celebrating the Chinese New Year in each Clifford Clifford community. It specially arranged staff to dress up as the "God of Wealth" to pay Chinese New Year calls to community owners and send exclusive festival blessings, further adding a festive atmosphere to the Chinese New Year, narrowing the distance between the property management and the owners, and conveying good New Year wishes.



Activity of God of Wealth to celebrate Chinese New Year

Case: Dragon Boat Festival zongzi-making activity

In May 2025, the Group held the theme activity of "Fragrant Zongzi to Welcome the Dragon Boat Festival" in the Clifford community. It invited community residents to participate in zongzi making together. On-site, it explained the historical origin and cultural connotation of the traditional Dragon Boat Festival customs, promoted excellent traditional Chinese culture, effectively enriched residents' cultural lives, and enhanced the community's sense of warmth and cohesion.



Dragon Boat Festival zongzi-making activity

Case: Mid-Autumn Festival garden party

In September 2025, the Group held the Mid-Autumn Festival garden party theme activity in each Clifford community. It set up multiple interactive links such as Mid-Autumn Festival riddles and barbecue parties, creating an immersive Mid-Autumn Festival experience for community residents. It effectively created a strong festival atmosphere of reunion, enriched residents' cultural lives, shared neighborly affection, and promoted community harmony.



Mid-Autumn Festival garden party

Empower Parent-child Growth and Build a Warm Home

The Group pays attention to the growth needs of community families and plans to carry out a series of diverse, interesting and immersive parent-child interaction activities. While enriching family parent-child experiences and enhancing parent-child emotional connections, it builds a communication and interaction platform among neighborly families, continuously helping to create a friendly, harmonious, co-built and shared community family ecosystem.

Case: **Father's Day eco-bag painting activity**

In June 2025, the Group held a Father's Day eco-bag painting parent-child activity in Clifford Estates, Guangzhou. We invited parent-child families in the community to jointly create exclusive painted eco-bags, sending warm holiday blessings to fathers. This effectively enhanced the sense of warmth and cohesion in the community, created a strong festival atmosphere, and simultaneously spread the concept of green environmental protection.



Father's Day eco-bag painting activity

Case: **"Have Fun with Fish" Parent-child Fish-catching activity**

In July 2025, the Group held a "Have Fun with Fish" parent-child fish-catching theme activity in Clifford community. We invited community residents and their children to participate in the interesting fish-catching interaction in the community pond, creating a cool and interesting summer experience for parent-child families in the community. This effectively enriched the residents' summer lives and enhanced the emotional bond between parents and children as well as friendly exchanges among neighbors.



Parent-child fish-catching activity

Case: "Date with the Gardener" activity

In August 2025, the Group held a "Date with the Gardener" activity in Clifford Estates, Guangzhou. Parents and children jointly participated in learning about gardening tools, the tree pruning process, and the characteristics of community plant varieties. At the same time, community greening planting and bonsai DIY practices were carried out to popularize plant science and environmental protection knowledge, and deepen the effectiveness of community nature education and environmental protection education.



"Date with the Gardener" activity

Case: Easter Parent Child Egg Hunting activity

In April 2025, to celebrate Easter, the Group specially planned a parent-child egg hunting activity at the Palm Garden in Clifford Estates. The event venue is decorated with a festive atmosphere, and children hold colorful egg hunting maps to explore hidden Easter eggs under guidance. The activity integrates natural exploration and interactive intelligence, with parents and children working together to enhance emotional communication through laughter and joy.



Easter parent child egg hunting activity

7.2 CARING ABOUT PUBLIC WELFARE AND REPAYING SOCIETY

While focusing on community services and achieving high-quality development, the Group has always adhered to the original intention of public welfare, actively fulfilled corporate social responsibilities, and continuously expanded the boundaries of public welfare. Through various measures such as community free medical consultations, public welfare charity sales, and charitable donations, we have continuously spread the warmth of public welfare. We have taken practical actions to improve people's well-being, empower the harmonious development of society, and make public welfare a solid link to a better life.

Case: Earth Hour activity

In March 2025, the Group actively responded to the call of the Worldwide Fund for Nature's Earth Hour activity and held a series of theme activities of the " Clifford 60+ Life Exhibition" in Clifford community. Through diversified displays and interactive experiences, we awakened the environmental protection awareness of community residents, called on all members to actively participate in environmental protection actions, and practice a green and low-carbon lifestyle.



Poster of the Earth Hour activity

Case: Community free medical consultation activity

Throughout 2025, the Group, in cooperation with Clifford Hospital, carried out a total of 15 special free medical consultation activities with different themes in communities under the Group. These activities covered multiple health fields that residents are concerned about, such as "Glaucoma Day & Ear Care Day" and "World Diabetes Day". A total of more than 1,680 community residents were served, promoting the sinking of high-quality medical resources and ensuring the health of residents.



Community free medical consultation activity

Case: The 18th Clifford charitable book donation

In June 2025, the Group carried out the 18th Clifford Charitable Book Donation Public Welfare Activity. We arranged staff to complete the whole process of sorting, classifying, counting, and registering the donated books. All the books collected in this activity were sent to remote mountainous areas to help children in the mountains increase their knowledge and build a bridge to broaden their horizons.



Clifford charitable book donation activity

Case: The 10th Clifford charitable clothing donation campaign

In November 2025, the Group carried out the 10th clifford charitable clothing donation campaign. We launched a public welfare initiative in the community to donate clothes to bring warmth. We systematically completed the whole process of collecting, sorting, and sorting the donated clothes. All the clothes were sent to mountainous areas to bring winter warmth and protection to children in the mountains.



Charitable Clothing Donation Campaign

Case: **The Fourth charitable sale activity**

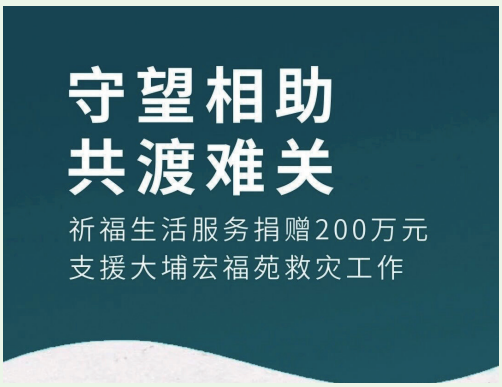
In September 2025, the Group actively responded to the calls of the Panyu District Property Management Association and the Panyu Charity Association and held a public welfare charity sale activity at the South Square of Clifford Lake. All the proceeds from this charity sale activity were donated to the education support project in Guizhou to support the disadvantaged groups in society and help the development of education in remote areas with practical actions.



Charitable sale activity

Case: **Donation for the Wang Fuk Court Fire in Tai Po, Hong Kong**

In November 2025, in response to the major casualties and property losses caused by the Grade 5 fire at Wang Fuk Court in Tai Po, Hong Kong, the Group launched an emergency public welfare response immediately. We donated HKD 2 million to support the local disaster relief work and simultaneously issued a charitable initiative to the society, calling on all sectors to actively offer help and assist the affected families to get through the difficulties.



Donation for the Wang Fuk Court Fire in Tai Po, Hong Kong

APPENDIX I: POLICY LIST

ESG Indicator	Compliance with National Policy	Internal policies
A. Environmental	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes Evaluation Standard for Green Construction of Building Environmental Protection Law of the People's Republic of China Atmospheric Pollution Prevention and Control Law of the People's Republic of China Water Pollution Prevention and Control Law of the People's Republic of China Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise Energy Conservation Law of the People's Republic of China Circular Economy Promotion Law of the People's Republic of China Wild Animal Conservation Law of the People's Republic of China Chinese Programme for Natural Protection Boiler Air Pollutant Emission Standard Regulations on the Safety Management of Hazardous Chemicals Emergency Response Law of the People's Republic of China	Policy on Management of Energy Conservation and Consumption Reduction Policy on Management of Energy, Electricity and Water Conservation Rules on Waste Sorting Management
B1. Employment	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Employment Promotion Law of the People's Republic of China Social Insurance Law of the People's Republic of China Provisions on the Prohibition of Using Child Labor Law of the People's Republic of China on the Protection of Minors International Labor Standards	Employee Handbook Incentive Plan for Management Efficiency Profit Sharing Plan for New Business Development Recruitment Rules Training Management Policy Measures for Talent Introduction Operations Code of Human Resources and Administration Department

ESG Indicator	Compliance with National Policy	Internal policies
B2. Health and Safety	Labor Law of the People's Republic of China Fire Protection Law of the People's Republic of China Work Safety Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Occupational Diseases Regulation on Work-Related Injury Insurance Regulation on Realty Management	Policy on Work Safety Management Work Safety Rules and Procedures Policy on Work-related Injury Management Policy on Safety Target Management Policy on Management of Work Safety Responsibility Policy on Management of Safety Education and Training Safety Inspection Policy Emergency Management Policy Policy on Management of Safety Performance Policy on Fire Safety Management Policy on Management of Work Safety Meeting Clifford Property Emergency Response Plan Policy of Clifford Property on Work Safety and Fire Safety Management Retail Sector Work Safety Policy
B5. Supply Chain Management	The Bidding Law of the People's Republic of China Regulation on the Implementation of the Bidding Law of the People's Republic of China	Supplier Management Policy Policy on Supplier Evaluation Management Policy on Management of Supplier Integrity Inspection Procurement Management Policy Supplier Qualification Requirements Procurement Work Guidelines Staff Job Responsibilities and Confidentiality Regulations

ESG Indicator	Compliance with National Policy	Internal policies
		Intellectual Property Management Manual
		Reward and Punishment Policy on Intellectual Property
		Training Policy on Intellectual Property
		Rules on Owners' Archives Management
		Policy on Customer Complaint
		Management Complaint Follow-up and Handling Process
	Civil Code of the People's Republic of China	Emergency Response Plan
	Trademark Law of the People's Republic of China	Rules on Shelf Life of Goods
	Copyright Law of the People's Republic of China	Policy on Management of Responsibilities of Operation Department
	Advertising Law of the People's Republic of China	Project Quality Control Mechanism
	Patent Law of the People's Republic of China	Confidentiality Policy on Owners' Information
	Product Quality Law of the People's Republic of China	Response Plan for Owner Information (Privacy) Leakage
	Law of the People's Republic of China on the Protection of Consumer Rights and Interests	Policy on Corporate Research and Development Reserves
B6. Product Responsibility	Cybersecurity Law of the People's Republic of China	Project Management Center Work Specifications
	Urban Real Estate Administration Law of the People's Republic of China	Management Policy of After-sales Service Department
	Product Quality Law of the People's Republic of China	Management Policy of Customer Service Department
	Regulation on Realty Management	Customer Complaint Handling Standards
	Regulations on Quality Management of Construction Projects	Management Policy of Commodity Access
	Opinions of the General Office of the State Council on Promoting the Sustainable and Healthy Development of the Construction Industry	Operation Manual of Clifford Supermarket
		Management Code for Near-Expired Goods
	Food Safety Law of the People's Republic of China	Hygiene Management Rules
		Requirements on Production Materials Standards
		Daily Management Policy of Food and Beverage
		Operation Management Manual of Food Safety
		Group Image System Manual
		Intellectual Property Training System
		Regulations on Information System Data Security Management

ESG Indicator	Compliance with National Policy	Internal policies
B7. Anti-Corruption	Company Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Anti-Monopoly Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery	Integrity Training for New Employees Clifford Group Discipline Inspection Work Regulations Clifford Group Gift and Cash Gift Management Measures The Reporting Mechanism and Handling Process within Clifford Group
B8. Community Investment		Rules of Clifford Modern Living's Volunteer Team

APPENDIX II: KEY PERFORMANCE LIST

ENVIRONMENTAL KEY PERFORMANCE LIST

ESG Indicator	Unit	2025
A1 Emissions		
A1.1 The types of emissions and respective emissions data		
Nitrogen oxides	Kilogram	149.06
Sulfur oxides	Kilogram	0.18
Particulate matter	Kilogram	5.73
A1.3 Total hazardous waste produced and generation intensity		
Hazardous waste	Tonne	0.29
Hazardous waste intensity	Tonne/RMB'000 operating income	9.04×10^{-7}
A1.4 Total non-hazardous waste produced and generation intensity		
Non-hazardous waste	Tonne	119.45
Non-hazardous waste intensity	Tonne/RMB'000 operating income	3.73×10^{-4}
A2 Use of Resources		
A2.1 Direct and/or indirect energy consumption, by type, in terms of total and intensity		
Direct energy consumption	Thousand kWh	995.53
Indirect energy consumption	Thousand kWh	11,307.80
Total energy consumption	Thousand kWh	12,303.32
Energy density	Thousand kWh/RMB'000 operating income	0.04
A2.2 Water consumption, in total and in intensity		
Water consumption	Cubic meter	187,624.14
Water consumption intensity	Cubic meter/RMB'000 operating income	0.59
A2.5 Total packaging material used for finished products		
Plastic bag	Tonne	7.28

ESG Indicator	Unit	2025
Part D: Climate-related Disclosures		
Greenhouse gas emissions		
Total greenhouse gas emissions (Scope 1 + Scope 2)	Tonne of carbon dioxide	6,212.03
Greenhouse gas emission intensity (Scope 1 + Scope 2)	Tonne of carbon dioxide/ RMB'000 operating income	1.94×10^{-2}
Scope 1 (carbon dioxide equivalent emissions)	Tonne of carbon dioxide	212.11
Scope 2 (carbon dioxide equivalent emissions)	Tonne of carbon dioxide	5,999.92
Scope 3 (carbon dioxide equivalent emissions)	Tonne of carbon dioxide	2,295.98
Category 1: Purchased Goods and Services	Tonne of carbon dioxide	151.25
Category 2: Capital Goods	Tonne of carbon dioxide	8.09
Category 3: Fuel-and Energy-Related Activities	Tonne of carbon dioxide	1,992.53
Category 6: Business Travel	Tonne of carbon dioxide	1.53
Category 7: Employee Commuting	Tonne of carbon dioxide	142.58

Note:

The collection period of environmental data covers January 1, 2025 to December 31, 2025. The scope of collection includes:

- Energy consumption of group headquarters, office areas of business segments, subordinate supermarkets, fresh food markets, convenience stores, catering services; and
- Energy consumption of corporate vehicles and transportation vehicles at group headquarters and each business segment;

1. The disclosed values of emission data are obtained from the consumption of gasoline and diesel by the Group and each business segment. The relevant emission factors refer to the Reporting Guidance on Environmental KPIs of the Stock Exchange.
2. The disclosed values of greenhouse gas emissions come from the direct and indirect greenhouse gas emissions generated by the Group's business operations (Scope 1 and Scope 2), as well as indirect greenhouse gas emissions occurring in the value chain (Scope 3).The emission factors in Scope 1 are calculated with reference to the Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions by Public Construction Operators (Enterprises) (Trial) issued by the General Office of the National Development and Reform Commission; the greenhouse gas data in Scope 2 are attributed to the purchased electricity. The greenhouse gas emission factors of power grid in China refer to the latest national grid average emission factor published by the Ministry of Ecology and Environment of the PRC, while those in Hong Kong refer to the Reporting Guidance on Environmental KPIs of the Hong Kong Stock Exchange; The emission factors in Scope 3 are derived from factor libraries such as US EEIO 2024 and UK GOV 2024.
3. The non-hazardous waste of the Group is waste from office areas, such as office waste and kitchen waste.
4. The energy consumption value derives from the use of gasoline, diesel, natural gas and purchased electricity. The energy consumption factors refer to the General Rules for Calculation of the Comprehensive Energy Consumption (GB2589–2020).
5. The water consumption of the Group mainly comes from the operation of various business segments and offices.
6. The plastic bags used by the Group are mainly from the free plastic bags provided to customers by the supermarkets in retail services segment.

SOCIAL KEY PERFORMANCE LIST

ESG Indicator		Unit	2025
B1 Employment			
B1.1 Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region			
Total number of employees		Person	773
By gender	Male employees	Person	316
	Female employees	Person	457
By category	Senior management	Person	10
	Middle management	Person	61
	General employees	Person	702
By type	Full-time employees	Person	712
	Part-time employees	Person	33
	Contract employees	Person	28
By age	Employees aged 30 and below	Person	73
	Employees aged between 31 and 40	Person	151
	Employees aged between 41 and 50	Person	296
	Employees aged 51 years and above	Person	253
By region	Employees in Chinese mainland	Person	768
	Employees in Hong Kong, Macao, Taiwan and Overseas	Person	5

ESG Indicator		Unit	2025
B1.2 Employee turnover rate by gender, age group and geographical region[1]			
Turnover rate		%	38.55%
By gender	Male employees	%	40.49%
	Female employees	%	37.14%
By age	Employees aged 30 and below	%	51.01%
	Employees aged between 31 and 40	%	35.19%
	Employees aged between 41 and 50	%	32.73%
	Employees aged 51 years and above	%	41.97%
By region	Employees in Chinese mainland	%	38.66%
	Employees in Hong Kong, Macao, Taiwan and Overseas	%	16.67%
B2 Health and Safety			
B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year[2]			
	Number of work-related fatalities	Person	0
	Rate of work-related fatalities	%	0
B2.2 Lost days due to work injury			
	Total days lost due to work-related injuries	Day	136.5
B2.3 Occupational health and safety measures adopted			
	Annual health check up	Person	670
	Number of safety drills (including fire drills)	Time	77
	Number and percentage of participants in safety drills	Person/%	727/94.05

1 The formula for calculating employee turnover rate is: the number of employees in that category who have left / (the number of employees in that category who have left + the total number of employees in that category at the end of the year) × 100%.

2 Number and rate of work-related fatalities occurred in 2023 and 2024 are 0, respectively.

ESG Indicator		Unit	2025
B3 Development and Training			
B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)			
Percentage of employees trained		%	95.86%
By gender	Male employees	%	98.10%
	Female employees	%	94.31%
By category	Senior management	%	80.00%
	Middle management	%	95.08%
	General employees	%	96.15%
B3.2 The average training hours completed per employee by gender and employee category			
Total training hours of employees[3]		Hour	646.76
By gender	Male employees	Hour	25.80
	Female employees	Hour	17.50
By category	Senior management	Hour	11.65
	Middle management	Hour	10.16
	General employees	Hour	21.95
B5 Supplier Management			
B5.1 Number of suppliers by geographical region			
	Total number of suppliers	Nr.	923
	Chinese mainland	Nr.	915
	Hong Kong, Macao and Taiwan regions	Nr.	7
	Overseas	Nr.	1
B5.2 Number of suppliers that have implemented the practices			
	Number of suppliers that have implemented the practices	Nr.	923

[3] The data represents the total duration of the training conducted.

ESG Indicator	Unit	2025
B6 Product Responsibility		
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons		
Product recycling	Tonne	0
B6.2 Number of products and service related complaints received and how they are dealt with		
Number of customer complaints received	Time	1,386
Customer satisfaction	%	97.67
B6.3 Observing and protecting intellectual property rights		
Number of patents applied for	Case	0
Number of patents granted	Case	0
B7 Anti-corruption		
B7.1 Number of concluded corruption lawsuits brought against the issuer or its employees during the reporting period and the outcomes of the cases		
Number of corruption lawsuits filed or concluded	Case	1
B8 Community Investment		
B8.2 Resources contributed to the focus area		
Public welfare investment	RMB	1,805,527
Number of employees participating in volunteer activities	Person/time	137

APPENDIX III: HKEX ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE

ESG KPIs		Chapter
Part B: Mandatory Disclosure Requirements		
Governance Structure		
D13(i)	A disclosure of the board's oversight of ESG issues;	SUSTAINABILITY MANAGEMENT
D13(ii)	The board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and	SUSTAINABILITY MANAGEMENT
D13(iii)	How the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	SUSTAINABILITY MANAGEMENT
Reporting Principles		
D14 Materiality	The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.	ABOUT THE REPORT
D14 Quantitative	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/ energy consumption (where applicable) should be disclosed.	ABOUT THE REPORT
D14 Consistency	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	ABOUT THE REPORT
Reporting Boundary		
D15 A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.		ABOUT THE REPORT

ESG KPIs		Chapter
Part C: "Comply or explain" Provisions		
Aspect A1: Emissions		
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 emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. *Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.*	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
A1.1	The types of emissions and respective emissions data.	APPENDIX II: KEY PERFORMANCE LIST
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	APPENDIX II: KEY PERFORMANCE LIST
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	APPENDIX II: KEY PERFORMANCE LIST
A1.5	Description of emission target(s) set and steps taken to achieve them.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
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.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER

ESG KPIs		Chapter
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. *Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.*	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
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).	APPENDIX II: KEY PERFORMANCE LIST
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	APPENDIX II: KEY PERFORMANCE LIST
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
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.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	APPENDIX II: KEY PERFORMANCE LIST
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	GREEN DEVELOPMENT, BUILDING AN ECOLOGICAL HOME TOGETHER

ESG KPIs		Chapter
Aspect B1: Employment		
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	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	APPENDIX II: KEY PERFORMANCE LIST
B1.2	Employee turnover rate by gender, age group and geographical region.	APPENDIX II: KEY PERFORMANCE LIST
Aspect B2: Health and Safety		
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.	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	APPENDIX II: KEY PERFORMANCE LIST
B2.2	Lost days due to work injury.	APPENDIX II: KEY PERFORMANCE LIST
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
Aspect B3: Development and Training		
General Disclosure	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*	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	APPENDIX II: KEY PERFORMANCE LIST
B3.2	The average training hours completed per employee by gender and employee category.	APPENDIX II: KEY PERFORMANCE LIST

ESG KPIs		Chapter
Aspect B4: Labour Standards		
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	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
B4.1	Description of measures to review employment practices to avoid child and forced labour.	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
B4.2	Description of steps taken to eliminate such practices when discovered.	OPENNESS AND INCLUSIVENESS TO NURTURE TALENT GROWTH
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
B5.1	Number of suppliers by geographical region.	APPENDIX II: KEY PERFORMANCE LIST
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.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE

ESG KPIs		Chapter
Aspect B6: Product Responsibility		
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	DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	APPENDIX II: KEY PERFORMANCE LIST
B6.2	Number of products and service related complaints received and how they are dealt with.	DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE
B6.3	Description of practices relating to observing and protecting intellectual property rights.	DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE
B6.4	Description of quality assurance process and recall procedures.	DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	DILIGENTLY IMPLEMENT QUALITY MANAGEMENT, FORGE SUPERIOR SERVICE

ESG KPIs		Chapter
Aspect B7: Anti-corruption		
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	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
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.	APPENDIX II: KEY PERFORMANCE LIST
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
B7.3	Description of anti-corruption training provided to directors and staff.	WORKING TOGETHER AND ABIDING BY THE PATH OF COMPLIANCE
Aspect B8: Community Investment		
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.	DEDICATED TO PUBLIC WELFARE, IMPROVING PEOPLE'S WELL-BEING
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	DEDICATED TO PUBLIC WELFARE, IMPROVING PEOPLE 'S WELL-BEING
B8.2	Resources contributed (e.g. money or time) to the focus area.	DEDICATED TO PUBLIC WELFARE, IMPROVING PEOPLE'S WELL-BEING APPENDIX II: KEY PERFORMANCE LIST

ESG KPIs		Chapter
Part D: Climate-related Disclosures		
Governance		
D19(a)	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.	ADDRESSING CLIMATE CHANGE-Governance
D19(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	ADDRESSING CLIMATE CHANGE-Governance
Strategy		
D20(a)	Describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term.	ADDRESSING CLIMATE CHANGE-Strategy
D20(b)	Explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk.	ADDRESSING CLIMATE CHANGE-Strategy
D20(c)	Specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur.	ADDRESSING CLIMATE CHANGE-Strategy
D20(d)	Explain how the issuer defines 'short term' , 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	ADDRESSING CLIMATE CHANGE-Strategy
D21(a)	A description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain.	ADDRESSING CLIMATE CHANGE-Strategy
D21(b)	A description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	ADDRESSING CLIMATE CHANGE-Strategy
D22(a)	Information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation.	ADDRESSING CLIMATE CHANGE-Strategy

ESG KPIs		Chapter
D23	Information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	ADDRESSING CLIMATE CHANGE-Strategy
D24(a)	An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a)	After assessment, the Group is currently unable to identify the relevant impacts independently, and the measurement method used to evaluate these impacts is overly uncertain. As a result, the quantitative information estimated is not of reference value. The relevant qualitative information can be found in " ADDRESSING CLIMATE CHANGE-Strategy ".
D24(b)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	After assessment, the Group does not currently have any such significant risks.
D25(a)	the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	After assessment, the Group is currently unable to identify the relevant impacts independently, and the measurement method used to evaluate these impacts is overly uncertain. As a result, the quantitative information estimated is not of reference value. The relevant qualitative information can be found in " ADDRESSING CLIMATE CHANGE-Strategy ".
D25(b)	How the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration.	

ESG KPIs		Chapter
D26(a)	How the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	ADDRESSING CLIMATE CHANGE-Strategy
D26(b)	The issuer's assessment of its climate resilience as at the reporting date	ADDRESSING CLIMATE CHANGE-Strategy
Risk Management		
D27(a)	The processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks.	ADDRESSING CLIMATE CHANGE-Risk Management
D27(b)	The processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities).	ADDRESSING CLIMATE CHANGE-Risk Management
D27(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	ADDRESSING CLIMATE CHANGE-Risk Management
Indicators and Targets		
D28(a)	Scope 1 greenhouse gas emissions	APPENDIX II: KEY PERFORMANCE LIST
D28(b)	Scope 2 greenhouse gas emissions	APPENDIX II: KEY PERFORMANCE LIST
D28(c)	Scope 3 greenhouse gas emissions	APPENDIX II: KEY PERFORMANCE LIST
D29(a)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions.	APPENDIX II: KEY PERFORMANCE LIST
D29(b)	disclose the approach it uses to measure its greenhouse gas emissions	APPENDIX II: KEY PERFORMANCE LIST

ESG KPIs		Chapter
D29(c)	For Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions.	APPENDIX II: KEY PERFORMANCE LIST
D29(d)	For Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	APPENDIX II: KEY PERFORMANCE LIST
D30	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	After assessment, the Group currently does not have any assets that would be significantly affected by climate-related transition risks or physical risks, nor does it have any assets that involve climate-related opportunities.
D31	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	
D32	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	
D33	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	After assessment, the expenditures made by the Group for climate-related risks and opportunities only involve operating expenses and do not yet include capital expenditures, financing or investments.

ESG KPIs		Chapter
D34(a)	An explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis).	Not applicable. The Group has not yet applied carbon pricing in its business operation decisions.
D34(b)	The price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions.	
D35	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	ADDRESSING CLIMATE CHANGE-Metrics and Targets
D36	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	ADDRESSING CLIMATE CHANGE-Strategy
D37	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets.	ADDRESSING CLIMATE CHANGE-Metrics and Targets
D38	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target.	ADDRESSING CLIMATE CHANGE-Metrics and Targets
D39	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	ADDRESSING CLIMATE CHANGE-Metrics and Targets

ESG KPIs		Chapter
D40	For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:	ADDRESSING CLIMATE CHANGE-Metrics and Targets
D40(a)	Which greenhouse gases are covered by the target;	
D40(b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;	
D40(c)	Whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;	
D40(d)	Whether the target was derived using a sectoral decarbonisation approach; and	
D40(e)	The issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits.	
D41	In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	The Group has fully referred to cross-industry indicators and industry-specific indicators, and has also considered their applicability.