seazen
新城控股

新城控股可持续发展报告

SUSTAINABILITY REPORT




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2025 1 1 12 31

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EQQ@

QBEq

A?QQ-CQE5.0

A?QQ-CQE5.0

frrnq://u u u.qc_xc l.am k .a l/bctcjmn k c l r/pcnmpr.f r k j



2025

CQE

20

QM

400

60

5+L

10

100%

CQE



1993 p 32

2025 2,656.43 p

2001 @ 2015 ? @

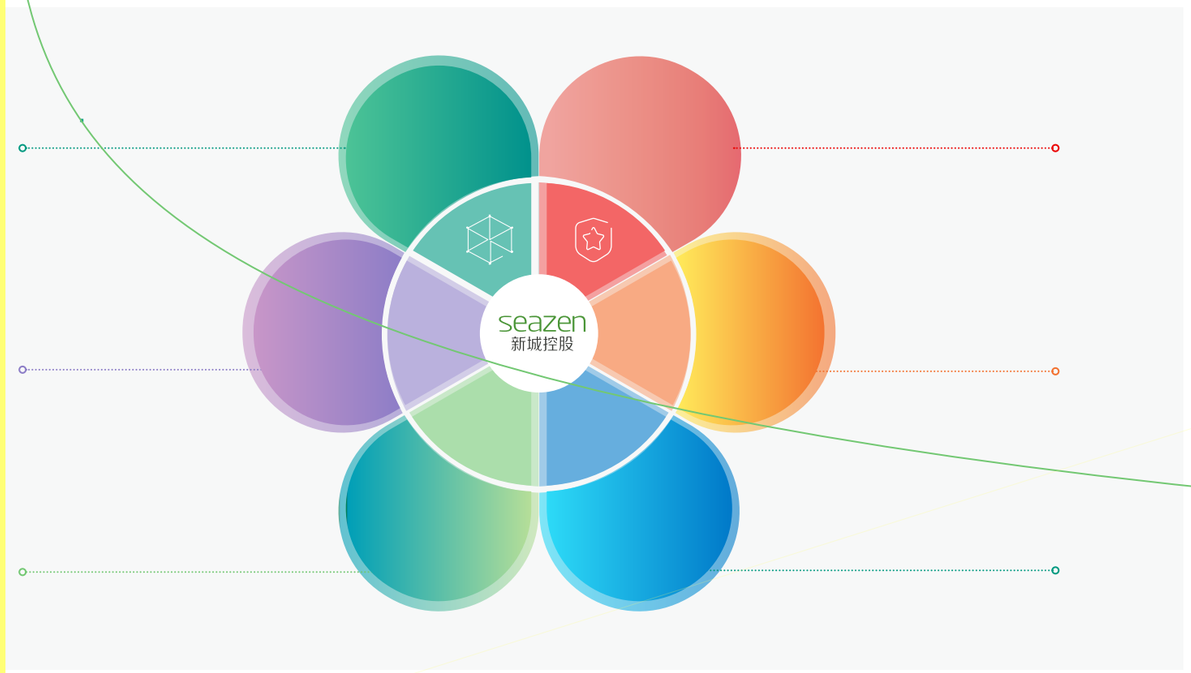
? 601155.QF 2025 193 254

141 p

ˇ 1+3 2025

150 ˇ ˇ ˇ ˇ ˇ ˇ ˇ ˇ ˇ ˇ ˇ

ˇ 800 p



1993 -2024

2001 @

2002

2011

2012

01030.F I

2009

2013 200

100 200

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p 2025

p

CQE 27 CQE

p

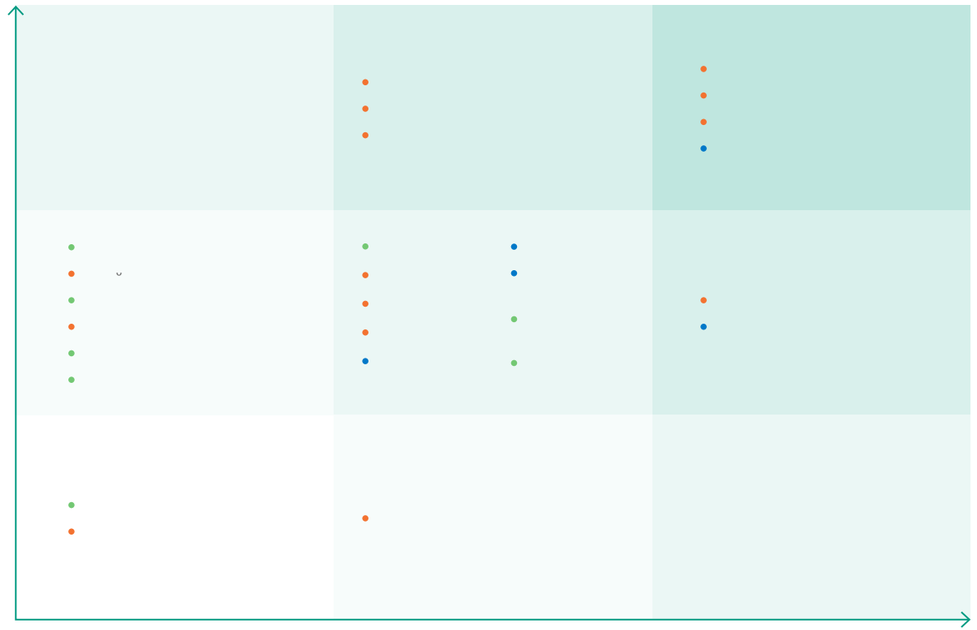
2025

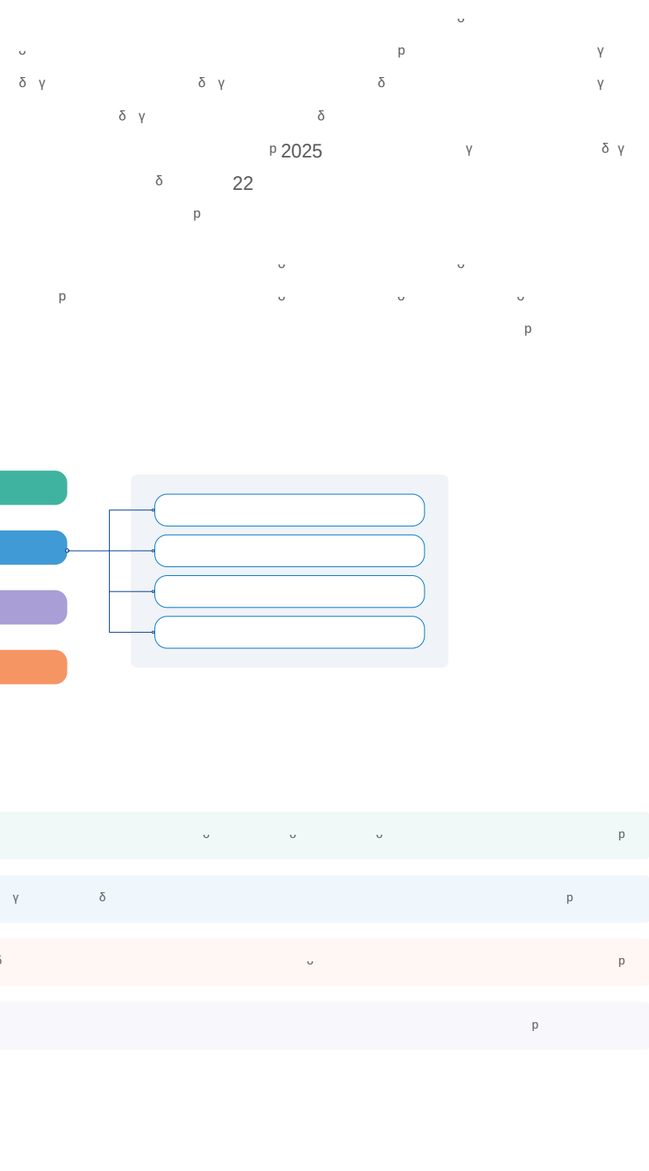
CQE

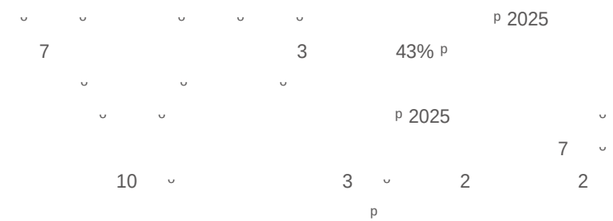
p

106 p

2025

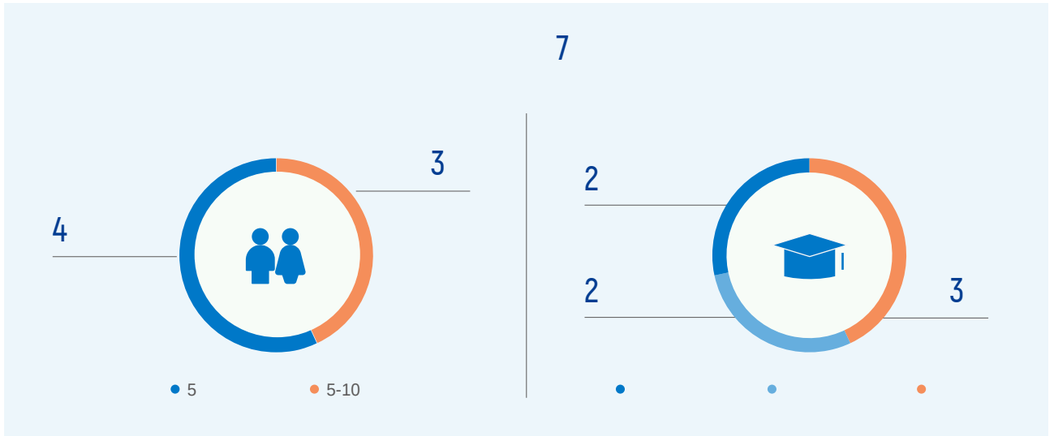


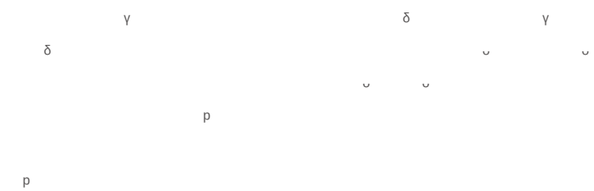




2025

7	10	3	2	2





2025 40

2025

110	20,000
60	15,000
50	3,000



2025 4 56

120 3 20

28 17

γ δ γ δ γ
δ γ δ γ
δ γ δ [2]
p
p γ
δ γ δ
p
p
p
p
p
p

p
p

[2] frrnq://qc_xcl.amk.al/gk_ecq/bctcjmnkclr/%C5%95%86%C4%@8%9?%C8%?1%8A%C4%@8%@?%C5%87%86%C5%88%99.nbd

GQM 37001

p

ISO 37001

p
p
p
?G
?G
p 2025
62
37 19 6 p
γ δ
p γ δ γ
δ γ δ
p

2025

γ δ γ δ

100 %

100 %

388 6# 3D 200333

021-32522898

jg_lxfclevglafcle

hs`_m>vglafcle.amk

qhhauwf>vglafcle.amk



afclewg>vglafcle.amk

2025

100 %

100 %

4.1

3.0

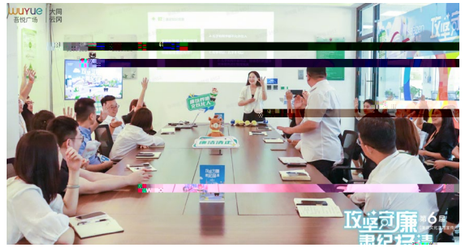
2025

p 22 ˇ4 20

p













-

2025

2025

24		615	13
2		139	463

γ δ

p

γ δ

p

γ δ

p

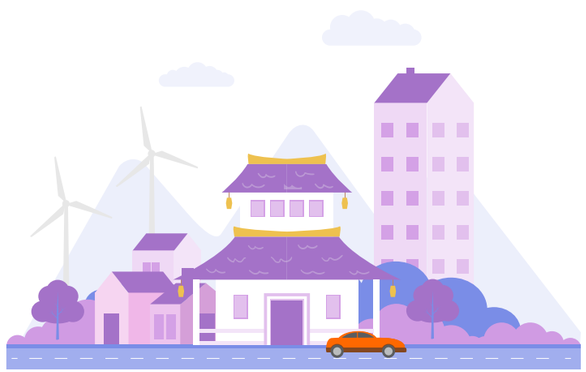
2025

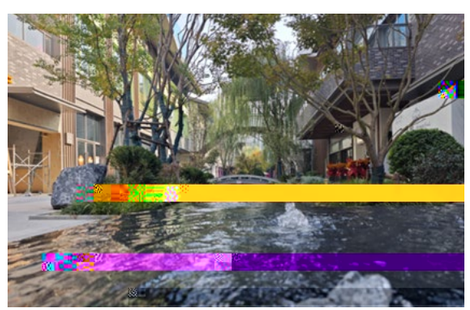
2025

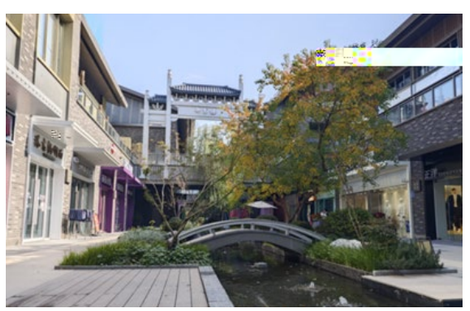
优质体验

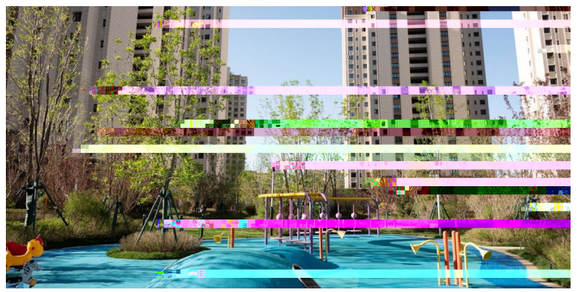


155	70	2,600









γ δ γ δ

p 2025

γ

δ

p

2025

p

p

p

QM 9001: 2015

p

4

100%

p



ISO 9001 2015



ISO 9001 2015

- -

p 2025

ᴗ ᴗ ᴗ

ᴗ 418

3,765 7,520 100%

p

ᴗ

p 2025 193

743

100% p

2025

193 743 100 %

“ ”

2025 11

p

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p + p

p

p

ᴗ p

p

	/ A	/B C
/	2	2
	24	24
	ᴗ ᴗ	ᴗ

p ᴗ

p

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p

p

ᴗ

p 2025

100% p

“ ”

γ 4008 δ γ δ γ

δ p

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p

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p

p

p

p

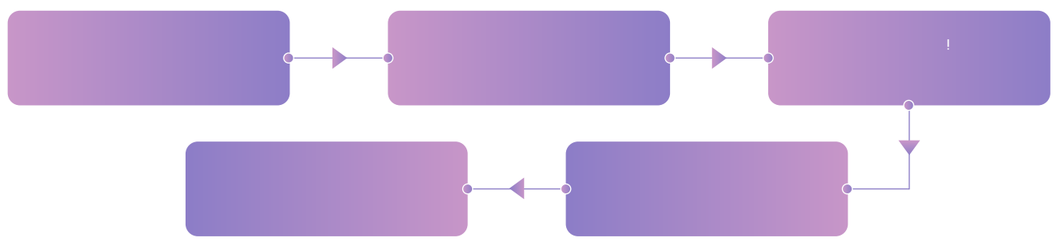
p

[3] 5+L - - - - -

p

p

p



p

6

p

1

p

p

p

1 6 p

p

1 6 p

p

1 2 p

2 5 p

p

2025

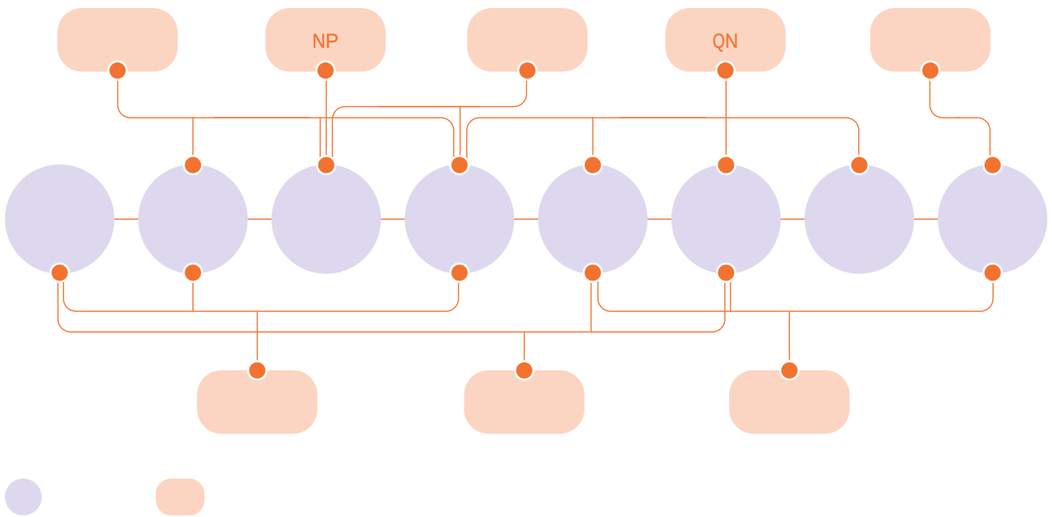
+ 100,183	75	93	90

p T8

ᵕ

p

T8 8



4008900950

p

2025 ᵕ

ᵕ 100% p

2025

100 %

2025

- ᵕ 24,074 16,074 96% p
- ᵕ 100% 92% 99% 91% p
- 83,963 9.81 10 p

p ᵕ p2025

ᵕ ᵕ 7 p

20

p

4008

p

p

p

| 2025 “ ”

2025 ᵕ ᵕ ᵕ ᵕ

p 11 12 3

6 + +

p

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ᵕ p

γ δ γ

δ γ δ γ δ

γ δ 4 γ

δ γ δ

p

ᴗ

p

p 2025 100% p

p 2025

ᴗ ᴗ 8 p

p p p

2025

p

γ δ

p ᴗ

p 2025 18 9

1,000 p

4 frrnq://u u u.qc_xcl.amk.al/ɡk_ecq/bctcjmnkclr/%C8%@4%9D%C8%@4%?3%C4%@@%@@%C8%90%?5%C9%94%80%C6%94%@D%C7%?B%96.nbd



“ — — ”

γ δγ δ

γ δ [5] γ δ ˘

p

p

p

2026

- ˘ 100%
-
- / γ δ JCCB M+K
- p

p

- -

p γ δ

p

[5] frrnq://uuu.qc_xcl.amk.al/gk_ecq/bctcjmnkclr/%C7%@@%@D%C8%89%@2%C5%@@%@?%C7%?B%91%C6%94%@D%C7%?B%96.nbd

2025

100%

2 JCCB 1 35.63 p 2025 ˘

72 48 631.6 ˘

4 ˘ 2 ˘ JCCB 14 UCJJ 4 p





JCCB p

LEED

JCCB

˘ ˘

˘ ˘ ˘

˘

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p





p ˘
˘ ˘ ˘ ˘
p
2025 46% 41 ˘ ˘ ˘ ˘
p 1,560 p

γ δ γ δ γ
δ 6 p
˘
p



2025

	2023	2024	2025
	89,781.14	34,946.81	31,066.42
	2,003.88	1,598.22	1,587.06
	679.24	760.65	822.99
	355.26	423.11	524.86
	135.38	21.61	79.85
	590.44	756.38	968.99

15,000 /

18,000 /

22,000 /

2025

		2023	2024	2025
		20,512,761	25,323,128	28,499,503
	/	1,882.58	1,977.06	2,022.68

2025

		2023	2024	2025
		324,687.60	396,254.94	358,042.90
	/	29.80	30.94	25.41

p γ δ [7]

p

TMA DQA

p JCB

p

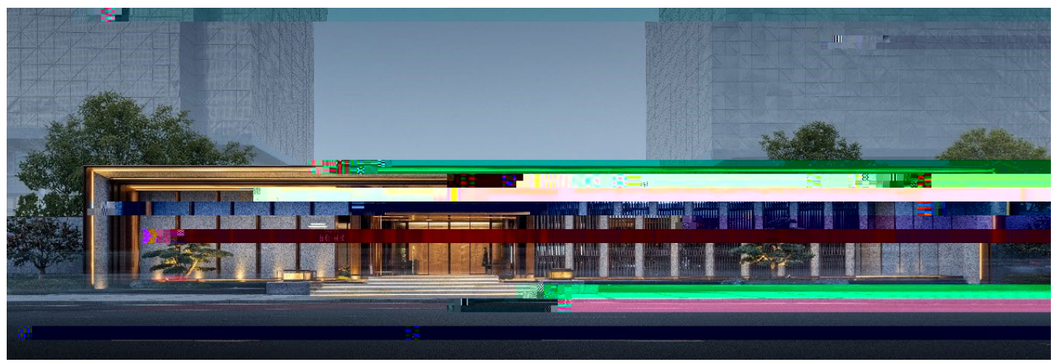
-

-

-

-

- p



[7] frrnq://uuu.qc_xcl.amk.al/gk_ecq/bctcjmnkclr/%C7%@@%@D%C8%89%@2%C7%?7%9D%C8%@5%81%C6%94%@D%C7%?B%96.nbd

γ δ E@/R 50378-2019 γ δ

p

p

2025

25% p





+

γ δ γ δ

p

-

-

-

-

- p

95 75.6 %

p

p

p 2025 30

75% 23 p

I



p 200 k k

p

24.8% 17.35%

81.7% 0.42

p

I



615 1,000

3,495 1,500

80%

p

γ δ γ δ γ δ

p

γ

δ

70b@

90%

γ δ p

p

p

p

γ δ E@ 3096 +NA+

RQN

p

γ δ γ δ p

p

2025

p

p

p

100 2

p p

p

p





p

p

p



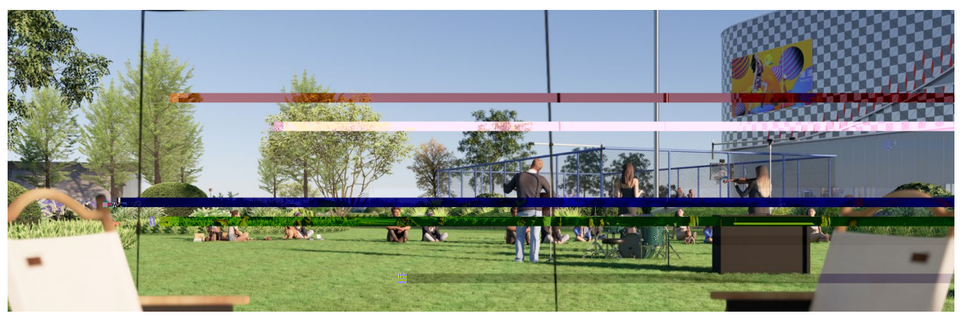
γ δ

p

p

p

p



CQE

p



p

γ δ 2022

3Epcc I ᴗ

p

γ δ p

2025

p

2025

		2023	2024	2025
8	rAM$_2$c	43,526.69	34,633.82	34,383.84
9	rAM$_2$c	451,064.13	589,067.83	559,430.13
+	rAM$_2$c	494,590.82	623,701.65	593,813.97
	rAM$_2$c/	45.39	48.69	42.14

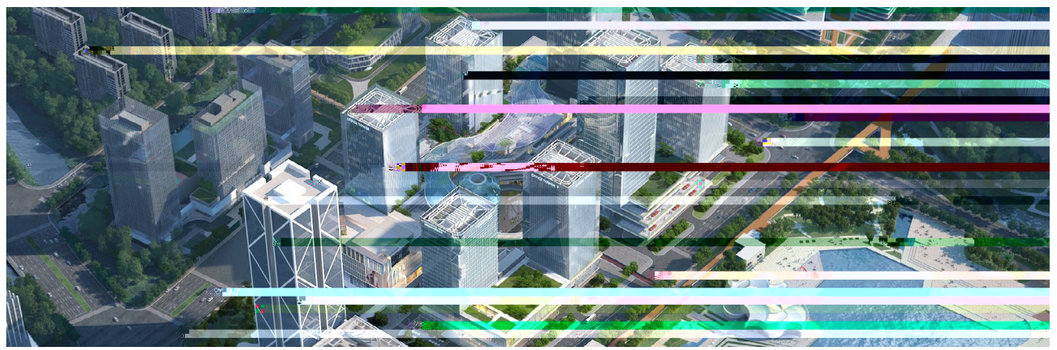
p 2021

Qsqr_g l _jwrgaq

F I O??

p

p



8 IPCC 2006 GWP IPCC AR6

9 2022

72



γ δ γ δ
γ 2025 δ
p p

2025
3-6-9
p

2025
p

γ δ [10]
p 2025
p

2025

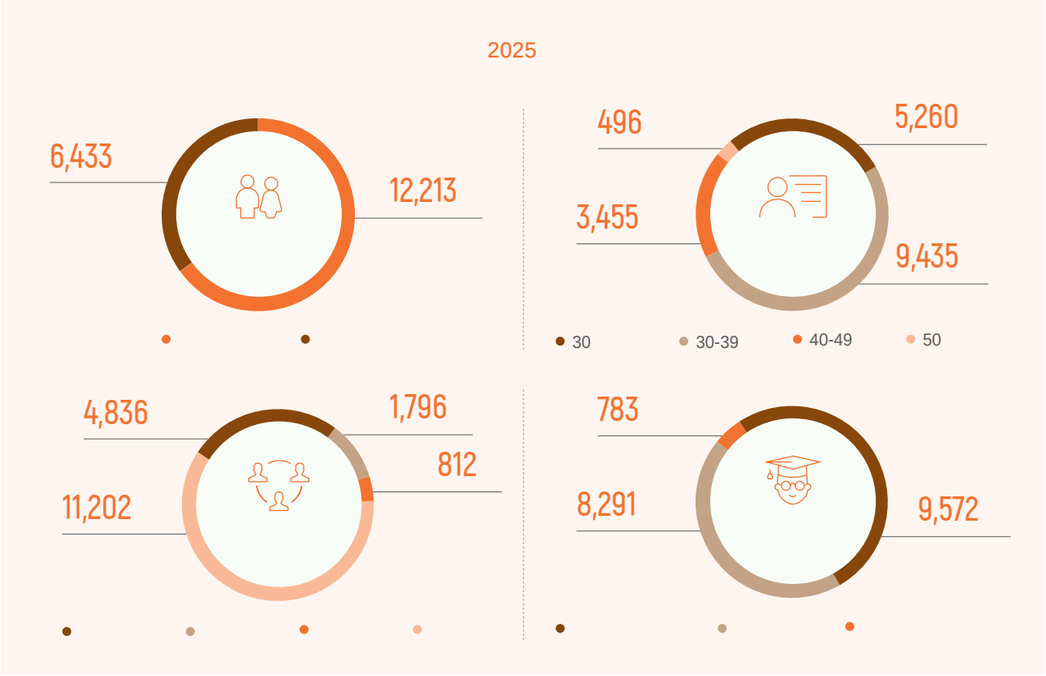
24
4,488 11 %

K 24
1,964 28 % 1 %

2025

18,646

[10] frrnq://uuu.qc_xcl.amk.al/gk_ecq/bctcjmnkclr/%C4%@?%@?%C6%9B%83%C5%8D%8?%C5%?4%9?%C5%85%83%C5%85%@1%C8%9C%8B%C6%94%@D%C7%?B%96.nbd



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p p p
34 260
p p
+ +
ING ᴗ MIP ᴗ ᴗ ᴗ p 2025 100
p
p ᴗ p
p p

p

γ δ p 2025

+ 2026-2027 p 2025 7.6

2.4 p

2025 11.7 p

27 RCB

+ p 12 60

8.26 100% 275 32 p

2025 12

60 %

8.26

100

275

32

| 2025

2025 7

7 155 p

p



2025

p 2025

|

2025 4 26 φ X

V 143

p



| “ ”

2025 10 15 11 25

p 200

5000

160

375 10

p



“ ”

2025

2025

p 2026 ⌣
⌣ p

2025

- 2026 ⌣ ⌣
  0.1 p
- **0** p
- ⌣
  20% p

- 80%
  100% F&Q ⌣
  p
-

2025 p 21,925

5 2 0 0 0 ⌄
41 p

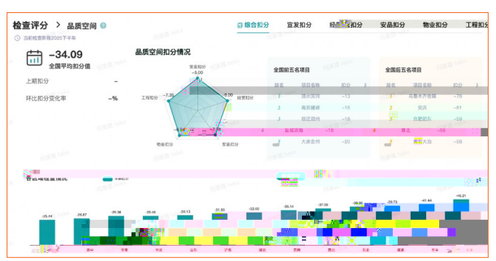
γ δ
p 14
?G p

p 12 18 85,271
100% p 2025 88 p
p

12	18	85,271	100 %

⌣ ⌣ ⌣ ⌣ p
p

2025
p
14
⌣ ⌣ p



⌣ ⌣
⌣
p
c ⌣
⌣ p

2025

17,976	85.75	8.86

2025

4,953	884
256	93.05 %

9001 GQM 45001 GQM 14000 GQM [12]

GQM 14001 GQM 50001

95 2025



[12] frrng://uuu.qc_xcl.amk.al/gk_ecq/bctcjmnkclr/%C4%@C%9@%C5%@?%94%C5%95%86%C8%?1%8A%C4%@8%@?%C5%?C%88%C5%88%99.nbd

2025

45001 GQM

CQE CQE

2025 100% 106

2025

100 % 106

2025 8 / 3 43 1

2025 2025 2025 Rmn Psl10 3

2025 5 16

572 16 31



2025 4 36

p



“ ”

p p

2025

292	155,027	6,719
18,777	4,096,071	

CQE

ESG

γ δ
γ δ
γ δ
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γ δ δ γ δ
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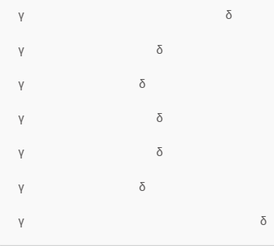
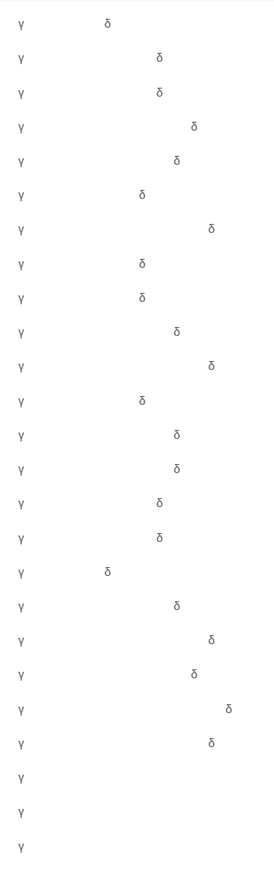
ESG





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	19
	20
	21

		2023	2024	2025
		3,741.09	3,071.93	2,656.43
		759.83	401.71	192.70
		113.24	128.08	140.90
		1,191.74	889.99	530.12
		5.60	7.20	4.44
		7.37	7.52	6.80
		3.07	8.70	6.14
		452.68	466.69	361.07
		22	15	5
		161	173	178
		70	54	56
		3	3	3
		30	29	20
		33	46	52
		29	21	28
		11	10	17
		3	2	2
	%	40	40	57
	%	100	100	100
		2.7	3.0	2.4
		6.8	7.5	4.1
	%	100	100	100
		1.8	2.1	3.0
		0	0	0
		584	542	469
	%	100	100	100
/	%	100	100	100

			2023	2024	2025
			5,604	5,237	4,953
			1,468	Ŏ ɵ	ɻ

		2023	2024	2025
30—39		11,616	10,268	9,435
40—49		3,288	3,391	3,455
≥ 50		438	470	496
30	%	30	29	28
30—39	%	53	52	51
40—49	%	15	17	18
≥ 50	%	2	2	3
		11,506	10,270	9,572
		9,337	8,748	8,291
		1,074	917	783
	%	52	51	52
	%	43	44	44
	%	5	5	4
		/	150	141
	%	1	1	1
		/	769	760
	%	3.8	4	4
		1,140	987	812
		5,940	5,485	4,836
		1,841	1,825	1,796
		12,997	11,638	11,202
	%	5.2	5	4
	%	27.1	28	26
	%	8.4	9	10
	%	59.3	58	60
	%	7.0	10.0	7.0
		7.1	7.6	7.6
	%	100	100	100
	%	100	100	100

		2023	2024	2025
	%	100	100	100
(M)	%	24.2	27	28
	%	75	84	81
		381.8	328.94	313.57
		39.41	54.56	62.82
	%	65	66	65
	%	35	34	35
	%	0.28	0.48	0.43
	%	11.36	10.62	11.19
	%	88.36	88.9	88.38
	%	100	100	100
		37.72	51.02	59.3
		42.58	61.32	69.51
		2.81	7.35	8.39
		28.93	35.9	38.60
		40.59	58.25	66.15
		90.05	90.61	79.74
		80.68	80.22	80.41
		78.05	89.65	/
		/	203	98
	%	100	100	100
		/	16,302	9,769
		/	0	0
		/	0	0
		/	0	0
	‰	/	0	0

		2023	2024	2025
	‰	/	0	0
		/	0	0
		/	0	0
		/	0	0
		/	0	0
		/	0	0
	%	/	100	100
		20,095	15,413	17,878
	%	100	100	100
		11,043.83	11,175	12,156
		7	5	5
		0	0	2
		0	0	0
	‰	0	0	0
	‰	0	0	0
		0	0	13
		21	38	41
		0	0	0
		116	58	54
		0	0	0
	%	100	100	100
		19,520,200	2,187,991	1,897,000
		367,000	132,000	117,000
		/	/	4,096,071
		2,489	6,348	6,719
		287,706	239,874	155,027
		16,402	16,287	18,777

		2023	2024	2025
		8	11	13
		108	139	139
		443	463	463
		559	613	615
		71,692	94,424	78,772
		669,803	721,239	463,061
		141,250	100,704	38,000
	%	68	65	75
	%	86	87	93
	%	82	94	90
4008	%	100	100	100
4008	%	96.36	95.00	92.00
4008		12,438	17,479	16,074
4008		7,000	7,680	4,971
4008		17,669	24,246	1,9103
4008		37,107	49,405	40,148
	%	96	95	96

	2023	2024	2025
	89,781.14	34,946.81	31,066.42
	2,003.88	1,598.22	1,587.06
	679.24	760.65	822.99
	355.26	423.11	524.86
	135.38	21.61	79.85
	590.44	756.38	968.99
	20,512,761	25,323,128	28,499,503
/	1,882.58	1,977.06	2,022.68
	6,009.00	145,565.38	1,727.33
	223,589.60	169,111.56	307,974.54
	95,089.00	81,578.00	48,341.03
	324,687.60	396,254.94	358,042.90
/	29.80	30.94	25.41
[13]	tCO_2e	43,526.69	34,633.82	34,383.84
[14]	tCO_2e	451,064.13	589,067.83	559,430.13
+	tCO_2e	494,590.81	623,701.65	593,813.97
	tCO_2e/	45.39	48.69	42.14

[13] IPCC 2006 GWP IPCC AR6)

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