

# zhenro 正榮服務

ZHENRO SERVICES GROUP LIMITED

## 正榮服務集團有限公司

(於開曼群島註冊成立的有限公司)

(incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 6958



# 2024

Environmental, Social and Governance Report  
環境、社會及管治報告

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# 關於本報告

## About the Report

### 報告說明

《正榮服務2024年度環境、社會及管治報告》(簡稱「ESG報告」)是正榮服務集團有限公司(簡稱「本公司」)上市後的第五份ESG報告,將系統闡述本公司於2024年度在ESG方面的策略、政策、措施及成果,並重點披露本公司在環境、社會和管治等方面的相關信息。

### 報告時間

本報告涵蓋本公司2024年1月1日至2024年12月31日(以下簡稱「報告期」)的信息和數據,部分內容有關以往年份的績效。

### 稱謂說明

為便於表達,本報告也使用「正榮服務」、「我們」、「集團」、「公司」等稱謂表示正榮服務集團有限公司。

### 報告準則

本報告參考香港聯合交易所有限公司(簡稱「香港聯交所」)上市規則附錄C2《環境、社會及管治報告指引》、中國社科院《中國企業可持續發展報告指南(CASS-ESG 6.0)》進行編製。

本報告主要考慮了與重大議題績效披露相關的各具體指標的重要性、量化性、平衡性及一致性。我們將會在今後的報告中對披露指標進行持續調整與優化。

### REPORT SPECIFICATION

The 2024 Environmental, Social and Governance Report of Zhenro Services (the “ESG Report”) is the fifth ESG Report of Zhenro Services Group Limited (the “Company”) after the listing, which systematically describes the Company’s strategies, policies, measures and achievements in terms of ESG in 2024, and focuses on disclosing ESG-related information of the Company.

### PERIOD COVERED BY THE REPORT

The Report covers the period from 1 January 2024 to 31 December 2024 (the “Reporting Period”). Certain contents are related to the performance in prior years.

### EXPRESSION OF THE COMPANY NAME

To facilitate expression, this report also uses “Zhenro Services”, “we”, the “Group”, the “Company” or other terms to refer to Zhenro Services Group Limited.

### REPORTING STANDARDS

The Report has been prepared in accordance with the requirements of the Environmental, Social and Governance Reporting Guide set out in Appendix C2 to the Listing Rules of The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”) and Guidelines for Corporate Social Responsibility Report in China (CASS-ESG 6.0) issued by Chinese Academy of Social Sciences.

The Report mainly considers the importance, quantification, balance and consistency of each specific indicator related to the performance disclosure of material issues. We will continue to adjust and optimize the disclosure indicators in subsequent reports.



# 關於本報告

## About the Report

### 資料來源及可靠性保證

本報告披露的信息和數據來源於本集團統計報告和正式文件，並通過相關部門審核。本集團承諾本報告不存在任何虛假記載或誤導性陳述，並對內容真實性、準確性和完整性負責。

### ESG報告語言及形式

本報告設有中文和英文版，並以電子版形式供參閱。若兩個版本存不一致之處，以中文版為準。如想了解更多關於正榮服務的背景、業務發展和可持續發展理念，歡迎瀏覽正榮服務官方網站：<http://www.zhenrowy.com/>。

### 確認及批准

本報告經管理層確認後，於2025年3月27日獲本公司董事會（「董事會」）通過。

### SOURCE OF INFORMATION AND RELIABILITY WARRANTY

Information and data disclosed in the Report are derived from the Company's statistical reports and formal documents and have been verified by relevant departments. The Company undertakes that the Report does not contain any false or misleading statements, and is responsible for the truthfulness, accuracy and completeness of its contents.

### LANGUAGE AND FORMAT OF THE ESG REPORT

The Report is available in electronic version, in Chinese language and English language. In case of any discrepancy between the two versions, the Chinese version shall prevail. For more information regarding the background, business development and philosophy of sustainable development of Zhenro Services, please refer to the official website of Zhenro Services (<http://www.zhenrowy.com/>).

### CONFIRMATION AND APPROVAL

The Report was approved by the board of directors of the Company (the "Board") on March 27, 2024, after confirmation by the management.





# 董事長致辭

## Chairman's Statement

2024年，中國經濟以行穩致遠的戰略定力錨定航向，在綠色低碳轉型與高質量發展協同推進中開啟可持續發展新篇章。在面對不斷加劇的外部環境不確定性和愈發激烈的行業競爭時，正榮服務控股集團堅定地秉持「正直構建繁榮」的核心價值觀，以「優質服務」和「可持續發展理念」為方向，旨在實現量質齊升的戰略升級。我們通過深化綠色低碳轉型、強化社區服務生態建設、推進數字化服務創新，在行業變革中築牢發展根基，以規模擴大與品質提升雙輪驅動實現高質量發展目標。

我們始終將合規經營視為可持續發展的基石，不斷完善合規治理體系，強化風險管理，推進廉潔從業，積極履行社會責任，優化ESG管理，以確保穩健和高質量發展。我們致力於構建有效的合規體系，提升風險控制能力，推進廉潔文化，保障公司的可持續發展。健全的治理體系是實現合規與高效管理的關鍵，我們重視制度創新和信息透明度，以提升整體治理效能，為公司的穩健發展打下基礎。

我們堅守初心，將「匠心品質」融入服務全程。以行業高標準為參照，引入先進理念，精細優化各服務流程，力求盡善盡美。持續推進「數字賦能物業」，推出「榮智慧」程序，融入智能交互等功能，便捷業主生活。同時，舉辦多樣社區活動，讓社區滿溢溫馨活力，全方位為業主與客戶締造優質服務體驗。

In 2024, with a strategic determination to maintain steady and long-term development, China's economy has set its course and embarked on a new chapter of sustainable development by jointly promoting green and low-carbon transformation and high-quality development. In the face of the increasing uncertainties in the external environment and the ever-intensifying industry competition, Zhenro Services Holdings Group firmly adheres to the core value of "Attaining prosperity with integrity". Guided by the principles of "high-quality services" and "the concept of sustainable development", the Group aims to achieve a strategic upgrade that combines both quantitative and qualitative improvements. Through deepening the green and low-carbon transformation, strengthening the construction of the community service ecosystem, and promoting digital service innovation, we have solidified the foundation for development amidst industry changes. We strive to achieve the goal of high-quality development by driving forward with the dual engines of scale expansion and quality enhancement.

We have always regarded compliant operation as the cornerstone of sustainable development. We continuously improve the compliance governance system, strengthen risk management, promote honest and ethical conduct, actively fulfill social responsibilities, and optimize ESG management to ensure stable and high-quality development. We are committed to building an effective compliance system, enhancing the ability to control risks, promoting a culture of integrity, and safeguarding the company's sustainable development. A sound governance system is the key to achieving compliance and efficient management. We attach great importance to institutional innovation and information transparency to enhance the overall governance efficiency and lay a foundation for the company's stable development.

We stay true to our original aspiration and integrate the concept of "Meticulous Quality" throughout the entire service process. Referencing the high standards of the industry, we introduce advanced concepts and meticulously optimize every service process, striving for perfection. We continuously promote the initiative of "empowering property services with digital technology" and launch the "Rong Wisdom" application program, incorporating functions such as intelligent interaction to make the lives of property owners more convenient. At the same time, we organize a variety of community activities, filling the community with warmth and vitality, and creating a high-quality service experience for property owners and customers in all aspects.



## 董事長致辭 Chairman's Statement

綠水青山就是金山銀山。我們積極響應國家號召，大力推動企業綠色運營與全方位環境管理，通過引入智能節能設備、推廣無紙化辦公，極大提升資源利用效率。我們精準識別氣候變化帶來的潛在風險，從極端天氣影響設施運維到能源結構調整衝擊成本，制定涵蓋應急響應預案、新能源應用規劃等在內的系列應對舉措，力求在發展中平衡經濟與環境效益，助力社會可持續發展。

員工是公司發展的核心動力。2024年，我們擁有多元員工隊伍，涵蓋不同年齡、教育與專業背景，為公司注入活力。招聘時嚴守合規，杜絕童工與強制勞工。在培養上，搭建了全面人才發展體系，通過內訓、外請專家、崗位輪換與導師指導，助力員工提升技能，為其職業發展助力，實現企業與員工共同成長。

企如舟楫，社會為海，舟行於海得以前行，海納舟船更添活力。我們踴躍投身社會公益事業，憑藉專業技術與愛心團隊，將企業優勢與公益需求緊密結合。無論是助力偏遠教育，還是參與環保行動，始終牢記社會責任，以點滴行動匯聚愛心，為社會發展添磚加瓦。

我們此次發佈2024年度環境、社會及管治報告，旨在全面梳理公司在這一年里於企業管治精細化升級、環境保護突破性進展及社會責任深度踐行方面付出的不懈努力。期望借由這份報告，進一步深化公司與社會各界特別是利益相關方的深度協作，促進信息共享與理念交融，攜手並肩，共同繪就可持續發展的嶄新藍圖，讓發展的成果惠及各方，為社會的長遠繁榮注入源源不斷的動力。

Lucid waters and lush mountains are invaluable assets. We actively respond to the national call and vigorously promote the green operation of the enterprise and comprehensive environmental management. By introducing intelligent energy-saving equipment and promoting paperless office work, we have significantly improved the efficiency of resource utilization. We accurately identify the potential risks brought about by climate change, ranging from the impact of extreme weather on facility operation and maintenance to the cost shock caused by the adjustment of the energy structure. We have formulated a series of response measures, including emergency response plans and new energy application plans, etc., striving to balance economic and environmental benefits in the process of development and contributing to the sustainable development of society.

Employees are the core driving force behind the company's development. In 2024, we have a diverse workforce that encompasses different ages, educational and professional backgrounds, injecting vitality into the company. During the recruitment process, we strictly adhere to compliance requirements and firmly child labor and forced labor. In terms of talent cultivation, we have established a comprehensive talent development system. Through internal training, inviting external experts, job rotation, and mentors' guidance, we assist employees in enhancing their skills and support their career development, enabling the company and employees to grow together.

We actively engage in social welfare undertakings. With our professional skills and a team full of love, we closely combine the company's advantages with the needs of public welfare. Whether it is to support education in remote areas or to participate in environmental protection activities, we always keep our social responsibilities in mind. We gather love with every small action and contribute our efforts to the development of society.

The purpose of our release of the 2024 ESG Report is to comprehensively summarize the company's unrelenting efforts in the refined upgrading of corporate governance, breakthrough progress in environmental protection, and in-depth practice of social responsibilities throughout the year. We hope that through this report, we can further deepen the in-depth cooperation between the company and all sectors of society, especially with our stakeholders. By promoting information sharing and the integration of concepts, we can work side by side to jointly draw a new blueprint for sustainable development, so that the fruits of development can benefit all parties and inject a continuous driving force into the long-term prosperity of society.



# 走進正榮服務

## About Zhenro Services

### 公司概况

正榮服務集團(06958.HK)，國內領先的美好生活服務集團，秉承「服務由心，幸福為你」的服務理念，致力於打造國內高品質、高價值的綜合服務集團，圍繞物業服務、商業運營、資產管理提供全週期全場景服務，以住宅、商寫、商企、商業綜合體、商業街服務為基石，主動探索佈局城市服務、長租公寓等資產管理服務。

正榮服務堅持深耕長三角、海峽西岸、環渤海及中西部四大區域，整合資源優勢，持續探尋優質項目，推動多業態發展佈局與多元化業務創新，並在服務質量、數字科技方面進行提升，實現業務規模、經營業績、客戶體驗的穩步增長。截至報告期末，本集團業務遍及全國50個城市，在管物業項目擴展至384個，在管面積增長至1.09億平方米，商業運營項目共計15個。

正榮服務連續多年入選中國物業服務百強企業，2024年獲評中國物業服務百強企業綜合實力TOP16，企業創新性、客戶滿意度、企業成長性TOP10中國社區服務商，以及中國物業企業綜合實力TOP16。

### CORPORATE OVERVIEW

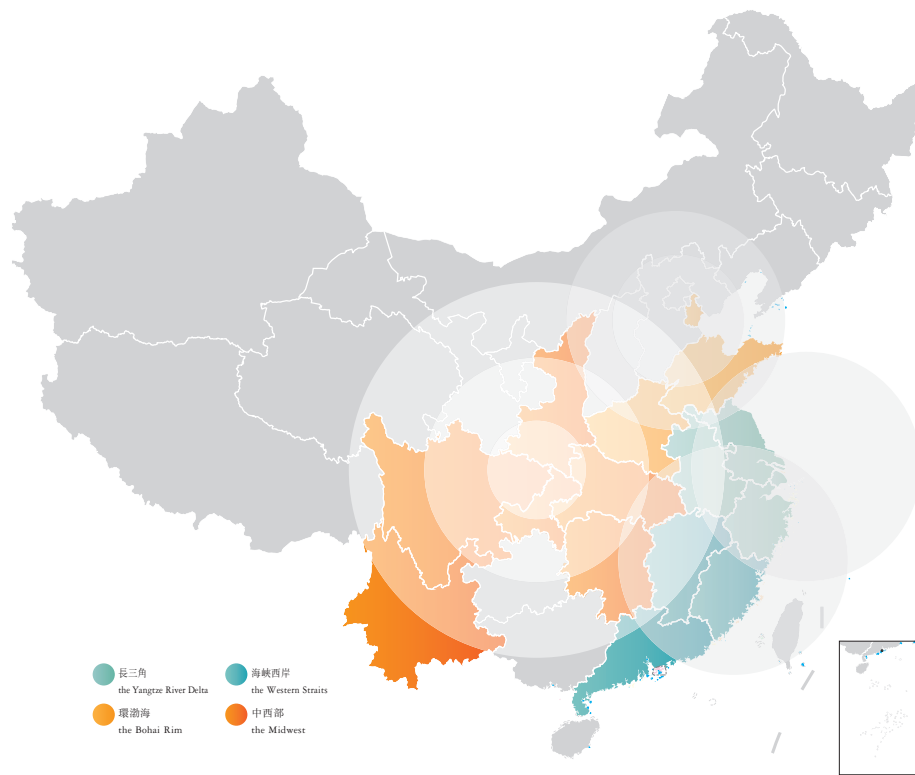
Zhenro Services Group (06958.HK) is a leading service group for a better life in China. Under the service philosophy of “Providing Heartfelt and Personalized Services for Your Well-being”, we are committed to building a high-quality and high-value comprehensive service group in China, with a focus on three major segments, namely property management services, commercial operations and asset management, to provide customers with full-cycle and full-scenario services. Based on services for residences, commercial office buildings, business enterprises, commercial complexes and commercial streets as the cornerstone, we are taking the initiative to explore the arrangement of urban services, long-term rental apartments and other asset management services.

Zhenro Services adheres to the four regions of the Yangtze River Delta, the Western Straits, the Bohai Rim and the Midwest, integrates resource advantages, continues to explore high-quality projects, promotes multiformat development layout and diversified business innovation, and improves service quality and digital technology, achieving steady growth in business scale, operational performance and customer experience. As at the end of the Reporting Period, the Company's business covers 50 cities across the country. The number of property projects under management has expanded to 384 and the area under management has increased to 109 million square meters. There are a total of 15 commercial operation projects.

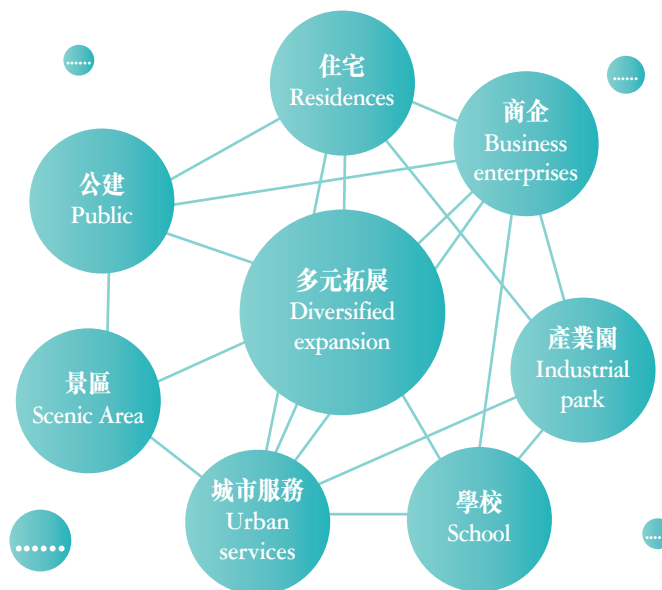
Zhenrong Service has been selected as one of the top 100 property service enterprises in China for many years. In 2024, Zhenrong Service was awarded the Top 16 comprehensive strength of the top 100 property service enterprises in China, the top 10 Chinese community service providers of enterprise innovation, customer satisfaction and enterprise growth, and the top 16 comprehensive strength of Chinese property enterprises.



## 走進正榮服務 About Zhenro Services



正榮服務深耕四大區域  
Zhenro Services Explores into Four Regions



正榮服務拓展多元業務  
Zhenro Services Expands Diversified Business

# 走進正榮服務

## About Zhenro Services

### 企業文化

企業文化是正榮服務人堅守的信念與價值。我們十分重視自身企業文化體系建設，始終堅持「正直構築繁榮」的核心價值觀以及「客戶優先」原則，一切從客戶角度思考問題、解決問題，用心打造人本主義的產品及服務，培養和依靠精英團隊實現企業目標，成就共創、共擔、共享的價值分享平台，並創建以文化精神和行為倡導為基礎的文化光譜，致力於將健康積極的企業文化融入企業經營全過程，持續為客戶、夥伴、團隊、行業和社會創造價值，與員工、客戶、夥伴共享共榮。

### CORPORATE CULTURE

The corporate culture is the belief and value that the employees of Zhenro Services hold fast to. We attach great importance to the construction of our corporate culture system. We always adhere to the core value of “Attaining prosperity with integrity” and the principle of “Customer First”. We think about and solve problems from the customers’ perspective, and we wholeheartedly create humanistic products and services. We cultivate and rely on an elite team to achieve corporate goals, and build a value-sharing platform featuring co-creation, co-responsibility and co-sharing. We also create a cultural spectrum based on cultural spirit and behavioral advocacy and are committed to integrating a healthy and positive corporate culture into the entire process of business operation. We continuously create value for customers, partners, teams, the industry and society, and strive for shared prosperity with employees, customers and partners.

#### 核心價值觀 Core Values

- 正直構築繁榮
- Attaining prosperity with integrity

#### 客戶思維 Service Philosophy

- 一切從客戶角度思考問題、解決問題
- Think about and solve problems from the perspective of the customers.

#### 匠心品質 Meticulous Quality

- 用心打造人本主義的產品及服務
- Create products and services that embody humanism with great care.

#### 精英團隊 Elite team

- 培養和依靠精英團隊實現企業目標
- Cultivate and rely on an elite team to achieve the enterprise goals

#### 幸福企業 Happy Enterprise

- 成就共創、共擔、共享的價值分享平台
- Achieve a value-sharing platform for joint creation, sharing risks and benefits, and enjoying the fruits together.

#### 企業文化 Corporate Culture



# 走進正榮服務

## About Zhenro Services

### 主營業務

正榮服務的主營範疇涵蓋物業管理服務、非業主專屬增值服務、社區增值體驗服務以及商業運營綜合管理服務。在穩固既有業務優勢、深化市場根基的同時，本集團着眼於那些擁有更廣闊成長空間及更高價值潛力的項目類型。通過引入創新且經過優化的合作模式，並持續拓寬和完善業務渠道，我們正積極推動戰略資源的優化配置，不斷在城市服務、空間運營以及商業管理等領域取得新進展。這一過程不僅日益豐富了物業管理的價值鏈條，也攜手各界共同開啟美好未來的嶄新篇章。

### PRINCIPAL ACTIVITIES

The principal activities of Zhenro Services cover property management services, non-property owner exclusive value-added services, community value-added experience services, and comprehensive commercial operation management services. While consolidating the advantages of existing businesses and deepening the market foundation, our group focuses on project types with broader growth space and higher value potential. By introducing innovative and optimized cooperation models and continuously expanding and improving business channels, we are actively promoting the optimized allocation of strategic resources and constantly making new progress in areas such as urban services, space operation, and commercial management. This process not only enriches the value chain of property management day by day but also jointly opens a new chapter of a bright future together with all sectors of society.



#### 物業管理服務 Property Management Services

- 向物業開發商、業主、住戶及商業物業租戶提供一系列的物業管理服務，主要包括住宅及非住宅物業及商業物業的清潔服務、安全秩序服務、園藝服務及工程維修服務。
- Provision of a wide range of property management services to property developers, property owners, residents, and commercial property tenants, primarily including cleaning services, security services, landscaping services and repair and maintenance services at residential, non-residential properties and commercial properties.



#### 非業主增值服務 Value-added Services to Non-property Owners

- 向非業主提供全方位的物業相關業務解決方案，主要包括協銷服務、定制服務及商品銷售、房屋維修服務、前期規劃及設計諮詢服務及交付前檢驗服務。
- Provision of comprehensive property-related solutions to non-property owners, primarily including sales assistance services, customized services and goods sales, house maintenance services, preliminary planning and design consultancy services, and pre-delivery inspection services.



#### 社區增值服務 Community Value-added Services

- 向業主和住戶提供社區增值服務，主要包括到家生活服務、社區零售服務、租售協助和其他定制化服務及公共區域增值服務，以提升客戶居住體驗，促進客戶物業的保值和增值。
- Provide community value-added services to the owners and residents, mainly including home delivery services, community retail services, assistance in lease and sale, and other customized services as well as public area value-added services, to enhance the living experience of the customers and promote the preservation and appreciation of the customers' properties.



#### 商業運營管理服務 Commercial Operational Management Services

- 向租戶與客戶提供商業運營管理服務，主要包括品牌及管理輸出服務及轉租服務。
- Provision of commercial operational management services to the tenants and the customers, primarily including brand and management output services and sublease services.

主營業務

Principal Activities



# 走進正榮服務

## About Zhenro Services

### 2024年亮點績效

### HIGHLIGHTS OF PERFORMANCE IN 2024

|                                   |   |
|-----------------------------------|---|
| 財務績效<br>Financial Performance     | 營業收入、毛利<br>Revenue, Gross profit  |
| 治理績效<br>Governance Performance    | 員工、董事會參與反貪污培訓的次數、覆蓋率、新增貪污訴訟案件<br>Number of anti-corruption training for directors and employees, Participation rate of directors in anti-corruption training, new corruption litigation cases   |
| 環境績效<br>Environmental Performance | 溫室氣體排放總量、單位收益溫室氣體排放總量、單位收益廢棄物排放量<br>Total GHG emissions, Total GHG emissions per unit revenue, Total waste emissions per unit revenue   |
| 社會績效<br>Social Performance        | 供應商簽署廉潔協議比率、員工培訓總小時數、員工參與社區公益活動人數<br>Percentage of suppliers signing integrity agreements, Total training hours of employees, Number of employees participating in community charity activities |

#### 財務績效 Financial Performance

營業收入人民幣 **11.3** 億元  
Revenue RMB **1,130** million

毛利人民幣 **2.4** 億元  
Gross profit RMB **240** million

#### 治理績效 Governance Performance

董事及員工反貪污培訓次數  
**3** 次  
Number of anti-corruption  
training for directors and  
employees **3** times

貪污訴訟案件 **0** 起  
Corruption Litigation Cases  
**0** cases

董事反貪污培訓覆蓋率  
**100** %  
Participation rate of directors  
in anti-corruption training  
**100** %

## 走進正榮服務 About Zhenro Services

### 環境績效

#### Environmental Performance

溫室氣體排放總量 **506** 噸二氧化碳當量

Total GHG emissions **506** tonne CO<sub>2</sub> equivalent

單位收益溫室氣體排放總量 **0.005** 噸二氧化

碳當量／萬元收入

Total GHG emissions per unit revenue **0.005**

tonne CO<sub>2</sub> equivalent/revenue in RMB0'000

### 社會績效

#### Social Performance

供應商簽署廉潔協議比率

**100**%

Percentage of suppliers

signing integrity agreements

**100**%

員工培訓總小時數

**18,439** 小時

Total training hours of employees

**18,439** hours

員工參與社區公益活動人數

**1,984** 人次

Number of employees participating

in community charity activities

**1,984** persons



# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

正榮服務視合規經營為公司可持續發展的基石。我們持續建立健全公司合規治理體系，強化風險管控力度，推進廉潔從業建設，積極承擔社會責任，完善ESG管治，為公司實現穩健、高質量發展夯實管治根基。我們不斷努力，致力於構建和完善公司的合規管理體系，加強風險管理的力度，同時大力推進廉潔從業的建設，積極承擔社會責任，不斷完善ESG框架，為公司追求穩健且高質量的發展奠定堅實的治理基礎。

### 強化ESG管治

正榮服務高度重視ESG建設，積極踐行可持續發展理念，不斷完善公司的ESG治理架構，確保ESG理念深度融入公司的戰略藍圖與日常運營之中。我們強調與利益相關方的密切溝通，悉心傾聽他們對公司管理狀況的見解與期望，通過深入識別重大議題，持續優化ESG管理措施，更好地擔起自身的社會責任。

### ESG管治架構

公司建立了職責分明、協調統一的ESG管理架構，由董事會、ESG工作小組、各職能部門及下屬公司構成，推進公司各項ESG工作的有序落實，為公司踐行可持續發展奠定組織保障。

Zhenro Services regards compliant operation as the cornerstone of the company's sustainable development. We continuously establish and improve the company's compliance governance system, strengthen risk control, promote the construction of honest and ethical practice, actively assume social responsibilities, and improve ESG governance, laying a solid governance foundation for the company to achieve stable and high-quality development. We keep making efforts, committed to constructing and perfecting the company's compliance management system, enhancing the intensity of risk management, vigorously promoting the construction of honest and ethical practice at the same time, actively undertaking social responsibilities, and constantly improving the ESG framework, to lay a solid governance foundation for the company's pursuit of stable and high-quality development.

### STRENGTHENING ESG GOVERNANCE

Zhenro Services attaches great importance to ESG construction, actively practices the concept of sustainable development, and continuously improves the company's ESG governance structure to ensure that the ESG concept is deeply integrated into the company's strategic blueprint and daily operations. We emphasize close communication with stakeholders, carefully listen to their opinions and expectations on the company's management situation and continuously optimize ESG management measures by deeply identifying major issues, to better assume our social responsibilities.

### ESG Governance Structure

The company has established a clear-responsibility and coordinated ESG management structure, which consists of the board of directors, the ESG working group, various functional departments, and its subordinate companies. This structure promotes the orderly implementation of various ESG tasks of the company, laying an organizational guarantee for the company to practice sustainable development.



## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

### ESG 工作小組

#### ESG working group

- 制定可持續發展戰略與目標
- 協助董事會識別、制定ESG風險及機遇
- 監督並指導各職能部門落實公司可持續發展策略及相關行動，協助推進ESG相關事宜落地執行
- 追蹤ESG事宜相關政策、管理、表現及相關目標進度
- 負責ESG相關事宜表現的公開披露、ESG報告的統籌及編制
- 定期向董事會匯報工作進展及董事會授權的其他事宜
- Developing the sustainable development strategies and targets
- Assisting the Board in identifying and determining risks and opportunities in relation to ESG matters
- Supervising and guiding each functional department to implement the Company's sustainable development strategies and relevant actions, and coordinating and promoting the implementation of ESG-related matters
- Following up on the policies, management, performance and progress towards relevant targets in relation to ESG matters
- Responsible for the public disclosure of the performance on ESG-related matters, and taking charge of the overall planning and preparation of the ESG reports
- Regularly reporting to the Board on work progress and other matters authorized by the Board

### 董事會

#### Board

- 審議公司ESG事宜相關風險和重要性
- 審議、批准公司的戰略與目標
- 監督、檢討本公司ESG相關政策、管理、表現及相關目標進度
- Overseeing and reviewing the risks in relation to and significance of ESG matters of the Company
- Reviewing and approving the strategies and objectives of the Company
- Supervising and reviewing the ESG-related policies, management, performance and progress towards relevant objectives of the Company

### 各職能部門及下屬公司

#### Each functional department and subsidiary

- 履行公司ESG相關策略及管理措施
- 協助ESG工作小組進行數據收集並提供反饋
- Implementing the Company's ESG related strategies and management measures
- Assisting the ESG working group in data collection and providing feedback

### ESG管治架構

#### ESG Governance Structure

### Directors' Statement

The operation of the ESG framework starts from the executive level, which mainly includes various functional departments and subsidiary companies. Personnel at the executive level directly participate in the specific practices of environmental protection, social responsibility fulfillment, and corporate governance. They follow the established ESG policies and standards, implement energy conservation and emission reduction measures, participate in community public welfare activities, and ensure that the company's daily operations comply with regulatory requirements. The work achievements and problems encountered by the executive level will be regularly reported back to the management level.

### 董事會聲明

ESG架構的運行始於執行層，該層級的人員主要包括各職能部門和下屬子公司，執行層直接參與到環境保護、社會責任履行和公司治理的具體實踐中。他們遵循既定的ESG政策和標準，執行節能減排措施，參與社區公益活動，並確保公司的日常運營符合法規要求。執行層的工作成果和遇到的問題會定期反饋給管理層。

## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

管理層主要包括ESG工作小組。在接收到執行層的反饋後，會進行全面的評估和分析。他們根據評估結果，調整ESG目標，制定或優化ESG策略，以確保ESG理念在公司運營中的深入融入。同時，管理層還會為決策層提供詳細的ESG數據和分析報告，以支持更高層級的決策制定。

決策層主要由董事會組成。作為ESG架構的最高層級，負責制定ESG戰略方向和目標。他們基於管理層提供的ESG數據和分析，結合公司的長期發展規劃，制定出具有前瞻性和可行性的ESG戰略。這些戰略方向和目標會被清晰地傳達給管理層和執行層，以指導他們的具體工作。

在整個ESG架構的運行過程中，決策層還會負責調配必要的資源，以確保ESG策略的有效實施。同時，管理層和執行層之間也會保持密切的溝通和協作，共同解決實施過程中遇到的問題，不斷優化ESG措施，以實現公司的可持續發展目標。

### 利益相關方溝通

公司重視與利益相關方之間的良性互動，積極與股東及投資者、政府及監管機構、合作夥伴、客戶、員工、媒體與公眾、社區等重要利益相關方開展溝通，深入了解各利益相關方的訴求與關注，為公司ESG工作的有序落實提供參考和依據。

The management level mainly includes the ESG working group. After receiving the feedback from the executive level, it will conduct a comprehensive evaluation and analysis. Based on the evaluation results, they will adjust the ESG goals, formulate or optimize the ESG strategies to ensure the in-depth integration of the ESG concept into the company's operations. At the same time, the management level will also provide the decision-making level with detailed ESG data and analysis reports to support decision-making at a higher level.

The decision-making level is mainly composed of the board of directors. As the highest level of the ESG framework, it is responsible for formulating the ESG strategic direction and goals. Based on the ESG data and analysis provided by the management level and combined with the company's long-term development plan, they formulate forward-looking and feasible ESG strategies. These strategic directions and goals will be clearly communicated to the management level and the executive level to guide their specific work.

During the entire operation process of the ESG framework, the decision-making level is also responsible for allocating the necessary resources to ensure the effective implementation of the ESG strategies. At the same time, there will be close communication and collaboration between the management level and the executive level. They will jointly solve the problems encountered during the implementation process and continuously optimize the ESG measures to achieve the company's sustainable development goals.

### Communication with Stakeholders

The company attaches great importance to the positive interaction with stakeholders. It actively communicates with important stakeholders such as shareholders and investors, government and regulatory authorities, partners, customers, employees, the media and the public, and the community. By doing so, it gains an in-depth understanding of the demands and concerns of various stakeholders, providing references and basis for the orderly implementation of the company's ESG work.



# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

| 重要利益相關方關注議題與溝通渠道   |   |  |
|--|---|--|
| Concerned Issues and Communication Channels for Significant Stakeholders   |   |  |
| 利益相關方<br>Stakeholders  | 關注的主要議題<br>Key Issue of Concern   | 溝通回應方式<br>Ways of Communication and Response   |
| <br>股東／投資者<br>Shareholders/Investors          | 經濟績效<br>合法合規<br>風險管理<br>Economic performance<br>Compliance with laws and regulations<br>Risk management | 股東大會<br>投資者見面會<br>業績發佈會<br>現場稿／公告<br>現場調研<br>General meetings<br>Investor meetings<br>Results presentation<br>Site releases/announcements<br>Site survey |
| <br>政府／監管機構<br>Government/regulatory bodies | 合法合規<br>信息安全<br>反腐敗<br>Compliance with laws and regulations<br>Information security<br>Anti-corruption  | 現場調研<br>會談<br>Site survey<br>Talks   |
| <br>合作夥伴<br>Partners                        | 信息安全<br>行業交流<br>Information security<br>Exchanges with industry peers                                   | 現場調研<br>會談<br>Site survey<br>Talks   |





# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

| 重要利益相關方關注議題與溝通渠道<br>Concerned Issues and Communication Channels for Significant Stakeholders                         |  |  |
|--|--|--|
| 利益相關方<br>Stakeholders  | 關注的主要議題<br>Key Issue of Concern  | 溝通回應方式<br>Ways of Communication and Response   |
| <br>客戶<br>Customers                 | 信息安全<br>客戶服務質量<br>客戶敏感信息管理<br>智能化物業發展<br>Information security<br>Customer service quality<br>Sensitive customer information management<br>Intelligent property development | 在線推廣<br>電話／短信<br>微信／微博<br>問卷<br>會談<br>Online promotions<br>Telephone/Messages<br>WeChat/Weibo<br>Questionnaires<br>Talks |
| <br>員工<br>Employees                | 薪酬福利<br>員工健康與安全<br>員工發展與培訓<br>Remuneration and benefits<br>Employee health and safety<br>Employee development and training   | 員工面談<br>內部電話<br>內部微信公眾號<br>Interviews with employees<br>Internal telephone<br>Internal WeChat official account           |
| <br>媒體與公眾<br>Media and the public | 合法合規<br>業務對社會的影響<br>Compliance with laws and regulations<br>Impact of business on the society  | 新聞稿<br>公告<br>探訪<br>會議<br>Press releases<br>Announcements<br>Interviews<br>Meetings                                       |
| <br>社區<br>Community               | 小區貢獻<br>公益慈善<br>Contribution to Communities<br>Public welfare  | 現場調研<br>會談<br>Site survey<br>Talks   |

# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

### 重大性議題分析

為提高ESG管理工作的針對性及有效性，公司持續落實ESG重大性議題識別與評估工作。我們基於2023年重大性議題評估結果，結合同行對標及本年度公司實際發展，回顧、識別出2024年ESG重大性議題。結合對內外部利益相關方的調研及其意見反饋，評估並識別對公司發展及利益相關方有實質性影響的27項重大性議題，並針對議題重要程度及關注度進行綜合分析，形成正榮服務2024年度重大性議題矩陣。

### Analysis of Material Issues

With a view to improving the pertinence and effectiveness of ESG management, the Company persistently implements the identification and assessment of ESG material issues. Based on the assessment results of material issues for 2023, benchmark of our peers and the actual development of the Company in 2024, we have reviewed and identified the ESG material issues for 2024. Upon research on and feedback from internal and external stakeholders, we assessed and identified a total of 27 material issues having substantial influence on the development of the Company and stakeholders, and we formed a matrix of material issues of Zhenro Services for 2024 upon comprehensive analysis of the importance and concern of the issues.

重大性議題矩陣  
Material Issue Matrix of Zhenro Services in 2024



## 恪守正道 夯實管治根基

# Upholding Integrity to Consolidate the Foundation of Governance

### 守法合規經營

完善的企業治理體系是實現合規運營與高效管理的基石。正榮服務始終秉持高標準的商業道德準則，通過構建健全、具備卓越能力的公司治理架構與風險管理體系，不斷提升企業治理水平。我們注重制度的完善與創新，持續推進廉潔文化的深度建設，並強化信息披露機制，以此增強透明度，確保管理的高效與有效。這一系列舉措旨在從根本上提升企業治理的整體效能，為公司的穩健發展奠定堅實基礎。

### 規範公司治理

秉承持正、問責、透明、獨立、盡責及公平的原則，堅持以良好的治理水平，切實保障公司的穩健運營及各利益相關方的利益，公司嚴格遵守《中華人民共和國公司法》《中華人民共和國證券法》等法律法規，聯交所《企業管治守則》以及本公司《公司章程》規定。

公司構建權責清晰、相互制衡的企業管治架構。董事會是公司的最高責任機構，下設三個委員會，分別為審核委員會、薪酬委員會和提名委員會。各委員會職責獨立同時積極合作協調，把控公司運營方向，實現更透明的管理。

### LEGITIMATE AND COMPLIANT OPERATION

A sound corporate governance system serves as the cornerstone for achieving compliant operation and efficient management. Zhenro Services has always adhered to high-standard business ethics. By establishing a robust and highly capable corporate governance structure and risk management system, we continuously enhance the level of corporate governance. We attach great importance to the improvement and innovation of systems, continuously promote the in-depth construction of an integrity culture, and strengthen the information disclosure mechanism to enhance transparency and ensure the efficiency and effectiveness of management. This series of measures aims to fundamentally improve the overall effectiveness of corporate governance and lay a solid foundation for the stable development of the company.

### Standardizing Corporate Governance

Adhering to the principles of integrity, accountability, transparency, independence, due diligence, and fairness, and upholding a high level of governance, we effectively ensure the stable operation of the company and safeguard the interests of all stakeholders. The company strictly complies with laws and regulations such as the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Corporate Governance Code of the Stock Exchange of Hong Kong, and the Articles of Association of our company.

The company has established a corporate governance structure with clear rights and responsibilities and a system of checks and balances. The board of directors is the highest responsible body of the company, and it has three committees under it, namely the Audit Committee, the Remuneration Committee, and the Nomination Committee. Each committee has independent responsibilities while actively collaborating and coordinating to control the company's operation direction and achieve more transparent management.



## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance



### 董事會架構與職責

### Structure and Duties of the Board

### 強化風險管控

正榮服務高度重視風險管控工作，為預防和有效控制各項潛在風險，我們持續優化內部風險管控機制，開展風險識別、預防和跟蹤整改工作，組織風險管控培訓，提升員工合規意識，以最大程度發現、規避和管控風險。

### Strengthening Risk Control

Zhenro Services attaches great importance to risk management and control. To prevent and effectively control various potential risks, we continuously optimize the internal risk management and control mechanism, carry out risk identification, prevention, tracking and rectification work, organize risk management and control training, and enhance employees' awareness of compliance, to detect, avoid and manage risks to the greatest extent possible.

## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

### 風險管理體系

加強風險管制不僅有助於公司及時發現並應對潛在威脅，還能有效提升公司的抗風險能力，為公司的可持續發展奠定堅實基礎。嚴格遵守《中華人民共和國審計法》等所在法律法規、香港聯合交易所有限公司《企業管治守則》以及本公司《公司章程》的規定，並依託已建立的風險內控機制，持續從財務、營運、合規等相關環節對潛在風險進行識別、評估和管理，加大風險管控力度，確保本集團有效穩健的運營。報告期內，公司積極推進風險管理工作，制定並發佈了《正榮服務（控股）集團監察管理辦法》《正榮服務（控股）集團區域法務工作流程指引》等一系列管理制度，同時密切關注合規風險動態，確保風險管控措施及時、精準地落實到位。在風險管理組織架構建設方面，公司構建了權責清晰的體系，從高層到基層，全方位保障內部控制與風險管理工作有條不紊地開展。董事會承擔着維護內控與風險管理系統健全有效的關鍵職責，負責編製年度風險管理報告，並定期對公司風控管理的有效性進行檢討、審閱和監察，為公司整體風險把控提供戰略指導。各業務部門嚴格遵循公司授權，積極落實各項風險管理戰略與制度，確保風險管理工作在日常業務中有效執行。為進一步提升風險管理的專業性與實效性，公司特別委任獨立內控顧問，對公司內部控制情況進行全面審核，並根據審核結果提出整改或改進建議，助力公司不斷完善風險管理體系，提升整體運營的穩定性與可持續性。為進一步夯實風險管理的專業根基，強化風險管控的實際效能，公司委任獨立內控顧問審核公司內部控制情況，並提出整改或改進的建議。

### Risk Management System

Strengthening risk control will not only help the company discover and respond to potential threats in a timely manner but will also effectively improve the company's risk resistance and lay a solid foundation for the company's sustainable development. Strictly abide by the laws and regulations of the Audit Law of the People's Republic of China, the Corporate Governance Code of the Stock Exchange of Hong Kong Co., Ltd. and the Company's Articles of Association, and rely on the established internal risk control mechanism to continuously identify, evaluate and manage potential risks from relevant links such as finance, operation, and compliance, increase risk control efforts, and ensure the effective and stable operation of the Group. During the reporting period, the company actively promoted risk management work, formulated and issued a series of management systems such as the "Zhenro Service (Holding) Group Supervision Management Measures" and "Zhenro Service (Holding) Group Regional Legal Workflow Guidelines", and at the same time, closely monitored the compliance risk trends to ensure that risk control measures are implemented in a timely and precise manner. In terms of risk management organizational structure construction, the company has built a system with clear rights and responsibilities, from the top to the grassroots level, ensuring that internal control and risk management work are carried out in an orderly manner. The board of directors assumes the key responsibilities of maintaining the sound and effective internal control and risk management system, is responsible for preparing annual risk management reports, and regularly reviewing, reviewing and monitoring the effectiveness of the company's risk control, providing strategic guidance for the company's overall risk control. All business departments strictly follow the company's authorization and actively implement various risk management strategies and systems to ensure that risk management work is effectively implemented in daily business. To further improve the professionalism and effectiveness of risk management, the company specially appointed an independent internal control consultant to conduct a comprehensive review of the company's internal control situation and put forward rectification or improvement suggestions based on the audit results, helping the company continuously improve the risk management system and improve the stability and sustainability of the overall operation. To further consolidate the professional foundation of risk management and strengthen the actual effectiveness of risk control, the company appointed an independent internal control consultant to review the company's internal control situation and put forward suggestions for rectification or improvement.



# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

### 風險識別與應對

為常態化、全面化防範和應對可能出現的風險，公司持續完善風險預防和應對措施，主動防禦相關風險，提升風險應對能力，營造良好的合規氛圍。

### Risk Identification and Response

To prevent and respond to potential risks in a regular and comprehensive manner, the company continuously improves its risk prevention and response measures, takes the initiative to defend against relevant risks, enhances its risk response capabilities, and creates a favorable compliance atmosphere.

#### 預防措施

##### Prevention Measures

- 完善風險控制政策，明確風險防控職責，建立健全風險管理控制機制
- 定期開展監督審計，全面檢查和評估公司合規情況
- 建立風險預警機制，及時發現並處理潛在的合規風險
- 更新廉潔協議，拓寬舉報渠道
- Improve risk control policies, clarify risk prevention and control responsibilities, and establish a sound risk management and control mechanism
- Conduct regular supervision and auditing, comprehensively inspecting and assessing the Company's compliance
- Establish a risk early warning mechanism, timely identify and handle potential compliant risks
- Update integrity agreements and expand the reporting channel

#### 整改跟蹤措施

##### Rectification Tracking Measures

- 多次組織法務巡查和監察，覆蓋範圍為公司各業務部門和環節，檢查內容包括合規情況、內部制度完善程度等
- 對於合規問題及時開展整改，對於違反公司相關制度的問題及時進行整改與通報
- 開展多樣化的合規培訓和宣傳活動，培訓內容包括法律法規、內部制度、操作規程、案例分析等
- Organize legal inspections and supervisions, covering various business departments and links of the Company, including compliance and internal system improvement, etc.
- Carry out rectification in a timely manner for compliance issues, and promptly rectify and report violations of the Company's relevant systems
- Conduct diverse compliance training and promotion activities, including training on laws and regulations, internal systems, operating procedures, case analysis, etc.

### 風險預防和整改跟蹤措施

#### Risk Prevention and Rectification Tracking Measures





## 恪守正道 夯實管治根基 Upholding Integrity to Consolidate the Foundation of Governance

公司制定了清晰、明確的風控指標，持續深化風險管控工作，對潛在的風險進行有力的防範、管控及監督。

The company has formulated clear and definite risk control indicators, continuously deepened its risk management and control work, and effectively prevented, controlled and supervised potential risks.

| 風險管控指標<br>Risk Control Indicators          |  | 達成情況<br>Achievement   |
|--|--|-----------------------|
| 合規意識培養<br>Compliance Awareness Development | • 升級、優化範本  | 已全部達成<br>All achieved |
|  | • Upgrade and optimize the template                        |                       |
|  | • 培養員工合規意識   |                       |
|  | • Cultivate employees' awareness of compliance             |                       |
|  | • 完善風險管理制度   |                       |
|  | • Improve risk management system                           |                       |
|  | • 開展法律巡檢   |                       |
| 內部運營支持<br>Internal Operation Support       | • Conduct legal inspections                                | 已全部達成<br>All achieved |
|  | • 配合信息化系統上線  |                       |
|  | • Put the information system into operation                |                       |
|  | • 提高訴訟支持成功率  |                       |
|  | • Improve litigation support success rate                  |                       |
|  | • 提高重大專項支持綜合評分   |                       |
|  | • Increase comprehensive scores for major special projects |                       |

正榮服務積極推進風控系統的信息化轉型與標準化建設，以數字化手段賦能風控體系，全力提升系統識別風險的精準度與風險預警的及時性。通過搭建標準化的數據採集與分析流程，確保風險信息的全面性與準確性。在此過程中，公司大力加快風險響應速度，做到風險早發現、早處理。報告期內，公司成功上線訴訟管理系統、重大合同督辦管理系統，借助信息化平台實現了風險數據的實時監控與分析，極大地提高了風控工作的效率與質量，為公司穩健運營築牢堅實防線。

Zhenro Service actively promotes the information transformation and standardization of risk control systems, empowers the risk control system with digital means, and strives to improve the accuracy of system risk identification and timely risk warning. By establishing a standardized data collection and analysis process, ensure the comprehensiveness and accuracy of risk information. In this process, the company vigorously accelerates the speed of risk response and achieves early detection and early treatment of risks. During the reporting period, the company successfully launched the litigation management system and the supervision and management system for major contracts. With the help of the information platform, it realized real-time monitoring and analysis of risk data, greatly improving the efficiency and quality of risk control work and building a solid line of defense for the company's stable operation.



# 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance



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### 風控培訓

公司高度重視風險管理及內部監控培訓，制定了完善的年度培訓計劃，確保全年培訓課程安排充足。報告期內，嚴格按照既定計劃定期開展風險管理理念、知識、流程以及內部控制方式等內容的培訓，全面覆蓋公司各層級員工，為公司在風險管理和內部監控方面儲備了充足的管理資源，有力保障了風險管理和內部監控工作的高效開展。培訓內容包括法律法規、組織制度、工作流程規範、專項主題培訓等。報告期內，公司舉辦了招商營運法律風險防範、企業職務犯罪趨勢及預防等主題培訓。此外，公司積極推動風險防範宣傳工作常態化，以行業週報為載體，將行業動態與業務風險防範要點融入其中，定期向員工分發。通過這種方式，讓員工在日常工作中持續接觸風險防範知識，在潛移默化中提升風險控制意識，從而更好地應對工作中的各類風險和挑戰。

### Risk Management Training

The company attaches great importance to risk management and internal monitoring training and has formulated a complete annual training plan to ensure sufficient training courses throughout the year. During the reporting period, training on risk management concepts, knowledge, processes and internal control methods was carried out regularly in accordance with the established plan, covering employees at all levels of the company, and reserved sufficient management resources for the company in risk management and internal monitoring, effectively ensuring the efficient development of risk management and internal monitoring. The training content includes laws and regulations, organizational systems, work process specifications, special thematic training, etc. During the reporting period, the company held training on the topics of legal risk prevention for investment promotion operations, corporate duty crime trends and prevention. In addition, the company actively promotes the normalization of risk prevention publicity work, using industry weekly reports as a carrier to integrate industry dynamics and business risk prevention key points into it, and regularly distribute them to employees. In this way, employees can continue to be exposed to risk prevention knowledge in their daily work, and subtly improve their risk control awareness, to better respond to various risks and challenges in their work.



「預防職務犯罪」專題培訓

Themed Training on “Prevent Work-related Crime”



「招商運營法律風險管控」專題培訓

Themed Training on “Control of Legal Risks  
in Investment Promotion and Operation”

## 恪守正道 夯實管治根基

# Upholding Integrity to Consolidate the Foundation of Governance

### 知識產權保護

正榮服務注重知識產權的保護，嚴格遵守《中華人民共和國著作權法》《中華人民共和國商標法》等國家法律法規，通過全面的知識產權管理系統和侵權責任追究制度，不斷加強知識產權風險管理。我們通過商標註冊等方式，積極維護自有知識產權不受侵犯，對於商場日常運營中使用的音樂，我們嚴格遵循版權法律法規，與版權方簽訂正規授權協議，確保每一段旋律的合法使用，避免版權糾紛。在宣傳廣告方面，我們高度重視廣告內容涉及的知識產權，從文案創作到畫面設計，每一個環節都嚴格審核，保障廣告素材來源合法，對原創廣告內容及時進行版權登記，全方位守護公司宣傳廣告的知識產權。報告期內，我們獲批了3個商標。截至報告期末，我們累計持有註冊商標共61個。

### 重視廉潔建設

正榮服務將廉潔合規作為發展根基，將高標準商業道德融入內外部管理：對內嚴格規範業務流程和員工行為準則，對外堅持誠信合作原則。強化腐敗懲處力度，構建「不敢腐」的震懾力、「不能腐」的約束力、「不想腐」的文化氛圍的「三不腐」防控機制，具體通過三方面落實：制度層面完善審計監察制度，明確腐敗界定與懲處標準；監督層面建立多維度體系，設置舉報熱線並開展內外專項檢查；教育層面定期組織廉潔培訓及警示教育，強化員工廉潔意識，築牢思想防線。

### Protection of Intellectual Property

Zhenro Service pays attention to the protection of intellectual property rights, strictly abides by the “Copyright Law of the People’s Republic of China”, “Trademark Law of the People’s Republic of China and other national laws and regulations and continuously strengthens intellectual property risk management through a comprehensive intellectual property management system and infringement liability accountability system. We actively protect our own intellectual property rights from infringement through trademark registration and other means, for music used in daily operations of the mall, we strictly follow copyright laws and regulations and sign formal authorization agreements with the copyright owner to ensure the legal use of each melody and avoid copyright disputes. In terms of promotional advertising, we attach great importance to the intellectual property rights involved in advertising content. From copy-writing creation to screen design, every link is strictly reviewed to ensure the legal source of advertising materials, timely copyright registration of original advertising content, and comprehensively protect the intellectual property rights of company promotional advertisements. During the reporting period, we were approved for 3 trademarks. As of the end of the reporting period, we have held a total of 61 registered trademarks.

### Building a Culture of Integrity

Zhenro Services takes integrity and compliance as the foundation of its development and integrates high-standard business ethics into both internal and external management. Internally, it strictly regulates business processes and employees’ codes of conduct, while externally, it adheres to the principle of honest cooperation. It strengthens the punishment of corruption and builds a “three no-corruption” prevention and control mechanism that includes the deterrence of “daring not to corrupt”, the binding force of “being unable to corrupt” and the cultural atmosphere of “not wanting to corrupt”. This mechanism is specifically implemented in three aspects: at the institutional level, it improves the audit and supervision system and clarifies the definition of corruption and punishment standards; at the supervision level, it establishes a multi-dimensional system, sets up a reporting hotline and conducts special internal and external inspections; at the education level, it regularly organizes integrity training and warning education to strengthen employees’ integrity awareness and build a solid ideological defense line.



## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

### 加強廉潔管理

公司嚴格遵守《中華人民共和國反洗錢法》《中華人民共和國反不正當競爭法》等法律法規，秉承對舞弊貪腐行為「零容忍」的原則，制定並嚴格落實《正榮服務控股集團審計處罰管理辦法》《正榮服務控股集團監察管理辦法》等內部制度，督促公司董事會成員、全體員工和業務合作夥伴嚴格遵守。公司要求所有員工以最高標準的商業道德約束自身，遵守反貪腐相關規定，堅決遏制一切形式的貪污、賄賂、欺詐及洗錢等行為，對於違規違紀行為開展調查並嚴厲懲處。

為提高公司董事、員工和業務合作夥伴的反貪腐意識，打造廉潔經營的氛圍，公司積極開展廉潔培訓及宣傳教育工作，並與新員工、供貨商和承包商簽訂《廉潔協議》，共同維護廉潔健康的商業環境。

### Strengthening Integrity Management

The company strictly complies with laws and regulations such as the Anti-Money Laundering Law of the People's Republic of China and the Anti-Unfair Competition Law of the People's Republic of China. Adhering to the principle of "zero tolerance" for fraud and corruption, the company formulates and strictly implements internal systems, including the Audit Penalty Management Measures of Zhenro Services Holdings Group and the Supervision Management Measures of Zhenro Services Holdings Group, and urges members of the company's board of directors, all employees, and business partners to abide by them strictly. The company requires all employees to discipline themselves with the highest standards of business ethics, comply with anti-corruption regulations, resolutely curb all forms of corruption, bribery, fraud, money laundering, and other acts, and conduct investigations and impose severe punishments on any violations of regulations and disciplines.

In order to enhance the anti-corruption awareness of the company's directors, employees and business partners and create an atmosphere of integrity in business operations, the company actively carries out integrity training, publicity and educational work. It also signs Integrity Agreements with new employees, suppliers and contractors to jointly maintain an honest and healthy business environment.



要求新員工入職時同步簽訂廉潔協議、與所有供貨商和承包商簽訂合同時同步簽訂《廉潔協議》

An Integrity Agreement is required to be signed simultaneously when new employees are hired and when all suppliers and contractors are contracted



定期開展全員反貪腐培訓，並對下屬區域公司及子公司開展制度更新培訓

Regularly conduct anti-corruption training for all employees, and provide training on the system update for our regional branches and subsidiaries



針對榮之星、榮之將、重點業務條線的員工以及各區域公司的核心骨幹開展專項廉潔培訓和宣傳

Carry out special integrity training and publicity for "Ro's Star", "Ro's General", employees of key business lines, as well as the core backbones of subsidiaries in regions

### 廉潔管理措施

### Integrity Management System





## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

2024年，公司面向董事及高管、員工共開展了3次反貪腐培訓，共計培訓455人。報告期內，公司未有貪污訴訟案件發生。

### 完善舉報機制

公司持續暢通商業道德舉報渠道，完善監察線索舉報機制，鼓勵員工、客戶、業務合作夥伴等各方主動監督並積極舉報一切違紀違規行為。公司設立了專門的廉政郵箱，員工、客戶及業務合作夥伴可隨時通過郵件形式，詳細、隱秘地反饋違紀違規行為線索；開通了客服熱線，安排專業人員24小時值守，耐心傾聽各方訴求，及時記錄舉報信息；設立了舉報電話，專人接聽，確保舉報事宜能得到迅速回應；提供了現場舉報方式，在公司特定區域設置舉報點，方便舉報人當面反映情況，同時充分保障其隱私與安全；此外還設置了舉報二維碼，掃描即可快速進入舉報頁面，簡單操作即可完成舉報流程。

In 2024, the company conducted a total of 3 anti-corruption training sessions for its directors, senior executives, and employees, with a total of 455 people participating in the training. During the reporting period, there were no corruption-related litigation cases involving the company.

### Improving the Whistle-blowing Mechanism

The company continuously unblocks the channels for reporting business ethics issues and perfects the mechanism for reporting supervision clues, encouraging employees, customers, business partners and other parties to take the initiative in supervision and actively report all acts of discipline and regulation violations. The company has established a special clean governance email box, enabling employees, customers and business partners to secretly and elaborately provide feedback on the clues of discipline and regulation violations via emails at any time. It has opened a customer service hotline, arranging professional staff to be on duty 24 hours a day, patiently listening to the demands of all parties and promptly recording the reported information. A reporting hotline has been set up with dedicated staff answering the calls to ensure that reported matters can get a swift response. On-site reporting channels have also been provided, with reporting points set in specific areas of the company for whistle-blowers to report the situation face to face, while their privacy and safety are fully protected. Besides, a reporting QR code has been created. By scanning it, people can quickly access the reporting page and complete the reporting process with simple operations.



廉政舉報渠道

Integrity Whistle-Blowing Channels



## 恪守正道 夯實管治根基

## Upholding Integrity to Consolidate the Foundation of Governance

公司構建了嚴密周全的舉報人保護機制。如僅授權審計人員及相關人員針對舉報人信息進行內部溝通，嚴格限制信息傳播渠道；規避舉報人進行檢舉的敏感時間與地點，減少其暴露風險；在檢舉處理程序的每一個環節，均對舉報信息及舉報人身份信息予以充分保密，嚴防信息洩露等。同時，公司嚴禁以任何形式對舉報人實施打擊報復，全方位保障舉報人權益不受絲毫侵犯。

The company has established a strict and comprehensive protection mechanism for whistle-blowers. For example, only auditors and relevant personnel are authorized to conduct internal communication regarding the information of whistle-blowers, and the channels for information dissemination are strictly restricted. The sensitive times and locations for whistle-blowers to make reports are avoided to reduce their risk of exposure. At every stage of the reporting handling procedure, full confidentiality is ensured for both the reported information and the identity information of the whistle-blowers, with strict measures taken to prevent information leakage. At the same time, the company strictly prohibits any form of retaliation against whistle-blowers and guarantees in all aspects that the rights and interests of whistle-blowers are not violated in the slightest.



僅授權審計人員及相關人員針對舉報人信息進行內部溝通

Only authorize auditors and relevant personnel to conduct internal communication as to the information of the whistleblower



規避舉報人進行檢舉的敏感時間與地點

Avoid the time and place sensitive to the whistleblower



在檢舉處理程序每一環節中充分保護舉報人相關信息

Fully protect the information on the whistleblower in every process of whistle-blowing treatment

舉報人保護措施

Protection Measures for Whistle blowers



## 恪守正道 夯實管治根基 Upholding Integrity to Consolidate the Foundation of Governance

報告期內，公司對各物業區域及商管區域開展了專項審計及例行審計巡檢，情況如下：

經抽檢，物業及商業領域5個區域30個項目中發現10個異常項目，涉及違規金額27.98萬元，相關責任主體已處理17人次，開除1人。

During the reporting period, the company carried out special audits and routine audit inspections in various property areas and commercial management areas, as follows:

Through sampling inspections, 10 abnormal projects were found among 30 projects in 5 areas of the property and commercial sectors, involving an amount of 279,800 yuan in violations. A total of 17 person-times of the relevant responsible parties have been dealt with, and 1 person has been dismissed.



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

正榮服務堅定不移地將服務品質視為企業發展的生命線。我們始終貫徹「客戶思維」，從客戶的視角出發，深入洞察業主和客戶的每一個需求。在「匠心品質」的驅動下，我們用心雕琢每一項服務細節，將人本主義融入到產品及服務的每一個環節。「精英團隊」戰略是我們提升服務品質的關鍵。「幸福企業」理念是我們打造優質服務的內在動力源泉。

### 提供品質服務

面對同類型服務企業的不斷湧現，市場份額競爭愈發激烈等不斷變化的市場需求，正榮服務始終堅持高質量發展之路，我們持續健全服務質量管理體系，以精準、細緻的服務，讓業主和客戶感受到我們的用心與關愛，嚴格遵守《中華人民共和國城市房地產管理法》《中華人民共和國消費者權益保護法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》等法律法規。我們將圍繞正榮服務的三大核心業務，從應對外部挑戰、滿足市場需求的角度，不斷推動多業態發展佈局與多元化業務創新。

### 服務品牌

正榮服務始終把高端品質服務當作集團發展的核心驅動力，立志成為國內首屈一指的高品質、高價值綜合服務集團。我們依托「榮享家」、「榮服務」、「榮商辦」三大特色服務品牌，全方位、全週期地覆蓋客戶生活與工作場景，從日常的物業服務到商業運營，再到辦公資產管理，用心雕琢每一項人本主義的產品及服務，致力於滿足客戶在不同階段的多元需求。

Zhenro Services regards service quality as the lifeline of the enterprise's development. We always implement the "customer-oriented thinking", starting from the perspective of customers and deeply understanding every need of property owners and customers. Driven by the "ingenuity quality", we carefully polish every detail of our services, integrating humanism into every link of our products and services. The "Elite Team" strategy is the key to our improvement of service quality, and the concept of a "Happy Enterprise" serves as the internal driving force for us to create high-quality services.

### PROVIDING QUALITY SERVICES

In the face of the continuous emergence of similar service enterprises, the increasingly fierce competition for market share, and the ever-changing market demands, Zhenro Services has always remained committed to the path of high-quality development. We keep improving the service quality management system and, through precise and meticulous services, make property owners and customers feel our dedication and care. Meanwhile, we strictly abide by laws and regulations such as the Urban Real Estate Administration Law of the People's Republic of China, the Consumer Rights Protection Law of the People's Republic of China, the Data Security Law of the People's Republic of China, and the Personal Information Protection Law of the People's Republic of China. Focusing on the three core businesses of Zhenro Services, from the perspective of dealing with external challenges and satisfying market needs, we will continuously promote the development layout of multiple business formats and the innovation of diversified businesses.

### Service Brands

Zhenro Services has always regarded high-end quality services as the core driving force for the group's development and is determined to become a leading high-quality and high-value comprehensive service group in China. Relying on the three characteristic service brands of "Rong Shangban (榮商辦)", "Rong Enjoy (榮享家)" and "Rong Service (榮服務)", we comprehensively cover customers' living and working scenarios throughout the whole cycle. From daily property services to commercial operations, and then to office asset management, we carefully polish every humanistic product and service and are committed to meeting the diverse needs of customers at different stages.



## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services



正榮服務三大服務品牌

Three Major Service Brands of Zhenro Services



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

2024年，公司嚴格執行了《三品管理制度》《三級管理制度》《紅黃牌制度》等制度，持續完善服務質量管理，推動服務質量提升。

In 2024, the Company continued to improve management of service quality and promote the enhancement of service quality in accordance with the “Three-level Management System”, “Three-tier Management System” and “Red and Yellow Card System”.

### 《三品管理制度》 Three-level Management System

- 以「強監控」「強執行」「強落地」「強考核」為質量體系標準，覆蓋「集團－區域子公司－項目服務中心」三個層級
- Adhering to the quality system standards of “strict monitoring”, “strict implementation” and “strict assessment” as our quality system standard and covering the three levels of “group-regional subsidiary-project service center”

### 《三級管理制度》 Three-tier Management System

- 以質價相符為導向，從服務、客戶、評價三大角度，洞察並解決客戶痛點與需求
- Guided by the principal of matching quality and price and based on three major perspectives of service, customer and evaluation, Zhenro Services has gained insight into customers' pain points and needs, and solved accordingly

### 《紅黃牌制度》 Red and Yellow Card System

- 通過對質量不合格的項目予以處罰，強化各項體系標準的落實力度，促進質量戰略目標達成
- Strengthening the implementation of system standards and promoting the realization of the quality strategy goals by penalising unqualified items



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

### 《三品管理制度》 Three-level Management System

#### 服務集團

#### Service group

建立並維護公司質量管理體系、編製質量標準文件、作業指導、制定專項業務解決方案  
The service group builds and maintains the quality management system of the Company, prepares quality standard documents, work instructions and develops special business solutions

#### 區域公司

#### Regional companies

根據集團質量管理要求，為下轄項目各項基礎服務、專項業務及質量目標達成提供指導  
According to the quality management requirements of the Group, the regional companies provide guidance for basic services and special businesses of projects under their management, as well as for the achievement of quality targets

#### 項目服務中心

#### Project service center

在區域公司的指導下，落實質量管理體系的管理要求及工作標準，實現各項質量管理目標

Under the guidance of regional companies, the project service center implements the management requirements of the quality management system, and the work standards, to achieve the quality management targets





《三級管理制度》  
Three-tier Management  
System

服務分級

Service Classification

圍繞客戶需求、經營目標、質量保障，構建分級服務標準體系，服務標準分為尊享、心享、悅享三個等級

Focusing on customer demands, operation targets, and quality assurance, we have established a hierarchical service standard system, with the service standards being classified into three levels, namely supreme, premium, and classic

客戶觸點

Points of Contact with Customers

圍繞關鍵場景、關鍵需求、關鍵動線，制訂客戶關鍵觸點手冊，解決客戶痛點及癢點

Based on the key scenarios, requirements and movement lines, we have developed the manual of key contact with customers to address pain and itching points of customers

評價體系

Evaluation System

建立指標監測體系，以追蹤責任狀及關鍵任務執行情況，分為「責任狀、關鍵業務、執行」三級指標及「經營、質量、組織、風險」四個維度

Establishing an indicator monitoring system, which can be divided into three-level indicators (responsibility statement, key business, implementation) and four aspects (operation, quality, organization and risk), to track the responsibility statement and the implementation of key tasks



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

|                              |  |
|------------------------------|--|
| 《紅黃牌制度》<br>Evaluation System | <b>黃牌警告</b><br>Yellow card warning   |
|                              | 檢查分數低於75分且嚴重不合格超過3項；簽發公告、全公司範圍郵件通報；取消年度評優資格；取消年度晉職晉級資格<br>Employees with the inspection score of less than 75 points and over 3 serious nonconformities are subject to public announcements, company-wide name and shame by e-mail, cancellation of merit appraisal qualification and annual promotion qualification, etc.   |
|                              | <b>紅牌記過／記大過</b><br>Red card demerit/serious demerit  |
|                              | 檢查分數低於60分且嚴重不合格超過5項；除警告黃牌對應的處罰動作外，當期績效評定結果不高於C（含）；對情節比較嚴重者，可採取崗位調整、降職或降薪；對情節嚴重者，可解除勞動關係<br>In addition to punishment corresponding to a yellow card, employees with the inspection score of less than 60 points and over 5 serious nonconformities are subject to job transfer, demotion or salary reduction for relatively serious cases; termination of labor relations for serious cases, if their performance evaluation result of the current period is not higher than C (inclusive) |

### 匠心品質

我們一直以來遵循「匠心品質」的企業文化，用心打造人本主義的產品及服務。從客戶的視角出發，去思考每一個服務環節可能存在的問題，以匠心品質為指引，精心雕琢每一項客戶服務管理制度。我們積極搭建多元化的客戶溝通渠道，無論是線上的便捷反饋平台，還是線下的貼心交流活動，都確保客戶的聲音能夠被及時聽見。公司已成功獲得ISO 9001質量管理體系認證，我們從服務流程規範到服務細節把控，均已達到國際認可的質量管理標準，充分保障為客戶提供高品質、標準化的優質服務。

### Meticulous Quality

We have always followed the corporate culture of “ingenuity quality” and wholeheartedly created humanistic products and services. Starting from the perspective of customers, we consider the potential problems in every service link. Guided by the spirit of ingenuity quality, we meticulously carve and perfect every customer service management system. We actively build diversified customer communication channels. Whether it is a convenient online feedback platform or intimate offline communication activities, we ensure that the voices of customers can be heard in a timely manner. The company has successfully obtained the ISO 9001 quality management system certification. From the standardization of service processes to the control of service details, we have reached the internationally recognized quality management standards, fully guaranteeing to provide customers with high-quality and standardized excellent services.



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

### 客戶服務提升

2024年，公司優化了《客戶檔案管理規程》《客戶接待管理規程》《企業微信管理指引》等制度，進一步規範客戶服務標準，強化客戶服務的針對性與有效性，提升客戶服務水平。

### Customer Service Enhancement

In 2024, the company optimized a few systems, including the Customer File Management Regulations, the Customer Reception Management Regulations, and the Enterprise WeChat Management Guidelines to further standardize customer service criteria, enhance the pertinence and effectiveness of customer service, and improve the overall level of customer service.

#### 《企業微信管理指引》 Corporate WeChat Management Guidelines

- 利用企業微信，豐富業主的標籤畫像，提升管家與業主間的日常溝通效率
- 根據業主的不同需求，為業主提供私域化服務，增強業主黏性及尊享感
- 增強公司服務的觸達率，加強對外發佈信息的監控力度
- Use corporate WeChat to enrich the personas of property owners and improve the efficiency of daily communication between managers and property owners
- Provide private services for property owners based on their different needs to enhance the cohesion and sense of enjoyment of property owners
- Enhance the reach of the Company's services and strengthen the monitoring of external information release

#### 《管家服務口袋書》 Pocket Book of Managing Service

- 以客戶為中心，開展管家服務設計、客戶規劃、組合資源、組織運作等工作，提品提效
- 涵蓋服務禮儀、服務增黏、服務觸點、現場感官、裝修空置、報事管理、信息配置、活動輿情、業務移交、百問百答10個維度，共35個服務／管理規範工具集
- Centering on customers, we carry out managers service design, customer planning, resource combination, organization and operation to improve quality and efficiency
- Covering 10 dimensions, including service etiquette, service adhesion enhancement, service touch points, on-site sensory, decoration and vacancy, report management, information configuration, public opinions of activities, business transfer, and Q&A, with a total of 35 service/management specification toolsets

### 客戶服務管理制度主要內容

Main Aspects of Customer Service Management System



從榮向前 精研品質服務

我們為新上崗的客服條線人員提供上崗操作培訓，培訓內容包括專業理論學習、崗位實操規範、案例及答疑、實操實踐等，並要求其完成培訓追蹤考核及新員工客服業務培訓認證考核，確保其良好地掌握客戶服務的知識與技能。此外，管家及客服人員還需進行禮儀規範、標準話術等專項培訓，在通過認證考核後，方可提供獨立網格服務。

同時，2024年我們新增了《24℃品質服務•二十四項服務行為準則》，員工通過隨身攜帶24℃品質服務準則手冊卡，時刻對標手冊要求，將準則內化於心、外化於行，以高度的自律與專業精神，為客戶提供契合標準的優質服務。

While improving the management level of customer service, the company continuously perfects the customer service training system, strengthens the service capabilities of property managers and customer service staff, and demonstrates excellent service quality.

We provide on-the-job operation training for newly recruited customer service staff. The training content includes professional theoretical learning, standardization of on-the-job practical operations, case studies and Q&A sessions, as well as practical exercises. We also require them to complete the training follow-up assessment and the certification assessment for new employees' customer service business training to ensure that they have a good grasp of the knowledge and skills related to customer service. In addition, property managers and customer service staff need to receive special training in etiquette norms, standard language expressions, etc. Only after passing the certification assessment are they allowed to provide independent grid services.

Meanwhile, in 2024, we added the “24℃ Quality Service • Twenty – Four Service Behavior Standards”. Employees carry the 24℃ Quality Service Standards Manual Card with them at all times, constantly benchmark against the requirements in the manual, internalize the standards in their hearts and externalize them in their actions. With a high degree of self – discipline and professional spirit, they provide customers with high – quality services that meet the standards.

# ZHENHUA 臻和

ZHENHUA SERVICE

24℃  
品质服务  
准则手册卡

十分努力 五星满意

记录你的学习心得：

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带导师教：\_\_\_\_\_ 培训日期：\_\_\_\_\_

区域：\_\_\_\_\_ 部门：\_\_\_\_\_ 姓名：\_\_\_\_\_

### Part 01. 行为规范

1. 在客户面前要时刻保持良好的BI、行为规范。
2. 每次与客户接触时，都必须遵循服务标准。
3. 遵循二人成行，三人成列，遇到客户微笑礼让。
4. 客户来访，3米起身问好，微笑询问来访之意。
5. 电话铃声响起三声内接听，沟通时声音带着亲切的笑意。
6. 企业微信回复客户信息，文字应含友善的表情符号，语音应礼貌含笑。

### Part 02. 客诉响应

7. 对客户咨询和需求，在30分钟内做出初步回应。
8. 待客应彬彬有礼，对客户反馈意见或建议应心存感谢。
9. 倾听客户的需求和意见，不抢话、不打断。
10. 对于客户的问题或需求，不漠视，不怠慢，积极给予帮助。
11. 每个人都要有义务去弥补服务中的缺陷，开心配合并改进。

### Part 03. 主动服务

13. 非记者客户为先，提倡主动服务。
14. 发现并及时解决可能会影响到客户的工作失误和缺陷。
15. 注意观察客户的个性与习惯，维护客户标签。
16. 保持诚实和透明，建立客户信任。
17. 坚持安全第一的原则，做到人人有责。
18. 人过地净，随手清洁。

### Part 04. 员工管理

19. 对客户隐私信息保密。
20. 关注供方的管理，不以包代管。
21. 掌握更全面的信息，并不断完善项目百问百答。
22. 熟悉和关心身边每位同事，主动微笑打招呼。
23. 鼓励团队合作，共同为客户提供服务资源。
24. 员工独立上岗前，须经过业务培训、引导与考核。

24 ℃ 品質服務準則手冊卡  
24 ℃ Quality Service Standards Pocket Manual



## 從榮向前 精研品質服務

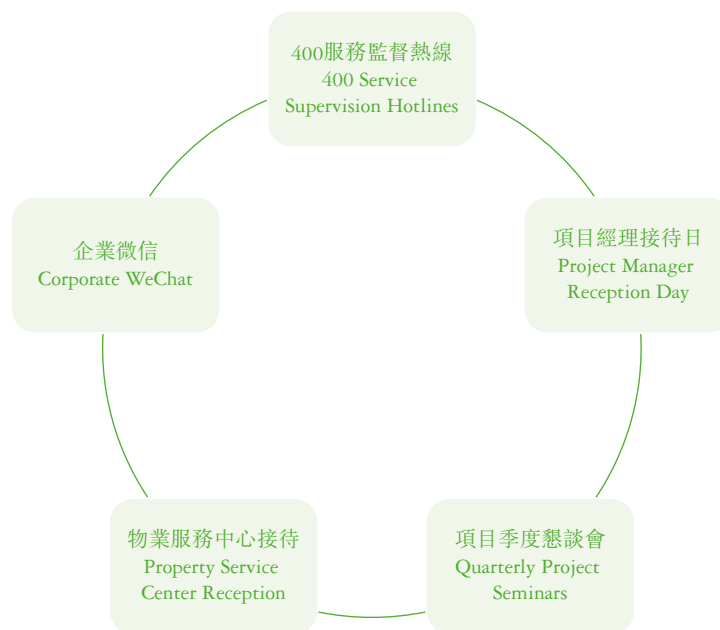
## Zhenro Services Forging ahead with Commitment to Quality Services

### 客戶溝通渠道

我們搭建了線上、線下多個溝通渠道，在服務過程中用心傾聽客戶需求、意見和建議，與客戶建立良好的互動關係。我們每月開展項目經理接待日活動，由項目經理及各部門負責人到社區收集業主意見及建議，記錄業主心聲，為業主答疑解惑，形成問題報事跟蹤。

### Customer Communication Channels

We have established multiple online and offline communication channels. During the service process, we attentively listen to the needs, opinions and suggestions of customers, and establish a good interactive relationship with them. We organize the Project Manager Reception Day activities every month. The project managers and heads of various departments will go to the community to collect the opinions and suggestions of property owners, record their voices, answer their questions and solve their doubts, and form a follow-up system for reported issues.



客戶溝通渠道

Customer Communication Channels

## 從榮向前 精研品質服務

### Zhenro Services Forging ahead with Commitment to Quality Services

為精準把握園區客戶對物業服務的需求，清晰界定物業服務的工作重點，切實幫助客戶解決痛點，公司制定了嚴謹規範的組織流程，用於開展各服務中心的業主懇談會。

To accurately grasp the needs of customers in the park for property services, clearly define the key points of property service work, and effectively help customers solve their pain points, the company has formulated rigorous and standardized organizational processes for holding property owner consultation meetings in each service center.



明確各項目懇談會的工作組織與實施  
Clarify the work organisation and implementation of each project seminar



區域、事業部運營管理部負責監督和監察客戶溝通交流工作的落實情況  
Regional and business unit operations management departments are responsible for supervising and monitoring the implementation of customer communication and exchange work



做好懇談會前的準備工作，包括但不限於懇談會議主題及流程、難點事項梳理、會議場地、會務物資、現場人員、溝通口徑、客戶畫像信息及邀約確認安排等  
Make preparations for the seminars, including but not limited to the topic and process of the seminars, sorting out difficult issues, meeting venues, meeting materials, on-site personnel, statements, customer profile information and invitation confirmation arrangements, etc



對難點工作進行整理，疑難情況須與相關單位溝通並統一口徑後，於懇談會上向客戶公佈及溝通，爭取客戶的理解、配合與支持  
Sorting out difficult tasks, communicating with relevant departments and unifying statements on difficult situations, announcing and communicating with customers at the seminars, striving for customers' understanding, cooperation and support



對客戶意見進行分析和總結，並進行回訪，提升客戶對物業服務的感受和體驗；整改事項需及時錄入榮智慧系統形成工單並跟蹤落實，確保整改事項閉環處理  
Analyze and summarize customers' opinions and make return visits to enhance customers' perception and experience of property services; rectification matters shall be entered into the Ro's Wisdom System in a timely manner to form a ticket with further follow up and settlement to ensure closed-loop processing of rectification matters



及時複盤業主懇談會問題項，明確責任歸屬、問題描述、整改措施、計劃完成時間與責任人  
Timely review of the problem items of the property owners' seminars, and specify attribution of liability, problem description, corrective measures, planned completion time and the person in charge

#### 業主懇談會組織程序

#### Organizational Procedures of the Property Owners' Seminars



# 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

### 客戶滿意度調查

公司定期開展客戶滿意度調查，及時了解客戶評價及心聲，有針對性地開展服務改進措施，優化客戶服務質量。我們還通過組織神秘顧客暗訪調研，全方位、多維度地考察現場客戶服務質量，從源頭保障服務品質。

### Customer Satisfaction Survey

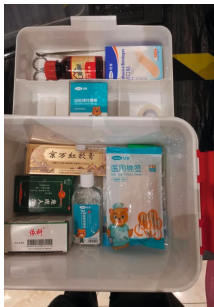
The company regularly conducts customer satisfaction surveys to promptly understand customers' evaluations and voices and implements targeted service improvement measures to optimize the quality of customer service. We also organize mystery shopper unannounced visits and research to comprehensively and multi-dimensionally assess the on-site customer service quality, ensuring the service quality from the source.

|   |   |
|---|---|
| 客戶滿意度調查<br>Customer Satisfaction Survey | <ul style="list-style-type: none"><li>榮居住宅項目採用短信調研，調研對象包括自有項目及對外拓展項目的業務</li><li>榮企非住宅項目採用面對面訪談的形式，了解客戶對於物業服務的感受和建議</li><li>Rongju residential projects use SMS survey method, with the survey targets including property owners of self-owned Rongju projects and outreach projects</li><li>Rongqi non-residential projects use face-to-face interviews method to gain a good knowledge of customers' feelings and suggestions on property services</li></ul> |
| 神秘顧客<br>Mystery Customer                | <ul style="list-style-type: none"><li>組織神秘顧客暗訪調研130個項目，並依據調研的結果，明確客戶服務的待提升項</li><li>Organize mystery customers to conduct unannounced surveys on 130 projects, identify the areas for improvement in customer service based on the results of surveys</li></ul>   |

神秘客暗訪以安全、環境、工程、客服4大業務條線的105個觸點指標進行評價。報告期內，集團的總體得分為83.14分。

The mystery shopper unannounced visits evaluate based on 105 touchpoint indicators across four major business lines: safety, environment, engineering, and customer service. During the reporting period, the group's overall score was 83.14 points.

南京浦口潤江城項目  
Nanjing Pukou Runjiangcheng Project



客服中心提供的便民藥箱、物品等展示良好，藥品有效期嚴格控制，管理規範

The convenience medicine boxes, and other items provided by the customer service center are well-displayed. The expiration dates of the medicines are strictly controlled, and the management is standardized

南京潤辰府項目  
Nanjing Runchenfu Project



調查人員進入小區，保安員及時詢問且登記信息

The investigators entered the residential area, and the security guards promptly asked for information and registered it

## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

### 客戶體驗

為持續提升客戶服務體驗，正榮服務深耕數字化運營，推動智慧物業發展，提升運營效能及核心競爭力。報告期內，公司升級了數字化服務系統，進一步推進社區數字化和智慧化管理，為業主和客戶提供更加便捷舒適的服務體驗。

### 數字化服務系統

- 榮智慧

2024年，我們繼續優化榮智慧小程序，保持了原有功能的穩定性，並確保了新增的訪客核驗、便民電話及400服務監督熱線、線上活動組織和在線商城等功能的順暢使用，旨在為業主提供更加便捷、安全的服務，進一步提升了服務體驗，確保每位業主都能享受到高質量的社區服務。

### Customer Experience

To continuously enhance the customer service experience, Zhenro Services has delved deep into digital operation, promoted the development of smart property management, and improved operation efficiency as well as core competitiveness. During the reporting period, the company upgraded its digital service system, further advanced the digital and intelligent management of the community and provided property owners and customers with more convenient and comfortable service experiences.

### Digital Service System

- Rong Wisdom

In 2024, we continued to optimize the Rong Wisdom Mini-Program, maintaining the stability of its original functions. We also ensured the smooth operation of newly added functions, such as visitor verification, convenient public service telephone numbers, the 400-service supervision hotline, online event organization, and the online mall. These efforts aim to provide property owners with more convenient and secure services, further enhancing their service experience and ensuring that every property owner can enjoy high-quality community services.



## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

| 服務<br>Services   | 主要事項<br>Main Contents  |
|--|--|
| 在線保修<br>Online Warranty Service  | <p>業主可隨時於小程序提交報修請求，實時追蹤維修進展，並對服務人員進行評價，有效提高了維修效率與服務質量管理水平</p> <p>Property owners can submit repair requests in the mini program at any time, track the progress of repairs in real time, and evaluate the service personnel, which effectively improves the efficiency of repairs and service quality management level</p>   |
| 訪客拜訪<br>Visitor access   | <p>增加訪客核驗功能，業主需要通過小程序填寫訪客信息，並將訪客通行碼分享給訪客，門崗安保核實信息後方可放行，提高業主居住的安全性</p> <p>Add a feature of visitor verification, and property owners need to fill in the visitor information through the mini-program and share the pass code to the visitor. The gate security shall verify the information before releasing the visitor, which improves the residential security of property owners</p> |
| 便民電話及400服務監督熱線<br>Convenient hotline number and 400 service supervision hotlines | <p>增加便民電話及400服務監督熱線，便於業主聯繫相關便民服務，與客戶服務進行溝通或投訴</p> <p>Add a convenient hotline number and 400 service supervision hotlines to facilitate property owners to get a hold of relevant convenient services and communicate with customer service or file a complaint</p>  |
| 線上活動信息發佈及報名<br>Online activity information release and registration              | <p>項目管家可通過小程序發佈社區活動消息，業主可在線上獲取活動信息及報名</p> <p>Project managers can publish community activities information through the Mini program, and property owners can obtain activity information and sign up online</p>  |
| 在線商城<br>Online shopping mall   | <p>增加在線商城功能，業主可於線上商城購買相關產品和服務，並享受送貨上門服務</p> <p>Add a feature of online shopping mall, and property owners can buy related products and services in the online shopping mall and enjoy home delivery service</p>  |

### 榮智慧小程序主要服務

### Main Services of Rong Wisdom Mini-Program



## 從榮向前 精研品質服務 Zhenro Services Forging ahead with Commitment to Quality Services

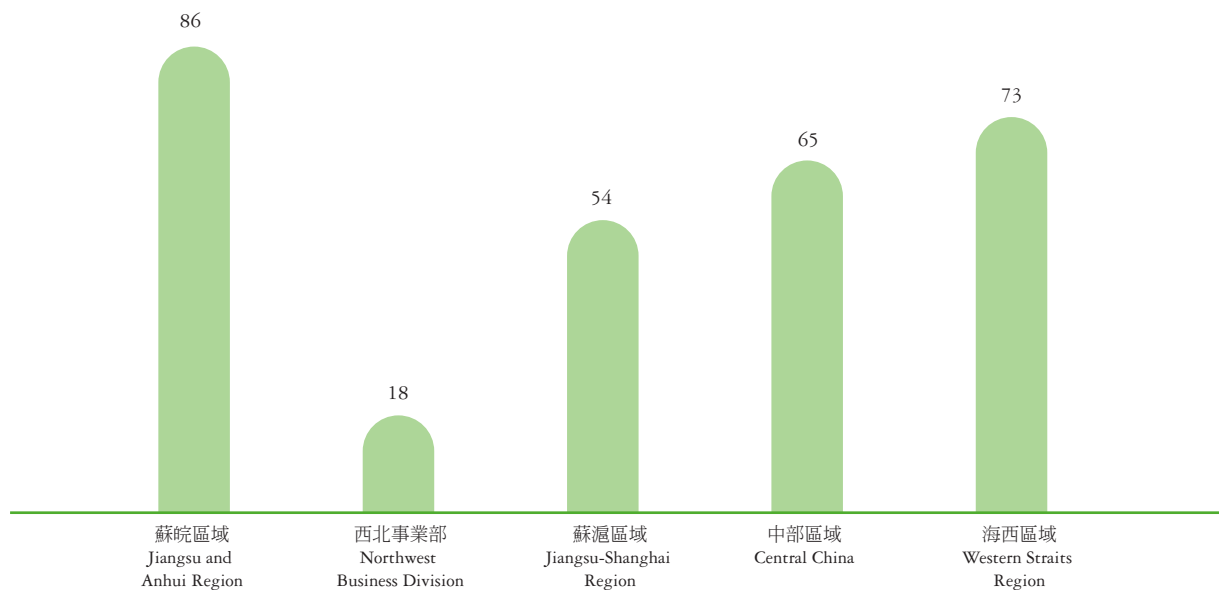
### • 榮戰圖

榮戰圖是正榮服務運營管理平台，其市場拓展模塊通過與正榮服務全景計劃的對接，實現戰略規劃與業務一線的融合，確保數據標準化、規範化上報，提升數據的準確性和穩定性。其中，正榮服務全景計劃旨在通過拉通項目拓展、交付、接管、運營等各個關鍵環節，並建立一系列評審機制、關鍵節點管控機制，建立一套適用於所有住宅項目的全生命週期標準化管理體系。該計劃共有4項里程碑節點，包含一級節點16項、二級節點49項，截止2024年12月31日，共有296個住宅項目上線榮戰圖。

### • Ro's Map

Ro's Map is an operation and management platform of Zhenro services, and its market development module achieves the integration of corporate strategic planning and business frontline by connecting with panoramic plan of Zhenro Services, ensuring data standardization and standardized reporting, and improving the accuracy and stability of data. Among other things, the panoramic plan of Zhenro Services aims to establish a set of standardized management system for the whole life cycle applicable to all residential projects by connecting various key links such as project development, delivery, takeover and operation, and establishing a series of review mechanisms and key node control mechanisms. There are 4 milestones in the plan, including 16 first-level nodes and 49 second-level nodes. By December 31, 2024, a total of 296 residential projects had been launched on the Ro's Map.

各區域上線榮戰圖項目數量  
The Number of Launched Projects on Ro's Map in Each Region



## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

### 落實權益保障

我們高度重視業主和客戶的個人權益，聚焦安全保障、客訴處理及隱私保護。通過建立風險排查機制，落實運營安全保障措施，全方位築牢安全屏障。同時，傾聽並及時回應客戶心聲，不斷完善用戶隱私保護，為幸福生活保駕護航。

### 客戶安全保障

正榮服務高度重視應急管理，制定了《正榮服務防台、防汛應急預案》《正榮服務火警火災事件應急預案》《正榮服務重大污染源污染處理應急預案》等氣候災害應急預案，明確相關責任人及各部門人員的工作內容，並於重大節氣和時間節點開展環境風險檢查和預警，層層落實保障業主安全。同時，公司高度重視安全生產及隱患排查，嚴格依據安全排查流程，於重要節日前統一開展專項排查，致力將隱患消滅在萌芽狀態。

### IMPLEMENTING RIGHTS AND BENEFITS PROTECTION

We attach great importance to the personal rights and interests of property owners and customers, focusing on security guarantees, handling of customer complaints, and privacy protection. By establishing a risk investigation mechanism and implementing operational security measures, we have built a comprehensive security barrier from all aspects. At the same time, we listen to and promptly respond to the voices of customers, continuously improve the protection of user privacy, and safeguard a happy life.

### Customer Safety Guarantee

Zhenro Services attaches greater importance to emergency management, and has formulated the Emergency Plans of Zhenro Services against Typhoon and Flood, Emergency Plans of Zhenro Services Against Fire Incident, Emergency Plans of Zhenro Services Against Pollution Treatment of Major Source of Pollutant and other emergency plans against climatic disasters, which clearly define the relevant responsible persons and the work of personnel from various departments, and carries out the inspection of and early warning on the environmental risks during major solar terms and time nodes, and strictly implements the measures to ensure the safety of the property owners. At the same time, the Company prioritizes production safety and hidden danger inspection, strictly follows the safety inspection process, conducts a unified special inspection before the important holidays, striving to nip hidden dangers in the bud.



## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

|  |  |
|--|--|
| 品質巡查及風險排查<br>Quality Inspection and<br>Risk Identification               | <ul style="list-style-type: none"><li>根據三級巡檢制度，全面開展品質巡查及風險排查、神秘客檢查、季度區域檢查、月度項目經理帶隊巡查等工作，對於巡查中發現的風險項開展整改銷項，及時消除現場品質及安全隱患</li><li>According to the three-tiered inspection system, the Company comprehensively carries out quality inspection and risk identification, mystery customers inspection, quarterly regional inspection, monthly inspections led by the project manager, etc., for the risk items found in the inspection, carry out rectification of items sold, and eliminate quality and safety hazards on-site in a timely manner</li></ul>   |
| 應急演練<br>Emergency Drills   | <ul style="list-style-type: none"><li>按照相關制度要求，每年開展兩次火災應急演練，演練內容包括消防服穿戴、消防栓運用等</li><li>Conduct fire emergency drills twice a year in accordance with the requirements of the relevant regulations, including the wearing of fire suits and the use of fire hydrants</li><li>面向所有物業管理員工開展日常應急培訓及疏散演練工作，並於119消防日邀請專業消防人員為業主開展消防意識宣講及滅火器材操作培訓</li><li>Carry out daily emergency training and evacuation drills for all property management employees, and invite professional firefighters to conduct fire control awareness education and fire apparatus operation training for property owners on 119 Fire Services Day</li></ul> |
| 運營安全意識提升活動<br>Operation of Safety<br>Awareness Enhancement<br>Activities | <ul style="list-style-type: none"><li>以無安全事故為目標，定期面向安保人員及業主開展運營安全意識提升活動</li><li>With the goal of zero safety incidents, we regularly conduct safety awareness raising activities for security personnel and property owners</li></ul>  |
| 數字化安全保障手段<br>Digital Security Guarantee<br>Measures                      | <ul style="list-style-type: none"><li>通過人臉識別、智慧車場、訪客二維碼管理等數字化手段，進一步保障用戶安全，提升服務體驗</li><li>Further safeguard user safety and enhance service experience through digital means such as facial recognition, smart car parks and visitor QR code management</li></ul>   |

### 客戶安全保障措施

### Customer Safety Guarantee Measures

### 客戶投訴處理

客戶是我們一切工作的中心，任何時候秉持「客戶優先」原則，將業主與客戶的服務體驗放在首要位置。在投訴處理工作中，我們以確保所有客戶投訴都能得到圓滿解決為根本目標。為此，我們不斷優化客戶投訴處理流程及管理機制，拓展客戶投訴接收渠道，實現多維度覆蓋，全面暢通反饋路徑。

### Handling Customer Complaints

Customers are at the core of all our work. We always uphold the principle of “customers first” and prioritize the service experience of property owners and customers. In the process of handling customer complaints, our fundamental objective is to ensure that all customer complaints can be resolved satisfactorily. To this end, we continuously optimize the customer complaint handling process and management mechanism, expand the channels for receiving customer complaints, achieve multi-dimensional coverage, and fully unblock the feedback paths.





## 從榮向前 精研品質服務

# Zhenro Services Forging ahead with Commitment to Quality Services

### 事件響應

#### Complaints Responding

- 針對400監督服務熱線通報投訴，要求項目條線於5分鐘內響應，項目經理於2小時內還原事件，若2小時後事件仍未解決，需上報到片區處理

For complaints reported to the 400 supervision service hotline, the project line is required to respond within 15 minutes and the project manager to pinpoint the precise course of incidents within 2 hours. If the complaint is still not resolved after 2 hours, it needs to be reported to the regional unit for processing

### 事件通報

#### Complaints Notification

- 當日發生的投訴，需於400監督服務群內及時通報，進行「事件還原」，明確「業主訴求」「解決措施」及「預防措施」

Complaints arising on the day of the incident shall be promptly reported in the 400 supervision service group to conduct “pinpointing the precise course of incident” and clarify “property owner demands”, “solution measures” and “preventive measures”

### 事件回訪

#### Complaints Follow-up

- 根據投訴事件的嚴重程度，明確對應層級的回訪執行人，層級順序依次為「客服主管－項目經理－片區總負責人－區域／事業部運營客服負責人」

Identify the corresponding level of follow-up executors according to the severity of the complaints, and the order of levels is: “customer service supervisor — project manager — regional general manager — regional and business unit operations customer service manager”

### 事件處罰

#### Complaints Punishment

- 通過400監督服務群，發佈紅黑榜、典型案例及處罰結果  
Release white list and black list, typical cases and punishment results via 400 supervision service group
- 對於判定為有效的服務態度類投訴，且第一責任人為自有員工的，根據相關管理條例進行處罰；若第一責任人為外包員工，依據合同條款對外包公司進行款項扣除

For valid complaints about service attitude, if the first responsible person is our own employee, we will impose penalties according to the relevant management regulations; if the first responsible person is an outsourced employee, we will deduct money from the amount due to the outsourcing company according to the terms of the contract

### 整改提升

#### Rectification and Improvement

- 由區域／事業部負責統籌各項目專項培訓會議，必要時由區域客服條線開展培訓  
The Regional and Business Unit is responsible for coordinating special training meetings for each project, and the regional customer service line will conduct training when necessary
- 將客戶服務相關培訓資料同步至客戶服務外包商  
Synchronize customer service related training materials to the customer service outsourcing provider

### 投訴處理流程

#### Complaints Handling Process

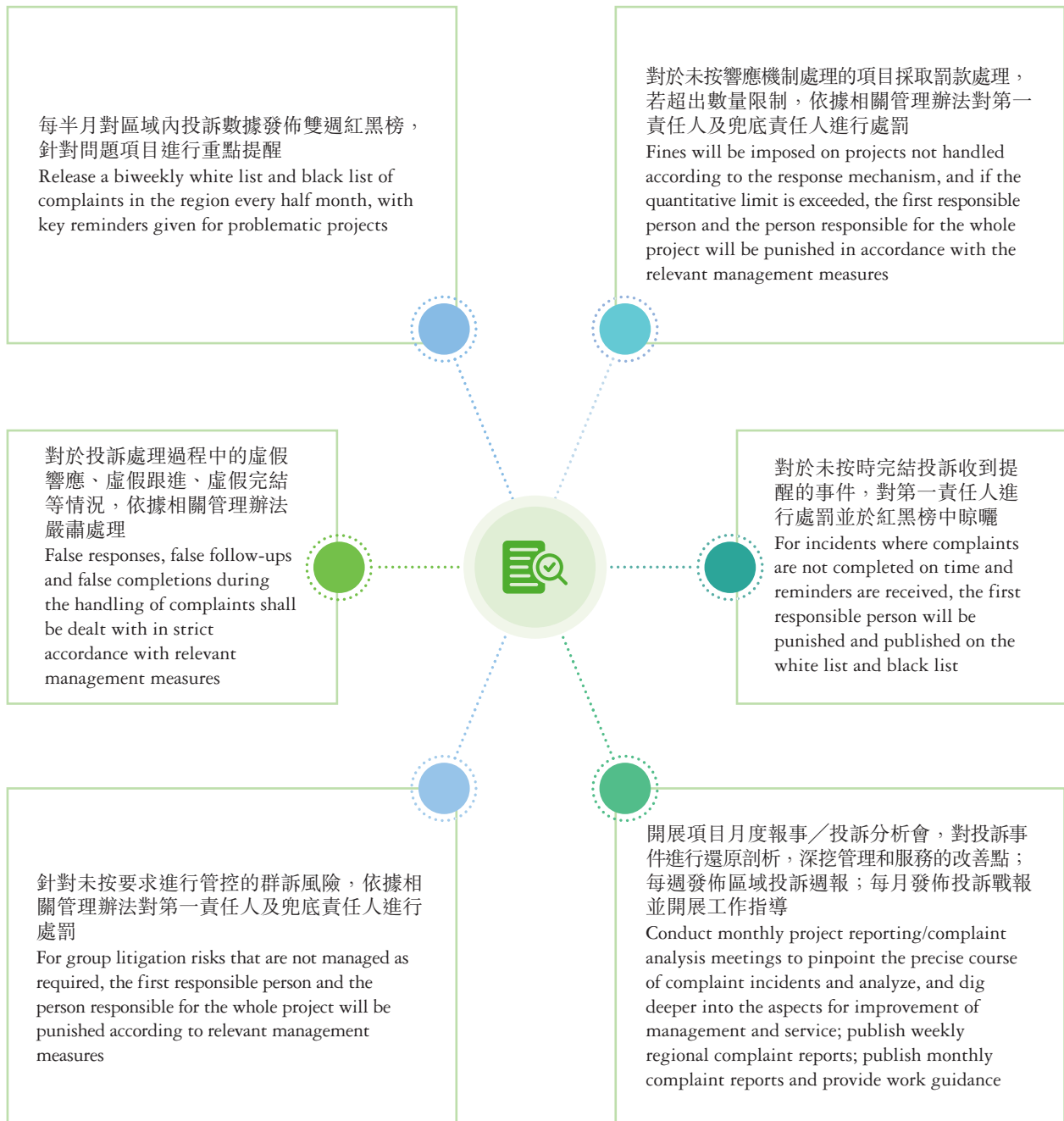


## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

為從根源上解決投訴問題，建立長效的服務優化機制，公司制定了一套完整且嚴格的投訴事件閉環改善處理機制。通過該閉環處理機制，不斷改善、提升項目物業服務品質，進而增強業主的認可度和信賴度。

To solve the complaint problems at the root and establish a long-term service optimization mechanism, the company has formulated a complete and strict closed-loop improvement and handling mechanism for complaint incidents. Through this closed-loop handling mechanism, the quality of property services for the projects is continuously improved, thereby enhancing the recognition and trust of property owners.



投訴事件閉環改善處理機制

Closed-loop Improvement and Handling Mechanism for Complaint Incidents

## 從榮向前 精研品質服務

## Zhenro Services Forging ahead with Commitment to Quality Services

2024年，正榮服務接收的主要投訴類型包括收費類、環境管理類、服務態度類、秩序維護類，客戶投訴各項指標表現如下：

In 2024, the main types of complaints received by Zhenro Services include charges, environmental management, service attitude, and order maintenance. The indicators of customer complaints are as follows:

累計接收投訴數量

Cumulative Number of  
Complaints Received

763單

累計投訴關閉率

Cumulative Complaint  
Cancellation Rate

98%

累計表揚數量

Cumulative Number of  
Compliments

564單

### 客戶隱私保護

正榮服務始終秉持對客戶信息高度負責的態度，嚴格遵循《信息安全等級保護管理辦法》等相關法律法規要求，構建並持續優化全面且細緻的客戶隱私保護機制。從技術加密到人員管理，從數據存儲到數據傳輸，我們採取了一系列多樣化、全方位的隱私保護措施，對客戶信息進行全流程嚴密防護，切實保障客戶信息安全。報告期內，本集團未收到任何一起關於客戶隱私洩露或侵犯的投訴，這不僅是對我們工作的有力驗證，更是我們持續奮進，不斷提升客戶隱私保護水平的強大動力。

### Protection of Customer Privacy

Zhenro Services has always maintained a highly responsible attitude towards customer information. It strictly adheres to the requirements of relevant laws, regulations and rules such as the Administrative Measures for Information Security Classification Protection and has established and continuously optimized a comprehensive and meticulous customer privacy protection mechanism. From technical encryption to personnel management, and from data storage to data transmission, we have adopted a series of diverse and all-round privacy protection measures to provide strict protection for customer information throughout the entire process, effectively ensuring the security of customer information. During the reporting period, the Group did not receive any complaints regarding customer privacy leakage or infringement. This is not only a powerful verification of our work, but also a strong driving force for us to keep forging ahead and continuously improve the level of customer privacy protection.



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

正榮服務始終秉持高度的社會責任意識，堅定不移地推進環境管理工作，全方位踐行綠色發展理念。公司持續優化環境管理體系，大力提升能源資源管理效能，以系統化、規範化的方式強化環境管控；定期組織環保法規深度解讀、節能減排技術應用等專業培訓，增強員工環保意識與專業素養，使其成為環保行動的有力踐行者；積極開展多元宣傳活動，將環保理念從內部延伸至服務區域，營造良好的環保氛圍；嚴格開展環保督察，針對各環節全面排查，及時處置環境問題，設立明確環境管理目標，全力降低業務運營對生態環境的負面影響，科學識別氣候變化帶來的潛在風險，為構建綠色、宜居環境持續奮進。

### 注重環境管理

正榮服務持續深化內部環境管理體系，致力於精細管控排放物。我們建立了嚴格的排放物管理制度，並採取積極的措施以加強環境管理，持續減少污染物排放，力求降低業務活動對環境的影響。

Zhenro Services has always been guided by a strong sense of social responsibility, firmly advancing environmental management work and comprehensively practicing the concept of green development. The company continuously refines its environmental management system and significantly boosts the efficiency of energy and resource management, strengthening environmental control in a systematic and standardized way, regularly organizing professional training sessions such as in-depth interpretations of environmental protection regulations and applications of energy conservation and emission reduction technologies to enhance employees' environmental awareness and professional capabilities, turning them into committed advocates of environmental protection, actively launching a variety of publicity campaigns to extend the environmental protection concept from its internal staff to the service areas, thus fostering a favorable environmental protection atmosphere, conducting rigorous environmental inspections, carrying out comprehensive checks on all aspects, promptly addressing any environmental issues that arise, setting clear environmental management objectives, making every effort to minimize the negative impact of its business operations on the ecological environment, and scientifically identifying potential risks posed by climate change while continuing to strive hard to create a green and livable environment.

### FOCUSING ON ENVIRONMENTAL MANAGEMENT

Zhenro Services continues to deepen its internal environmental management system and is committed to the meticulous control of emissions. We have established a strict emissions management system and taken proactive measures to strengthen environmental management, continuously reducing pollutant emissions and striving to minimize the impact of our business activities on the environment.



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 環境管理體系

我們嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國固體廢物污染環境防治法》《危險化學品安全管理條例》《中華人民共和國水污染防治法》《生活垃圾管理條例》《中華人民共和國大氣污染防治法》等運營所在地的相關法律法規，確保公司的運營活動均符合國家的環保和節能要求。為進一步強化內部環境管理，我們制定了《正榮服務集團能耗管理作業指引》《環境因素的識別與評價程序》《污染物管理程序》等內部制度，明確內部環境管理分工與職責，為各項工作的開展提供清晰、明確的指引。

為確保環境管理措施的有效執行，及時發現並糾正問題，提升管理效率，報告期內，我們對總部、區域和項目三階段的三級管理體系進行了優化。正榮服務打造的三級監督與考核體系，涵蓋總部、區域、項目三個層級，形成了嚴密且高效的管理架構。總部處於體系的頂層，肩負着編寫並發佈環境管理辦法的重任，同時對管理辦法的執行情況進行全方位的督導與檢查。區域層面作為中間樞紐，定期針對所管轄的項目開展管理辦法的宣貫、培訓與考核工作，促進項目人員對要求的深度理解與掌握，並依據實際執行狀況，提出針對性的修改建議，推動管理辦法持續完善。項目作為體系的基層執行單元，嚴格依照管理辦法開展工作，確保各項環境管理措施精準落地，並定期反饋執行結果，為上層決策提供有力依據。同時，輔以三級監督與評估機制，對環境管理工作的執行情況進行全面監督和科學評估。

### Environmental Management System

We strictly comply with the relevant laws and regulations of the places where we operate, including the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, the Regulations on the Safety Administration of Hazardous Chemicals, Law of the People's Republic of China on Prevention and Control of Water Pollution, the Regulations on Household Refuse Management, and the Law of the People's Republic of China on Prevention and Control of Atmospheric Pollution to ensure that the Company's operating activities comply with the country's environmental protection and energy conservation requirements. To further strengthen internal environmental management, we have formulated internal systems, including the Energy Consumption Management Guidelines of Zhenro Services Group, the Procedures for Identification and Evaluation of Environmental Factors and the Pollutant Management Procedures, to clarify the division and responsibilities for internal environmental management, provide clear guidelines for the implementation of various tasks.

To ensure the effective implementation of environmental management measures, promptly discover and correct problems, and improve management efficiency, during the Reporting Period, we optimized the three-level management system at the headquarters, region and project levels. This system is based on the three-level inspection and assessment model, and through a step-by-step management process, it ensures that various environmental management measures are implemented by the executors and effectively implemented. At the same time, it is supplemented by a three-level supervision and evaluation mechanism to conduct comprehensive supervision and scientific evaluation of the implementation of environmental management work.



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

總部：編寫發佈管理辦法，督導、檢查管理辦法執行情況

Headquarters: formulate and issue administrative measures, supervise and inspect the implementation of administrative measures

區域：定期對在管項目進行管理辦法宣貫、培訓、考核，並提出修改意見

Region: regularly publicize, implement, provide training and assess the management measures of the projects under management, and propose amendments

項目：執行管理辦法，定期反饋執行結果

Project: implement management measures and regularly provide feedback on implementation results

### 三級監督與考核體系

#### Three-level supervision and assessment system

正榮服務重視環境管理體系的優化與提升，積極開展管理體系認證工作。公司於2017年取得了ISO 14001環境管理體系認證，並堅持每年認證，旨在進一步推動基於ISO 14001的環境管理體系標準化進程。報告期內，集團未因違反當地環境法律及法規而被處以重大罰款或遭受處罰。

Zhenro Services attaches great importance to the optimization and improvement of environmental management systems and actively carries out management system accreditation. The Company obtained ISO 14001 environmental management system certification in 2017 and insists on annual certification, aiming to further promote the standardization process of environmental management systems based on ISO 14001. During the Reporting Period, the Group was not subject to major fines or penalties for violating local environmental laws and regulations.

### 環境目標

報告期內，為深化環保工作實施、確立公司綠色發展策略並優化環境管理手段，正榮服務經過董事會審批，確立了兩項核心環境管理目標，並具體規劃實現這些目標的具體措施，以實現減排效率的提升，推動公司環境管理的系統化和規範化。

### Environmental Management Objectives

During the Reporting Period, to deepen the implementation of environmental Protection work, establish the Company's green development strategy and optimize environmental management methods, Zhenro Services, with the approval of the board of directors, established two core environmental management goals and planned specific measures to achieve these goals to promote the Company's systematization and standardization of environmental management.





# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 環境管理目標

### Environmental Management Objectives

| 類別<br>Category                   | 目標<br>Objectives                               | 主要舉措<br>Main initiatives                     |
|----------------------------------|--|--|
| 碳減排<br>Carbon emission reduction | 建立碳排放管理體系；逐年降低溫室氣體排放強度；計劃2025年單位收益溫室氣體排放總量下降5% | 加強對公司員工、商戶及業主的綠色低碳的環保宣貫；統一碳排放數據統計口徑，完善數據收集體系 |
| 廢棄物管理<br>Waste management        | 加大廢棄物管理力度；積極推進廢棄物回收利用工作；計劃2025年單位收益廢棄物排放量下降5%  | 與供應商共同推進可循環包材的使用；進一步完善廢棄物監管、回收和台賬建立工作        |

### 排放物管理

正榮服務高度重視排放物的管理工作，始終將遵守雙碳戰略政策、「綠水青山就是金山銀山」理念等國家和地方政策和法律法規作我們日常運營的基本準則。我們制定並實施了一系列內部排放管理制度，旨在加強運營過程中的排放監測與管控力度，確保所有排放活動均嚴格合規，切實履行企業的環保責任。

### Emissions Management

Zhenro Services attaches great importance to the management of emissions. It always takes compliance with national and local policies, laws and regulations, such as the dual-carbon strategy policy and the concept that “lucid waters and lush mountains are invaluable assets”, as the basic criteria for our daily operations. We have formulated and implemented a series of internal emissions management systems, aiming to strengthen the monitoring and control of emissions during the operation process, ensuring that all emission activities are in strict compliance with regulations and earnestly fulfilling the enterprise’s environmental protection responsibilities.

### 廢棄物管理

正榮服務嚴格遵守運營所在地的相關法律法規，制定《固體廢棄物管理規定》等內部制度，對運營過程中產生的廢棄物進行全過程管理，嚴格管控廢棄物收集、分類、暫存、處置和回收的各個環節，確保合規處置。

### Waste Management

Zhenro Services strictly complies with the relevant laws and regulations of the operation locations, formulates internal systems such as the “Regulations on Solid Waste Management”, conducts full-process management of the waste generated during the operation process, and strictly controls all links including the collection, classification, temporary storage, disposal and recycling of waste to ensure compliant disposal.



## 低碳運營 踐行綠色發展

### Low-carbon Operation and Green Development

正榮服務在日常經營及辦公過程中產生的無害廢棄物主要包括廚余垃圾、廢棄紙張和廢棄包裝物等。產生的有害廢棄物主要包括硒鼓、廢棄墨盒、廢舊電子設備等。我們對包括生活區域、辦公區域和商業區域在內的三類區域分別制定了明確的廢棄物合規處置方式。此外，對於廢棄物處理，我們有着嚴格且細緻的標準。在有害廢棄物處理方面，對其進行嚴格分類收集，將廢舊電池、含汞熒光燈管等有害廢棄物分別放置在專門的收集容器中，並做好明顯標識。收集後，由具備專業資質的運輸團隊使用特殊防護設備和專用運輸車輛，確保運輸過程安全無洩漏。抵達處理廠後，嚴格按照環保標準進行無害化處理，杜絕有害物質滲入土壤和水源。此外，我們對以生活垃圾為主的廢棄物也制定了更進一步的具體處置方式，所有生活垃圾必須進行干濕分離處理，並使用加厚型垃圾袋妥善打包，泔水垃圾則需專門採用120L垃圾桶進行單獨運輸，且在運輸全程中必須密閉桶蓋，嚴防外洩。力求在細節上達到環保標準，為建設綠色環境貢獻一份力量。

Non-hazardous wastes generated in Zhenro Services's daily operations and office work mainly include kitchen waste, waste paper and waste packaging materials. Hazardous wastes generated mainly include toner cartridges, waste ink cartridges, and waste electronic equipment. We have formulated clear compliance disposal methods for waste in three types of areas, including living areas, office areas and commercial areas. In addition, we have formulated further specific disposal methods for wastes, mainly domestic waste. All domestic waste must be separated from dry and wet and properly packaged in thickened garbage bags; swill waste needs to be transported separately in special 120L trash cans, and the lids of which must be closed during the entire transportation process to prevent leakage. We strive to meet environmental protection standards in every detail and contribute to building a green environment.

#### 生活區域 Living Area

我們建立了完善的垃圾分類體系，並督促各區域子公司結合當地政府要求，積極實行垃圾分類政策。

We have established a comprehensive waste segregation system and urge our regional subsidiaries to actively implement waste segregation policies in conjunction with local government requirements.

#### 辦公區域 Office Area

我們在多處設立包含干垃圾、濕垃圾分類選項的垃圾桶。

We have placed sorting garbage bins for separating dry waste and wet waste at various locations.

#### 商業區域 Business Area

我們制定明確的垃圾分類規定和指引體系，從清運工具、清運方式和清運管理三個層面明確商戶對廢棄物的處理方式。

We have formulated a clear waste segregation regulation and guideline system to clarify the way merchants dispose of waste at three aspects, namely, the tools, mode and management in cleaning and transportation of waste.

#### 區域廢棄物合規處置方式 Compliant disposal methods of regional waste



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 莆田潤城項目

#### Putian Runcheng project

報告期內，莆田潤城項目針對垃圾桶進行改造，新落地的2.0版本垃圾桶，更為便捷，同時加裝了限位裝置，避免垃圾桶蓋翻過頭，項目分類垃圾桶標識醒目規範，為小區物業服務的一道靚麗風景線。

During the reporting period, the Putian Runcheng project carried out renovations on the trash cans. The newly implemented version 2.0 trash cans are more convenient. Meanwhile, limit devices have been installed to prevent the trash can lids from being opened too far. The identification signs on the sorted trash cans in the project are eye-catching and standardized, becoming a beautiful scene in the property service of the residential community.



垃圾分類清運

Garbage sorting, cleaning and transportation

### 南京潤錦城項目

#### Nanjing Runjincheng Project

為切實推進垃圾分類工作，南京潤錦城從小區整體環境、宣傳氛圍、投放點設施、投放點環境、設備運營狀況和運營管理台賬六個方面着手，實施全方位、精細化的管理考核。通過實施全面的管理考核機制，有效提升垃圾分類的效率和準確性，同時宣揚了良好的環保習慣。

To effectively promote the waste sorting work, the Nanjing Runjincheng Project has taken measures from six aspects, namely the overall environment of the residential community, the publicity atmosphere, the facilities at the waste disposal points, the environment of the waste disposal points, the operation status of the equipment, and the operation and management account books, to implement all-round and refined management assessments. Through the implementation of a comprehensive management assessment mechanism, the efficiency and accuracy of waste sorting have been effectively improved, and at the same time, good environmental protection habits have been promoted.



生活垃圾分類小屋

Domestic Waste Sorting Cabin

# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 廢氣管理

正榮服務致力於打造成為國內高品質、高價值的綜合服務集團，圍繞物業服務、商業運營、資產管理等提供全週期全場景的服務，受主營業務範圍和運營模式影響，公司的廢氣排放量相對較低，廢氣排放主要來源於外購電力的排放。

正榮服務嚴格遵守《中華人民共和國大氣污染防治法》、《揮發性有機物無組織排放控制標準》等運營所在地的相關法律法規，並制定一系列嚴格的內部廢氣排放管理舉措，以降低廢氣排放量。對於自有車輛，我們每年進行車輛檢驗，確保所有車輛合規使用。針對廢氣排放量較大的設備，我們對其排放的各項廢氣指標進行嚴格監測，確保滿足國家及所處地區的具體排放標準。此外，報告期內，本單位通過整合車輛資源配置體系，採取車輛持有量最大幅度縮減策略，同步強化員工通勤方式優化引導，在確保必要公務出行需求的前提下，將汽油消耗量嚴格控制在合理必要區間並持續優化，實現了機動車廢氣排放量的最大化降低。

### 廢水管理

正榮服務嚴格遵守《排污許可管理條例》《中華人民共和國水污染防治法》等運營所在地的相關法律法規，制定嚴格的內部廢水排放管理體系，確保運營過程中廢水的合規排放。

### Exhaust Gas Management

Zhenro Services is committed to becoming a high-quality and high-value comprehensive service group in China. It provides full-cycle and full-scene services covering property services, commercial operation, asset management, etc. Affected by the main business scope and operation mode, the company's exhaust gas emissions are relatively low, and the exhaust gas emissions mainly come from the emissions generated by purchased electricity.

Zhenro Services strictly adheres to relevant laws and regulations in its areas of operation, including the Law of the People's Republic of China on the Prevention and Control of Air Pollution and the Control Standard for Unorganized Emissions of Volatile Organic Compounds. To reduce exhaust gas emissions, the company has formulated a series of stringent internal management measures regarding exhaust gas emissions. It conducts annual vehicle inspections for its own vehicles to ensure that all vehicles are used in compliance with regulations. For equipment with high exhaust gas emissions, strict monitoring is carried out on various exhaust gas indicators to ensure compliance with specific national and regional emission standards. Moreover, during the reporting period, the company, by integrating the vehicle resource allocation system, implementing the strategy of significantly reducing the number of vehicles in its possession, and intensifying the guidance on optimizing employees' commuting methods, has, while ensuring the necessary needs for official business trips, strictly controlled gasoline consumption within a reasonable and necessary range and continuously optimized it, thus achieving the maximum reduction of exhaust gas emissions from motor vehicles.

### Wastewater Management

Zhenro Services strictly abides by the Regulations on the Administration of Pollution Discharge Permits, the Law of the People's Republic of China on Water Pollution Prevention and Control and other relevant laws and regulations where it operates and develops a strict internal wastewater discharge management system to ensure the compliance of wastewater discharge during operations.



## 低碳運營 踐行綠色發展

### Low-carbon Operation and Green Development

正榮服務的廢水排放主要來源為生活污水。為確保合規排放，我們在所有運營區域實行雨污分流機制，並對運營過程中的廢水排放進行實時內部監測，對異常排放情況及時反應。此外，我們積極投入資源，開展設施設備改造，不斷優化廢水排放方式，力求在減少廢水排放總量的同時，逐步降低對環境的影響。

此外，我們定期開展外部審查，委託具有專業資質機構的第三方每年對廢水進行各項指標監測，確保出水指標符合排放要求。報告期內，正榮服務的廢水排放均符合排放要求。

#### 踐行綠色運營

正榮服務始終堅定不移地秉持綠色低碳運營理念，將其融入到每一項日常工作與每一個業務流程之中。公司積極踐行管理流程優化，通過升級設備、意識提升等舉措實現環境效益與經濟效益的雙贏。我們推行綠色辦公，大力倡導低碳出行，組織開展各類環保宣貫活動，提升員工、業主、租戶的環保責任意識，以自身的實際行動為示範，帶動更多人投身綠色環保行動，讓綠色環保真切地融入城市生活的每一處角落，讓每一位居民都成為綠色生活的參與者。

The main source of wastewater discharged by Zhenro Services is domestic sewage. To ensure compliance with discharge regulations, we implement a rainwater and sewage diversion mechanism in all operating areas, conduct real-time internal monitoring of wastewater discharge during operations, and respond promptly to abnormal discharge situations. In addition, we actively invest resources, carry out facilities and equipment renovations, and continuously optimize wastewater discharge methods, striving to reduce the total amount of wastewater discharge while gradually reducing the impact on the environment.

In addition, we regularly conduct external reviews and entrust a third party with professional qualifications to monitor various indicators of wastewater every year to ensure that the effluent indicators meet discharge requirements. During the Reporting Period, the wastewater discharged by Zhenro Services complied with the discharge requirements.

#### PRACTICE GREEN OPERATIONS

Zhenro Services has always unswervingly adhered to the concept of green and low-carbon operation and integrated it into every piece of daily work and every business process. The company actively implements the optimization of management processes and achieves a win-win situation for environmental and economic benefits through measures such as equipment upgrading and awareness enhancement. We promote green office practices, strongly advocate low-carbon travel, organize and carry out various environmental protection publicity and education activities to enhance the environmental responsibility awareness of employees, property owners and tenants. By setting an example with our own practical actions, we drive more people to engage in green environmental protection activities, making green environmental protection truly integrated into every corner of urban life and enabling every resident to become a participant in a green lifestyle.





# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 低碳運營

#### 能源管理

正榮服務深刻認識到能源管理對於踐行綠色低碳理念、推動可持續發展的重要意義，始終將其置於公司日常運營的核心位置，通過制度保障、管理升級、優化舉措等途徑，不斷加強對能源的使用規範和管理。我們積極響應國家「雙碳」目標，嚴格遵守運營所在地相關法律法規，制定《正榮服務集團能耗管理作業指引》，指導能源管理工作的開展。

公司定期對能源使用情況進行追蹤、分析及對比，及時發現能源使用異常情況並跟進處理，並將各區域的能耗指標與員工的績效掛鉤，助力環境目標的實現。為提高能源使用效率，我們推進落實節能改造，升級迭代節能技術，落地節能減排項目，推進節能新技術的運用，同時，鼓勵各項目與當地清潔能源供應商簽訂合作協議，提高清潔能源覆蓋率並降低能源消耗總量。此外，我們通過海報和溫馨提示等宣傳手段，提高員工的節能意識。

### Low Carbon Operation

#### Energy Management

Zhenro Services has a profound understanding of the significant importance of energy management in practicing the concept of green and low-carbon development and promoting sustainable development. It always places energy management at the core of the company's daily operations. Through means such as institutional safeguards, management upgrades, and optimization measures, it continuously strengthens the standardization and management of energy use. We actively respond to the country's "dual carbon" goals, strictly comply with relevant laws and regulations in the places where we operate and formulate the Energy Consumption Management Guidelines of Zhenro Services Group to guide the implementation of energy management work.

The Company regularly tracks, analyzes and compares energy usage, promptly discovers and follows up on abnormal energy usage, and links energy consumption indicators in each region with employee performance to help achieve environmental goals. To improve energy efficiency, we promote the implementation of energy-saving renovations, upgrade and iterate energy-saving technologies, implement energy-saving and emission reduction projects, and promote the application of new energy-saving technologies. At the same time, we encourage each project to sign cooperation agreements with local clean energy suppliers to increase clean energy coverage and reduce total energy consumption. In addition, we use posters, kind reminders and other promotional means to improve employees' awareness of energy conservation.



地球一小時節能活動  
Earth Hour Energy Saving Activity



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

報告期內，為避免不必要的能源消耗，提升能源使用效益，我們制定並落地一系列節能舉措。

During the Reporting Period, to avoid unnecessary energy consumption and improve energy efficiency, we implemented a series of energy-saving measures.

### 落實節能改造

#### Implementation of Energy Efficiency Retrofits

- 開展地下車庫照明系統分區控制改造，配合智能化遠程電表改造以提高公司的能耗統計分析水平，實現高效的電力資源監測與管理。

Implemented the underground garage lighting system zoning control renovation, together with the intelligent remote meter renovation in order to improve the Company's energy consumption statistics and analysis level, and to achieve efficient monitoring and management of power resources.

### 採用節能設備

#### Adopting Energy-Saving Equipment

- 在不影響光照度的情況下，公共區域的路燈、走道燈、停車場及設備層照明均採用節能燈具，並通過安裝感應開關，根據具體需求控制照明設備的運行時間。

Without affecting the lighting level, adopting energy-saving lamps and lanterns for street lamps and walkway lamps in public areas and lighting equipment in car parks and equipment level, and the control operation time of the lighting equipment according to the specific needs by installing sensing switches.

### 優化節能運作

#### Optimisation of Energy-Saving Operation

- 對空調等設備制定精細化運行方案，規定設備開關機時間及運行參數設置，如根據天氣規定的具體空調溫度，並開展日常巡檢。

Developed a refined operation programme for air-conditioning and other equipment, setting equipment switching times and operation parameters, such as setting specific air-conditioning temperatures according to the weather, and carrying out daily inspections.



## 低碳運營 踐行綠色發展 Low-carbon Operation and Green Development



節能燈具

Energy-saving lamps



公區感應燈

Sensor lights in public area

### 「一費制」項目地庫照明

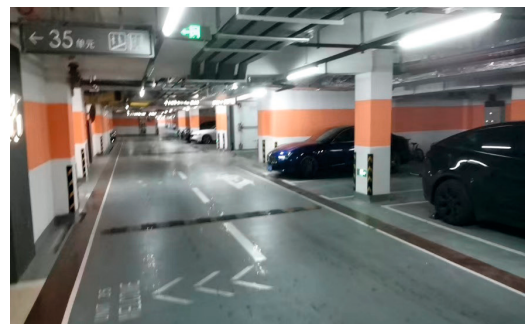
The Lighting of the Underground Garage in the Project under the “Single-fee System”

報告期內，蘇滬虹橋正榮府等86個項目對地庫照明能耗進行了全面優化。通過制定年度策略鋪排並進行全過程監督，確保各項措施落地生效。

During the reporting period, 86 projects including Zhenro Mansion in Hongqiao, Suzhou and Shanghai regions, comprehensively optimized the lighting energy consumption of the underground garages. By formulating annual strategic arrangements and conducting full-process supervision, it ensured that all measures were effectively implemented.

我們對燈管進行了改造升級，實現了4.43萬支燈管全部採用第一代紅外雷達感應燈管，並對需要的區域採用部分關閉管理，進一步提高了能源使用的合理性。

We have carried out renovation and upgrading of the light tubes, ensuring that all 44,300 light tubes are first-generation infrared radar induction light tubes. In addition, we have implemented a partial shutdown management in areas where it is necessary, which has further improved the rationality of energy use.



地庫照明現狀

The Situation of the Underground Garage Lighting

# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 資源管理

我們制定水資源監測管理制度，指導公司對水資源的使用進行統計和分析，以及時監測並整改用水異常現象。為防止跑、冒、滴、漏現象，我們定期開展運營區域內的給水、排水設施閥門和密封裝置保養和巡檢。此外，我們通過設備改造、重複利用和意識提升等具體措施，持續提高水資源使用效益。

### Resource Management

We have formulated a water resource monitoring and management system to guide the Company in statistics and analysis of water use, and to promptly monitor and rectify abnormal water use. To prevent running-off, draining, dripping and leaking, we regularly carry out maintenance and inspection of valves and sealing devices of water supply and drainage facilities in the operating area. In addition, we continue to improve the efficiency of water use through specific measures such as equipment modification, reuse and awareness raising.

|                                |   |
|--------------------------------|---|
| 設備改造<br>Equipment modification | <ul style="list-style-type: none"><li>進行水泵變頻改造，在園區內使用節水龍頭及潔具等<br/>Conduct frequency conversion of water pumps and use water-saving taps and sanitary ware in the park</li></ul>   |
| 重複利用<br>Reuse                  | <ul style="list-style-type: none"><li>建立中水回用、雨水回用等系統，利用中水、雨水進行綠化澆灌<br/>Establish water reuse and rainwater reuse systems, and use reclaimed water and rainwater for irrigation</li></ul>  |
| 意識提升<br>Awareness raising      | <ul style="list-style-type: none"><li>在衛生間、開水間等地點張貼節水標語，提升員工、消費者、業主節水意識<br/>Posting water-saving slogans in toilets and pantries to raise the awareness of employees, consumers and property owners of water conservation</li></ul> |

### 節水舉措

#### Water saving measures

### 綠色辦公

我們倡導綠色低碳的辦公方式，持續推進綠色環保宣貫與培訓活動，增強員工環保意識，鼓勵所有員工參與節能行動，減少資源浪費，同時落實資源回收再利用，營造低碳環保的綠色辦公環境。

### Green Office

We advocate a green and low-carbon office style, continue to promote green environmental protection publicity and training activities, enhance employees' environmental awareness, encourage all employees to participate in energy-saving actions, reduce resource waste, and implement resource recycling and reuse to create a low-carbon and environmentally friendly green office environment.



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

正榮服務在辦公運營中，從能源節約與資源循環利用兩方面發力，積極踐行綠色理念。能源管理層面，公司大力推行無紙化辦公，日常辦公審批與記錄均在線上完成，摒棄線下紙張流程，從源頭上減少紙張消耗，降低因紙張生產帶來的能源損耗。同時，要求員工下班後關閉非必要電器，積極推廣節能辦公設備，全方位降低用電消耗。此外，公司還為員工綠色出行和通勤提供支持，鼓勵減少碳排放，降低能源消耗。在資源循環利用方面，公司持續推進廢棄物回收再利用工作。在打印機旁等辦公區域設立廢紙和舊辦公用具回收籃，方便員工將尚可使用的紙張、辦公用具等進行分類投放，實現資源的循環使用，提升資源利用效率，讓有限資源發揮更大價值。

### 綠色倡導

#### 綠色目標

In its office operations, Zhenro Services actively practices the green concept by making efforts in both energy conservation and resource recycling. On the energy management front, the company strongly promotes paperless office work, completing all daily office approvals and records online and doing away with offline paper processes, thus reducing paper consumption at the source and cutting down on the energy losses resulting from paper production. Meanwhile, employees are required to switch off non-essential electrical appliances after work, and the company actively promotes the use of energy-saving office equipment to comprehensively reduce electricity consumption. Additionally, the company also offers support for employees' green travel and commuting, encouraging them to reduce carbon emissions and energy consumption. In terms of resource recycling, the company keeps advancing the work of waste recycling and reuse. Recycling baskets for wastepaper and old office supplies are set up in office areas like beside the printers, enabling employees to conveniently sort and put in usable papers and office supplies, thereby achieving the recycling of resources, enhancing resource utilization efficiency, and making limited resources yield greater value.

### Green Advocacy

#### Green Objectives

| 資源管理目標<br>Resource Management Objectives |   |  |
|--|---|--|
| 類別<br>Category                           | 目標<br>Objectives  | 主要舉措<br>Main initiatives   |
| 能源使用效益<br>Energy efficiency              | 持續推進能源管理體系的建設；不斷提升能源使用效率；計劃2025年單位收益能源消耗量減少5%<br>Continue to promote the construction of energy management systems and continuously improve energy efficiency; We plan to reduce the energy consumption per unit of revenue by 5% in 2025 | 探索可再生能源使用的可能性；倡導綠色辦公；更換節能設備<br>Explore the possibility of using renewable energy; Advocate green offices; replace with energy-saving equipment |
| 水資源節約<br>Water conservation              | 逐年降低用水強度；提高水資源利用效率；計劃2025年單位收益用水量減少5%<br>Reduce water use intensity year by year; Improve water resource utilization efficiency; We plan to cut the water consumption per unit of revenue by 5% in 2025                                   | 加強節水措施的實施；增強員工的節水意識<br>Strengthen the implementation of water-saving measures; Enhance employees' awareness of water-saving                    |



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 綠色文化

正榮服務同樣致力於推進業主小區綠色文化的建設與發展。我們積極推動綠色生活方式的普及，通過植樹等加強綠化養護的措施，倡導居民在日常生活中共同關注小區綠化質量，持續提升小區綠化率和業主居住品質。

### Green Culture

Zhenro Services is also committed to promoting the construction and development of green culture in owner communities. We actively promote the popularization of green lifestyles, and by strengthening greening maintenance and other measures, we advocate residents to pay attention to the quality of community greening in their daily lives and continue to improve the greening rate of communities and the living quality of owners.

#### 綠茵行動

#### Operation Greenery

正榮服務開展了週期性的綠茵行動。在報告期內，該行動聚焦於各住宅項目，確保無黃土裸露或枯死苗木，尤其重點管理小區一級綠化養護區域，以持續提高小區綠化養護質量，為業主打造舒適優美的居住環境。

Zhenro Services has carried out the periodic Greenery Action. During the reporting period, this action focused on various residential projects to ensure that there was no exposed loess or withered and dead seedlings. It placed emphasis on the management of the first-level greenery maintenance areas in the residential communities to continuously improve the quality of greenery maintenance in the communities and create a comfortable and beautiful living environment for the property owners.



項目綠化養護  
Project greening maintenance

#### 3.12 植樹節活動

#### 3.12 Arbor Day Activities

正榮服務每年植樹節組織社區業務積極參與植樹活動，栽下一抹綠，邂逅美好春，以樹為筆繪就春日篇章。報告期內，我們共組織植樹活動45場，參與人次2980人次。

Zhenro Services organizes its community operations to actively participate in tree-planting activities every Arbor Day. By planting trees to add a touch of greenery, we embrace the beautiful spring, using trees as brushes to paint the springtime chapters. During the reporting period, we organized a total of 45 tree-planting activities, with 2,980 person-times participating.



植樹活動  
Tree planting activity



# 低碳運營 踐行綠色發展

## Low-carbon Operation and Green Development

### 應對氣候變化

正榮服務深刻理解氣候變化對企業可持續發展的深遠影響，積極響應國家「雙碳」目標。我們主動識別和評估氣候變化可能帶來的潛在風險，緊密跟蹤國家關於氣候變化的相關政策發佈及動態發展態勢，合理採取措施，有效降低風險，將應對氣候變化融入公司戰略。董事會負責審議氣候變化相關風險，為公司應對氣候變化風險確立了整體方向和策略框架。ESG工作小組在董事會的授權下開展工作，是公司氣候風險應對機制中的關鍵執行與評估環節，他們定期對涵蓋氣候變化的ESG相關風險進行全面梳理和深入分析，同時細緻評估現有風險應對措施的有效性和充足性。各職能部門積極響應董事會的決策部署，依據ESG工作小組的評估結果，將各項應對措施切實融入到日常運營和業務流程中，以實際行動增強公司抵禦氣候風險的能力，保障公司在複雜多變的環境中實現可持續發展。

我們遵循香港聯交所發佈的《氣候信息披露指引》中的披露確定本公司氣候風險管理流程，公司參照氣候相關財務信息披露工作組(TCFD)的建議，基於兩種典型溫室氣體濃度途徑(RCP2.6與RCP8.5)下的對比情境，對運營範圍內的氣候變化可能帶來的風險進行識別。我們對運用所在地的政府規劃及政策、極端天氣的歷史記錄等外部影響因素及運營特點和業務規劃等內部影響因素進行了綜合分析，識別出與正榮服務相關的氣候變化風險清單，並相應制定應對舉措。

### RESPONDING TO CLIMATE CHANGE

Zhenro Services has a profound understanding of the far-reaching impact of climate change on the sustainable development of enterprises and actively responds to the national “dual carbon” goals. We take the initiative to identify and assess the potential risks that climate change may pose, closely follow the release of relevant national policies on climate change and its dynamic development trends, adopt reasonable measures to effectively reduce risks, and integrate climate change response into the company’s strategy. The board of directors is responsible for deliberating on climate change-related risks, establishing the overall direction and strategic framework for the company’s response to climate change risks. The ESG working group, operating under the authorization of the board of directors, serves as a crucial execution and evaluation link in the company’s climate risk response mechanism. They regularly conduct a comprehensive review and in-depth analysis of ESG-related risks, including those related to climate change, and meticulously evaluate the effectiveness and sufficiency of existing risk response measures. All functional departments actively respond to the decisions and arrangements of the board of directors. Based on the evaluation results of the ESG working group, they effectively incorporate various response measures into daily operations and business processes and enhance the company’s ability to withstand climate risks through practical actions, ensuring the company’s sustainable development in a complex and changing environment.

We determine our company’s climate risk management process in accordance with the disclosures in the “Guidance on Climate Information Disclosure” issued by the Hong Kong Stock Exchange. Referring to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), our company identifies the risks that climate change may bring within the scope of our operations based on the comparative scenarios under two typical greenhouse gas concentration pathways (RCP2.6 and RCP8.5). We conduct a comprehensive analysis of external influencing factors such as the government plans and policies of the locations where we operate, historical records of extreme weather, as well as internal influencing factors such as our operational characteristics and business plans. Through this analysis, we identify a list of climate change risks relevant to Zhenro Services and formulate corresponding countermeasures.





## 低碳運營 踐行綠色發展

### Low-carbon Operation and Green Development

| 風險類別<br>Risk Category | 風險參數<br>Risk Parameter                                   | 風險描述<br>Risk Description  | 應對舉措<br>Response  |
|-----------------------|--|---|---|
| 市場                    | 政策變化   | 在國家雙碳背景下，隨着相關法規及政策的陸續出台，企業若未能及時根據最新政策調整自身運營標準，將面臨罰款、業務損失、品牌和聲譽受損等負面影響。  | 正榮服務積極識別現行法律法規與政策，解讀相關政策導向，並結合自身的業務和實際需求，制定企業發展戰略。我們將持續更新和完善管理體系，將節能減排理念納入企業的戰略規劃之中，以確保公司適應政策變化，實現可持續發展。  |
| Market                | Policy changes   | With the continuous introduction of relevant laws and regulations in the context of the national dual carbon goals, the Company may be subject to negative impacts such as fines, business losses, brand and reputation damage if it fails to adjust its operating standards in accordance with the latest policies in a timely manner. | Zhenro Services actively identifies the existing laws, regulations and policies, interprets relevant policy orientation, develops its development strategy based on its business and actual needs. We will continue to update and improve our management system and incorporate the philosophy of energy conservation and emission reduction into our strategic planning, so as to ensure that the Company adapts to policy changes and realizes sustainable development. |
|                       | 採購成本上漲   | 氣候變化可能導致原材料價格上漲，從而導致採購成本上漲。   | 積極分析原材料價格變化趨勢，擴大本地供應商合作比例，降低供應鏈風險，同時通過與供應商交流及資源整合，有效管理採購成本上漲風險。   |
|                       | Increase in purchase costs                               | Climate change may lead to an increase in raw material prices and purchase costs.   | The Company actively analyzes the pricing trend of raw materials, increases the proportion of cooperation with local suppliers, reduces supply chain risks, and effectively manages the risk of rising procurement costs through communication with suppliers and resource integration.   |
| 聲譽                    | 業主對社會責任的重視   | 社會及客戶更加重視企業履行社會責任的表現。   | 堅持可持續發展道路，參與公益事業，逐步開展綠色轉型。  |
| Reputation            | Concern of property owners about social responsibilities | Society and customers now pay more attention to the performance of corporate social responsibilities.   | The Company adheres to sustainable development, participates in public welfare undertakings and carries out green transformation step by step.  |



低碳運營

踐行綠色發展

Low-carbon Operation and Green Development

| 風險類別<br>Risk Category | 風險參數<br>Risk Parameter   | 風險描述<br>Risk Description  | 應對舉措<br>Response   |
|-----------------------|--|---|--|
| 慢性風險                  | 海平面上升  | 政府間氣候變化專門委員會 (IPCC) 預計在 RCP8.5 情景下，海平面增長值約為 0.30 米；而在 RCP2.6 情景下，平均增長值約為 0.24 米。  | 對於慢性氣候風險，正榮服務進行前瞻性的風險識別和評估，並將其納入規劃考量因素。同時，公司緊密關注天氣預報，以確保做出及時、充足的準備，保障工作人員和業主的安全。   |
| Chronic risk          | Rise of sea level  | The Intergovernmental Panel on Climate Change (IPCC) predicted that the sea level would rise by approximately 0.30 meters under the RCP8.5 scenario and 0.24 meters on average under the RCP2.6 scenario. | For chronic climate risks, Zhenro Services conducts forward-looking risk identification and assessment, and incorporates it into planning considerations. Meanwhile, the Company closely monitors weather forecasts to ensure timely and adequate preparation, safeguarding the safety of its staff and property owners.   |
| 急性風險                  | 颱風、洪水等極端天氣事件嚴重程度提高   | 極端天氣事件會對工作人員的安全產生影響，從而影響勞動力管理和規劃。   | 正榮服務制定應對極端天氣的風險應急機制，並優化了應對極端天氣的應急管理流程。公司各級管理人員對極端天氣進行提前排查預防，針對颱風氣候進行物資儲備、排水清掏等應急處置。公司還積極開展應急演練，以提高員工應對極端天氣事件的能力和效率。旨在確保工作人員在極端天氣條件下能安全有效地執行任務。   |
| Acute risk            | Increase in the severity of extreme weather events including typhoons and floods | Extreme weather conditions will affect the safety of employees and labor management and planning.   | Zhenro Services has formulated a risk emergency mechanism to deal with extreme weather conditions and optimized its emergency management process for responding to extreme weather conditions. Our management personnel at all levels conduct pre-emptive inspections and take preventive measures such as stockpiling supplies, clearing drainage systems, and implementing other emergency measures in response to typhoon conditions. We also actively conduct emergency drills to improve our employees' ability and efficiency in dealing with extreme weather events, aiming to ensure that our staff can safely and effectively carry out their tasks under extreme weather conditions. |



## 低碳運營 踐行綠色發展

### Low-carbon Operation and Green Development

正榮服務將繼續關注氣候變化對企業的影響，加強風險管理能力，依據風險識別結果不斷優化更新應對措施，以推動企業和社會的可持續發展。

We will continue to focus on the impact of climate change, enhance our risk management capabilities, continuously optimize and update our countermeasures based on the results of risk identification, to promote the sustainable development of the Company.



# 繁星如炬 助力員工發展

## Empowering Employee Development

正榮服務視人才為企業可持續發展的重要基石。我們堅持「正直構築繁榮」的核心價值觀，始終貫徹「惜才、展才、耀才」的人才理念，通過培養和依靠精英團隊實現企業目標。我們持續完善僱傭制度，助力人才發展，保障職業安全，為員工營造一個充滿關愛、尊重和發展機會的工作環境，實現企業與員工共生共榮。

### 員工權益保障

正榮服務以依法合規為用人基石，構建透明招聘機制並嚴格杜絕童工及強制勞動，確保僱傭關係自願合法。公司通過具有市場競爭力的薪酬體系與公平晉升通道賦能員工發展，同步搭建覆蓋入職融入、技能強化及職業規劃的系統化培訓架構。在職業安全領域，以標準化職場環境與專業防護設備為硬件支撐，配套安全操作規範、定期巡檢及應急管理機制，全面保障員工健康。同時，始終貫徹平等協商原則，持續優化勞動關係，推動企業與員工雙向共益成長。

### 員工招聘

正榮服務嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》等相關法律法規，並結合企業內部情況，制定並持續完善《招聘管理制度》及《人事流程管理規範》等內部制度，在員工僱傭、入職、培訓、晉升、薪酬福利等方面全力維護員工及應聘者的合法權益。

Zhenro Services regards talent as an important cornerstone of the company's sustainable development. We adhere to the core value of "Attaining prosperity with integrity" and always implement the talent concept of "cherishing, developing, and giving full play to talent". We achieve corporate goals by cultivating and relying on an elite team. We continuously improve the employment system, support the development of talent, ensure occupational safety, and create a working environment full of care, respect, and development opportunities for employees, to realize the symbiosis and mutual prosperity between the company and its employees.

### PROTECTING THE RIGHTS AND BENEFITS OF EMPLOYEES

Zhenro Services takes compliance with laws and regulations as the cornerstone of its employment practices, establishing a transparent recruitment mechanism and strictly prohibiting child labor and forced labor to ensure that employment relationships are both voluntary and legal. The company empowers employee development through a market-competitive compensation system and fair promotion channels, while simultaneously setting up a systematic training framework that covers onboarding integration, skill enhancement, and career planning. In terms of occupational safety, standardized workplace environments and professional protective equipment serve as the hardware support, complemented by safe operation regulations, regular inspection rounds, and emergency management mechanisms to fully protect the health of employees. Meanwhile, the company always implements the principle of equal consultation, continuously optimizes labor relations, and promotes the two-way and mutually beneficial growth of both the enterprise and its employees.

### Employee Recruitment

Zhenro Services strictly abides by relevant 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. Combining with the internal situation of the enterprise, it formulates and continuously improves internal systems such as the Recruitment Management System and the Personnel Process Management Specification. In aspects such as employee employment, boarding, training, promotion, and compensation and benefits, it spares no effort to safeguard the legitimate rights and interests of employees and job applicants.



## 繁星如炬 助力員工發展 Empowering Employee Development

我們堅持平等僱傭的原則，對不同性別、種族、宗教信仰及文化背景文化的員工均一視同仁。致力於營造平等、多元的職場環境，企業吸納就業對象包括但不限於應屆畢業生、社會招聘人員、軍轉複員人員、農民工等，採用非全日制用工、勞務派遣、業務外包以及平台型用工等形式，並為勞動者提供了靈活的工作時間和工作方式，滿足了不同勞動者的就業需求。

此外，我們堅持依法僱傭，嚴格遵守《中華人民共和國未成年人保護法》及國際勞工組織《強迫勞動公約》等法律法規。通過在僱傭環節嚴格核查候選人身份文件，杜絕任何形式的僱傭童工、強制勞工等違法行為發生。報告期內，正榮服務未發生僱傭童工、強制勞工的制度違反行為，全職員工勞動合同簽訂率為100%，如發現上述情況，我們將嚴格按照運營地法律法規和公司要求進行處理。

為了吸引更多優秀人才加入公司，我們根據實際需求更新人才招聘策略，拓寬招聘渠道並上線招聘信息化系統，通過持續優化招聘管理工作，提升招聘效率，夯實人才基礎，為企業實現長遠穩健發展，持續輸送蓬勃動力。

We adhere to the principle of equal employment and treat employees of different genders, ethnicity, religious beliefs, and cultural backgrounds equally. We are committed to creating an equal and diverse workplace environment. Our enterprise recruits employees including but not limited to fresh graduates, those recruited from the society, demobilized military personnel, migrant workers, etc. We adopt forms of employment such as part-time employment, labor dispatch, business outsourcing, and platform-based employment, and provide workers with flexible working hours and working methods to meet the employment needs of different workers.

In addition, we adhere to legal employment and strictly comply with laws and regulations such as the Law of the People's Republic of China on the Protection of Minors and the Forced Labour Convention of the International Labour Organization. By rigorously verifying the identity documents of candidates during the employment process, we prevent any illegal acts such as child labor and forced labor in all forms. During the reporting period, Zhenro Services did not commit any violations of the regulations regarding child labor or forced labor, and the rate of signing labor contracts for full-time employees was 100%, and if the above situation found, we will strictly handle it in accordance with the laws and regulations of the operating location and the requirements of the company.

To attract more outstanding talents to join the company, we update our talent recruitment strategy according to actual needs, expand recruitment channels, and launch an information-based recruitment system. By continuously optimizing the recruitment management work, we improve recruitment efficiency, consolidate the talent foundation, and continuously provide vigorous impetus for the company to achieve long-term and stable development.



## 繁星如炬 助力員工發展 Empowering Employee Development

### 更新人才招聘策略 Updating Talent Recruitment Strategies

- 我們結合公司當前戰略需要、團隊結構及市場供需等因素，在符合招聘原則「一正五力」的基礎上，更新了不同業務多個崗位的崗位說明書，從能力與崗位要求匹配着手，準確識別符合要求的優秀人才。
- With the Company's current strategic needs, team structure, market supply and demand and other factors taken into account, we have updated the job descriptions for various positions across different business segments under the recruitment principle of "integrity and five strengths", with the goal of precisely identifying exceptional talents whose capabilities align with the demands of the positions.

### 拓寬人才招聘渠道 Expanding Recruitment Channels

- 為更好的適配組織發展現狀，我們分別從內部人才推薦管理、靈活用工渠道開拓及回流員工管理三個渠道方面進行迭代升級，豐富招聘渠道，再提升崗位滿編率的同時節約招聘成本。
- To align with the Company's development status, we have enhanced our practices and efforts across three key channels: internal talent recommendation management, flexible employment channels, and returning employee management, aiming to diversify our recruitment channels, boost job occupancy rates, and reduce recruitment costs.

### 搭建招聘信息化系統 Launching a Recruitment Informatization System

- 我們積極順應數字化發展趨勢，結合HRIS人力系統，搭建招聘信息化系統，實現面試流程管控、編製管理、人才庫建設、渠道管理等模塊統一線上管理，並通過數據可視化等手段，確保信息準確性，大幅提升招聘效率。
- We strive to stay abreast of the trend of digitalization by building a recruitment information system based on our HRIS manpower system, aiming to realize the unified online management of interview process control, staffing management, talent pool construction, channel management and other modules, and ensure the accuracy of information, and dramatically enhance recruitment efficiency through data visualization and other technical means.



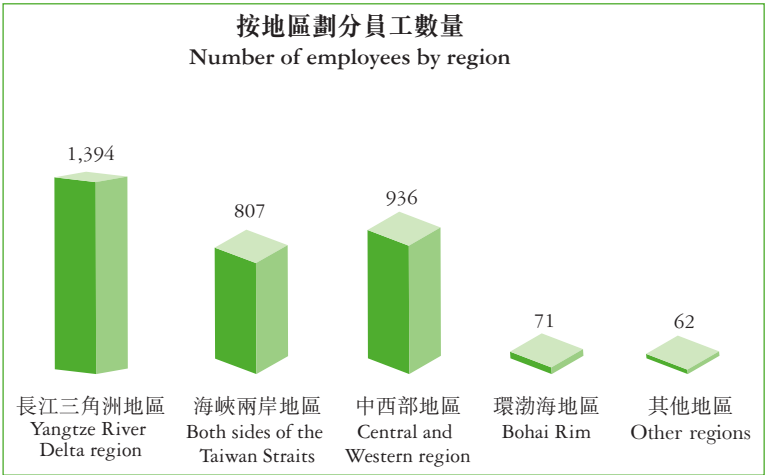
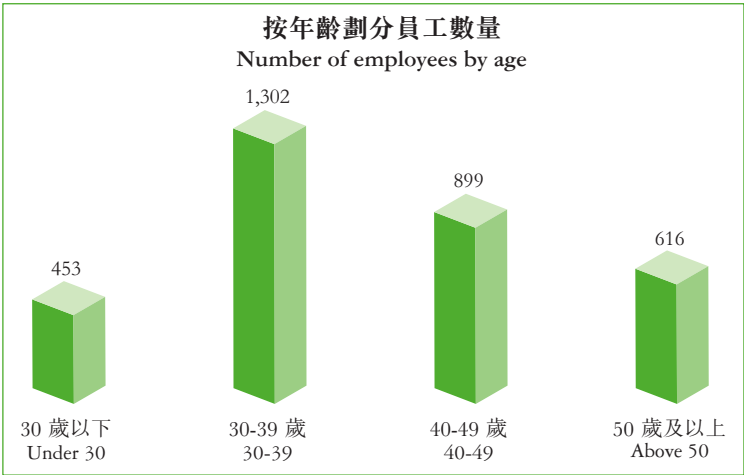
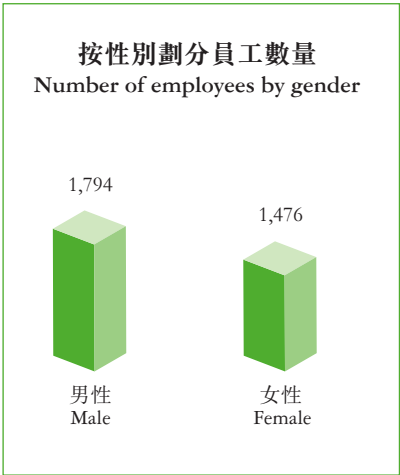


# 繁星如炬 助力員工發展

## Empowering Employee Development

報告期內，我們成功完成既定招聘指標：核心崗位的滿編率達100%，關鍵崗位的人才流失率3%以下。截至2024年12月31日，正榮服務員工總數為3,270人，均為正式員工。員工分類情況如下：

During the reporting period, we successfully achieved the established recruitment targets: the full staffing rate of core positions reached 100%, and the talent turnover rate of key positions was below 3%. As of December 31, 2024, the total number of employees of Zhenro Services was 3,270, all of whom were full-time employees. The breakdown of employees is as follows:



# 繁星如炬 助力員工發展

## Empowering Employee Development

### 薪酬福利

正榮服務嚴格遵守《中華人民共和國勞動法》《中華人民共和國社會保險法》中涉及薪酬及福利發放的有關規定，建立規範管理、科學發展的長效薪酬管理機制。我們積極對標同行及跨行企業，確保為員工提供具有競爭力的薪酬。報告期內，我們根據科學的績效評價方法，持續優化薪酬結構、刷新獎懲機制、強化及時激勵，並且將個人薪酬漲幅與經營單位績效相關聯，有效激勵優秀人才與企業共同發展。

正榮服務致力於確保每一位員工獲得客觀且公平的薪酬和績效獎勵。報告期內，我們升級了《評優管理指引》，通過設置月度、季度、年度評優機制並設立具有代表性獎項，定期對行為優秀員工予以及時的獎勵與嘉獎，營造積極向上的工作氛圍。此外，我們致力於建立公正、高效的激勵體系，針對員工崗位差異，分別採取PPI及KPI考核方式，並新增月度及季度績效考核，考核結果與評優、升職掛鉤，充分調動員工工作積極性。

我們持續完善員工福利體系，制定《員工考勤及假期管理規範》《員工考勤管理細則》等內部管理制度，在五險一金、年假和法定節假日等基礎福利之外，結合員工的實際需求，為員工提供節日禮金、免費體檢、免費食堂等各類補充福利，全面提升員工幸福感與歸屬感。

### Remuneration and Benefits

Zhenro Services strictly abides by the relevant regulations on salary and welfare distribution stipulated in the Labor Law of the People's Republic of China and the Social Insurance Law of the People's Republic of China and establishes a long-term salary management mechanism featuring standardized management and scientific development. We actively benchmark against peer and cross-industry enterprises to ensure that we can provide employees with competitive salaries. During the reporting period, based on scientific performance evaluation methods, we have continuously optimized the salary structure, updated the reward and punishment mechanism, strengthened timely incentives, and linked individual salary increases to the performance of business units, effectively motivating outstanding talents to develop together with the enterprise.

Zhenro Services is committed to ensuring that every employee receives objective and fair salaries and performance rewards. During the reporting period, we upgraded the Guidelines on Merit Assessment Management. By setting up monthly, quarterly, and annual excellent performance evaluation mechanisms and establishing representative awards, we regularly provide timely rewards and commendations to employees with outstanding behaviors, creating a positive and progressive working atmosphere. In addition, we are dedicated to establishing an impartial and efficient incentive system. In view of the differences in employees' positions, we adopt PPI and KPI assessment methods respectively and add monthly and quarterly performance appraisals. The assessment results are linked to excellent performance evaluation and promotions, fully mobilizing the work enthusiasm of employees.

We continuously improve the employee welfare system and formulate internal management systems such as the Employee Attendance and Vacation Management Standards, Employee Attendance Management Rules. In addition to basic benefits such as the five social insurances and one housing fund, annual leave, and legal holidays, in line with the actual needs of employees, we provide various supplementary benefits such as festival gift money, free physical examinations, and free canteens, comprehensively enhancing employees' sense of happiness and belonging.



# 繁星如炬 助力員工發展

## Empowering Employee Development

### 協同夥伴成長

正榮服務始終堅持以正直陽光為核心凝聚人才，以構築事業為平台發展人才，以繁榮共享為目標激勵人才。我們致力於為員工提供廣闊的職業發展平台和良好的學習環境，全面提升員工職業技能與專業素養，為企業業務創新及高水平發展提供強有力的人才支撐。

### 晉升通道

正榮服務致力於為員工營造開放且透明的良性競爭環境。我們積極營造開放多元的發展環境，鼓勵員工自主規劃職業發展路徑，主動投身到項目一線管理崗位的競聘中，充分展現自身能力與價值。同時，緊密結合集團業務發展需求，為不同崗位員工量身定制清晰透明的晉升指引，引導員工主動挖掘自身潛力、釋放能量，在實現個人職業目標的同時，為企業創造更多價值。為進一步保障企業人才隊伍的穩定，我們高度重視員工流失問題，將關鍵崗位的人員流失率納入績效考核體系，以此激勵各部門共同關注員工發展，持續優化人才管理策略。

### PARTNERING FOR GROWTH

Zhenro Services adheres to the core concept of integrity and transparency to gather talents, to construct a platform for the development of talents, and to motivate talents with the goal of shared prosperity. We are committed to providing employees with a broad career development platform and a good learning environment, comprehensively improving their vocational skills and professionalism, and providing strong talent support for business innovation and high-level development.

### Promotion Path

Zhenro Services is committed to creating an open and transparent environment for healthy competition for its employees. We actively foster an open and diverse development environment, encouraging employees to independently plan their career development paths and take the initiative to participate in the competition for front-line project management positions, to fully demonstrate their own abilities and values. At the same time, closely integrating with the business development needs of the group, we customize clear and transparent promotion guidelines for employees in different positions, guiding employees to actively explore their own potential and unleash their energy. While achieving their personal career goals, they can create more value for the enterprise. To further ensure the stability of the enterprise's talent team, we attach great importance to the issue of employee turnover and incorporate the turnover rate of key positions into the performance appraisal system, to motivate all departments to jointly pay attention to employee development and continuously optimize the talent management strategy.

|                          |   |
|--------------------------|---|
| 職能人員                     | 每年年中、年底兩次晉升機會，根據績效考核結果，優秀者給予晉升激勵。   |
| Functional staff         | Two promotion opportunities in the middle and at the end of each year, and promotion incentives are given to those who excel according to the results of the performance appraisal. |
| 項目管理人員                   | 每季度一次晉升機會，對空缺的管理崗位進行內部公開競聘。   |
| Project management staff | Quarterly promotion opportunities and internal open competition for vacant management positions.  |

此外，我們鼓勵員工在專業領域進一步深造，為接受再教育及考取崗位相關專業資格證書的員工報銷考試費及學費，全面護航員工個人成長及職業發展。

In addition, we encourage our employees to pursue further education in their professional fields and reimburse the examination fees and tuition for employees who receive continuing education and obtain job-related professional qualifications, to comprehensively support the personal growth and career development of our employees.



# 繁星如炬 助力員工發展

## Empowering Employee Development

### 培訓體系

正榮服務致力於營造積極的全員學習氛圍，助力企業和人才的持續發展。我們結合公司戰略需求，持續完善人才培訓體系建設，在新員工融入、基礎崗位技能提升、關鍵崗位能力培養和梯隊建設等方面建立了完善的縱深人才培養與發展體系，打造多項精品培訓項目，為企業發展培養高素質、專業化的人才團隊。

### Training System

Zhenro Services is committed to creating a positive learning atmosphere for all employees, facilitating the continuous development of both the enterprise and its talents. In line with the strategic needs of the company, we continuously improve the construction of the talent training system. We have established a sound and in-depth talent cultivation and development system in aspects such as the integration of new employees, the enhancement of basic position skills, the cultivation of key position abilities, and echelon construction. We have launched several high-quality training programs to cultivate a high-quality and professional talent team for the development of the enterprise.

#### 新員工培訓

#### New Employee Training

正榮服務內部新員工培養品牌，關注新員工試用期管理與培訓、帶教與考核，新員工入模計劃實行了四部曲，從入職報到－通識學習和文化認同－崗位培訓－融入訓練營。

Zhenro Services has its own brand for nurturing new employees internally. We pay close attention to the management, training, mentoring, and assessment of new employees during their probationary periods. The induction program for new employees follows a four-step approach. It starts with boarding registration, followed by general knowledge learning and cultural identification, then moves on to job – specific training, and concludes with an integration training camp.



#### 榮管家

#### Ro's Manager

榮管家項目是正榮服務內部管家分級認證與培養品牌，重點關注管家服務水平與效能提升，上崗認證1次／季度；同時啟動了管家種子認證，全方面提升服務標準，確保在一線落地執行。

The Ro's Manager Project is an internal brand of Zhenro Services for the classification certification and cultivation of housekeepers. It focuses on improving the service level and efficiency of housekeepers. The on-the-job certification is carried out once a quarter. At the same time, the certification for "housekeeper seeds" has been launched to comprehensively upgrade the service standards and ensure their implementation at the front line.





# 繁星如炬 助力員工發展

## Empowering Employee Development

### 榮之將

#### Ro's General

榮之將是正榮服務內部項目經理培養品牌，分為儲將營和煉將營兩個項目，以項目經理畫像為標靶，全方位提升「經營意識、品質意識、解決問題能力和團隊管理能力」，從而增強正榮服務的腰部力量。

The Ro's General is an internal brand for cultivating project managers in Zhenro Services. It is divided into two programs: the Reserve General Camp and the Tempering General Camp. Taking the profile of project managers as the target, it comprehensively improves the "awareness of operation, quality awareness, problem-solving ability, and team management ability", thereby strengthening the mid-level strength of Zhenro Services.



### 商業招商營運條線培訓

#### Training for Commercial Investment Promotion and Operation

正榮服務重要人才發展項目之一，為了滿足商業當前業務發展，吸引匹配的、優質的品牌，全方面提升項目招商運營人員核心的專業能力素質和技能，開展正榮服務招商營運訓練營。

It's one of the crucial talent development programs of Zhenro Services. To meet the current business development needs of commercial operations, attract well-matched high-quality brands, and comprehensively enhance the core professional capabilities and skills of project investment promotion and operation staff, Zhenro Services launched the Investment Promotion and Operation Training Camp.



### 領航計劃訓練營

#### Pilot Program Training Camp

正榮領航計劃是面向物業區域副總、片區總、運營及片區的核心骨幹人員的人才培養項目。核心聚焦在經營意識、協同作戰能力、資源整合能力的提升和賦能，為公司培養優秀傑出型人才，以支撐公司業務發展對中層管理者人才的需求。全年共開展2期，總共覆蓋人群30人。

Zhenro's Pilot Program is a talent cultivation initiative targeting deputy regional managers, regional managers, and core operational and regional key personnel within the property management division. The program zeroes in on enhancing business acumen, teamwork capabilities, and resource integration skills. It aims to cultivate outstanding talent for the company, meeting the demand for mid-level managerial talent during business expansion. Two sessions of the program were held throughout the year, reaching a total of 30 participants.



# 繁星如炬 助力員工發展

## Empowering Employee Development

### 職業健康與安全

員工是我們最珍視的財富，我們始終將員工的職業健康與安全放在首位，視為企業運營的核心關注點。我們不斷優化職業健康與安全保障體系，切實落實安全管理責任，開展安全培訓活動，為員工營造安全、健康的工作環境。

我們嚴格遵循《中華人民共和國職業病防治法》《職業健康檢查管理辦法》等相關法律法規的要求，並已通過ISO45001職業健康與安全管理體系認證。我們持續完善職業健康與安全保障體系，制定《正榮服務防台、防汛應急預案》《正榮服務火警火災事件應急預案》等內部指引，明確各層級安全管理相關人員職責，並將員工健康安全績效與部門高管薪酬及考核掛鉤，確保安全管理工作的有效落實。

我們制定了總部、神秘客及項目團隊三級巡檢制度，積極開展安全隱患專項排查工作，有效預防和消除生產過程中的安全隱患。

我們定期開展安全培訓賦能，提高員工安全意識、技能，保障員工及業主人身安全。此外，我們每年為員工提供免費體檢，幫助員工及時了解自身健康狀況。報告期內，本集團發生工傷死亡1人，因工傷損失工作日210天。

### OCCUPATIONAL HEALTH AND SAFETY

Employees are our most cherished assets. We always prioritize their occupational health and safety, regarding it as the core focus of our enterprise operations. We continuously optimize the occupational health and safety protection system, earnestly implement safety management responsibilities, and conduct safety training activities to create a safe and healthy working environment for our employees.

We strictly follow the requirements of the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, Measures for the Administration of Occupational Health Inspection and other relevant laws and regulations and have passed the ISO 45001 Occupational Health and Safety Management System Certification. We continue to improve the occupational health and safety protection system, formulate internal guidelines such as Emergency Plan for Typhoon and Flood Prevention of Zhenro Services and Emergency Plan for Fire and Fire Incident of Zhenro Services, clarify the responsibilities of the personnel related to the safety management at all levels, and link the health and safety performance of the employees with the salary and assessment of the departmental senior management members to ensure the effective implementation of the safety management work.

We have established a three-tier inspection system of our headquarters, mysterious guests and project teams, and we actively carry out special inspections for specific safety risks, to effectively prevent and eliminate potential safety hazards in the production process.

We carry out regular safety training and empowerment to improve the safety knowledge and competencies of our employees and ensure the personal safety of our employees and owners. In addition, we provide annual wellness examinations for our employees every year to help them keep informed of their health conditions. During the reporting period, there was one work-related injury death in our group, and the number of working days lost due to work-related injuries was 210 days.





## 繁星如炬 助力員工發展 Empowering Employee Development

### 正榮服務開展消防應急演練

#### Zhenro Services Conducted Fire Emergency Drill

正榮服務要求各項目每半年至少開展一次消防應急演練，演習內容包括消防服的穿戴、如何使用消防栓滅火等，物業員工必須全員參與。

Zhenro Services requires each project to carry out fire emergency drills at least once every six months. The drills include wearing fire suits, how to use fire hydrants to extinguish fires, etc., and all property employees must participate.

119消防日時，我們專門邀請消防專業人員為員工及客戶培訓居家消防注意事項並講解滅火器材簡單操作，提高消防安全意識。報告期內，各項目開展消防應急演練共涉及3220人次。

On Fire Day 119, we invited firefighting professionals to train employees and customers on residential fire safety measures and explain the basic operation of fire extinguishers to raise awareness of firefighting safety. During the reporting period, the fire emergency drills carried out in each project involved a total of 3,220 person-times.



# 幸福榮樂 創造美好生活

## Happiness and Joy, Creating a Better Life

正榮服務深刻洞察到優質服務供給、企業穩健可持續發展與卓越供應鏈管理體系緊密相連、互為支撐。公司堅守平等透明、開放共享的合作準則，全方位完善供應鏈體系，積極投身負責任供應鏈建設，與合作夥伴構建深度協同、互利共贏的戰略關係，讓外部利益相關者實現價值最大化，達成多方協同共進。同時，高度重視社區發展，積極踐行社會責任，與供應鏈夥伴緊密聯動，共享資源、優勢互補，提升供應鏈綜合價值與社會效能；主動參與社區共建和公益，整合資源、凝聚愛心，與居民共創美好生活。

### 攜手合作共贏

正榮服務始終將與供應商建立優質合作關係視為發展的關鍵。我們致力於在更為廣泛的領域、更多元的層面以及更深入的層次上，與合作夥伴及供應商攜手共進，構建平等、互惠且透明的合作模式。通過這一模式，實現彼此資源的優勢互補，促進雙方能力的共同提升，為推動可持續供應鏈建設貢獻力量。

### 供應商管理

正榮服務將構建高質量的供應鏈體系視為提供卓越服務的堅實基石。公司恪守《中華人民共和國招標投標法》等相關法規的準則，建立並持續完善《正榮服務供應商管理制度》等內部規章制度，明確供應商准入、評估、退出全生命週期的管理流程及相關標準，不斷健全供應鏈管理體系，提高供應鏈管理水平。我們不斷優化採購流程，通過強化供應商的篩選與評審機制，並在入選過程中充分考慮ESG相關條件，如ISO 9001質量管理體系認證等，促進供應商的持續進步與成長。同時，我們積極開展與供應商的溝通與培訓，共同營造一個誠信、透明、且高質量的供應鏈體系。

Zhenro Services has a profound understanding that the provision of high-quality services, the stable and sustainable development of the enterprise, and an excellent supply chain management system are closely linked and support each other. The company adheres to the cooperation principles of equality, transparency, openness and sharing, comprehensively improves the supply chain system, actively participates in the construction of a responsible supply chain and establishes a strategic relationship of deep collaboration and mutual benefit with its partners, to maximize the value of external stakeholders and achieve multi-party coordinated progress. At the same time, it attaches great importance to community development, actively fulfills its social responsibilities, closely links with supply chain partners, shares resources and complements each other's advantages, to enhance the comprehensive value of the supply chain and social effectiveness. It also takes the initiative to participate in community co-construction and public welfare activities, integrates resources, gathers love, and jointly creates a better life with the residents.

### PARTNERING FOR WIN-WIN COOPERATION

Zhenro Services has always regarded the establishment of high-quality cooperative relationships with suppliers as a key to its development. We are committed to working hand in hand with partners and suppliers in a wider range of fields, at more diverse levels and in greater depth, and building a cooperative model featuring equality, mutual benefit and transparency. Through this model, we can achieve complementary advantages of each other's resources, jointly enhance the capabilities of both parties, and contribute to the construction of a sustainable supply chain.

### Supplier Management

Zhenro Services regards a high-quality supply chain system as the cornerstone of quality services. The Company abides by the Tendering and Bidding Law of the People's Republic of China and other relevant regulations, establishes and continuously improves the Zhenro Services Supplier Management System and other internal rules and regulations, which specify the management process and relevant standards for the entire lifecycle of supplier admission, evaluation and withdrawal, and continually improves the supply chain management system to enhance the level of supply chain management. We continue to standardize the procurement process and promote the continuous progress and growth of our suppliers by strengthening their selection and evaluation, to jointly create a supply chain system built on integrity, transparency, and quality.



# 幸福榮樂 創造美好生活

## Happiness and Joy, Creating a Better Life

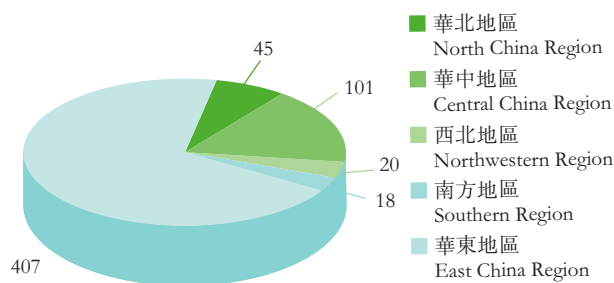
### 供應商准入流程

我們高度重視供應商資格審查工作，建立了嚴密的准入考察體系，該體系特別考慮了ESG相關條件，例如供應商是否採用環保產品等，以確保合作的供應商符合我們的高標準要求。通過實地調研、深度溝通、詳盡的資料核驗等多種手段，進行全方位的資質審查，確保供應商符合我們的准入標準。報告期內，我們共有591家供應商，分佈區域如下圖所示：

### Supplier Admission Process

We attach great importance to the qualification review of our suppliers and have established a comprehensive supplier qualification review process. We conduct all-round qualification reviews through various means, such as on-site surveys, in-depth communication and detailed information verification, to ensure that our suppliers meet our admission standards. During the Reporting Period, we had a total of 963 suppliers, distributed in the areas shown in the chart below:

供應商分佈（家）  
Supplier Distribution



### 供應商考核及分級管理機制

為確保供應商的服務質量和履約能力，我們落實開展常規的日常檢查以及週期性（月度／季度）與非定期的質量監督檢查。在日常檢查中，我們嚴格對照合同條款和產品質量標準，對供應商的服務細節進行全面審核。在月度、季度以及非約定的質量督導檢查里，我們針對供應商的履約情況進行評估，對任何未遵循合同條款的行為進行詳細記錄並追蹤整改情況。同時我們引入了第三方神秘客檢查，並將其收集的數據作為供方履約評估的重要維度之一。對於在檢查過程中發現的問題，我們要求供應商在規定時間內完成整改。

### Supplier Assessment and Hierarchical Management Mechanism

In order to ensure the quality of our suppliers' services and their ability to perform their contracts, we conduct regular daily inspections as well as periodic (monthly/quarterly) and non-periodic quality supervision inspections. During daily inspections, we conduct comprehensive reviews of suppliers' service details in strict compliance with contract terms and product quality standards. During monthly, quarterly and non-scheduled quality supervision inspections, we evaluate suppliers' performance, record in detail any failure to comply with contract terms and track rectifications. During the Reporting Period, Zhenro Services newly introduced independent third-party audits and used the information collected during these inspections as one of the important dimensions in supplier performance evaluation. For problems identified during the inspections, we require suppliers to complete rectifications within a specified period.

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同時，我們根據檢查結果對供應商的表現進行評分。根據評估結果，我們將供應商分為「優秀、良好、合格、不合格、黑名單」五個級別。對於表現優異的供應商，我們制定了相應的激勵措施。我們給予在評價過程中取得「優秀」評級的供方優先中標權，並免除該供方的投標保證金。對於發現有供應商違反規定或合同約定的供應商，我們將採取相應的必要整改措施，對被列入黑名單的供應商，我們將考慮終止與其合作，以確保我們的供應鏈持續、穩定且高效。

### 供應商可持續表現管理

我們積極推動綠色採購，關注供應商在ESG方面的表現，向供應商明確表達我們對環境保護、社會責任以及可持續發展的堅定承諾與價值觀。正榮服務將供應商ESG表現納入供應商管理過程中，包括但不限於審查保安工作人員供方團隊中退伍軍人的佔比，考核供方的排污體系是否滿足國家及地區標準，審核供方是否遭遇過任何形式的ESG相關處罰等。此外，我們特別要求為主營業務引入的供方需通過ISO 9001體系認證。

我們高度重視廉潔供應鏈建設，築牢合規防線，確保業務健康發展。報告期內，正榮服務與供應商簽訂陽光協議，並通過專項審計、核心業務抽查和開展無記名評價等管控措施，落實供應鏈反腐敗行動。報告期內，我們對591家供應商進行審查，供應商廉潔協議簽署率達到100%。

Meanwhile, we assess the performance of suppliers based on the inspection results. Based on the assessment results, we categorize suppliers into five grades: “excellent, good, qualified, unqualified and blacklisted”. For suppliers with excellent performance, we have formulated corresponding incentives. We give priority to suppliers with “excellent” ratings during the evaluation process to win the bid and waive their bid deposit. For suppliers found to have violated regulations or contractual agreements, we will take specific corrective action plans. For suppliers that are blacklisted, we will consider terminating cooperation with them to ensure the continuity, stability and efficiency of our supply chain.

### Supplier Sustainable Performance Management

We actively promote green procurement and pay attention to our suppliers' ESG performance to communicate to our suppliers our unwavering commitment to environmental protection and sustainable development, reflecting our core values. Zhenro Services incorporates ESG performance into its supplier management process, including but not limited to reviewing the percentage of veterans in the supplier's team of security personnel, assessing whether the supplier's wastewater discharge system meets national and regional standards, and reviewing whether the supplier has been subjected to any form of ESG related penalties. In addition, we specifically require suppliers introduced for our main business to pass ISO 9001 system certification.

We attach great importance to the construction of a clean supply chain and have built up a strong defense line of compliance to ensure the healthy development of our business. During the Reporting Period, Zhenro Services entered into sunshine agreements with suppliers and implemented anti-corruption actions in the supply chain through control measures such as special audits, core business spot checks and confidential supplier evaluations. During the Reporting Period, we reviewed 591 suppliers, and the signing rate of Supplier Integrity Agreements reached 100%.



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### 專項審計 Special Audit

- 對全區域各類招採類業務進行審查，並所有直委、續簽類業務進行專項審查  
Conduct audits on all types of recruitment and procurement business across the region and conduct special audits on all directly awarded and renewed contracts

### 核心業務抽查 Core Business Spot Checks

- 集中抽查各項目供方現場管理，人員管理、結算管理流程  
Conduct centralized spot checks on supplier on-site management, personnel management, and settlement management processes of each project

### 無記名評價 Anonymous evaluation

- 對各區域已合作供方，由集團牽頭開展供方無記名反向評價機制，針對供方反饋的紅線、底線問題進行核實處理  
For suppliers that have cooperated in each region, the Group will take the lead in carrying out the supplier's anonymous reverse evaluation mechanism, and verify and deal with the critical compliance and ethical issues fed back by the suppliers

此外，報告期內，我們開展招商營運法律風險防範並舉行廉潔宣貫，致力於推動供應商在品質與服務方面的提升，實現互利共贏。

In addition, during the Reporting Period, we carried out the prevention of legal risks in business invitation and operation and held integrity awareness and training programs, with a view to promoting the improvement of suppliers' quality and services to achieve mutual benefits and win-win results.

### 供應商溝通

正榮服務深知企業的穩健發展建立在與供應商之間良好的合作關係之上。為此，我們通過日常溝通、供方專項約談、供方反評價機制和供方大會等，構建有效的溝通平台，就產品細節、質量標準等關鍵問題進行深入交流。對於主營業務供方，公司組織集團招採及相關條線參與溝通，就供方的資金情況、履約過程中遇到的困難、人員招聘和物資配備方面的情況進行交流，每三個月實現供應商全覆蓋。

### Supplier Communication

Zhenro Services understands that the steady development of an enterprise is based on the good cooperative relationship with our suppliers. To this end, we have established an effective communication platform through daily communication, special interviews with suppliers, supplier feedback and evaluation mechanism and supplier conferences to conduct in-depth exchanges on key issues such as product details and quality standards. For suppliers of our main business, the Company organizes group recruitment and procurement and related lines to participate in communication, exchanging views on the suppliers' funding situation, difficulties encountered during contract performance, and the situation of staff recruitment and material allocation, with full coverage of suppliers achieved every three months.



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### 供應商幫扶計劃

我們致力於構建優勢互補、互相賦能的夥伴關係，通過專業培訓、資源對接等方式，助力供應商提升能力，實現共同發展，共創美好未來。我們積極參與行業建設，推動多方協同合作，與合作夥伴攜手共進，共同成長。針對給我司貢獻市場拓展資源的供方，公司將依據實際業務需求，進行資源的互惠交換，實現雙方的共贏發展。此外，正榮定期組織約談會議，深入了解供應商在合同履約過程中所遇到的難題，並迅速協調各方資源予以解決。為了進一步提升供應商的能力，我們實施了系統的培訓計劃，通過專業知識傳授和實踐經驗分享，積極促進供應商的成長與發展，助力其向良好乃至優秀供方轉變。

### 共築溫暖社區

正榮服務始終將高度的社會責任感銘記於心，在實現自身穩健發展的進程中，高度重視社區投資，秉持發展成果與社會共享的理念，堅定不移地投身社區建設。我們積極響應政策號召，不僅在社區基礎設施、公共空間等硬件層面加大投入，還精心策劃並開展了多項公益活動，從文化交流、健康關懷到兒童教育等多個維度，全方位提升社區居民的生活品質，用心打造充滿溫暖與活力的社區環境。報告期內，社區公益服務累計工時1826小時，累計捐贈金額37萬元。

### Supplier Assistance Program

We are committed to building a partnership with complementary advantages and mutual empowerment. Through measures like professional training and resource matching, we help suppliers enhance their capabilities, achieve common development, and jointly create a bright future. We actively engage in industry construction, drive multi-party collaborative cooperation, and advance together with our partners for mutual growth. For suppliers that contribute market expansion resources to our company, we will, in accordance with actual business needs, carry out reciprocal resource exchanges to achieve a win-win development for both sides. Moreover, Zhenro regularly organizes interview meetings to deeply understand the difficulties that suppliers encounter during contract performance and promptly coordinates resources from various parties to solve these problems. To further improve the capabilities of suppliers, we have implemented a systematic training plan. By imparting professional knowledge and sharing practical experiences, we actively promote the growth and development of suppliers, facilitating their transformation into good or even excellent suppliers.

### BUILDING WARM COMMUNITIES TOGETHER

Zhenro Services always keeps a strong sense of social responsibility in mind. In the process of achieving its own stable development, it attaches great importance to community investment. Adhering to the concept of sharing the development achievements with society, it firmly devotes itself to community construction. It actively responds to the policy call, not only increasing investment in the hardware aspects such as community infrastructure and public spaces, but also carefully planning and carrying out a number of public welfare activities. From multiple dimensions including cultural exchanges, health care, and children's education, it comprehensively improves the quality of life of community residents and spares no effort in creating a warm and vibrant community environment. During the reporting period, the cumulative working hours of community public welfare services reached 1,826 hours, and the cumulative donation amount was 370,000 yuan.





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### 共建社區 聚力公益

正榮服務始終致力於打造優質物業服務，通過與社區深度合作，共同建立多個服務平台，完善社區服務體系。在社區公共區域，我們在社區架空層等場地，設立了居民活動室、居民議事廳等，為居民提供更多互動和溝通的空間，探索物業服務與社區治理相融合的新模式。我們秉承熱心公益、回饋社會的理念，在日常運營中積極履行企業社會責任。我們成立志願者協會，定期開展豐富多樣的愛心公益活動，以實際行動為社會和諧與發展貢獻溫暖的正榮力量。

### Building Communities Together, Focusing on Public Welfare

Zhenro Services has always been dedicated to creating high-quality property services. Through deep cooperation with the community, it jointly establishes multiple service platforms to perfect the community service system. In the community's public areas, such as the overhead floors of the community, we've set up residents' activity rooms, residents' deliberation halls and other facilities, providing residents with more spaces for interaction and communication, and exploring a new model that integrates property services with community governance. Upholding the concept of being passionate about public welfare and repaying society, we actively fulfill our corporate social responsibilities in daily operations. We have established a volunteer association and regularly organize a rich variety of charitable public welfare activities, contributing the warm power of Zhenro to social harmony and development with practical actions.

#### 安全知識宣傳公益活動

#### Public welfare activity of safety knowledge promotion

我們為社區的小朋友組織了防火體驗課程，旨在提升他們的安全意識和自我保護能力。活動中，孩子們不僅學習了基本的消防知識，還參與了實地滅火演練，親身體驗如何應對火災突發情況。

We organized a fire prevention experience course for the children in the community, aiming to enhance their safety awareness and self-protection ability. During the activity, the children not only learned basic fire protection knowledge but also participated in on-site fire extinguishing drills, personally experiencing how to deal with sudden fire emergencies.



## 幸福榮樂 創造美好生活 Happiness and Joy, Creating a Better Life

### 感恩公益活動

#### Thanksgiving public welfare activity

我們於雷鋒日、司慶日等重要節日開展感恩活動，設立暖心流動驛站，為環衛工人、外賣騎手等一線服務者們送上暖心飲品，使他們在忙碌的工作瞬間，感受到來自社會的溫暖與關懷。

We carried out Thanksgiving activities on important festivals such as Lei Feng Day and the company's anniversary. We set up warm mobile stations and presented warm drinks to front-line service workers like sanitation workers and food delivery riders, enabling them to feel the warmth and care from society during their busy work.



# 未來展望

## Future Prospects

2025年是實施「十四五」規劃的收官之年，同時也是正榮成立的25週年。全球經濟仍處於週期調整之中，高成本、高債務制約經濟發展，保護主義浪潮與地緣政治風險不減，我們面臨的困難與挑戰依然艱巨。站在成立二十五週年的節點，我們深感時光荏苒，責任在肩，正榮服務將繼續採取積極的戰略態度，始終緊密圍繞ESG戰略框架，深度聚焦環境、社會、經濟三大責任板塊，將可持續發展理念融入企業運營的每一處細節。在服務端，堅守品質服務，不斷提升服務標準與客戶體驗，致力於打造行業服務標桿；在業務拓展上，憑藉敏銳的市場洞察力，積極佈局拓展優勢項目，持續優化業務結構，增強企業競爭力。同時，將綠色發展理念貫徹到底，從項目規劃到運營管理，全方位踐行節能減排、生態保護等環保舉措，確保在高質量發展的道路上走在前列，為社會創造更多長期價值。

2025年，隨着國內經濟復甦政策的密集出台，物業管理行業迎來了新的發展機遇，步入了一個全新的發展階段。此階段，物業行業的定位愈發明晰，發展模式由過去的粗放型逐步轉向精細化。物業企業正不斷強化其獨立擴張的能力，並積極探尋適合自身發展的細分市場和業務領域，服務的邊界正不斷拓展。

The year 2025 is the final year for the implementation of the 14th Five-Year Plan, and it also marks the 25th anniversary of the establishment of Zhenro. The global economy is still in the process of cyclical adjustment. High costs and high debts restrict economic development, and the waves of protectionism and geopolitical risks remain unabated. The difficulties and challenges we face are still formidable. Standing at the milestone of the 25th anniversary of our establishment, we deeply feel the swift passage of time and the heavy responsibility on our shoulders. Zhenro Services will continue to adopt a proactive strategic approach, always closely adhering to the ESG strategic framework. We will focus deeply on the three major responsibility segments of environment, society, and economy, integrating the concept of sustainable development into every detail of our corporate operations. On the service front, we will adhere to the principle of providing high-quality services, constantly improve service standards and customer experience, and strive to create a benchmark for services in the industry. In terms of business expansion, with our keen market insight, we will actively plan and expand advantageous projects, continuously optimize the business structure, and enhance the company's competitiveness. Meanwhile, we will fully implement the concept of green development. From project planning to operation management, we will comprehensively practice environmental protection measures such as energy conservation, emission reduction, and ecological protection, ensuring that we stay ahead on the path of high-quality development and create more long-term value for society.

In 2025, with the intensive introduction of domestic economic recovery policies, the property management industry has ushered in new development opportunities and entered a brand-new development stage. In this stage, the positioning of the property industry has become more and more clear, and the development mode has gradually shifted from the extensive one in the past to the refined one. Property enterprises are continuously strengthening their ability of independent expansion and actively exploring niche markets and business areas suitable for their own development, and the boundaries of services are constantly expanding.



## 未來展望 Future Prospects

面對這一輪新的市場機遇與挑戰，正榮服務秉持更為積極的戰略姿態，堅守質量服務的底線，穩固基礎業務的根基。我們深化與政府部門的協同合作，在深耕的區域中積極探索創新的合作模式，強化商業管理與物業管理之間的業務協同，以此提升自身的市場化拓展能力和獨立發展實力。同時，我們積極拓展業務邊界，為穩固獨立且可持續的發展根基不懈努力。

在智慧物業的發展道路上，我們堅定不移。通過穩步提升運營效率，積極踐行科技戰略，我們全力建設數字化平台，旨在打造核心競爭力。從項目規劃到運營管理，每一個環節都融入了智慧與科技的元素，推動物業管理向更高效、更智能的方向發展，為業主和客戶帶來更加便捷、舒適的生活體驗。

Facing this new round of market opportunities and challenges, Zhenro Services adheres to a more proactive strategic stance, adheres to the bottom line of quality services, and consolidates the foundation of basic businesses. We deepen the collaborative cooperation with government departments, actively explore innovative cooperation models in the areas where we have a deep presence and strengthen the business collaboration between commercial management and property management, to enhance our market-oriented expansion ability and independent development strength. At the same time, we actively expand the business boundaries and make unremitting efforts to lay a solid foundation for independent and sustainable development.

We are unwavering on the path of developing smart property. By steadily improving operational efficiency and actively implementing the technology strategy, we spare no effort to build a digital platform with the aim of creating core competitiveness. From project planning to operation management, elements of intelligence and technology are integrated into every link, promoting the development of property management towards a more efficient and intelligent direction, and bringing more convenient and comfortable living experiences to property owners and customers.



# 附錄

## Appendixes

### 關鍵績效

#### 指標

#### Indicators

營業收入

Revenue

毛利

Gross profit

董事會人數

Number of Board members

獨立董事人數

Number of independent directors

### KPIS

#### 單位

#### Unit

2022

2023

2024

億元

RMB'00 million

億元

RMB'00 million

人

person

人

person

11.4

11.5

11.3

2.5

2.4

2.4

7

6

6

3

3

3

### 排放物

#### Emissions

無害廢棄物產生總量<sup>1</sup>

Total non-hazardous waste generated<sup>1</sup>

有害廢棄物產生總量

Total hazardous waste generated

單位收益廢棄物排放量

Waste discharge per unit revenue

廢水排放總量

Total wastewater discharge

單位收益廢水排放量

Wastewater discharge per unit revenue

噸

tonne

噸

tonne

噸／萬元收入

tonne/revenue in

RMB0'000

噸

tonne

噸／萬元收入

tonne/revenue in

RMB0'000

118,748

148,030

20.98

0.01

0.01

0.01

1.04

1.29

0.0002

7,822

7,024

7,004

0.069

0.061

0.059

1 無害廢棄物僅包含上海虹橋正榮中心產生的生活垃圾。

1 The non-hazardous waste only includes the domestic waste generated by Zhenro Center at Hongqiao in Shanghai.



## 附錄 Appendixes

| 指標<br>Indicators   | 單位<br>Unit   | 2022      | 2023      | 2024    |
|--|--|-----------|-----------|---------|
| <b>能源</b><br>Energy  |  |           |           |         |
| 外購電力使用量<br>Purchased electricity consumption   | 千瓦時<br>kWh   | 1,231,201 | 1,341,921 | 852,511 |
| 汽油使用量<br>Gasoline consumption  | 公升<br>L  | 3,596     | 3,763     | 3,208   |
| 綜合(直接+間接)能源消耗量 <sup>2</sup><br>Total (direct and indirect) energy consumption <sup>2</sup> | 噸標煤<br>tonne of coal<br>equivalent                                 | 146       | 169       | 108.4   |
| 直接能源消耗量<br>Direct energy consumption   | 噸標煤<br>tonne of coal<br>equivalent                                 | 4         | 4         | 3.4     |
| 間接能源消耗量<br>Indirect energy consumption   | 噸標煤<br>tonne of coal<br>equivalent                                 | 142       | 165       | 105     |
| 單位收益能源消耗量<br>Energy consumption per unit revenue   | 噸標煤／萬元收入<br>tonne of coal<br>equivalent/<br>revenue in<br>RMB0'000 | 0.001     | 0.001     | 0.001   |
| <b>水資源</b><br>Water resources  |  |           |           |         |
| 總用水量<br>Total water consumption  | 噸<br>tonne   | 9,362     | 8,779     | 4,918   |
| 單位收益用水量<br>Water consumption per unit revenue  | 噸／萬元收入<br>tonne/revenue in<br>RMB0'000                             | 0.082     | 0.077     | 0.044   |

2 綜合能耗總量計算參考GB/T2589-2020《綜合能耗計算通則》。

2 Calculation of energy consumption by reference to the General Principles of Comprehensive Energy Consumption Calculation (GB2589-2020).





## 附錄 Appendixes

| 指標<br>Indicators                                     | 單位<br>Unit   | 2022  | 2023  | 2024  |
|--|--|-------|-------|-------|
| <b>溫室氣體排放<sup>3</sup></b>                            |  |       |       |       |
| <b>GHG emissions<sup>3</sup></b>                     |  |       |       |       |
| 範圍一溫室氣體排放<br>Scope 1 GHG emissions                   | 噸二氧化碳當量<br>tonne CO <sub>2</sub> equivalent                              | 10    | 8     | 7     |
| 範圍二溫室氣體排放<br>Scope 2 GHG emissions                   | 噸二氧化碳當量<br>tonne CO <sub>2</sub> equivalent                              | 846   | 765   | 499   |
| 溫室氣體排放總量<br>Total GHG emissions                      | 噸二氧化碳當量<br>tonne CO <sub>2</sub> equivalent                              | 856   | 773   | 506   |
| 單位收益溫室氣體排放總量<br>Total GHG emissions per unit revenue | 噸二氧化碳當量／萬元收入<br>tonne CO <sub>2</sub> equivalent/<br>revenue in RMB0'000 | 0.01  | 0.01  | 0.005 |
| <b>僱傭</b>  |  |       |       |       |
| <b>Employment</b>                                    |  |       |       |       |
| 僱員總數<br>Total number of employees                    | 人<br>person  | 4,197 | 3,485 | 3,270 |
| 殘疾員工佔比<br>Percentage of employees with disabilities  | %<br>%   | 0.02  | 0.03  | 0.24  |
| <b>按僱傭類型劃分的員工數</b>                                   |  |       |       |       |
| <b>Number of employees by type of employment</b>     |  |       |       |       |
| 全職員工數<br>Number of full-time employees               | 人<br>person  | 4,197 | 3,485 | 3,270 |
| 兼職員工數<br>Number of part-time employees               | 人<br>person  | 0     | 0     | 0     |

3 本公司溫室氣體排放主要源自自有車輛燃料燃燒和外購電力。溫室氣體排放數據的計算方式參考國家發展改革委員會發佈的《工業其他行業企業溫室氣體排放核算方法與報告指南》、中華人民共和國生態環境部發佈的全國電網平均排放因子。

3 The Company' GHG emissions are mainly from our own vehicle fuel combustion and purchased electricity. The calculation of GHG emissions is based on the Industrial Companies in Other Industries in Greenhouse Gas Emissions Accounting Methods and Reporting Guidelines published by the National Development and Reform Commission of the People's Republic of China, and the national average grid emission factors published by the Ministry of Ecology and Environment of the People's Republic of China.



## 附錄 Appendixes

| 指標<br>Indicators  | 單位<br>Unit  | 2022  | 2023  | 2024  |
|---|-------------|-------|-------|-------|
| 按性別劃分的員工數   |             |       |       |       |
| Number of employees by gender                           |             |       |       |       |
| 男性員工數<br>Number of male employees                       | 人<br>person | 2,236 | 1,902 | 1,794 |
| 女性員工數<br>Number of female employees                     | 人<br>person | 1,961 | 1,583 | 1,476 |
| 按年齡組別劃分的員工數   |             |       |       |       |
| Number of employees by age group                        |             |       |       |       |
| 30歲以下員工數<br>Number of employees aged below 30           | 人<br>person | 767   | 440   | 453   |
| 30-39歲員工數<br>Number of employees aged between 30 and 39 | 人<br>person | 1,251 | 1,357 | 1,302 |
| 40-49歲員工數<br>Number of employees aged between 40 and 49 | 人<br>person | 896   | 840   | 899   |
| 50歲及以上員工數<br>Number of employees aged 50 or above       | 人<br>person | 1,283 | 848   | 616   |
| 按區域劃分的員工數   |             |       |       |       |
| Number of employees by region                           |             |       |       |       |
| 總部<br>Headquarters                                      | 人<br>person | 58    | 46    | 52    |
| 長江三角洲地區<br>Yangtze River Delta Region                   | 人<br>person | 1,968 | 1,482 | 1,342 |
| 海峽兩岸地區<br>Cross-Straits Region                          | 人<br>person | 782   | 682   | 807   |
| 中西部地區<br>Midwest Region                                 | 人<br>person | 785   | 635   | 936   |
| 環渤海地區<br>Bohai Rim Region                               | 人<br>person | 288   | 338   | 71    |
| 其他地區<br>Other regions                                   | 人<br>person | 374   | 302   | 62    |



## 附錄

## Appendixes

| 指標                                   | 單位     | 2022  | 2023  | 2024  |
|--------------------------------------|--------|-------|-------|-------|
| Indicators                           | Unit   |       |       |       |
| 按職級劃分的員工數                            |        |       |       |       |
| Number of employees by position rank |        |       |       |       |
| 高級管理人員                               | 人      | 10    | 16    | 36    |
| Senior management employees          | person |       |       |       |
| 中層管理人員                               | 人      | 486   | 1,900 | 222   |
| Middle management employees          | person |       |       |       |
| 基層員工                                 | 人      | 3,701 | 1,569 | 3,012 |
| Front-line employees                 | person |       |       |       |
| 按職能劃分的員工數                            |        |       |       |       |
| Number of employees by function      |        |       |       |       |
| 財務管理                                 | 人      | 92    | 111   | 104   |
| Financial management                 | person |       |       |       |
| 質量管理                                 | 人      | 40    | 334   | 35    |
| Quality management                   | person |       |       |       |
| 工程管理                                 | 人      | 101   | 60    | 39    |
| Engineering management               | person |       |       |       |
| 增值服務                                 | 人      | 75    | 50    | 29    |
| Value-added service                  | person |       |       |       |
| 市場拓展                                 | 人      | 75    | 18    | 13    |
| Market expansion                     | person |       |       |       |
| 人力資源和行政                              | 人      | 99    | 80    | 75    |
| HR and administration                | person |       |       |       |
| 風控及法務                                | 人      | —     | 10    | 2     |
| Risk control and legal affairs       | person |       |       |       |
| 物業管理服務                               | 人      | 3,715 | 2,822 | 2,973 |
| Property management service          | person |       |       |       |



## 附錄 Appendixes

| 指標<br>Indicators   | 單位<br>Unit | 2022  | 2023  | 2024  |
|--|------------|-------|-------|-------|
| 流失率<br>Turnover rate   |            |       |       |       |
| 總流失率<br>Total turnover rate                                      | %          | 43.94 | 44.53 | 39.39 |
| 按性別劃分的員工流失率<br>Employee turnover rate by gender                  |            |       |       |       |
| 男性員工流失率<br>Turnover rate of male employees                       | %          | 45.82 | 46.90 | 39.36 |
| 女性員工流失率<br>Turnover rate of female employees                     | %          | 41.66 | 53.10 | 42.73 |
| 按年齡組別劃分的員工流失率<br>Employee turnover rate by age group             |            |       |       |       |
| 30歲以下員工流失率<br>Turnover rate of employees aged below 30           | %          | 62.30 | 43.40 | 49.66 |
| 30-39歲員工流失率<br>Turnover rate of employees aged between 30 and 39 | %          | 42.10 | 68.40 | 35.41 |
| 40-49歲員工流失率<br>Turnover rate of employees aged between 40 and 49 | %          | 42.83 | 33.80 | 31.00 |
| 50歲及以上員工流失率<br>Turnover rate of employees aged 50 or above       | %          | 28.60 | 42.10 | 47.17 |
| 按區域劃分的員工流失率<br>Employee turnover rate by region                  |            |       |       |       |
| 總部<br>Headquarters   | %          | —     | 4.20  | 26.92 |
| 長江三角洲地區<br>Yangtze River Delta Region                            | %          | 40.24 | 44.40 | 34.56 |
| 海峽兩岸地區<br>Cross-Straits Region                                   | %          | 44.30 | 20.70 | 46.19 |
| 中西部地區<br>Midwest Region  | %          | 48.30 | 26.00 | 53.90 |
| 環渤海地區<br>Bohai Rim Region  | %          | 43.50 | 4.70  | 14.46 |



## 附錄 Appendixes

| 指標<br>Indicators   | 單位<br>Unit  | 2022   | 2023   | 2024   |
|--|-------------|--------|--------|--------|
| <b>健康與安全</b><br>Health and safety                                  |             |        |        |        |
| 因工傷死亡人數<br>Number of work-related fatalities                       | 人<br>person | 0      | 1      | 1      |
| 工傷損失日數<br>Lost working days due to work-related injuries           | 天<br>day    | 411.5  | 185    | 210    |
| <b>培訓及發展</b><br>Training and development                           |             |        |        |        |
| <b>按性別劃分的培訓覆蓋率</b><br>Training participation rate by gender        |             |        |        |        |
| 男性員工受訓百分比<br>Percentage of male employees trained                  | %           | 53     | 55     | 55     |
| 女性員工受訓百分比<br>Percentage of female employees trained                | %           | 47     | 45     | 45     |
| <b>按職級劃分的培訓覆蓋率</b><br>Training participation rate by position rank |             |        |        |        |
| 高級管理層受訓百分比<br>Percentage of senior management employees trained    | %           | 4      | 0.3    | 1      |
| 中層管理層受訓百分比<br>Percentage of middle management employees trained    | %           | 11     | 70.0   | 7      |
| 基層員工受訓百分比<br>Percentage of junior employees trained                | %           | 85     | 29.7   | 93     |
| 員工培訓總小時數<br>Total training hours of employees                      | 小時<br>hour  | 19,934 | 26,440 | 18,439 |



## 附錄 Appendixes

| 指標<br>Indicators   | 單位<br>Unit    | 2022 | 2023 | 2024 |
|--|---------------|------|------|------|
| 按性別劃分的受訓時數<br>Training hours by gender                               |               |      |      |      |
| 男性員工平均培訓時數<br>Average training hours per male employee               | 小時<br>hour    | 3.9  | 8.3  | 6.48 |
| 女性員工平均培訓時數<br>Average training hours per female employee             | 小時<br>hour    | 5.6  | 6.8  | 4.61 |
| 按職級劃分的平均培訓時數<br>Average training hours by position rank              |               |      |      |      |
| 高級管理層平均培訓時數<br>Average training hours per senior management employee | 小時<br>hour    | 1.6  | 20.0 | 6.7  |
| 中層管理層平均培訓時數<br>Average training hours per middle management employee | 小時<br>hour    | 3.7  | 9.7  | 10.2 |
| 初級員工平均培訓時數<br>Average training hours per junior employee             | 小時<br>hour    | 4.4  | 4.9  | 5.3  |
| 供應鏈管理<br>Supply chain management                                     |               |      |      |      |
| 華北地區供應商數量<br>Number of suppliers in North China                      | 家<br>supplier | 30   | 18   | 45   |
| 華中地區供應商數量<br>Number of suppliers in Central China                    | 家<br>supplier | 35   | 60   | 101  |
| 西北地區供應商數量<br>Number of suppliers in Northwest China                  | 家<br>supplier | 30   | 15   | 20   |
| 南方地區供應商數量<br>Number of suppliers in South China                      | 家<br>supplier | 0    | 10   | 18   |
| 華東地區供應商數量<br>Number of suppliers in East China                       | 家<br>supplier | 810  | 860  | 407  |
| 東北地區供應商數量<br>Number of suppliers in Northeast China                  | 家<br>supplier | 0    | 0    | 0    |
| 供應商簽署廉潔協議比率<br>Percentage of suppliers signing integrity agreements  | %             | 100  | 100  | 100  |





## 附錄 Appendixes

| 指標<br>Indicators   | 單位<br>Unit  | 2022  | 2023  | 2024  |
|--|-------------|-------|-------|-------|
| <b>產品責任</b><br>Product liability   |             |       |       |       |
| 客戶滿意度<br>Customer satisfaction   | 分<br>point  | 92    | 84.5  | 83.5  |
| 客戶投訴解決率<br>Customer satisfaction rate  | %           | 100   | 99.8  | 98    |
| <b>社區</b><br>Community   |             |       |       |       |
| 員工參與社區公益活動人數<br>Number of employees participating in volunteer activities              | 人<br>person | 100   | 1,159 | 1,984 |
| 員工參與社區公益活動次數<br>Number of volunteer activities participated by employees               | 次<br>time   | 5     | 266   | 913   |
| <b>反貪污</b><br>Anti-corruption  |             |       |       |       |
| 參與反貪污相關培訓員工人數<br>Number of employees participating in anti-corruption related training | 人<br>person | 1,039 | 3,485 | 449   |
| 員工反貪污培訓次數<br>Number of anti-corruption training for employees                          | 次<br>time   | 3     | 10    | 2     |
| 參與反貪污相關培訓董事人數<br>Number of directors participating in anti-corruption related training | 人<br>person | 7     | 6     | 6     |
| 董事及高管反貪污培訓次數<br>Number of anti-corruption training for directors and senior management | 次<br>time   | 3     | 3     | 1     |
| 反貪污相關培訓董事覆蓋率<br>Participation rate of directors in anti-corruption related training    | %           | 100   | 100   | 100   |



## 附錄 Appendixes

### 法律法規及內部政策清單

#### 法律法規

- 《中華人民共和國公司法》
- 《中華人民共和國證券法》
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