

**DoThink® 德信服务**  
—— 股份代号: 2215.HK ——

# Dexin Services Group Limited 德信服务集团有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 2215



## 2025 環境、社會及管治報告

Environmental, Social and Governance Report



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# 關於本報告

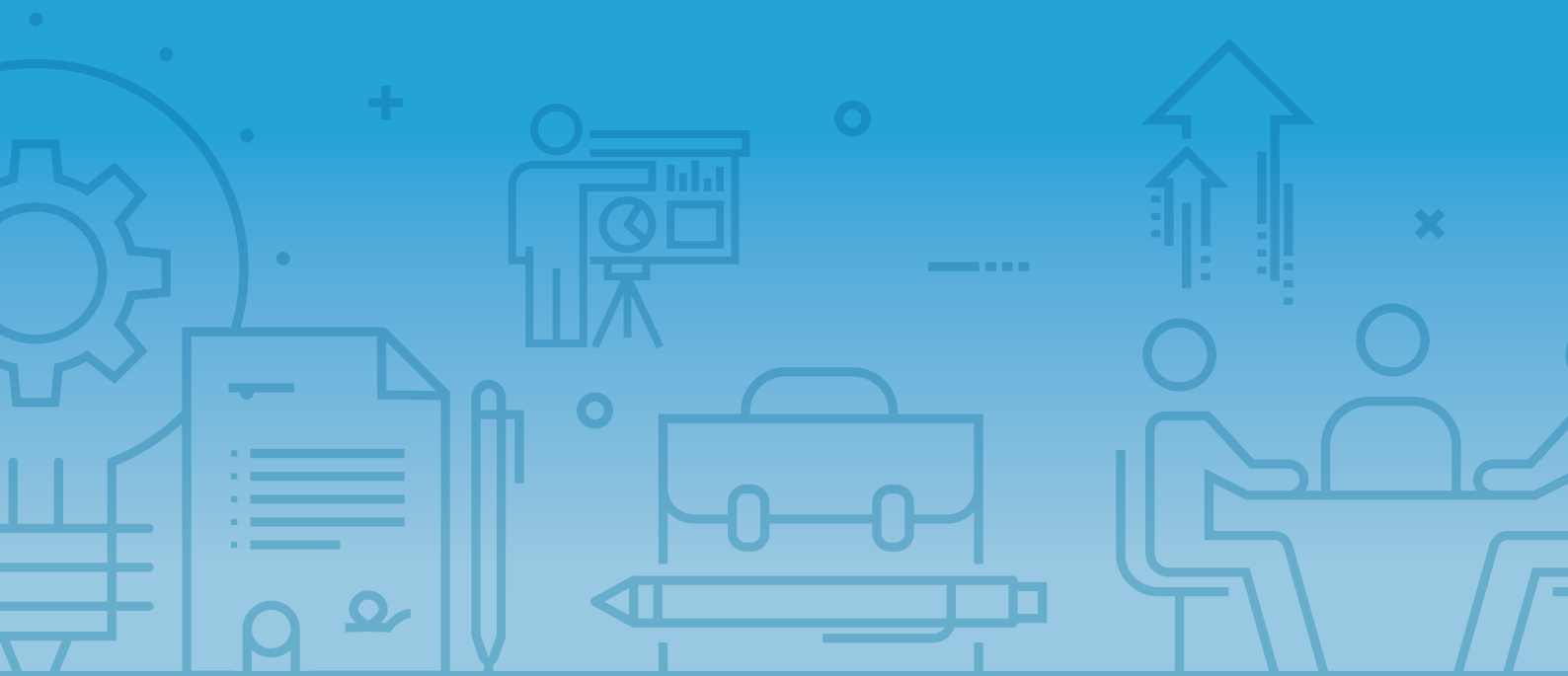
## ABOUT THIS REPORT

Dexin Services Group Limited (the “Company”) (Stock Code: 2215) (together with its subsidiaries, collectively “Dexin Group”, this “Group”, “we” or “us”), is pleased to release the Environmental, Social, and Governance Report (the “ESG Report” or this “Report”). It aims to openly and transparently display the Group’s strategies and efforts to fulfill our corporate social responsibility and promote sustainable development in the past year. This Report also sets out the Group’s performance in environmental, social, and governance (“ESG”) and the programs and actions implemented in response to the expectations of various stakeholders. In the future, we will continue to enhance the quality of our products and services, strive to promote environmental and social sustainability and create more value for the ecosystem, customers, employees, and shareholders.

For more information on the Group’s corporate governance framework and practices, please refer to the Corporate Governance Report in the Group’s Annual Report for the year ended 31 December 2025.

德信服務集團有限公司（「本公司」）（股份代號：2215）連同旗下附屬公司（合稱「德信服務集團」、「本集團」或「我們」）欣然發佈我們《環境、社會及管治報告》（「ESG報告」或「本報告」）。本報告旨在以公開透明的方式披露本集團過去一年在履行企業社會責任及實踐可持續發展的策略和工作，也會闡述本集團在環境、社會及管治（即為 Environmental, Social and Governance）或（「ESG」）方面的表現及就回應各利益相關方的期望所實施的方案及行動。未來，我們會不斷提高產品和服務品質，同時也致力推動環境及社會可持續發展，為生態環境、客戶、員工及股東創造更大價值。

如欲索取有關本集團企業管治框架及做法的更多資料，請參閱本集團二零二五年十二月三十一日止《年度報告》之的企業管治報告。



## Scope of This Report

This Report's reporting cycle aligns with the Group's financial year covering the period from 1 January 2025 to 31 December 2025 (the "Year"). The information contained in this Report covers the Group's main business segments including property management services, non-owner value-added services and value-added community services operated in the People's Republic of China (the "PRC"). Taking into account the significance of the operating system, business contribution, and business development of each business for the year, the business entities included in the reporting scope are:

- 1) Dexin Shengquan Property Services Co., Ltd.; and
- 2) SPMS (Hangzhou) Comprehensive Property Services Co., Ltd.

The environmental key performance indicators ("KPIs") cover the performance of the headquarters offices of the above two business entities. The Group would continue to review the business areas covered by its KPIs, and it would actively prepare to expand the scope of disclosure of ESG report and improve the Group's sustainability blueprint in the future.

## Reporting Framework

This Report has been prepared in accordance with the "mandatory disclosure" and "comply or explain" provisions of the Environmental, Social and Governance Reporting Guide (the "ESG Guide") as set out in Appendix C2 of the Rules Governing the Listing of Securities issued by The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The content index of the ESG Guide set out in Appendix II of this Report summarizes the Group's application of the ESG Guide and cross-references to the relevant sections of this Report.

## 報告範圍

本報告以本集團財政年度為報告週期，報告期為二零二五年一月一日至二零二五年十二月三十一日（「本年度」），本報告所載的資料涵蓋本集團於中華人民共和國（「中國」）所經營的物業管理服務、非業主增值服務及社區增值服務的相關業務，綜合本年度各項業務的經營體系、營業貢獻及業務發展等重要性衡量，納入統計範圍的業務實體包括：

- 1) 德信盛全物業服務有限公司；及
- 2) 世普聯行(杭州)綜合物業服務有限公司。

當中環境方面的關鍵績效指標（「關鍵績效指標」）覆蓋以上兩間業務實體之總部辦公室的表現。本集團將持續審視其關鍵績效指標所覆蓋的業務範疇，未來會積極籌備擴大ESG報告的披露範圍及完善本集團的可持續發展藍圖。

## 報告框架

本報告乃根據香港聯合交易所有限公司（「聯交所」）證券上市規則附錄C2所載《環境、社會及管治報告指引》（「ESG 指引」）中的「強制披露」及「不遵守就解釋」條文所編制。載於本報告附錄二之ESG指引內容索引概括了本集團應用ESG指引之範圍及交互參照本報告相關章節的資料。

## Industry conferences and forums

In preparing this Report, the Group has made disclosures in accordance with the principles set out in the Stock Exchange's ESG Guide:

### Materiality

The content of the ESG report is to determine relevant risks and opportunities through engaging stakeholders and conducting materiality assessment, including identifying issues related to ESG, collecting and examining the opinions from internal management and different stakeholders, assessing the relevance and importance of the issues, so as to formulate and verify the data in the report. This Report covers the material issues and related impacts concerned by different stakeholders.

### Quantitative

The KPIs disclosed in the ESG report are supported by quantitative data and measurable criteria. The statistical data, calculation tools, methods, reference data, and sources of conversion factors used herein are disclosed in the reporting of emissions data and energy consumption.

### Balance

The ESG report will present the Group's performance for the year in an objective manner to avoid any inappropriate formatting that would affect the decisions or judgments made by the readers of the Report.

### Consistency

To maintain the comparability of ESG's performance between years, the Group adopts a consistent reporting framework and calculation methodologies as far as reasonably practicable. If there are any changes to the methodologies used or the relevant KPIs, the Group will present and explain them in the corresponding sections.

## 報告準則

在編制本報告的過程中，本集團依照聯交所ESG指引所規定的原則作披露，即：

### 重要性

ESG報告的內容乃透過接觸持份者及進行重要性評估以厘定有關風險及機會，當中包括識別與ESG相關的議題、收集並審視內部管理層及不同持份者的意見、評估議題的相關及重要程度，以編制及核實報告的數據。本報告涵蓋了不同持份者所關注的重要議題及相關影響。

### 量化

ESG報告中披露的關鍵績效指針已獲量化數據及可衡量的準則支持，當中使用的統計數據、計算工具、方法、參考數據，以及轉換因數來源均在彙報排放數據及能源消耗時予以披露。

### 平衡

ESG報告的內容將會不偏不倚地呈報本年度的表現，避免出現不恰當地格式影響報告讀者的決策或判斷。

### 一致性

為保持ESG表現的年度可比性，本集團在合理可行的情況下儘量採用一致的彙報及計算方法。如所使用的方法或相關關鍵績效指標有作出任何變更，本集團會在相應章節呈列並解釋。

## Release Method and Feedback

An electronic version of this Report is available for viewing and downloading from the website of the Stock Exchange ([www.hkexnews.hk](http://www.hkexnews.hk)) and the official website of Dexin Group ([www.Dexinfuwu.com](http://www.Dexinfuwu.com)). If there is any discrepancy between the English and Chinese versions of this Report, the Chinese version shall prevail.

If you have any inquiries about this Report or comments and suggestions on the Group's sustainability performance, please contact us at [ir@shengquanwuye.com](mailto:ir@shengquanwuye.com).

## 發佈方式及回饋

本報告的電子版本可於聯交所網站([www.hkexnews.hk](http://www.hkexnews.hk))及德信服務集團官方網站([www.dexinfuwu.com](http://www.dexinfuwu.com))查閱及下載。如本報告的中英文本有任何差異，概以中文版本為準。

若閣下有任何有關本報告的查詢，或對本集團的可持續發展表現有任何意見及建議，請透過電郵至 [ir@shengquanwuye.com](mailto:ir@shengquanwuye.com) 與我們聯絡。



# 董事會聲明

## BOARD STATEMENT

The sustained societal demand for a better life presents new opportunities for the property management service industry while imposing higher requirements on corporate sustainability. With a deep understanding of industry trends, our Group has consistently integrated ESG development principles into the core of our business operations, establishing a robust top-down ESG governance system with clearly defined responsibilities. The Board takes the lead and is deeply involved in the deliberation and decision-making of material ESG matters. Key management responsibilities include identifying and assessing ESG-related risks and opportunities, formulating the Group's ESG development strategy and implementation guidelines, establishing systematic ESG management policies and execution plans, reviewing and evaluating annual ESG work objectives and performance management plans, and ultimately approving the annual ESG report. This top-level design solidifies the foundation for ESG development.

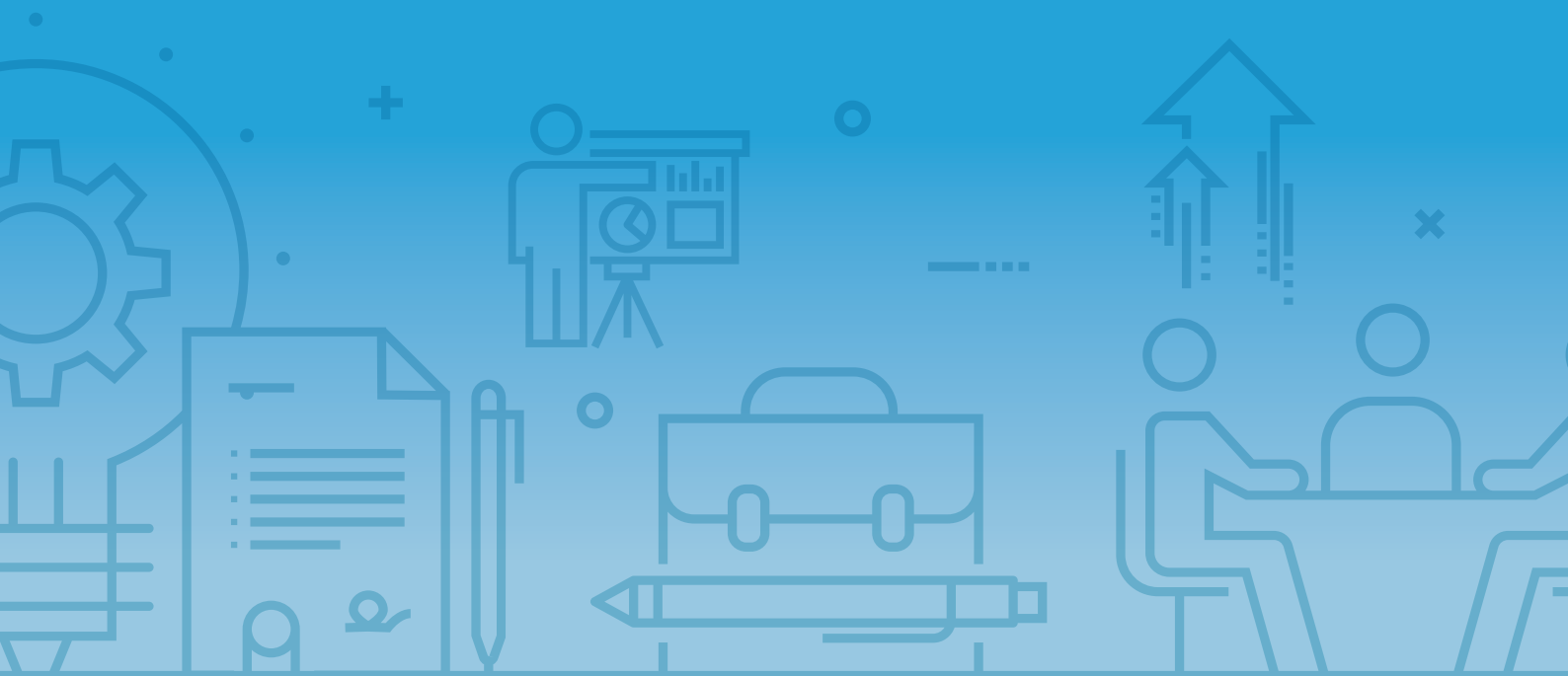
The Board assumes full responsibility for the Group's environmental, social, and governance strategy formulation and information disclosure. It leads the assessment and definition of core risks in the ESG domains, coordinates the advancement of the ESG risk management system, and ensures the establishment of an effective ESG risk management and internal control system that aligns with industry characteristics and the Group's actual development, thereby guaranteeing that the ESG strategy resonates with the Group's overall development strategy. The Group has established an ESG Strategy Committee as the principal committee responsible for ESG affairs, specifically tasked with executing the work delegated by the Board. The committee provides professional support and decision-making references for the Board to fulfill its ESG governance duties, driving the implementation, supervision and evaluation of ESG initiatives.

Based on the external environment of the industry, macro policy directions, and the Group's medium-to-long-term development strategy, the Group systematically identified core ESG issues through various methods such as questionnaires, discussions, and on-site visits. This

全社會對美好生活的持續需求，為物業服務行業發展帶來全新機遇，也對企業可持續發展能力提出更高要求。本集團深刻洞察行業發展趨勢，始終將ESG發展理念融入企業經營發展核心，建立健全自上而下、權責清晰的ESG管治體系，由董事會全面主導並深度參與ESG重大事宜的審議與決策，核心管理內容包括識別與評估ESG相關風險與機遇、制定集團ESG發展戰略與實施方針、建立系統化的ESG管理政策與落地計畫、審批和審視ESG年度工作目標與績效管理方案，並最終批准每年度的ESG報告等，從頂層設計築牢ESG發展根基。

董事會對本集團的環境、社會及管治策略制定與資訊披露承擔全部責任，牽頭評估並界定集團在環境、社會及管治領域的核心風險，統籌推進ESG風險管理體系建設，確保集團設立適配行業特性與企業發展實際的、有效的ESG風險管理及內部監控系統，保障ESG戰略與企業整體發展戰略同頻共振。本集團設立ESG戰略委員會作為ESG工作主責委員會，專項承接董事會部署的各項工作，為董事會履行ESG管治職責提供專業支撐與決策參考，推動ESG各項工作落地執行與監督評估。

基於行業發展外部環境、宏觀政策導向及本集團中長期發展戰略，本集團通過問卷調研、座談交流、實地走訪等多種形式，對內開展各業務條線、各區域專案的深度調研，對外積極傾聽股東、業主、員工、合作方、社區及政府等各利益相



involved conducting in-depth research across internal business lines and regional projects, while actively listening to the demands and expectations of external stakeholders including shareholders, property owners, employees, partners, communities, and governments. These efforts clarified the focus and direction of ESG work, which primarily encompasses: Corporate Governance, Risk and Crisis Management, Climate Change and Green Low-Carbon Development, Employee Rights and Benefits, Employee Diversification and Talent Development, Customer Service and Rights Protection, Community Development and Social Welfare, and Digitalization-Enabled Sustainable Operations. Regarding these core issues, the Group incorporates them into key areas of daily operational management, establishes corresponding performance indicators and improvement mechanisms, implements targeted and normalized management, and dynamically adjusts its sustainable development management strategies and approaches based on evolving stakeholder expectations and the Group's operational realities, continuously enhancing its sustainability performance.

The Group has established a clearly defined ESG governance structure. Under the overall coordination of the Board and the ESG Strategy Committee, an ESG Reporting Work Group has been formed. This group is led by senior management and includes mid-to-senior level managers from core departments, such as the President's Office, Financial Management Center, Human Resources Center, Strategy and Brand Center, Operations and Quality Control Center, Market Development Center, and various Regional Service Centers. It comprehensively covers departments related to the Group's daily management and business operations, is dedicated to advancing routine ESG work, collecting and organizing information, and preparing and disclosing reports, ensuring that ESG efforts are implemented horizontally across all functions and vertically down to all business scenarios and management processes.

關方的訴求與期望，系統性識別出集團核心ESG議題，以此明確ESG工作重點與發展方向，核心涵蓋：企業管治、風險及危機管理、氣候變化與綠色低碳發展、員工權益與福利、員工多元化發展與人才培養、客戶服務與權益保障、社區發展與社會公益、數智化賦能可持續運營等。針對上述核心議題，本集團將其納入日常經營管理的重點審視範疇，建立對應的績效指標與提升機制，開展目標化、常態化管理，並根據利益相關方期望變化與集團經營發展實際，動態調整可持續發展管理策略與推進方式，持續提升企業可持續發展水準。

本集團搭建了層級清晰的ESG管治結構，在董事會及ESG戰略委員會的統籌下，組建由高層管理人員領銜、各核心部門中高層管理人員參與的ESG報告工作小組，工作組成員由總裁辦、財務管理中心、人力資源中心、戰略品牌中心、運營品控中心、市場發展中心及各區域服務中心的代表組成，全面覆蓋集團日常管理與業務運營的各相關部門，專項負責ESG日常工作的推進、資訊收集與整理、報告編制與披露等事宜，確保ESG工作橫向到邊、縱向到底，落地至各業務場景與管理環節。

This report provides a detailed disclosure of the progress and achievements of Dexin Service's ESG work for the year 2025. As the highest body responsible for and deciding on the Group's ESG matters, the Board has thoroughly reviewed the content of this report, confirming that it contains no false records, misleading statements, or material omissions. The Board assumes full responsibility for the authenticity, accuracy, and completeness of the information presented in this report.

In 2025, Dexin Service consistently placed its ESG strategy at the core of its business operations. Led by the Board, the principles of environmental stewardship, social responsibility, and corporate governance were deeply integrated into strategic planning and business processes across all operations. Focusing on green and low-carbon development, responsible commitments, and compliant governance, the Group steadily advanced the implementation of ESG practices, establishing ESG as a key pillar supporting the Group's ability to navigate industry cycles and achieve long-term development.

This year, the Group achieved remarkable results in implementing its ESG strategy. In the environmental dimension, guided by the "dual carbon" goals, the rooftop photovoltaic power generation project at the Hangzhou Dexin Center, a benchmark initiative, was successfully connected to the grid. Leveraging the concentrated advantages of Hangzhou's robotics industry chain, the Group also visited leading local technology companies to promote the pilot application of intelligent robots in property service scenarios. This dual "digitalization + greening" approach helped reduce the operational carbon footprint. In the social dimension, the Group focused on four key areas: "urban services, poverty alleviation and common prosperity, Bosom Friend communities, and public welfare education". Initiatives included the Blue Ribbon public welfare campaign, the third phase of the "Shengquan Class" school-enterprise collaboration, the "Bosom Friend Anti-Fraud" initiative in partnership with the Hangzhou Public Security Anti-Fraud Center, and thoughtful measures within urban services such as care for outdoor workers, noise-free exam support, and "Jiangcheng Sentinels" community governance. In the governance dimension, the Group deeply integrated Party building with corporate development. The Dexin Shengquan Party Branch was upgraded to a Party General Branch. The Group also refined its star-rated butler training system and organized a study tour to learn about the service philosophy of Pangdonglai, strengthening the foundation for compliant operations and comprehensively enhancing service quality.

Climate change is a global challenge and a key focus of the Group's ESG efforts. We solemnly commit to steadfastly pursuing a carbon-neutral development path. Driven by "technology + scenarios", and building on the photovoltaic project at Dexin Center, we will accel

本報告詳盡披露德信服務2025年ESG工作的進展與成效。董事會作為集團ESG事宜的最高負責及決策機構，已對本報告內容進行全面審核，確保本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，董事會對本報告內容的真實性、準確性和完整性承擔全部責任。

2025年，德信服務始終將ESG戰略置於企業經營核心，董事會牽頭將環境、社會、公司治理理念深度融入戰略規劃與業務運營全流程，以綠色低碳、責任擔當、合規治理為抓手，扎實推進ESG實踐落地，讓ESG成為企業穿越行業週期、實現長期發展的重要支撐。

本年度，集團ESG戰略落地成效顯著。環境錢層面，我們以“雙碳”為指引，杭州德信中心屋頂光伏發電標杆專案並網發電，同時借力杭州機器人產業鏈聚集優勢，走訪本土頭部科技企業，推動智能機器人在物業服務場景試點應用，以“數智化+綠色化”雙輪降低運營碳足跡。社會層面，我們深耕“城市服務、紓困共富、知己社區、公益助學”四大範疇，落地藍絲帶公益行動，推進第三屆“盛全班”校企合作，與杭州公安反詐中心開展“知己反詐”行動，在城市服務中推出戶外工作者關懷、靜音護考、“江城哨兵”社區共治等暖心舉措。治理層面，我們將黨建與企業發展深度融合，德信盛全黨支部升格為黨總支，完善星級管家培養體系、組織胖東來服務理念研學，築牢合規經營根基，全方位提升服務品質。

氣候變化是全球共同挑戰，亦是集團ESG工作的重要著力點，我們鄭重承諾：將堅定踐行碳中和發展路徑，以“技術+場景”為驅動，在德信中心光伏專案基礎上，加快分佈式光伏發電在全國專案規模化落地，全面推廣節能技術，最大化提升可再生

erate the large-scale implementation of distributed photovoltaic power generation across national projects. We will comprehensively promote energy-saving technologies and maximize the utilization rate of renewable energy. We will continue to drive the integration of digital intelligence with green and low-carbon practices, exploring the application of intelligent robots in energy-saving operations, thereby contributing to the national “dual carbon” strategy through concrete actions as a property management enterprise.

Talent is the core asset of the enterprise. Moving forward, we will continue to build a diversified and inclusive talent development system, optimizing the age and professional structure of our workforce to provide equal employment and development opportunities for talents from diverse backgrounds. We will deepen the certification and training for star-rated butlers and strengthen school-enterprise integration through industry-education collaboration. At the same time, adhering to a “people-oriented” approach, we will regularly implement care initiatives such as holiday greetings and frontline visits and discussions. Through the Blue Ribbon public welfare platform, we will commend and support outstanding employees, enabling each employee to realize their personal value and fostering the strength of a diverse and motivated team.

Community is the core scenario of our service. Giving back to the community and co-creating a better city is the original aspiration of Dexin Service. In the future, aiming to become a “service provider for future urban life relationships”, we will promote proven initiatives such as convenience services for outdoor workers and the “Jiangcheng Sentinels” co-governance model nationwide. We will continue to deepen the Blue Ribbon public welfare initiative, strengthen practices in rural support and public welfare education, enrich cultural activities within “Bosom Friend communities”, and drive innovation in the multi-party co-governance model involving “property management + government + community + residents”, making urban services more compassionate.

The Board will continue to play a leading role in ESG strategy, continuously improving the ESG management system and implementation measures. With greater determination to pursue green and low-carbon development, a more open approach to fostering talent diversity, and more concrete actions to give back to society, we will always uphold our original aspiration in property services. Together with all stakeholders, we will leverage ESG to lead high-quality development, contributing Dexin’s strength to building a better urban life and promoting sustainable social development.

能源利用率；持續推動數智化與綠色低碳融合，探索智能機器人在節能運維中的應用，以物業企業的實際行動助力國家“雙碳”戰略。

人才是企業核心資產，未來我們將持續打造多元化、包容性的人才發展體系，優化員工隊伍年齡、專業結構，為不同背景人才提供平等的就業與發展機會；深化星級管家認定培訓、校企產教融合。同時堅守“以人為本”，常態化開展節日慰問、一線走訪座談等關懷舉措，依託藍絲帶公益表彰慰問優秀員工，讓每一位員工都能實現個人價值，凝聚多元奮進的團隊力量。

社區是我們服務的核心場景，回饋社區、共建美好城市是德信服務的初心。未來我們將以“未來城市生活關係服務商”為目標，把戶外工作者便民服務、“江城哨兵”共治等成熟舉措全國化推廣；持續深耕藍絲帶公益，深化鄉村助農、公益助學實踐，豐富“知己社區”文化活動，推動“物業+政府+社區+居民”多方共治模式創新，讓城市服務更有溫度。

董事會將持續發揮ESG戰略引領作用，不斷完善ESG管理體系與落地舉措，以更堅定的決心踐行綠色低碳、更開放的姿態推動人才多元化、更務實的行動回饋社會。我們將始終堅守物業服務初心，與各位利益相關方攜手同行，以ESG引領高質量發展，為構建美好城市生活、推動社會可持續發展貢獻德信力量！

# 關於本集團

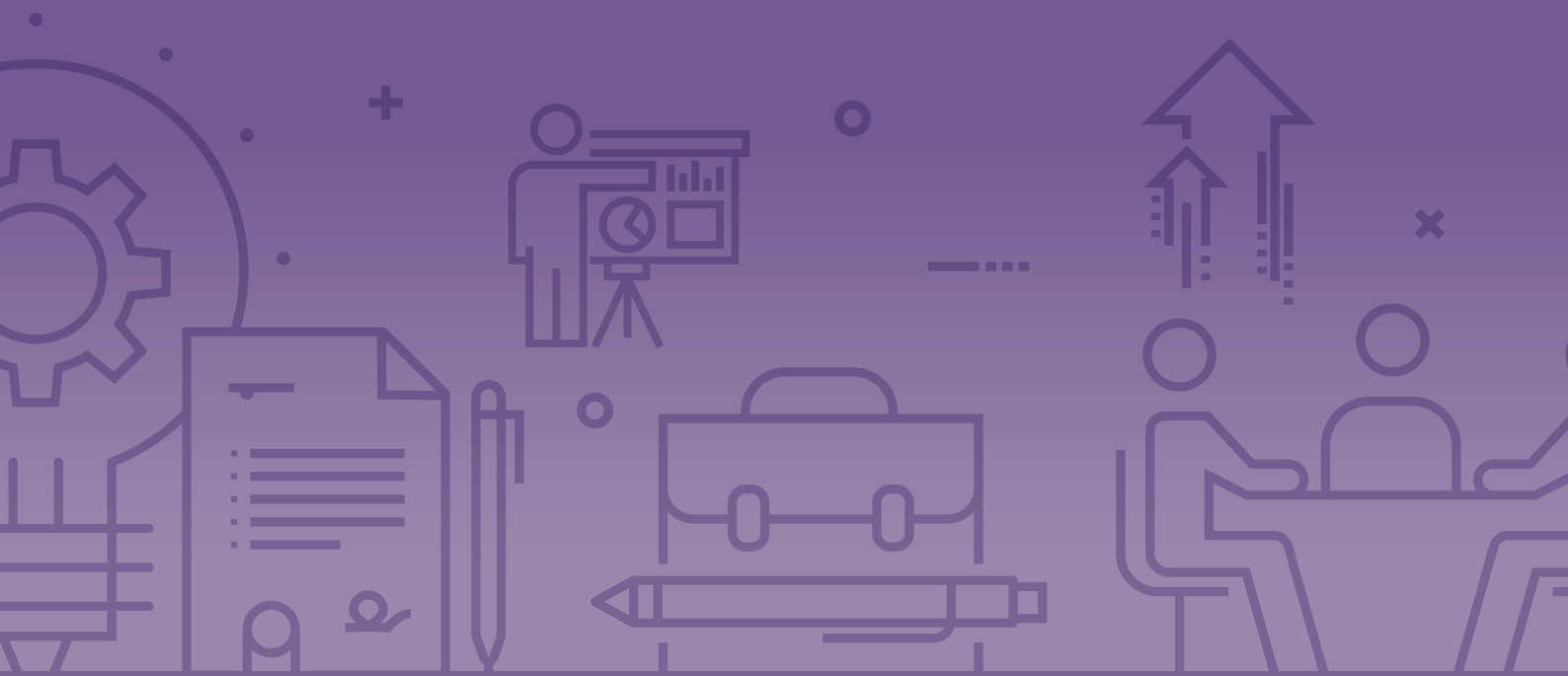
## ABOUT DEXIN SERVICES

The Group is a comprehensive property management service provider with a national first-grade qualification, headquartered in Hangzhou and deeply rooted in the Yangtze River Delta region. The Group manages a broad range of property types. Adhering to a market-oriented development approach, the Group actively expands into diverse business formats, covering mid-to-high-end residential properties, shopping malls, office buildings, industrial parks, schools, hospitals, transportation hubs and more. Since its establishment, the Group has focused on three core business lines: property management services, non-owner value-added services, and value-added community services, providing comprehensive services for both residential and non-residential properties, establishing a strong brand image within the industry. The Group has been ranked among China's top 100 property service companies for 12 consecutive years and has received multiple industry honors, including "Leading Brand Enterprise in Market-Oriented Property Service Operations in China", "Top 100 Enterprises in High-Quality Service Capability in China Property Management", and "Five-Star Service Enterprise in Hangzhou". Its business operations are highly recognized in China's property management industry, solidifying its leading position in the property service market of East China.

On July 15, 2021, Dexin Services Group was successfully listed on the main board of the Hong Kong Stock Exchange, and won the title of the most valuable Property Company of the sixth Golden Hong Kong Stock Year in that year, marking the new journey of the development of the Group. In 2022, the Group was officially designated as the official property service provider for Asian Games Hangzhou and Asian Para Games, deeply participating in comprehensive event services. It also released the industry's first "Asian Games Gold Standard Service White Paper", successfully delivering high-standard urban-side support for the Games and further enhancing its brand influence.

本集團是一家總部位於杭州，深耕長江三角洲地區的國家一級資質綜合性物業管理服務提供商，擁有豐富且廣泛的管理業態。集團堅持市場化運營發展思路，積極拓展多元化業態，業務覆蓋中高端住宅、商場、辦公寫字樓、產業園區、學校、醫院、交通樞紐等。自成立以來，集團以物業管理服務、非業主增值服務及社區增值服務三條業務線為核心，為住宅和非住宅物業提供全維度服務，已在行業內樹立起優質的品牌形象。本集團已經連續十二年躋身於中國物業服務企業百強，同步斬獲“中國物業服務市場化運營領先品牌企業”、“中國物業高品質服務力百強企業”、杭州市五星級服務企業等多項行業榮譽，其業務經營在中國物業管理行業備受肯定，也確立了我們在華東地區物業服務市場的領先地位。

2021年7月15日，德信服務集團成功在香港聯交所主板上市，並於當年榮獲第六屆金港股年度最具價值物業公司稱號，標誌著本集團的發展邁上新征程。2022年，集團正式成為杭州亞運會、亞殘運會官方物業服務供應商，深度參與賽事全維度服務，發佈行業首部《亞運金牌服務標準白皮書》，高標準完成亞運城市側保障工作，品牌行業影響力進一步提升。



In 2025, amidst industry competition, the Group courageously looked inward and proactively sought change, consistently prioritizing financial health, operational efficiency, and organizational strength as core business principles. Focusing on “enhancing cash flow, strengthening operations, and building a robust organization”, the Group drove management efficiency, organizational optimization, and resource consolidation. This approach solidified its foundational position amidst industry volatility, achieving dual improvements in operational quality and risk resilience. Early in the year, the Dexin Shengquan Party Branch was formally upgraded to the Dexin Shengquan Party General Branch, advancing Party building to a “deeper and more comprehensive” level, successfully transforming the soft power of Party building into tangible service support. Concurrently, under the “Beautiful Community” red service brand framework, the Group continued to drive innovation in community governance models, with several projects becoming national examples of property management’s role in urban governance. This resulted in bidirectional improvements in market expansion capabilities and service quality.

Facing waves of industry transformation, the Group proactively embraced new quality productive forces in service, consistently pursuing the principles of green, low-carbon, and digitalized development. Driven by green energy and intelligent technology, the Group promoted innovation across its industrial chain, steering its service model toward intelligent transformation and empowering high-quality development. Integrating green and low-carbon development into its core operations, following the release of the “Dexin Service Carbon Neutrality White Paper” in 2021, the Group’s first benchmark rooftop photovoltaic and energy storage project—the rooftop photovoltaic renovation project at Dexin Center in Hangzhou East Railway Station CBD—was successfully connected to the grid in June. Utilizing nearly 4,000 square meters of rooftop space to create a green energy hub, the project generates 690,000 kWh of electricity annually, reducing carbon emissions by approximately 700 tons per year. It serves as an exemplary model for green renovation of high-energy-consuming commercial complexes. Additionally, the green energy generated by

2025年，在行業競爭中，集團勇於刀刃向內、主動求變，始終將財務健康、運營高效、組織有力作為經營核心，以“強現金、強運營、強組織”為抓手，推動管理提效、組織優化、資源聚焦，在行業波動中築牢發展基本盤，實現經營品質與抗風險能力雙提升。年初，德信盛全黨支部正式升格為德信盛全黨總支，黨建工作從邁向“縱深發展”，成功將黨建軟實力轉化為服務硬支撐。同時，集團在“裏仁為美”紅色服務品牌框架下持續推動社區治理模式創新，多個專案成為全國物業參與城市治理的典範，市場化拓展能力與服務品質實現雙向提升。

面對行業變革浪潮，集團主動擁抱服務新質生產力，持續踐行綠色低碳與數智化發展理念，以綠能低碳、智能科技雙輪驅動產業鏈創新，推動服務模式向智慧化轉型，賦能企業高質量發展。其中，將綠色低碳發展融入經營核心，繼2021年發佈《德信服務碳中和白皮書》後，集團首個屋頂光伏儲能標杆專案——杭州東站CBD德信中心屋頂光伏改造專案於6月成功並網發電。專案利用近4000平方米屋頂空間打造綠色能源站，年發電量達69萬度，年減碳約700噸，成為高耗能商業綜合體綠色改造的優質樣本。同時，將光伏專案產生的綠色能源應用於

the photovoltaic project is applied to public scenarios beneficial to residents, such as community non-motor vehicle charging stations, allowing the benefits of green development to reach property owners and highlighting the social responsibility and commitment of local property management enterprises.

Under the Group's high-end commercial office brand, "Shipu Lianhang", security and cleaning robots were deployed at the Dexin Center complex, creating a new service landscape of "AI empowerment + human-machine collaboration" that enables intelligent and standardized operations for security and cleaning. At Hangzhou Zhiyi, intelligent delivery robots were implemented in IFM integrated facility management, forming a standardized application solution that significantly enhances service efficiency and precision.

Guided by Party building in advancing public welfare initiatives, the Group continues to deepen the development of its "Blue Ribbon" public welfare brand. Using the "Blue Ribbon" as a symbol of care, the Group connects communities, property owners, and employees to carry out a series of public welfare activities, including supporting the elderly, caring for children, assisting the disabled, and anti-fraud awareness campaigns. Over the course of the year, more than 100 public welfare activities were implemented, reaching over 50,000 community residents, embedding the warmth of public welfare into every aspect of community services. At the same time, staying true to its more than decade-long commitment to public welfare education, the Group has deepened the "Shengquan Class" training model. In 2025, it initiated an in-depth industry-education collaboration with Zhejiang Institute of Construction, establishing a new Shengquan Class and providing full tuition support, while co-building a smart property training base. This initiative achieves an integrated "teaching-training-employment" pathway, leveraging educational philanthropy to nurture talent for the industry and demonstrating the Group's corporate social responsibility and industry commitment.

The Group deepens its brand proposition of "Bosom Friend Service, Accompanying with Care". Taking the high-quality service experience of Pangdonglai as a benchmark, the Group organized employee groups to travel to Xuchang, Henan for study and internal thematic training. This effort integrates refined, warm service standards into all operational processes. Amid industry fluctuations, the Group has firmly maintained a high level of customer satisfaction, embarking on a new journey of high-quality development with more refined and heartfelt services.

園區非機動車公用充電等民生場景，讓綠色發展成果惠及廣大業主，彰顯本土物業企業的社會責任與擔當。

集團旗下高端商辦品牌世普聯行在德信中心綜合體落地安防機器人、清潔機器人，構建"AI賦能+人機協同"服務新圖景，實現園區安防、保潔的智能化、標準化作業；杭州之翼的智能配送機器人在IFM綜合設施管理中形成標準化應用方案，大幅提升服務效率與精準度。

在黨建引領公益發展的道路上，集團持續深耕"藍絲帶"公益品牌建設，以"藍絲帶"為愛心紐帶，聯動社區、業主、員工，開展助老、扶幼、助殘、反詐宣傳等系列公益行動，全年落地公益活動超百場，覆蓋超5萬社區居民，讓公益溫暖融入社區服務的每一個角落；同時延續十餘年公益助學初心，深化"盛全班"培育模式，2025年與浙江建設職業技術學院開啟產教融合深度合作，設立新一期盛全班並提供全額學費資助，共建智慧物業實訓基地，實現"教學-實訓-就業"一體化培養，以教育公益助力行業人才培育，彰顯企業社會責任與行業擔當。

集團深化"知己服務，有愛相伴"的品牌主張，以"胖東來"優質服務經驗為標杆，組織員工分批前往河南許昌研學並開展內部專題培訓，將精細化、有溫度的服務標準融入全流程，在行業波動中牢牢穩住客戶滿意度高位，以更精細、更有溫度的服務，開啟高質量發展新征程。

## Awards and Commendations

Through nearly two decades of development, the Company actively built the whole industrial chain of the modern service industry and became a comprehensive service group. Its subsidiaries include the property management company, the engineering technology company, the green environment company, the life service company, the asset management company, the high-tech company, the apartment management company, the business service company, etc. At the same time, the Company has formed a three-line parallel business development model of property management service, value-added community service, and non-owner value-added service.

## 獎項與表彰

通過20餘年的發展，公司積極打造現代服務業全產業鏈，已成為一家綜合性服務集團。旗下包括：物業管理公司、工程技術公司、綠化環境公司、生活服務公司、資產管理公司、國家高新科技公司、公寓管理公司、商務服務公司等。與此同時，公司形成了物業管理服務、社區增值服務、非業主增值服務三線並行業務發展模式。



中國物業服務百強企業  
第19位

Ranked 19th among 2025 TOP100 Property Management Companies in China



中國商業物業服務企業  
優秀品牌

Excellent Brand among China's Commercial Property Service Enterprises in 2025



中國物業服務市場化運營  
領先品牌企業

Recognized as a Leading Brand Enterprise in Market-Oriented Property Service Operations in China in 2025



中國物業高品質服務力  
百強企業

2025 Top 100 High-quality Service Property Management Companies in China



浙江省物業服務企業  
AAA信用等級

Awarded AAA Credit Rating for Property Service Enterprises in Zhejiang Province in 2025



杭州公建物業  
十大品牌物業服務企業

Ranked among the Top 10 Public Building Property Service Brands in Hangzhou in 2025



杭州市住宅物業  
十大品牌物業服務企業

Ranked among the Top 10 Residential Property Service Brands in Hangzhou in 2025



中國物業管理協會理事單位  
Governing Unit of the China Property Management Institute

## Industry Conferences and Forums

The Group has been actively participating in influential forums and strategic summits in the property management industry, sharing its own experience and discussing market trends and the industry's future development with peers. While keeping abreast of market trends, the Group also helps to promote the development and progress of the property management industry in China, contributing to the society's high-quality development and enhancing the value of sustainable urban development. During the Year, the Group participated in industry conferences and forums, including:

2025 Press Conference for the Research on the Top 100 PRC Property Enterprises by Comprehensive Strengths

2025 Press Conference of the Research Findings for the Top 100 PRC Property Service Enterprises and the 18th Forum for Entrepreneurs of the Top 100 PRC Property Service Enterprises

China Property Management Industry High-Quality Development Series Salon — ESG Construction and Low-Carbon Energy Conservation Practices

The 3rd Council Meeting of the 6th China Property Management Institute

2025 Property Management Industry Publicity Work Conference of the China Property Management Institute

Handover Meeting of the 2025 Human Resources Development Professional Committee of the China Property Management Institute

The 8th Property Management Innovation and Development Forum (Main Forum) & The 2nd Plenary Meeting of the 6th Council of the China Property Management Institute

In the future, the Group will continue to consolidate its strategic layout in the property management and value-added service industry chain, strive to optimize the quality of products and services, and continuously strengthen its market competitiveness.

## 行業會議及論壇

一直以來，本集團積極參與物業管理行業裏具影響力的論壇及戰略峰會，在分享自身經驗的同時也能與同行討論市場趨勢及行業未來發展，在掌握市場的動向的同時也協助推動中國物業管理行業的發展及進步，為社會高質量發展和提升城市可持續發展的價值作出貢獻。本年度，本集團參與了多個行業會議及論壇，包括：

2025年度中國物業綜合實力百強企業研究發佈會

2025中國物業服務百強企業研究成果發佈會暨第十八屆中國物業服務百強企業家論壇

中國物業管理行業高質量發展系列沙龍——ESG建設與低碳節能實踐

中國物業管理協會六屆三次理事會

中國物業管理協會2025物業管理行業宣傳工作會

中國物業管理協會2025人力資源發展專業委員會換屆會議

第八屆物業管理創新發展論壇（主論壇）暨中國物業管理協會第六屆理事會第二次全體會議

在未來，本集團會繼續鞏固自身在物業管理和增值服務產業鏈的戰略佈局，致力優化產品和服務品質，不斷強化自身市場的競爭力。

## ESG Governance

Good ESG governance lays the foundation for sustainable development. A robust ESG governance structure would help enhance the Group's ESG performance and help us manage the risks and opportunities of our business operations in a better way. The Group has formulated an Environmental, Social, and Corporate Governance Policy, which sets out the ESG management structure and management strategy to pursue business development while fulfilling our ESG commitments. The Company's Board of Directors (the "Board") assumes the responsibility of formulating the Group's ESG strategy, and ensuring appropriate and effective ESG risk management and internal control systems in place. The Board will monitor the performance of the Group's ESG policy in each unit, regularly review the implementation of the ESG policy and ensure that the Group's ESG governance complies with the requirements of the relevant regulatory bodies. The Board also holds regular meetings annually and utilize communication channels such as thematic reports to stay informed about the latest developments and international trends in the ESG market. They carefully review the potential sustainability risks and opportunities faced by the Group and adjust operational strategies in a timely manner to mitigate any negative impact on the Group's business development. Additionally, the Board oversees the preparation of the annual ESG report, ensuring its content and quality comply with regulations and meet the Board's requirements.

### Board Diversity Policy

The Company has adopted a Board Diversity Policy, which sets out the approach to achieving diversity on the Board. The Company is fully aware of the benefits brought by Board diversity and views the increasing diversity at the Board level as a key element in supporting the Group in achieving its strategic goals and maintaining sustainable development. The Group seeks to achieve Board diversity by considering a variety of factors, including but not limited to professional experience, skills, knowledge, educational background, gender, age, and ethnicity. Furthermore, the composition of the Board demonstrates a balanced range of experience, encompassing general management, brand enhancement, business development, legal, finance, auditing, and accounting expertise. The directors range in age from 45 to 74, and their educational backgrounds span multiple fields, including civil engineering, corporate management, public administration, accounting, agricultural economics and management, international economics, and journalism and communication.

The Company has adopted the Board Diversity Policy and is committed to achieving an appropriate level of diversity among Board members in light of the Group's evolving circumstances. In summary, the Board Diversity Policy stipulates that, when considering nominations and appointments of directors, with the assistance of the Nomi

## ESG管治

優良的ESG管治為企業可持續發展打下根基，而穩健的ESG管治架構將有助提升集團的ESG表現，同時協助我們更好的掌握業務營運所遇到的風險與機遇。本集團已制定環境、社會及企業管治政策，清楚列明ESG管理架構及管理方針，使我們在追求業務發展的同時能實踐對環境、社會及企業管治方面的承諾。本公司董事會（「董事會」）承擔起制定集團ESG策略的職責，確保設立合適及有效的ESG風險管理及內部監控系統，並會監督集團的ESG政策在各個單位的表現，同時亦會定期檢討ESG政策的實施情況及確保本集團的ESG管治符合相關監管機構的規定。董事會亦會每年定期舉行會議及專題報告等溝通管道以瞭解最新的ESG市場發展及國際趨勢，謹慎審視本集團所面對的潛在可持續發展風險與機遇，並適時調整營運方針，以減低對集團業務發展的負面影響。董事會也會監督年度ESG報告的編制，確保其內容及品質合規並符合董事會的要求。

### 董事會多元化政策

本公司已採納董事會多元化政策，其中載列實現董事會多元化的方法。本公司深知董事會多元化帶來的益處並視董事會層面日益多元化為支持本集團達到戰略目標及維持可持續發展的關鍵元素。本集團尋求通過考慮多種因素來實現董事會多元化，包括但不限於專業經驗、技能、知識、教育背景、性別、年齡及種族。此外，董事組合具備均衡的經驗，包括全面管理、品牌提升、業務發展、法律、財務、審計及會計經驗。董事的年齡範圍為45至74歲，教育背景涵蓋土木工程、企業管理、公共管理、會計學、農業經濟與管理、國際經濟到新聞學和傳播學等多個領域。

本公司已採納董事會多元化政策，根據本集團不時的情況，致力達致董事會成員適當的多元化水準。概括而言，董事會多元化政策載列，在提名委員會的協助下，於考慮提名及委任董事時，董事會將會考慮多個方面，包括但不限於專業經。

-nation Committee, the Board will take into account various aspects, including but not limited to professional experience, skills, knowledge, educational background, gender, age, and ethnicity, to better align with the Company's needs and development. All Board appointments are made on a meritocratic basis, considering objective criteria and the benefits of diversity to the Board when evaluating candidates.

The Board currently has one female director, thus achieving gender diversity at the Board level. We will strive to increase the proportion of female and achieve an appropriate balance of gender diversity, taking into account stakeholder expectations and international and local best practice recommendations. We will also ensure the promotion of gender diversity in the recruitment of mid-to-senior level employees and are committed to providing career development opportunities for female employees, thereby establishing a pipeline of female senior management and potential Board successors in the near future.

The Company plans to provide comprehensive training for female employees whom we consider to possess the experience, skills, and knowledge required for our operations and business. This training will cover areas including but not limited to business operations, management, accounting and finance, legal and compliance, and research and development. The Nomination Committee will periodically review the Board Diversity Policy to ensure its continued effectiveness.

Furthermore, under the supervision of the Board, the Group has established an ESG Working Group (the "Working Group"), comprising senior management and other employees with expertise in ESG. The Working Group is responsible for refining the Company's ESG governance structure, ensuring the Company can effectively identify the ESG risks it faces, and formulating management policies and implementation plans for each ESG risk. During the Year, the Working Group formulated a series of actions concerning the Group's performance in environmental protection, employee care, corporate operations, community investment, and other aspects of environmental management and social responsibility. It collectively deliberated on the Group's ESG matters, including conducting materiality assessments to identify key ESG issues, data collection, and data analysis. Some Board members also participated and provided input, ultimately determining the ESG issues requiring the Group's focused attention, thereby planning the Group's future ESG development direction and deployment.

The Group has integrated ESG performance into the core system of its annual performance appraisal for senior management, directly linking it to executive compensation. Core indicators selected for appraisal include the effectiveness of ESG risk management and control, achievements in employee diversity development, the quality of community public welfare implementation, and compliance in

驗、技能、知識、教育背景、性別、年齡及種族，以更好地切合本公司需要及發展。董事會所有委任均以用人唯才為基準，並在考慮人選時考慮客觀標準及對董事會多元化的裨益。

董事會目前擁有一名女性董事，故就董事會而言已達致性別多樣化。我們將參考利益相關者的期望以及國際及本地的最佳實踐建議，致力提升女性比例並實現性別多元化的適當平衡。我們亦將確保於中高級員工招聘中促進性別多元化，並致力為女性員工提供職業發展機會，從而於不久將來提供女性高級管理層管道並擁有董事會潛在繼任者。

本公司計畫為我們認為具備我們營運及業務所需經驗、技能和知識的女性員工提供全面的培訓，包括但不限於業務營運、管理、會計及財務、法律及合規以及研發。提名委員會將不時檢討董事會多元化政策，以確保其持續效力。

此外，在董事會的督導之下本集團成立了ESG工作領導小組（「工作小組」），成員由高級管理層及其他具備ESG方面知識的員工組成。工作小組肩負起完善公司ESG管治架構的設置，確保公司能有效識別所面臨的ESG風險，並針對各項ESG風險制定管理政策和實踐計畫。在本年度，工作小組針對本集團在環境保護、關愛員工、企業運營、社區投資等環境管理和社會責任方面的表現制定了一系列的行動，共同商討有關本集團的ESG事宜，包括進行重要性評估以甄別重要ESG議題，數據收集及數據分析等，而部分董事會成員亦參與其中給予意見，最終厘定本集團需要重點關注的ESG議題，以規劃本集團未來的ESG發展方向及部署。

本集團將ESG績效納入高管年度績效考核核心體系，並與高管薪酬直接掛鉤：選取ESG風險管控成效、員工多元化建設成果、社區公益落地品質、資訊披露合規性等核心指標作為考核要點，設定量化考核標準與權重；若工作取得突出成效、達成標杆性目標，給予專項薪酬獎勵，以此激勵高管層切實履行管理

information disclosure. Quantitative assessment standards and weightings are established. If outstanding results are achieved in these areas, or benchmark goals are met, special compensation incentives are granted. This approach encourages senior management to effectively fulfill their management responsibilities and drives continuous improvement in the Group's ESG performance.

The Working Group will implement ESG-related strategies and action plans, and will regularly report to the Board and review the progress and performance of ESG-related targets through Board meetings. Where necessary, improvement plans will be implemented to ensure that our ESG performance is continuously enhanced and meets the targets set by the Board.

The Group has established a standardized, end-to-end process for identifying and assessing ESG risks, enabling forward-looking identification, quantitative evaluation, tiered management and control, and dynamic optimization of ESG risks, thereby effectively mitigating the adverse impact of ESG risks on the Group's business operations. The specific process is as follows:

Led by the ESG Working Group, at the beginning of each year, work guidelines are issued in light of national policies and regulations, industry development trends, regulatory disclosure requirements, and the Group's annual business strategy. These guidelines specify the scope, dimensions, standards, and key timelines for ESG risk identification for the year.

Various business departments and regional projects conduct comprehensive self-assessments across the three dimensions of environment, society, and governance. Concurrently, the demands and suggestions of internal and external stakeholders—including shareholders, property owners, employees, partners, communities, and government entities—are collected through methods such as surveys, discussions, and interviews.

This process facilitates a thorough identification of potential ESG risks inherent in business operations. Each responsible entity advances implementation efforts in accordance with the risk management and control plans. The ESG Working Group oversees the entire execution process, promptly addressing any issues encountered during implementation to ensure the effectiveness of the control measures.

職責，推動集團ESG表現持續提升。

工作小組將會實踐ESG相關策略及行動方案，並透過董事會會議定期向董事會彙報及檢討ESG相關目標的進度和工作表現，有需要時會推行改善方案以確保我們的ESG表現能持續改善並達至董事會所制定的目標。

本集團建立了標準化、全流程的ESG風險識別與評估流程，實現對ESG風險的前瞻性識別、量化評估、分級管控及動態優化，有效防範ESG風險對集團業務運營的負面影響，具體流程如下：

由ESG工作領導小組牽頭，每年年初結合國家政策法規、行業發展趨勢、監管披露要求及集團年度經營戰略，發佈工作指引，明確本年度ESG風險識別的範圍、維度、標準及工作節點；

各業務部門、各區域專案圍繞環境、社會、企業管治三大維度開展全域自查，同時通過問卷調研、座談交流等方式收集股東、業主、員工、合作方、社區、政府等內外部利益相關方的訴求與建議，全面梳理業務運營中潛在的ESG風險點；

各責任主體按照風險管控方案推進落地工作，ESG工作領導小組對執行過程進行全程監督，及時解決執行中的問題，確保管控措施落地見效。

# 持份者參與

## STAKEHOLDER ENGAGEMENT

The Group attaches great importance to stakeholders' views and recognizes the importance of maintaining close contact and effective communication with them for the long-term development of the Group. Therefore, we have established diversified communication channels to reach out to stakeholders in various fields through different online and offline means. In this way, the Group can understand the views and opinions of internal and external stakeholders to assist the Group in formulating sustainable development strategies that can better balance the interests of the environment and various stakeholders of society.

本集團高度重視持份者的意見，亦深明與持份者保持密切聯繫和有效溝通對企業長遠發展的重要性。因此，我們建立了多元化的溝通管道，希望可以透過線上、線下等不同方式接觸各領域的持份者，瞭解內部及外部持份者的觀點和意見，以協助本集團制定更能平衡環境及社會各方利益的可持續發展策略。

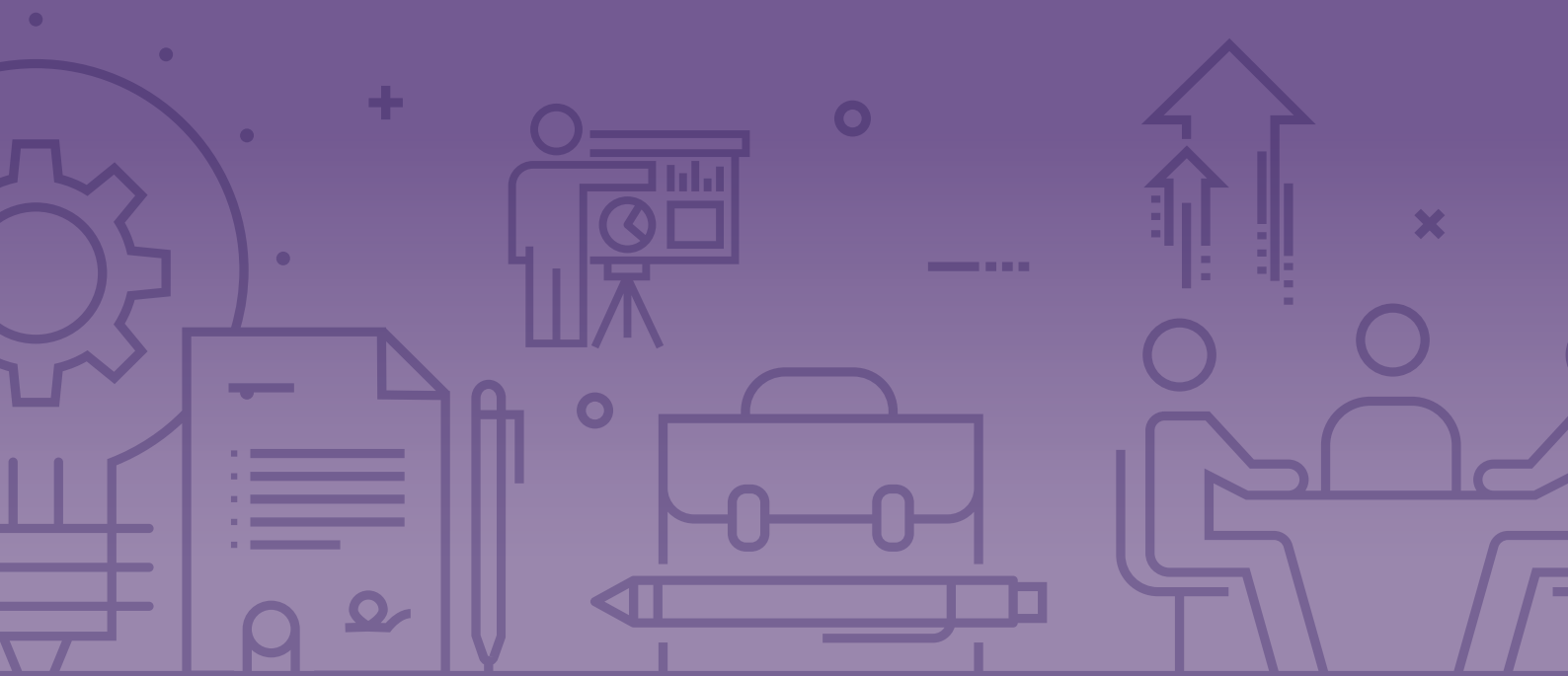
### Stakeholder Communication

The Group has established a series of communication channels and platforms to fully understand the concerns and expectations of various stakeholders on the Group's ESG performance and provide timely responses.

### 持份者溝通

本集團已成立一系列溝通管道及平臺，以全面瞭解各持份者對本集團ESG表現的關注點和期望，從而提供適時的回應。

Stakeholders 持份者	Expectations and Requirements 期望與要求	Communication and response methods 溝通與回應方式
政府及監管機構 Government and Regulators	<ul style="list-style-type: none"> <li>• 遵守法律法規 Compliance with laws and regulations</li> <li>• 帶動地方就業 Promoting local employment</li> <li>• 按時納稅 Pay taxes on time</li> </ul>	<ul style="list-style-type: none"> <li>• 定期彙報資訊 Regular reporting of information</li> <li>• 檢查及監督 Inspection and supervision</li> </ul>
行業 Industry	<ul style="list-style-type: none"> <li>• 促進行業發展 Drive industry development</li> </ul>	<ul style="list-style-type: none"> <li>• 參與行業論壇 Participation in industry forums</li> <li>• 考察互訪 Exchange visits</li> </ul>



Stakeholders 持份者	Expectations and Requirements 期望與要求	Communication and response methods 溝通與回應方式
股東 Government and Regulators	<ul style="list-style-type: none"> <li>• 收益回報 Earnings return</li> <li>• 合規運營 Compliant operations</li> <li>• 提升公司價值 Increase Company value</li> <li>• 資訊透明及高效溝通 Information transparency and efficient communication</li> </ul>	<ul style="list-style-type: none"> <li>• 股東大會 Shareholders' meeting</li> <li>• 集團公告及通函 Group announcements and circulars</li> <li>• 電郵、電話通訊及公司網站 Email, telephone communication and Company website</li> </ul>
合作夥伴 Partners	<ul style="list-style-type: none"> <li>• 誠信經營 Integrity in business</li> <li>• 公平競爭 Fair competition</li> <li>• 依法履約 Performance of contracts in accordance with law</li> <li>• 互利共贏 Mutual benefits</li> </ul>	<ul style="list-style-type: none"> <li>• 審查與評估會 Review and evaluation session</li> <li>• 商務溝通 Business communication</li> <li>• 洽談合作 Negotiate cooperation</li> </ul>
客戶 Clients	<ul style="list-style-type: none"> <li>• 優質產品及服務 Quality products and services</li> <li>• 依法履約 Performance of contracts in accordance with law</li> <li>• 誠信經營 Integrity in business</li> </ul>	<ul style="list-style-type: none"> <li>• 客戶服務中心及熱線 Customer service center and hotline</li> <li>• 客戶意見調查 Customer opinion survey</li> <li>• 客戶溝通會議 Customer communication meeting</li> <li>• 社交媒體平臺 Social media platforms</li> <li>• 回訪 Calling for feedback</li> </ul>

Stakeholders 持份者	Expectations and Requirements 期望與要求	Communication and response methods 溝通與回應方式
環境 Environment	<ul style="list-style-type: none"> <li>• 達標排放 Achievement of emission standards</li> <li>• 節能減排 Energy saving and emission reduction</li> <li>• 合規排放 Compliant emissions</li> <li>• 合理用水 Reasonable water use</li> </ul>	<ul style="list-style-type: none"> <li>• 與當地環境部門交流 Communicate with local environmental bureau</li> <li>• 調研檢查 Conduct survey inspections</li> </ul>
員工 Employees	<ul style="list-style-type: none"> <li>• 權益維護 Rights and benefits protection</li> <li>• 職業健康及安全 Occupational health and safety</li> <li>• 薪酬福利 Compensation and benefits</li> <li>• 職業發展 Career development</li> <li>• 人文關懷 Humanity care</li> </ul>	<ul style="list-style-type: none"> <li>• 員工溝通會 Employee communication meeting</li> <li>• 公司內刊和內聯網 Company newsletter and intranet</li> <li>• 員工信箱 Employee mailbox</li> <li>• 培訓與工作坊 Training and workshops</li> <li>• 員工活動 • Employee activities</li> <li>• 職工代表大會 Staff congress</li> </ul>
社區及人民 Community and People	<ul style="list-style-type: none"> <li>• 改善社區環境 Improving the community environment</li> <li>• 參與公益事業 Get involved in charity work</li> <li>• 資訊公開透明 Open and transparent information</li> </ul>	<ul style="list-style-type: none"> <li>• 公司網站 Company website</li> <li>• 公司公告 Company announcements and circulars</li> <li>• 傳媒採訪 Media interviews</li> <li>• 社交媒體平臺 Social media platforms</li> </ul>

## Materiality Assessment

For the Group, understanding the thoughts and opinions of stakeholders is inextricably linked to the formulation of the Group's overall ESG development strategy. The Group conducts assessments through a full "identification-prioritization-review" process, forming a closed-loop management system. Taking into account the characteristics of the property service industry, relevant policies and regulations, and international standards, the Group preliminarily identified 32 potential ESG issues across the three dimensions of environment, society, and governance, resulting in the formulation of a List of Potential ESG Issues. Using the degree of impact on corporate sustainability and the

## 重要性評估

對本集團而言，瞭解持份者的想法和意見與制訂集團整體ESG發展策略的關係密不可分。本集團按識別-排序-審閱全流程開展評估，形成閉環管理：結合物業服務行業特性、政策法規及國際標準，初步梳理出環境、社會、管治三大層面32項潛在ESG議題，形成《ESG潛在議題清單》；以企業可持續發展影響程度、利益相關方關切程度為雙維度量化打分，繪製重要性矩陣，將議題劃分為高、中、低三個重要等級；將初步排序結果提交董事會審議，結合集團發展戰略調整優化，最終確定

level of stakeholder concern as the two dimensions, the Group quantitatively scored these topics and plotted a materiality matrix, categorizing them into three levels of importance: high, medium, and low. The preliminary prioritization results were submitted to the Board for review and were adjusted and optimized in alignment with the Group’s development strategy. Following this process, the annual highly material ESG issues were finalized, and a dynamic update mechanism was established, featuring a comprehensive annual assessment with provisions for ad hoc adjustments under special circumstances.

In addition to the communication channels listed above, we also collect the views and expectations of management and staff on ESG-related issues through questionnaires to better understand the importance of different sustainability issues to the Group’s development. After the analysis of the information and data collected, the materiality map [The materiality maps referenced in the materiality assessment include the ESG Industry Materiality Map and the Materiality Map provided by MSCI and the Sustainability Accounting Standards Board (SASB), respectively.] provided by reputable external organizations will be taken into consideration, and with the assistance of third-party ESG consultants, ESG issues of higher relevance and importance to the Group will be screened out. The Group eventually identified eight material ESG issues, which would form the basis for the Group’s resource allocation and ESG risk management direction in ESG.

年度高度重要ESG議題，建立年度全面評估、特殊情況臨時調整的動態更新機制。

除了上述所列的溝通管道外，我們亦通過問卷調查的方式收集管理層及員工對ESG相關議題的看法及期望，深入瞭解不同可持續發展議題對集團發展的重要性。當中所收集的資料及數據經分析後，將結合知名外部機構提供的重要性圖譜[重要性評估已參考由明晟公司（MSCI）提供的ESG行業重大性地圖及永續會計準則委員會（SASB）提供的重要性圖譜。]，並在第三方環境、社會及管治顧問的協助下篩選出對本集團而言關聯性及重要性較高的ESG議題。本集團最終識別出8項重大ESG議題，為本集團於ESG方面之資源分配及ESG風險管理路向定下基礎。

Stakeholders 持份者	Expectations and Requirements 期望與要求	Communication and response methods 溝通與回應方式
環境保護 Environmental Protection	<ul style="list-style-type: none"> <li>環境事故預防及處理 Environmental accident prevention and treatment</li> </ul>	<ul style="list-style-type: none"> <li>環境管理體系 Environmental Management System</li> </ul>
僱傭合規 Employment Compliance	<ul style="list-style-type: none"> <li>僱傭合規 Employment Compliance</li> <li>薪酬及福利 Compensation and Benefits</li> <li>晉升及發展 Promotion and Development</li> </ul>	<ul style="list-style-type: none"> <li>人才招聘及僱傭合規 Talent Recruitment and Employment Compliance</li> <li>薪酬及晉升 Salary and Promotion</li> <li>員工福利及活動 Employee Benefits and Activities</li> <li>培訓與發展 Training and Development</li> </ul>
營運管理 Operations Management	<ul style="list-style-type: none"> <li>客戶服務管理 Customer Service Management</li> <li>客戶健康與安全 Customer Health and Safety</li> <li>客戶資訊安全與保護 Customer Information Security and Protection</li> <li>反貪污 Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>品質管理 Quality Management</li> <li>安全管理 Safety Management</li> <li>客戶意見及回饋 Customer Feedback</li> <li>廉潔經營誠信致遠 Integrity and Honesty in Business</li> </ul>

<sup>1</sup>The materiality maps referenced in the materiality assessment include the ESG Industry Materiality Map and the Materiality Map provided by MSCI and the Sustainability Accounting Standards Board (SASB), respectively.

<sup>1</sup>重要性評估已參考由明晟公司（MSCI）提供的ESG行業重大性地圖及永續會計準則委員會（SASB）提供的重要性圖譜。

# 聚焦深耕 堅持高質量發展

## FOCUS ON DEEPENING EXPERTISE AND PERSISTENTLY PURSUE HIGH-QUALITY DEVELOPMENT

As a leading branded property service group in China, we have always regarded “quality” as the cornerstone and core competitiveness of our sustainable development. Adhering to the service philosophy of “Bosom Friend Service, Accompanying with Care”, we are committed to going beyond the scope of traditional property management. Through exceptional service quality, we strive to create an unparalleled living experience for our clients and build better living spaces for the city, ultimately establishing a moat for the long-term value of our enterprise. The Group is strictly following the Product Quality Law of the People’s Republic of China, Urban Real Estate Management Law of the People’s Republic of China, the Property Management Regulations of the People’s Republic of China and other laws and regulations. The Group also formulated a series of internal systems and guidelines to ensure that our services comply with national standards and ensure that customers enjoy high-quality and satisfactory service experiences.

As homeowner demands evolve and government regulatory requirements increase, the importance of property management service quality has become increasingly prominent. Dexin Service takes embracing new quality productive forces as its core direction, exploring new pathways to enhance service capabilities, and strengthening quality management as a key driver for development. The Group has established a dedicated Quality Management Department, building an end-to-end management and control system around three core dimensions: Quality Management (QM), Efficiency Management (EM), and Safety Management (SM). Focusing on the two pillars of “safety” and “service”, the Group concurrently implements practices of new quality productive forces, such as digital intelligent equipment and green energy projects. Through targeted initiatives, it deeply integrates its quality strategy with ESG development principles, solidifying the foundation for high-quality corporate development.

作為中國領先的品牌物業服務集團，我們始終將“品質”視為企業可持續發展的基石與核心競爭力，秉持“知己服務，有愛相伴”的服務宗旨，致力於超越傳統物業管理的範疇，通過卓越的服務品質，為客戶創造極致的居住體驗，為城市構建更美好的生活空間，最終構築起企業長期價值的護城河。本集團嚴格依照《中華人民共和國產品品質法》《中華人民共和國房地產管理法》及《中華人民共和國物業管理條例》等法律規章，制定了一系列內部制度和指引來確保我們的服務符合國家標準，務求讓客戶享受到優質及滿意的服務體驗。

隨著業主需求升級與政府監管要求提升，物業管理服務品質的重要性愈發凸顯，德信服務以擁抱新質生產力為核心方向，探索服務能力突破新路徑，將強化品質管理作為發展抓手。集團專門設立品質管理部門，圍繞品質管理（QM）、效率管理（EM）、安全管理（SM）三大維度構建全流程管控體系，聚焦“安全”與“服務”兩大核心，同步落地數智化智能設備、綠色能源專案等新質生產力實踐，通過專項行動將品質戰略與ESG發展理念深度融合，夯實企業高質量發展根基。



## Quality Management (QM)

Dexin Service firmly believes that exceptional quality stems from a scientific and rigorous management system. In 2025, the Group's Operations Management Center, guided by industry foresight, completed a comprehensive iteration and upgrade of its quality management system. Building upon the strengths of its original service approach, it aims to set a new benchmark for industry quality, while simultaneously deepening the development of service affinity. This achieves a dual enhancement of service quality and customer experience, providing robust systemic support for the QM dimension of management and positioning quality service as a core lever for the social dimension of ESG development.

### Systematic Upgrading to Strengthen the Quality Foundation

**Standard Reforging:** Based on customer value and industry trends, a new quality assessment system was reconstructed, encompassing five dimensions and 21 core indicators, replacing the previous single assessment standard. This achieves greater refinement, visualization, and gradation of service standards, ensuring consistency and leadership in service quality across different projects and property types. Concurrently, the optimized Quality Inspection and Assessment Management Measures were rigorously implemented, refining standard details to align with actual project operational scenarios.

**Process Re-engineering:** An empowering mechanism of "inspecting while instructing, differentiated deductions" was innovatively introduced, transforming quality inspection from a mere assessment tool into an accelerator for frontline service capability enhancement. This replaced the traditional inspection model, promoting on-site problem resolution and the accumulation of frontline experience, forming a virtuous cycle of "inspection — learning — improvement". The Group's Operations and Quality Control Center concurrently strengthened on-site quality management through joint inspections, mystery visits, and the "Sky Eye" system.

## 品質管理 (QM)

德信服務堅信，卓越的品質源於科學、嚴謹的管理體系。2025年，集團運營管理中心立足行業前瞻視野，完成品質管理體系的全面迭代升級，在傳承原有服務優勢的基礎上打造行業品質新標杆，同時深化服務親和力建設，實現服務品質與客戶體驗的雙向提升，為QM維度管控築牢體系支撐，讓品質服務成為ESG社會維度建設的核心抓手。

### 體系化升級，築牢品質基礎

**標準重塑：**基於客戶價值與行業趨勢，重構了涵蓋5大維度、21項核心指標的全新品質評估體系，替代原有單一考核標準，實現了服務標準的精細化、可視化與分級化，確保服務品質在不同專案、不同業態間的一致性與領先性，同步嚴格執行優化後的《品質檢查考核管理辦法》，貼合專案實際運營場景完善標準細節。

**流程再造：**創新引入“以查帶教、差異扣分”的賦能機制，將品質檢查從單純的考核工具，轉變為一線服務能力提升的加速器，替代原有傳統檢查模式，推動問題在現場解決，經驗在一線沉澱，形成了“檢查-學習-改進”的良性迴圈，集團運營品控中心同步通過聯合檢查、神秘訪查、天眼系統等方式，強化現場品質管控。

Efficiency Leap: Through digital means, efficient coordination of three-tier quality control (headquarters, city, project) was achieved. The online inspection completion rate surged from 86.7% to 99.9%, resulting in a qualitative improvement in management efficiency and decision-making response speed. Concurrently, quality rectification orders were issued to regional companies and property service centers regarding on-site quality defects and hazards, requiring timely rectification and closed-loop management to ensure all projects maintain high-quality property management services.

#### Learning “Pangdonglai” Style Service to Convey Quality with Warmth

Building upon the systematic upgrades, the Group places great emphasis on the service attitude and etiquette of its property service personnel. Benchmarking against service industry leaders, it deeply integrates the business philosophy of “love as the core” into service details, further enhancing the affinity of property management services, strengthening homeowners’ sense of belonging and satisfaction, and creating a warm community service ecosystem.

**Scenario Optimization:** Considering the distinct characteristics of different property types such as residential complexes, office buildings, and commercial spaces, differentiated standards for scenario arrangement were formulated. Special emphasis was placed on optimizing the ambiance of core areas like property service centers and corporate office spaces, creating simple, bright, welcoming, and orderly service environments that foster a strong sense of affinity and belonging for residents and service personnel alike, deeply resonating with the “home culture” service philosophy.

**Service Enhancement:** Through daily training, institutional regulations, systematic development, and periodic spot checks, project service personnel are required to provide courteous, appropriate, and warm on-site service. Concurrently, efforts were made to further enhance homeowners’ living experiences, strengthen community activities and cultural development, and foster a harmonious neighborhood atmosphere. Over 3,000 “Bosom Friend Community” themed events were held throughout the year, ensuring that service exceeds expectations and consistently creates customer delight.

#### Benchmark Leadership to Drive Comprehensive Quality Improvement

To promote balanced improvement in service quality across all operations, we launched a plan to establish 31 benchmark projects nationwide. Driven by the dual engines of “homecoming service + benchmark development”, we successfully created 20 industry-leading, high-quality service models through high-standard, stringent closed-loop management. Notable examples include Hangzhou Zhenyuan and Yin’ao Bay, which were recognized as Outstanding Property Management Projects in Hangzhou; Huzhou Times Mansion,

效能躍升：通過數位化手段，實現了總部、城市、專案三級品質管控的高效拉通，線上巡檢完成率從86.7%躍升至99.9%，管理效率與決策回應速度得到質的提升，同步對各區域公司及物業服務中心的現場品質缺陷和隱患下達品質整改令，要求限時整改、閉環管理，確保所有專案維持優質的物業管理服務。

#### 學習“胖東來”式服務，傳遞品質溫度

在體系化升級的基礎上，本集團高度重視物業服務人員的服務態度與禮儀規範，對標服務行業標杆，將“以愛為核”的經營哲學深度融入服務細節，進一步提升物業管理服務的親和力，增強業主歸屬感與滿意度，打造有溫度的社區服務生態。

**場景優化：**結合住宅、寫字樓、商業等不同業態特點，制定差異化的場景佈置標準，重點優化物業服務中心、企業辦公場所等核心區域的場景打造，打造簡潔、明快、親切、有序的服務空間，為住戶與服務人員營造強烈的親和感與歸屬感，深度契合“家文化”服務理念。

**服務升級：**通過日常培訓、制度規範、體系建設以及不定期的抽檢，要求專案服務人員提供有禮、有節有溫度的現場服務，同時進一步提升業主的居住體驗、加強社區活動和文化建設、營造和諧的鄰里氛圍，全年開展3000餘場“知己社區”主題活動，讓服務超越期待，持續創造客戶感動。

#### 標杆引領，推動全域品質提升

為推動全域服務品質均衡提升，我們在全國範圍內啟動31個標杆專案設計計畫，以“歸家服務+標杆建設”雙輪驅動，通過高標準、嚴要求的閉環管理，成功打造20個行業領先的高品質服務典範。如杭州臻園和印奧灣榮獲杭州市物業管理優秀專案、湖州時代公館獲評湖州市優秀美好家園、金華湖海塘莊園一地榮獲金華市寧靜社區……這些標杆專案不僅是集團服務

which was named an Outstanding Beautiful Home in Huzhou City; and a plot of Jinhua Lakeside Manor, which was awarded the title of Quiet Community in Jinhua City. These benchmark projects not only serve as showcases for the Group's service quality but also function as important platforms for value co-creation, achieving harmonious integration of customer value, employee value, and corporate value. At the same time, they fully leverage the radiating and driving effect of benchmarks, promoting the simultaneous improvement and enhancement of service quality across all regional companies and property service centers.

品質的展示窗口，更是價值共生的重要平臺，實現了客戶價值、員工價值與企業價值的和諧統一，同時充分發揮標杆輻射帶動作用，推動各區域公司、各物業服務中心服務品質同步提質增效。



## Efficient Management (EM)

The service efficiency of property management is the ultimate manifestation of service functionality and a core reflection of an enterprise's comprehensive strength. Building upon the quality management achievements in the QM dimension, in 2025, leveraging digital transformation and the pilot implementation of new quality productive forces as key drivers, the the Group accelerated the optimization and restructuring of its organization to build an agile and efficient service system, achieving a dual leap in service efficiency and service quality. At the same time, the Group promoted the transformation of the service model from "passive response" to "proactive engagement", comprehensively optimizing the customer service experience while practicing ESG values through cost reduction and efficiency enhancement.

### Digital Empowerment to Enhance Response Efficiency

Digitalization is the core support for improving service efficiency. Through digital upgrades, the Group built an agile service system. While creating a positive first impression of service quality and enhancing the perception of service standards, the Group took the lead in implementing intelligent equipment such as unmanned cleaning robots. This significantly optimized the efficiency of the entire service process, achieving effective coordination of three-tier efficiency management (headquarters, city, project) and enabling faster service responses and more efficient handling.

## 效率管理 (EM)

物業管理的服務效率是服務功能的最終體現，更是企業綜合實力的核心彰顯。承接QM維度的品質管控成果，2025年本集團以數智化轉型和新質生產力試點落地為重要抓手，加速組織結構優化調整，構建敏捷高效的服務體系，實現服務效率與服務品質的雙躍升，同時推動服務模式從“被動回應”向“主動出擊”轉變，全方位優化客戶服務體驗，同時以降本增效實踐踐行ESG價值理念。

### 數智化賦能，提升回應效能

數智化是提升服務效率的核心支撐，本集團通過數位化升級構建敏捷服務體系，在打造優質服務第一感官印象、提升服務品質感知度的同時，率先落地無人清潔機器人等智能設備，顯著優化服務全流程效率，實現總部、城市、專案三級效率管控的高效拉通，讓服務回應更快速、處置更高效。

**Service Response Time:** Relying on intelligent systems, 100% of homeowner requests are processed online, breaking down traditional communication barriers. The average response time for work orders reached 15 seconds, and the average response time for homeowners' online service requests was 13.5 minutes, significantly enhancing customer service perception.

**Service Handling Time:** The Group accelerated organizational restructuring through initiatives such as management flattening, integration of business and finance, and project clustering. These changes contributed to improved per capita efficiency in projects and enhanced management decision-making efficiency. By establishing a 24-hour nationwide customer service center, the Group ensures uninterrupted, round-the-clock responses to service demands throughout the year. We have set standards of a 2-hour resolution cycle for emergencies, 24-hour completion for routine matters, and 72-hour feedback for complex issues. Combined with an intelligent system, this has resulted in a 99.53% completion rate for work orders within 24 hours and a 99.5% resolution rate for issues raised via property owner calls.

**Intelligent Equipment for Cost Reduction and Efficiency Enhancement:** The Group deployed unmanned cleaning robots at the Dexin Center complex in Hangzhou East Railway Station CBD. These robots cover core areas such as the main roads within the complex, building corridors, and public area hallways. Equipped with features such as automatic charging, intelligent obstacle avoidance, and synchronized disinfection and dust removal, a single unit achieves an increase in cleaning efficiency of over 60%. Furthermore, the robots can perform comprehensive cleaning in hard-to-reach areas like corners and dead zones—areas often missed by manual cleaning—ensuring more consistent environmental hygiene in public spaces. This truly realizes the triple objectives of “cost reduction, efficiency enhancement, and quality improvement”, serving as a typical practice of new quality productive forces in property service efficiency management.

#### Refined Management to Optimize Handling Effectiveness

Efficient service requires not only rapid response but also high-quality handling. To optimize service handling effectiveness, the Group has established comprehensive relevant rules and regulations, along with a year-round full-coverage training system. At the frontline service level, a professional script library has been developed for high-frequency issues concerning homeowners, such as environmental hygiene, public area safety, public area repairs, payment inquiries, and parking management, comprehensively enhancing the professionalism of frontline service personnel. At the customer service level, a 48-hour post-incident follow-up system is strictly implemented after homeowners report issues, effectively improving homeowners' service perception and ensuring efficient closed-loop resolution of reported issues.

**服務回應時間:** 依託智能化系統實現業主訴求100%線上流轉，打破傳統溝通壁壘，工單平均回應時間達到15秒，業主線上報事平均回應時間13.5分鐘，大幅提升客戶服務感知度。

**服務處理時間:** 加速組織結構調整，通過管理扁平化、業財一體化、專案組團化等變革舉措，促進專案人均效能和管理決策效率的提升；建立24小時全國客服中心，實現服務需求全年全時段不間斷回應，設定緊急事件2小時閉環、常規事務24小時辦結、複雜事項72小時回饋的標準，結合智能化系統，達到工單24小時內處置完畢率99.53%，業主來電問題解決率99.5%。

**智能設備降本增效:** 集團在杭州東站CBD德信中心綜合體上線無人清潔機器人，覆蓋園區主幹道、樓道、公區走廊等核心區域，設備具備自動充電、智能避障、同步消毒除塵等功能，單臺設備實現清潔效率提升60%以上；同時機器人可實現邊角、死角等人工清潔盲區的全覆蓋清潔，讓公區環境衛生品質更穩定，真正實現“降本、增效、提質”三重目標，成為新質生產力在物業服務效率管理中的典型實踐。

#### 精細化管控，優化處理效果

高效的服務不僅需要快速回應，更需要優質處置。為優化服務處理效果，本集團建立完善相關規章制度及全年全覆蓋培訓體系，在基層服務層面，針對業主關心的環境衛生、公區安全、公區維修、繳費諮詢、停車管理等高頻問題，建立專業話術庫，全面提升一線人員服務專業度；在客戶服務層面，嚴格實施業主報事後48小時回訪制度，切實提升業主服務感知度，推動業主報事高效閉環解決。

### Proactive Service and Front-Loaded Efficiency Improvement Measures

As the service entity closest to homeowners' doors, the Group, on the foundation of improving response and handling efficiency, continues to deepen proactive service initiatives to further optimize property service efficiency. By anticipating customer needs and addressing service pain points in advance, the Group implements the following four actions:

**Comprehensive Coverage:** Frontline customer service butlers have shifted from sample-based homeowner visits to full-coverage visits for all homeowners, enabling precise understanding of each homeowner's service needs.

**Proactive Research:** The 400 customer service center proactively calls homeowners to gather their opinions and suggestions. Concurrently, leveraging a 7x24-hour multi-channel public opinion monitoring system, it conducts in-depth analysis of over 29,000 customer feedback entries (a year-on-year increase of 34.29%), accurately translating customer voices into directions for service improvement.

**Sky Eye Inspection:** Utilizing the nationwide networked Sky Eye monitoring system, online supervision of service standard implementation is achieved, enabling real-time identification of service gaps and improvement of service efficiency.

**Frontline Oversight:** Customer service butlers also assume the function of supervising service quality, proactively engaging in frontline oversight to facilitate early detection and resolution of service issues.

### 主動服務，前置效率提升舉措

作為離業主家門最近的服務主體，本集團在提升回應與處置效率的基礎上，持續深化主動服務舉措，進一步優化物業服務效率，提前預判客戶需求、化解服務痛點，具體落實以下四項行動：

**全面覆蓋：**一線客服管家的業主拜訪由抽樣拜訪轉變為所有業主全覆蓋拜訪，精準掌握每一位業主的服務需求。

**主動調研：**400客服中心主動致電業主收集業主意見建議，同步依託7x24小時全管道輿情監測體系，深度洞察2,9000餘條客戶回饋資訊（同比增長34.29%），將客戶聲音精準轉化為服務改進的方向。

**天眼巡查：**利用全國聯網的天眼監控實現服務標準執行情況的線上監督，即時發現服務漏洞、提升服務效率。

**一線監察：**客服管家承擔起服務品質的監督職能，主動介入執行一線監察，推動服務問題早發現、早解決。



### Safety Management (SM)

Safety is the bottom line of property services and a critical component of ESG management. The Group strictly complies with laws and regulations such as the Work Safety Law of the People's Republic of China and the Fire Protection Law of the People's Republic of China, treating safety as an insurmountable red line. Considering the different types of properties under management, the Group has formulated specific documents such as the Residential Project Safety Management System, Office Project Safety Management System, and Shoppi

### 安全管理 (SM)

安全是物業服務的底線，更是ESG管理的重要內容。本集團嚴格遵守《中華人民共和國安全生產法》《中華人民共和國消防法》等法律法規，將安全視為不可逾越的紅線，結合在管專案業態差異，分別制定《住宅專案安全管理制度》《寫字樓專案安全管理制度》《商場專案安全管理制度》等專項檔，通過建立健全科學合理、貼合實際的常態化管理制度，以新質生產力賦能數智化安全建設，上線安防四足機器人，構建“人機協同”

ing Mall Project Safety Management System. By establishing a scientific, reasonable, and practical normalized management system and leveraging new quality productive forces to empower digital safety construction, the Group has deployed quadrupedal security robots. This creates a “human-machine collaboration” based, comprehensive risk warning and defense network, ensuring all-around protection of customer life and property safety, as well as employee health and safety, thereby solidifying the defense line for the SM dimension of management.

#### Digital Empowerment: Human-Machine Collaboration to Build an Intelligent Defense System

Dexin Service leverages digital technology as its core to create a full-chain safety defense system characterized by “intelligent early warning, tiered management and control, and human-machine collaboration”. This enables the transformation of safety management from post-incident remediation to pre-incident prevention, and from manual inspection to intelligent control.

**Intelligent Early Warning System:** The Group independently developed and launched an industry-leading intelligent early warning platform, achieving real-time monitoring and closed-loop management of risks across 2 major professional domains and 6 key dimensions. During the reporting period, the system issued a total of 5,818 effective early warnings, achieving a risk closed-loop rectification rate of up to 98%. This effectively mitigates potential risks, providing a solid guarantee for community safety and stable operations.

**Red and Yellow Card Tiered Management:** A strict red and yellow card early warning mechanism was established. Through the precise issuance of early warnings and red/yellow cards, it enables tiered, categorized, and targeted management of safety and quality issues, driving the shift of management focus from post-incident remediation to pre-incident prevention.

**Implementation of Human-Machine Collaborative Intelligent Security:** Starting from the three dimensions of prevention, early warning, and pre-control, daily safety work is refined into a standardized task list. Intelligent monitoring is used to supervise, remind, follow up, and verify the closure of tasks for personnel in various positions. Simultaneously, deeply embracing new quality productive forces, the Group proactively visited leading Hangzhou-based technology companies such as Unitree Robotics, Deep Robotics, and Merit Interactive to conduct on-site research on the latest developments in the robotics industry and the core product performance of various intelligent devices. Combining these insights with core property service scenarios such as cleaning, security, and operations & maintenance, the Group held targeted discussions on pilot applications with these companies, precisely matching the application needs of intelligent devices to property scenarios and promoting the deep integration of intelligent robots with property services.

的全域風險預警防禦網，全方位保障客戶生命財產安全及員工健康安全，築牢SM維度管控防線。

#### 數智化賦能，人機協同構建智能防禦體系

德信服務以數智化技術為核心，打造“智能預警+分級管控+人機協同”的全鏈條安全防禦體系，實現安全管理從事後補救向事前預防、從人工巡檢向智能管控的轉型。

**智能預警系統：**自主研發並上線了行業領先的智能預警平臺，實現了對2大專業領域、6個關鍵維度風險的即時監測與閉環管理。報告期內，系統累計發出有效預警5,818項，風險閉環整改率高達98%，將潛在風險化解於無形，為社區安全與穩定運營提供了堅實保障。

**紅黃牌分級管控：**建立了嚴格的紅黃牌預警機制，通過預警及紅黃牌的精準下發，實現了對安全及品質問題的分級、分類、精準管控，推動管理重心從事後補救向事前預防轉變。

**人機協同智能安防落地：**從預防-預警-預控三維度入手，將每日安全工作細化為標準化事務清單，利用智能監控對各崗位人員執行監督-提醒-跟進-驗證關單的全流程管控；同時深度擁抱新質生產力，主動走訪宇樹科技、雲深處科技、每日互動等杭州本土頭部科技企業，實地調研機器人行業前沿發展動向、各類智能設備核心產品性能，並結合物業服務的保潔、安防、運維等核心場景，與企業開展試點應用功能專項研討，精準匹配物業場景的智能設備應用需求，推動智能機器人與物業服務的深度融合。

A quadrupedal security robot was deployed at Dexin Center, creating a human-machine collaboration model of “manual inspection + robotic inspection”. Equipped with high-definition cameras, infrared thermal imagers, environmental sensors, and other devices, this robot possesses capabilities such as all-terrain adaptability, 24/7 uninterrupted patrol, coverage of blind spots, and automatic anomaly alerts. It can easily access areas that are difficult for manual inspections to cover, such as equipment interlayers, rooftop corners, and blind spots in underground garages. It achieves data linkage with the Group’s Sky Eye system and intelligent early warning platform, resulting in an 80% increase in patrol response speed and a 70% increase in the rate of hazard detection. The robot can also capture safety hazards in real time, upload data, and provide feedback instructions, forming a complete intelligent control process of “detection – reporting – handling – closure”. Combined with AI intelligent security systems such as situational awareness and smart parking, which leverage big data and IoT technologies, the Group achieves 24/7 automated monitoring, comprehensively enhancing the level of safety management.

在德信中心上線安防四足機器人，打造“人工巡檢+機器人巡檢”的人機協同模式。該機器人搭載高清攝像頭、紅外熱成像儀、環境感測器等設備，具備全地形適應、24小時不間斷巡檢、盲區覆蓋、異常自動報警等功能，可輕鬆抵達設備夾層、樓頂邊角、地下車庫死角等人工巡檢難以覆蓋的區域，與集團天眼系統、智能預警平臺實現數據聯動，巡檢回應速度提升80%，隱患發現率提升70%；同時機器人可實現安全隱患的即時抓拍、數據上傳、指令回饋，形成“發現-上報-處置-閉環”的全流程智能管控，結合大數據、物聯網技術落地的態勢感知、智慧停車等AI智能安防系統，實現全天候自動監測，全面提升安全管理水準。



### Regular Education to Strengthen Safety Awareness

**Community Homeowners and Park Tenants:** The Group provides safety education to community homeowners and office tenants in its properties through a combination of online and offline methods. This includes organizing community fire drills, displaying safety knowledge on daily screens, and conducting safety knowledge seminars within properties. Safety education activities cover topics such as fire safety, electrical safety, and elevator safety, enhancing the safety awareness and emergency response capabilities of homeowners and tenants. The Group took the lead in the industry by launching an innovative pilot program for community-level governance that integrates property services with community anti-fraud efforts, building a strong defense for homeowners’ property safety. Furthermore, in response to the high incidence of telecommunications and online fraud, the Group has established a deep collaboration with the Hangzhou Public Security Anti-Fraud Center to create a dedicated “Bosom Friend Anti-Fraud” themed awareness campaign. In cooperation with anti-fraud police officers, customized anti-fraud educational content was developed,

### 常態化教育，強化安全意識

**社區業主和園區租戶：**通過線上和線下相結合的方式為社區業主以及園區辦公樓的租戶提供安全教育，包括舉辦社區消防演習、日常顯示幕播放安全知識、開展園區安全知識講座等方式，開展消防安全、用電安全、電梯安全等主題的安全教育，提高業主及租戶的安全防範意識與應急處理能力。在行業內率先開展物業服務與社區反詐的社區基層治理創新試點，為業主築牢財產安全防線。另一方面，針對電信網絡詐騙高發態勢，與杭州公安反詐中心深度合作，打造專屬“知己反詐”主題宣傳行動，聯合公安反詐民警定制反詐宣講內容，開展反詐專場講座、反詐宣傳進社區、反詐知識遊園會等系列活動近百場，通過業主

and nearly 100 activities were conducted, including specialized anti-fraud lectures, community-based anti-fraud campaigns, and anti-fraud knowledge carnivals. Through methods such as real-time anti-fraud alerts sent via homeowner groups, anti-fraud posters displayed in public areas, anti-fraud short videos played on screens, and distributing anti-fraud brochures to tenants, the Group promotes awareness and identification techniques for common fraud types, including telecom fraud, online task scams, pension fraud, and investment fraud. These efforts have yielded a positive public demonstration effect, with successful instances of preventing telecommunications fraud in cities such as Hangzhou and Wenzhou. Notably, the property manager of the Hangzhou Qunxian Mansion project was commended by the Foundation for Justice and Courage for preventing a homeowner from suffering a financial loss of RMB1.74 million.

**Company Employees:** The Group has established a rigorous safety training and certification mechanism for onboarding. All new employees must complete three levels of safety training provided by the Human Resources and Administration Center, the Legal and Risk Control Center, and the Operations and Quality Control Center, and must pass an assessment before commencing work. In December of each year, the Group formulates the safety service management plan for the following year, which is communicated down to frontline personnel at each project. All frontline staff are required to sign a Work Safety Responsibility Agreement, clarifying their safety management responsibilities. Regular safety drills and specialized training are conducted to help employees identify potential risk factors, improve their risk response capabilities, master emergency handling procedures, and strengthen their crisis management awareness.

#### Hazard Identification to Fortify the Safety Defense Line

Leveraging the digital defense system and regular safety education, the Group further strengthens employees' awareness of prevention and early warning. Through institutional requirements, a comprehensive hazard identification mechanism has been established within daily property management operations. Detailed daily, weekly, and monthly safety work checklists are implemented to conduct regular inspections of critical areas such as fire-fighting facilities, electrical equipment, and public passageways within properties. This ensures early detection, timely rectification, and closed-loop management of safety hazards, creating a safe and secure working and living environment for residents, homeowners, and employees.

#### Information Confidentiality to Protect Customer Privacy

While safeguarding physical security, the Group places great emphasis on the personal information security of homeowners and residents. It strictly complies with relevant laws and regulations, such as the Consumer Rights Protection Law of the People's Republic of China, insisting on collecting and using customer information through legal

群即時推送反詐預警資訊、園區公共區域張貼反詐海報、播放反詐宣傳短片、向租戶發放反詐手冊等形式，普及電信詐騙、網路刷單詐騙、養老詐騙、投資理財詐騙等常見詐騙類型的防範知識與識別技巧。形成良好公眾示範效應，在杭州、溫州等地都有制止電信詐騙案件發生的成功案例。其中杭州群賢府專案物業經理因勸阻業主避免174萬元財產損失，獲見義勇為基金會通報表揚。

**公司員工：**建立嚴格的安全培訓上崗機制，凡新入司員工必須接受人力行政中心、法務風控中心以及運營品控中心的三級安全教育，考核合格後方可上崗；每年12月份制定下一年度全員安全服務管理計畫，層層宣貫至各項目一線人員，並要求全體一線人員簽訂安全生產責任狀，明確安全管理責任；定期開展安全演習及專項培訓，幫助員工識別潛在風險因素，提高風險應對能力，熟練掌握事故應急處理措施，強化員工的危機處理意識。

#### 隱患排查，築牢安全防線

依託數智化防禦體系與常態化安全教育，本集團進一步強化員工防範預警意識，通過制度性要求，在日常物業管理工作中建立完善隱患排查機制，細化每日、每週、每月安全工作清單，對園區內消防設施、電氣設備、公共通道等關鍵區域開展常態化排查，做到安全隱患早發現、早整改、早閉環，為住戶、業主及員工創造安全、安心的工作與生活環境。

#### 資訊保密，守護客戶隱私安全

在守護實體安全的同時，本集團高度重視業主及住戶的個人資訊安全，嚴格遵守《中華人民共和國消費者權益保護法》等相關法律法規，堅持以合法形式收集、使用客戶資訊，確保客戶資訊使用範圍嚴格限定於合約列明途徑。我們通過完善保密制度、明確保密要求，要求全體員工簽署資訊保密管理協定，明

means and ensuring that the scope of use is strictly limited to the channels specified in the contract. By improving confidentiality policies and clearly defining confidentiality requirements, all employees are required to sign Information Confidentiality Management Agreements, committing to their obligation to protect trade secrets and customer information during and after employment. In the event of potential information loss or leakage, employees are required to immediately report the incident and take remedial measures to minimize the impact. All confidential documents are managed by designated personnel and stored properly. It is strictly prohibited to sell, discard, or destroy them without authorization. If destruction is necessary, it must be approved by company leadership and carried out by at least two staff members jointly. Employees who violate regulations resulting in a confidentiality breach will be subject to disciplinary action or dismissal in accordance with relevant regulations and the Company's reward and punishment policies. Cases with serious consequences will be pursued for criminal liability. During the Year, the Group did not receive any legal claims related to customer privacy violations.

#### Standardized Operations and Enhanced Emergency Preparedness

To achieve standardized and normalized safety management, the Group is committed to providing excellent property management services and has established a comprehensive quality operations system. The quality management system has obtained ISO 9001:2015 international standard certification. The Group strictly adheres to the requirements of the system documents to standardize daily operations, demonstrating its service quality and safety management standards through the robustness of the system, thereby continuously advancing the SM dimension of management.

To enable its employees to respond to emergencies promptly and accurately, the Group has established a system of common emergency response plans. These plans clearly outline the emergency procedures that various departments should follow in different emergency scenarios. With the safety of all staff, homeowners, and customers as the primary consideration, departments must respond swiftly to control the situation, isolate the scene, and minimize the impact on employees and residents. The Group's common emergency response plans cover various types of emergencies, such as flammable gas leaks, fires, heavy rain, typhoons, power outages, elevator entrapments, and conflict incidents. Regular drills and training are also conducted to enhance employees' crisis management awareness and familiarize them with the emergency response procedures.

確在職及離職後均需履行商業機密與客戶資訊保護義務；若發生資訊遺失或洩漏隱患，要求員工立即上報並採取補救措施，最大限度降低影響。所有保密檔實行專人負責、規範存放，嚴禁出售、遺棄或擅自銷毀，確需銷毀的，須經公司領導批准後由兩名以上工作人員共同實施。對於違反規定造成洩密事件的員工，我們將依照相關法規及公司獎懲規定，給予紀律制裁、解雇，情節嚴重的將追究刑事責任。本年度，本集團未接獲任何有關違反客戶隱私的法律訴訟個案。

#### 規範運營，完善應急保障

為實現安全管理規範化、標準化，本集團致力提供卓越物業管理服務，搭建全面的品質運營體系，其中品質管理體系已獲得ISO9001:2015國際標準認證。我們嚴格按照體系檔要求規範日常運營，以體系規範程度彰顯服務品質與安全管理水準，推動SM維度管控持續升級。

為讓本集團的員工能對突發情況作出敏捷及準確的回應，本集團已制定常見應急預案處理制度，明確闡述在不同突發情況下各部門應遵循的應急處理程式，在保障所有工作人員、業主及客戶的安全作為首要考慮條件下，各部門須快速反應，控制事態發展，並隔離事發現場，儘量減少對員工及住戶的影響。我們的常見應急預案處理能應付不同類型的應急狀況，例如：易燃氣體洩漏、火警、暴雨、颱風、停電、電梯困人、衝突事件等。我們亦會定期進行演習及安排培訓，加強員工的危機處理意識及熟習應急預案處理方法。

## Customer Feedback

Customer feedback serves as the core driver for service upgrades and a critical benchmark for evaluating the effectiveness of management across the three dimensions of QM, EM and SM. The Group is committed to establishing a multi-tiered, multi-channel customer communication system and continuously refining the closed loop for service improvement. By integrating the 400 service hotline, intelligent customer service system, and a mobile opinion collection platform, we achieve round-the-clock, all-scenario access to customer needs. A standardized process covering issue intake, categorized handling, and result disclosure has been established to ensure efficient responses to customer requests.

To effectively translate customer feedback into tangible service improvements, we have established a dedicated Service Improvement Task Force, which formulates targeted optimization plans for frequently raised issues, and implements cross-departmental collaborative improvement projects in areas such as community environmental management and facility upgrades. Concurrently, leveraging a 7x24-hour multi-channel public opinion monitoring system, we gain deep insights from customer feedback, accurately identifying customer pain points. Furthermore, we have innovatively introduced a customer co-governance mechanism, forming a service quality oversight team comprising homeowner representatives. Regular service improvement seminars are held, a “tripartite collaboration” platform for addressing homeowner needs has been established, and a bulletin board for major matters has been set up. Homeowners are invited to participate in discussions on complex community governance issues, and customer insights are transformed into specific action plans for service upgrades, effectively enhancing service experience and community cohesion.

During the Year, the Group did not receive any major customer complaints regarding its services, and customer satisfaction continued to improve, demonstrating the Group’s core competitiveness in delivering high-quality services.

## Protect Intellectual Property

The Group respects intellectual property and strictly complies with relevant laws and regulations, including the Intellectual Property Protection Law of the People’s Republic of China, the Patent Law of the People’s Republic of China, and the Trademark Law of the People’s Republic of China. The Group’s intellectual property management regulations clearly define the responsibilities of various

## 客戶意見回饋

客戶回饋是服務升級的核心驅動力，也是檢驗QM、EM、SM三大維度管控成效的重要標準。本集團致力於構建多層次、全管道客戶溝通體系，持續完善服務改進閉環，通過整合400服務熱線、智能客服系統及移動端意見徵集平臺，實現全時段、全場景客戶需求觸達，建立從問題受理、分類處置到結果公示的標準化流程，確保客戶訴求得到高效回應。

為將客戶回饋切實轉化為服務改進成效，我們設立專項服務改進小組，針對高頻回饋問題制定針對性優化方案，例如在社區環境治理、設施升級等領域實施跨部門協同改造專案；同步依託7x24小時全管道輿情監測體系，深度洞察客戶回饋資訊，精準捕捉客戶需求痛點。此外，我們創新引入客戶共治機制，組建業主代表參與的服務品質監督團隊，定期開展服務改進研討會，搭建“三方協同”業主需求受理平臺、設立重大事項公告欄，邀請業主共同探討社區治理疑難問題，將客戶洞察轉化為具體服務升級行動計畫，有效提升服務體驗與社區凝聚力。

本年度，本集團並未接獲針對本集團服務的重大客戶投訴個案，客戶滿意度持續提升，彰顯了集團高品質服務的核心競爭力。

## 保護知識產權

本集團尊重知識產權，並且嚴格遵守《中華人民共和國知識產權保護法》、《中華人民共和國專利法》和《中華人民共和國商標法》等相關法律及法規。本集團的知識產權管理辦法已明確訂明各職能部門的職責，以有效保護公司的知識產權，包括專利權、著作權、商標權、商業機密等。各部門應及時將新產生的知識產權向人力行政中心申報，並由人力行政中心統一辦

functional departments to effectively protect the Company's intellectual property, including patent rights, copyrights, trademark rights, and trade secrets. Departments are required to promptly report newly generated intellectual property to the Human Resources and Administration Center, which handles the necessary protection procedures such as applications and registrations. No individual may use their position or other improper means to copy, publish, or disclose the Company's intellectual property. Any entity or individual infringing upon the Group's intellectual property will be referred to relevant administrative authorities for action in accordance with the law.

Additionally, the Group has issued guidelines regarding computer software that employees may install, ensuring that only licensed software is installed to avoid infringing upon the intellectual property rights of others. At the same time, various measures are taken to ensure that all software installed on the Group's computers possesses the appropriate licensing and is legally compliant.

During the Year, the Group did not receive any legal claims related to intellectual property infringement.

理相關的知識產權申報、登記等保護手續。任何人不得利用職權或採用其他不正當手段將公司的知識產權複製、發表或洩露。任何侵犯本集團知識產權的單位或人士將交由相關行政部門依法處置。

此外，本集團就雇員申請可安裝的電腦軟體發出指引，確保其安裝的是正版軟體，以免侵犯他人的知識產權。同時，我們亦採取各種措施，確保本集團的電腦中所安裝的軟體均取得相關的許可認證，並且屬合法。

在本年度內，本集團未曾接獲任何有關本集團違反知識產權的法律訴訟個案。



# 以人為本關愛員工

## PEOPLE-ORIENTED APPROACH TO EMPLOYEE CARE

As a responsible employer, the Group strictly complies with relevant laws and regulations, including the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, and the Social Insurance Law of the People's Republic of China. It continuously improves its human resource management system and labor policies to ensure employment compliance and the comprehensive, reasonable protection of employees' legitimate rights and interests. The Group's Human Resources and Administration Center, along with the human resources departments in each region, has formulated a series of standardized human resource management procedures. Adhering to the core principles of objectivity, fairness, and reasonableness, these procedures govern the entire process from recruitment to promotion assessment, establishing clear career development paths. The Group is committed to creating a truly fair, just, and equal opportunity employment and development environment for all employees. During the Year, the Group was not involved in any significant compliance violations related to employment.


To further enhance employees' service awareness and professional competence, and to drive continuous service quality improvement, the Group, guided by industry benchmarks, organized employee groups to travel to Xuchang, Henan, to learn about Pangdonglai's high-quality service experience. Multiple internal thematic training sessions and service standard seminars were conducted, integrating Pangdonglai's "love as the core" service philosophy, refined service standards, and warm service details into the employee daily training system. This guides employees to cultivate an ultimate service mindset. Concurrently, service capabilities are linked to career advancement and performance recognition, motivating employees to proactively enhance their service professionalism, making high-quality service a professional consensus for every employee.

The Group focuses on enhancing the capabilities of core service roles by establishing a systematic star-rated butler certification and training system. Centered on core competencies such as customer service, emergency response, community operations, and communication and

作為負責任的雇主，本集團嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國社會保險法》等相關法律法規，持續完善人力資源管理體系及勞動制度，確保僱傭合規及員工的合法權益得到全面、合理保障。集團人力行政中心及各區域人力行政部制定了一系列標準化人力資源管理辦法，以客觀、公平、合理為核心原則規範崗位招聘、晉升考核等全流程機制，搭建清晰的職業發展通道，致力為全體員工打造真正公平公正、機會均等的僱傭與發展環境。本集團於本年度並未牽涉任何有關僱傭且對集團有重大影響的違法違規事件。

為進一步提升員工服務意識與專業素養，推動服務品質持續升級，集團以行業標杆為引領，組織員工分批前往河南許昌學習胖東來優質服務經驗，開展多場內部專題培訓與服務標準研討活動，將胖東來“以愛為核”的服務理念、精細化的服務標準與有溫度的服務細節融入員工日常培訓體系，引導員工樹立極致服務意識，同時將服務能力與職業晉升、評優評先掛鉤，激勵員工主動提升服務專業度，讓優質服務成為每一位員工的職業共識。

集團聚焦核心服務崗位能力提升，建立系統化的星級管家認定與培訓體系，圍繞客戶服務、應急處理、社區運營、溝通協調等核心能力，設置分層級的課程培訓與實操考核標準，從理論知識、實操技能、服務案例、業主滿意度等多維度進



coordination, the Group has established tiered curriculum training and practical assessment standards. Star ratings are determined through multiple dimensions, including theoretical knowledge, practical skills, service case studies, and homeowner satisfaction. Different star-rated butler levels are established, accompanied by corresponding compensation incentives and career development pathways. Through diversified training formats such as centralized lectures, mentorship-based practical training, benchmark project study tours, and service case study debriefings, the professional capabilities of the butler team are comprehensively enhanced, creating a high-quality, specialized team of star-rated butlers dedicated to providing superior and precise services to homeowners.

The Group consistently prioritizes employee care. Leveraging the “Blue Ribbon” public welfare brand, it deepens employee care initiatives to create a warm corporate culture. Special attention is given to the lives and needs of employees with exceptional contributions. Targeted care and support activities are carried out for outstanding employees who demonstrate acts of bravery or exemplary dedication to their work. Through material rewards, honorary recognition, and life assistance, the Group affirms employees’ responsibility and commitment, conveying the Company’s heartfelt care. At the same time, using the Blue Ribbon public welfare initiative as a link, the Group organizes employees to participate in volunteer activities such as community support for the elderly, care for children, and anti-fraud awareness campaigns. This provides a platform for employees to practice social responsibility, fostering a sense of belonging and collective pride through public welfare actions, and enabling the mutual growth of individual and corporate value.

行星級評定，劃分不同星級管家等級，配套對應的薪酬激勵與職業發展通道。通過集中授課、師帶徒實操、標杆專案遊學、服務案例複盤等多樣化培訓形式，實現管家隊伍專業能力的全方位提升，打造一支高素質、專業化的星級管家團隊，以專業能力為業主提供更優質、更精準的專屬服務。

集團始終將員工關懷放在重要位置，依託“藍絲帶”公益品牌深化員工關愛行動，打造有溫度的企業人文環境，尤其關注特殊貢獻員工的生活與需求，針對集團內見義勇為、愛崗敬業的優秀員工開展專項慰問與關懷行動，通過物質獎勵、榮譽表彰、生活幫扶等方式，肯定員工的責任與擔當，傳遞企業的暖心關懷；同時以藍絲帶公益為紐帶，組織員工參與社區助老、扶幼、反詐宣傳等志願活動，為員工搭建踐行社會責任的平臺，讓員工在公益行動中凝聚歸屬感與集體榮譽感，實現個人價值與企業價值的共同成長。

## Talent Recruitment and Employment Compliance

To ensure the timeliness of the Group's talent pipeline, the human resources departments of each unit, following the Recruitment and Employment Management Guidelines, publish recruitment information through diverse channels, including online recruitment, job fairs, intermediary/headhunting firms, and campus recruitment. Recruitment is conducted based on the principles of selecting candidates with both integrity and ability, rigorous assessment, comprehensive evaluation, and merit-based selection, aiming to discover employees with development potential. The recruitment process is supervised to ensure the quality and diversity of recruited talent, preventing discrimination based on gender, sexual orientation, disability, age, race, nationality, family status, or any other factors protected by law, thereby ensuring a fair competitive employment mechanism. The principles of equal opportunity and non-discrimination also apply to all employee activities and human resource matters, including recruitment, promotion, transfer, rewards, and training.

During interviews, the Human Resources Department verifies candidates' supporting documents, such as identity cards, work experience records, and academic credentials, to confirm consistency with the information provided regarding age, identity, educational background, and appearance, thus avoiding the employment of child labor or forced labor. If it is verified that an employee has provided false information, we will promptly terminate the employment. The Employee Handbook, Job Description, and Labor Contract clearly outline job responsibilities, contract duration, work location, working hours and leave, compensation and benefits, ensuring both parties understand the employment terms, the fairness and compliance of the employment agreement, and the prevention of forced labor.

We do not mandate excessive working hours. The Human Resources Department strengthens workforce management through monthly statistical monitoring reports to ensure legal and compliant employment. If employees are required to work overtime, we compensate them with time off in lieu or overtime pay, thereby avoiding forced labor. Throughout operations, the Group is committed to safeguarding employees' legitimate rights and interests and creating a fair, healthy, safe, and development-oriented work environment. The Group holds regular meetings to discuss and review the compliance of employment policies, thoroughly investigating and disciplining any violations to mitigate employment risks such as child labor, forced labor, and discrimination.

If an employee submits a resignation, the Human Resources Department conducts an exit interview to understand the reasons for leaving and gather feedback and suggestions regarding the Group. We also

## 人才招聘及僱傭合規

為確保本集團人才儲備的及時性，本集團的各單位人力資源部門根據《招聘與錄用管理作業指引》，通過多元化的招聘途徑，包括網路招聘、現場招聘會、仲介獵頭公司、院校宣傳招聘等方式發佈招聘資訊，並以德才兼備、嚴格考核、綜合評價、擇優錄用的原則開展招聘工作，發掘具有發展潛力的雇員。而僱傭聘用過程將受到監督，確保引進人才品質過關、人才背景多元化，避免因性別、性取向、殘疾、年齡、種族、國籍、家庭狀況或其他任何受法律保護的因素作為人才僱傭依據，確保形成平等競爭的用工用人機制。平等機會及非歧視原則亦適用於全體員工活動及人力資源事項，包括招聘、升職、轉崗、獎勵及培訓等方面。

員工在面試時，人力資源部會核實應聘者的證明檔，如身份證、工作經歷、學歷證明等以確認其年齡、身份、學歷及相貌等與其提供的證明檔是否一致，避免雇用童工或黑工。如經核實員工提供虛假資料，我們會及時解雇相關員工。而《員工手冊》、《員工崗位說明書》及《勞動合同》中都會清楚列明崗位職責、勞動合同期限、工作地點、工作時間與休假、勞動報酬與權益等，確保雙方瞭解僱傭情況、聘約平等合規及防止強制勞工。

我們不強迫延長工時，人力資源部通過月度統計監控表加強用工管理，以保證合法合規用工。如員工需安排加班，我們會以補休或加班工資的形式補償員工的超時工作，避免強迫勞動。而在營運的過程中，本集團致力維護員工的合法權益和締造公平、健康、安全及具發展潛力的工作環境，本集團舉行定期會議，討論及檢視僱傭制度的合規情況，對違規事件徹底調查處分，避免童工、強迫勞動與歧視等僱傭風險。

倘若接獲員工的請辭，人力資源部會與離職員工進行離職面談，以瞭解其離職原因及對本集團的評價和建議。我們亦尊重員工自由選擇工作的權利，並嚴格遵守《中華人民共和國勞動合

respect employees' right to freely choose their employment. Strictly adhering to the Labor Contract Law of the People's Republic of China and the Dexin Service Onboarding and Offboarding Management System, the Human Resources Department initiates the resignation approval process, standardizing the procedures for contract termination or dissolution based on principles of legality, compliance, truthfulness, fairness, and justice, ensuring the protection of employees' legitimate rights and interests.

The Group publishes campus recruitment information through methods such as dedicated campus presentations, small-scale seminars, internal university job portals, and alumni referrals. It collaborates deeply with higher education institutions, including Zhejiang University of Technology, Zhejiang Gongshang University, and Zhejiang Shuren University, to attract outstanding university graduates. In 2025, the Group deepened its school-enterprise cooperation, and advanced the third "Shengquan Class" training program collaborating with Zhejiang College of Construction. Centered on full tuition support from the Company, joint school-enterprise training, and targeted employment, and focusing on the digital and green development needs of the property industry, the program establishes customized course content incorporating practical topics such as smart property management, green operations, and high-end services. Concurrently, enterprise training bases are established, where frontline key staff serve as mentors for internships, achieving an integrated "teaching-training-employment" pathway aimed at supplying the Company with versatile property management talent possessing technical knowledge, service orientation, and practical implementation skills.

Additionally, the Group conducts social recruitment based on staffing needs and business requirements, sourcing talent through online recruitment platforms, internal referrals, and regional talent markets. The internal referral process is strictly managed to prevent recruitment fraud, adhering to principles of fairness, justice, and avoidance of conflicts of interest.

## Compensation and Promotion

The Group provides employees with a favorable career platform. Based on its established Attendance Management System, Performance Management System, and Compensation Management System, the Group defines a scientific, reasonable, and market-competitive compensation structure and promotion pathways to attract and retain talent. Compensation adjustments consider employees' past performance, performance appraisal results, and market compensation trends. Clear and standardized employee performance appraisal

同法》及《德信服務入離職管理制度》，人力資源部會啟動離職簽批程式，秉持合法合規、實事求是、公平公正的原則，規範解除、終止勞動合同的工作程式，確保員工的合法權益。

本集團通過開展專場校園宣講會、小型精品交流會及學校內部就業網、校友推薦等方式發佈校園招聘資訊。與浙江工業大學、浙江工商大學、浙江樹人大學等高等院校開展深度合作，吸納優秀高校畢業生。2025年深化校企合作，與浙江建設職業技術學院攜手推進第三屆“盛全班”培養計畫，以企業全額學費資助+校企聯合培養+定向就業為核心形式，聚焦物業行業數智化、綠色化發展需求，共建定制化課程體系，融入智慧物業、綠色運營、高端服務等實戰內容，同步搭建企業實訓基地，安排一線骨幹導師帶教實習，實現“教學-實訓-就業”一體化培養，定向為企業輸送懂技術、善服務、能落地的物業複合型人才。

此外，本集團根據崗位編制及業務需求開展社會招聘，通過線上招聘平臺、內部推薦、區域人才市場等管道進行人才招募。我們嚴格管理內部推薦管道，根據公平公正、崗位任職回避原則，避免出現招聘舞弊情況。

## 薪酬及晉升

本集團為員工搭建良好的職業平臺，本集團根據其所訂立的《考勤管理制度》、《績效管理制度》及《薪酬管理制度》，明確以科學、合理、具有市場競爭力的薪酬體系及晉升路徑吸引和挽留人才。我們會結合員工過往工作表現、績效考核結果、市場薪酬變化進行薪酬調整。我們亦設立清晰且規範的員工績效考核指標、方案以及目標責任書，讓員工有規劃地發展事業。對於工作業績及行為表現優秀的員工，我們會嘉許表揚，如適當發放季度或年度績效獎金，甚至給予晉升機會。而針對未

indicators, plans, and responsibility agreements are established, allowing employees to plan their career development strategically. Employees with outstanding work performance and conduct are recognized and rewarded, such as through appropriate quarterly or annual performance bonuses, and even promotion opportunities. For employees who do not successfully complete their performance plans, supervisors proactively conduct interviews to analyze the reasons for under-performance and provide specific performance improvement feedback. This process helps identify shortcomings in the Group's business operations or human resource management and facilitates improvements, assisting employees in achieving higher and more sustainable career development.

## Employee Benefits and Activities

The Group places great emphasis on employee well-being. Upholding a people-oriented spirit, in addition to striving to provide good development opportunities and competitive compensation, the Group actively improves its employee benefit system. To enhance employee satisfaction, the Group formulated the Dexin Shengquan Property Service Co., Ltd. Headquarters Benefits Management Measures. Beyond the mandatory statutory social security benefits, including pension insurance, medical insurance, work-related injury insurance, unemployment insurance, maternity insurance, and housing provident fund, the Group also provides a variety of benefits for all employees. These specifically include holiday benefits, high-temperature labor protection benefits, meal subsidies, birthday benefits, childbirth congratulatory gifts, condolence payments, and care for illness or injury. Additionally, based on job nature, some positions may receive transportation subsidies, health check-ups, and other benefits. Furthermore, the Group provides group insurance coverage for its employees, including critical illness insurance, hospitalization fixed-amount medical insurance, accidental injury insurance, accidental expense reimbursement group medical insurance, and group term life insurance. This provides employees with peace of mind while also motivating them to commit long-term to the enterprise and grow together with us.

Furthermore, the Group consistently focuses on employees' emotional needs and workplace experience by conducting a variety of team-building activities, multi-level employee forums, and heartfelt care initiatives on a regular basis. These efforts enhance employees' sense of belonging and well-being, continuously strengthen team collaboration capabilities and organizational resilience. In terms of holiday care, all employees receive holiday greetings during traditional festivals such as the Spring Festival and Mid-Autumn Festival, accom-

能有效完成績效計畫的員工，上級領導會主動與其進行面談，一起分析績效不佳的原因並回饋具體的績效改進措施，從中瞭解集團在業務經營或人力資源管理上的短板並作出改善，協助員工在職涯規劃的道路上走得更高更遠。

## 員工福利及活動

本集團十分重視員工的福祉，秉持著以人為本的精神，我們除了致力為員工提供良好的發展空間及具有競爭力的薪酬待遇外，我們也積極完善集團的員工福利制度。為了提升員工滿意度，本集團制定了《德信盛全物業服務有限公司總部福利管理辦法》，除了國家強制規定辦理的相關保障類福利專案，即養老保險、醫療保險、工傷保險、失業保險、生育保險及住房公積金外，我們也為全體員工提供多元化福利，具體包括節日福利、高溫勞保福利、工作餐補貼、生日福利、生育賀儀、奠儀及傷病慰問等，同時也會根據崗位工作性質而特別提供交通補貼、健康體檢等福利。此外，我們也以團體投保方式，為集團員工提供重大疾病保險、住院定額醫療保險、意外傷害保險、意外費用補償團體醫療保險及團體定期壽險等，讓員工感到安心的同時也激勵員工為企業長期服務，與我們共同成長。

此外，本集團始終聚焦員工情感需求與職場體驗，常態化開展形式多元的團建活動、分層級員工座談會、暖心慰問等系列關懷行動，多維度提升員工歸屬感和幸福感，持續增強團隊協作能力與組織韌性。節日關懷方面，在春節、中秋等傳統佳節開展全員節日慰問，為員工送上節日禮品與祝福，讓員工感受企業溫情；夏季高溫時節深入各項目一線開展“送清涼”行動，為戶外作業、一線服務員工送上防暑降溫物資，切實保障員工高溫作業健康；日常關懷層面，堅持開展季度專案走訪座談，由

panied by festive gifts and blessings, allowing employees to feel warmth. During the summer heat, “Summer coolness” campaigns are conducted at project frontlines, delivering heatstroke prevention supplies to outdoor and frontline service employees, effectively safeguarding their health during high-temperature operations. For daily care, quarterly project visits and discussions are consistently carried out, where Group management engages in face-to-face conversations with frontline employees at project sites across various regions, listening to their work-related requests, gathering suggestions for job development, and promptly addressing practical issues encountered in their work and personal lives. On the eve of the Spring Festival, special care initiatives are directed toward employees facing difficulties and key frontline staff, providing assistance supplies and New Year care to those in need. These efforts enable every employee to feel the Company’s warm support, fostering a cohesive team spirit united in purpose.

集團管理層深入各區域專案一線，與基層員工面對面交流，傾聽員工工作訴求、收集崗位發展建議，及時解決員工工作與生活中的實際問題；春節前夕專項開展困難員工、一線骨幹慰問，為有需要的員工送上幫扶物資與新春關懷，讓每一位員工都能感受到企業的暖心守護，凝聚起同心聚力的團隊向心力。

## 夏季送清涼慰問

## “Summer Coolness” Care Initiatives

酷暑炎熱，一眾在室外工作的物業工作人員，包括秩序維護員、保潔員、綠化員、工程維修員和客服管家依舊在高溫中堅守崗位。員工的健康安全時刻牽動著大家的心，為答謝前線員工的無私付出，本集團各大區域、城市公司均組織開展夏日送清涼活動，採購一系列清涼消暑物資，如西瓜、解暑飲品、礦泉水菊花茶和一些常用防暑藥品，送至各項目進行員工慰問。各級管理人員走訪一線，向在高溫下堅持工作的一線員工們表示感謝和慰問。



Amidst the scorching summer heat, numerous property staff working outdoors, including security officers, cleaning staff, landscaping workers, engineering maintenance personnel, and customer service butlers, continued to steadfastly perform their duties under high temperatures. The health and safety of employees are always a primary concern. To express gratitude for the selfless dedication of frontline staff, various regional and city-level companies within the Group organized “Summer Coolness” initiatives. A series of heat-relief supplies, such as watermelons, cooling beverages, mineral water, chrysanthemum tea, and common heatstroke prevention medicines, were purchased and delivered to projects to care for employees. Management personnel at all levels visited the frontlines to express thanks and extend care to staff persisting in their work under the high temperatures.

## 春節慰問員工

## Spring Festival Employee Care Initiatives

春節來臨之際，集團領導班子組成分隊對杭湖區域、蘇滬皖區域、溫州、寧波等城市公司進行慰問走訪，向堅守的物業工作人員送去誠摯的問候和新年美好的祝願。

此外，公司的“藍絲帶”員工關愛互助基金自成立以來，踐行“共創、共用、共擔”核心價值觀，落實關愛員工做實事，對困難員工啟動“藍絲帶”基金及時救助，為員工家庭送去溫暖關懷。



As the Spring Festival approached, the Group's leadership formed teams to conduct sympathy visits to city-level companies in the Hangzhou-Huzhou region, the Suzhou-Shanghai-Anhui region, Wenzhou, Ningbo, and other areas. They extended sincere greetings and best wishes for the new year to the dedicated property staff.

Additionally, since its establishment, the Company's "Blue Ribbon" Employee Care and Mutual Assistance Fund has upheld the core values of "co-creation, sharing, and shared responsibility", taking concrete actions to care for employees. The fund provides timely assistance to employees facing difficulties, delivering warmth and care to their families.

## 員工交流座談會

## Employee Exchange Forums

集團重視傾聽員工心聲，設立完善的雙向溝通交流管道以廣泛獲取員工意見及建議，增強對員工的人文關懷及心理疏導，提升員工凝聚力及歸屬感。集團亦切實保護員工的申訴權益，保障更加公平、快捷、高效和透明的 work 氛圍。員工可以通過電話、信件等多元化內部投訴舉報管道，就各類申訴或投訴向集團進行回饋，集團對回饋資訊予以跟進並及時處理。



The Group places great importance on listening to employee voices and has established comprehensive two-way communication channels to extensively gather employee opinions and suggestions. This enhances humanistic care and psychological support for employees, and strengthens their cohesion and sense of belonging. The Group also effectively protects employees' rights to appeal, ensuring a fairer, more efficient, and transparent work environment. Employees can provide feedback on various appeals or complaints to the Group through multiple internal reporting channels, such as phone calls or written correspondence. The Group follows up on the information received and handles it promptly.

## Training and Development

The Company regards its employees as the core driving force for sustainable development. Adhering to the talent development philosophy of “specialization, professionalism, and youthfulness”, the Company has established a clear promotion mechanism to provide employees with unobstructed career advancement pathways and has developed a comprehensive internal training system to create opportunities for employees’ learning and development.

### Career development pathway

The Company has established a scientific and comprehensive promotion mechanism and process for employees, setting up a vertical rank management system and a Y-shaped career development pathway, through which it provides employees with a diversified career development platform via methods such as promotions, job rotations, and secondments.

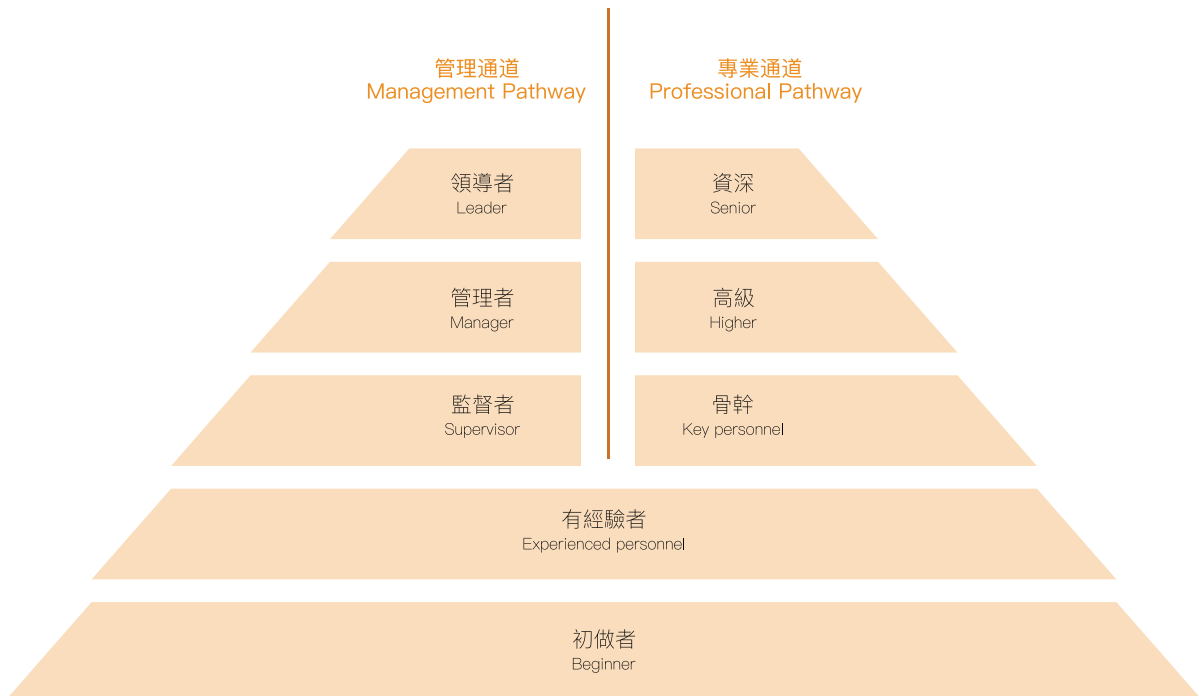
## 培訓與發展

公司視員工為可持續發展的核心驅動力。秉持“專業化、職業化、年輕化”的人才發展理念，公司制定了明確的晉升機制，為員工提供通暢的發展通道，並建立全面的內部培訓體系，為員工學習發展創造機會。

### 職業發展通道

公司為員工設立科學全面的晉升機制及流程，建立了縱向職級管理體系及Y型職業發展通道，通過晉升、輪崗、掛職等方式，為員工提供多元化職業發展平臺。

### 職業培訓體系 Career Training System



## 德信服務員工培訓體系 Dexin Services Employee Training System

層面 Aspect	具體內容 Details
新員工培訓 New Employee Training	持續開展新員工入職帶教、新員工培訓，組織考試及座談會 Continuously conduct onboarding guidance and training for new employees, organize examinations and seminars
在崗培訓 On-the-Job Training	通過線上與線下相結合方式，定期開展業務專項培訓，持續提升員工崗位技能 Regularly conduct specialized business training through a combination of online and offline approaches to continuously enhance employees' job skills
梯隊培養 Echelon Cultivation	開展星級管家、後備經理、儲備幹部等梯隊培訓管理 Implement echelon training management such as star-rated butlers, reserve managers, and talent pool cadres
外部培訓 External Training	根據組織需要，組織管理團隊和優秀員工外出交流學習，拓寬眼界 Arranges for management teams and outstanding employees based on organizational needs to engage in external exchange and learning activities and broaden their perspectives

Centred on the objectives of strategic orientation, nurturing core talent, and empowering professionalism, the training system established by the Company comprises the new employee on-boarding training system, the on-the-job skills enhancement training system, the reserve talent echelon cultivation system, etc. Commonly adopted training formats include online live streaming, offline in-person instruction, blended learning, mentorship, and workshops. Frequently employed training activities include on-site practical exercises, scenario simulations, case studies, team-building activities, and bench-marking visits.

### Effectiveness evaluation mechanism

The Company attaches great importance to the evaluation and feedback of employee training and development outcomes, and has established a robust evaluation and feedback mechanism to ensure the effectiveness and ongoing enhancement of the training and development framework.

In terms of training effectiveness evaluation, the Company conducts pre-training needs assessments, real-time monitoring during training, and post-training assessments and feedback to comprehensively understand the relevance of training content and the actual benefits gained by employees, ensuring that the training programs genuinely meet employee needs and enhance their capabilities.

Meanwhile, the Company places emphasis on employee development feedback, gaining timely insights into employees' work performance, career aspirations, and development needs through regular perfor

圍繞戰略導向、培養核心人才、賦能專業的目標，公司建立的培訓體系包括：新員工入職培訓體系、崗位在職提升培訓體系、儲備人才梯隊培養體系等。常用的培訓形式包括：線上直播、線下麵授、混合學習、導師制、工作坊等。常用的培訓活動包括：現場實操、情景模擬、案例分析、拓展活動、標杆考察等。

### 效果評估機制

公司高度重視員工培訓與發展效果的評估與回饋，建立了完善的評估與回饋機制，以確保培訓與發展體系的有效性和持續改進。

在培訓效果評估方面，公司通過培訓前的需求調研、培訓中的即時監測以及培訓後的考核與回饋，全面瞭解培訓內容的適配性與員工的實際收穫，確保培訓課程能夠真正滿足員工需求並提升其能力。

同時，公司注重員工發展回饋，通過定期的績效面談、員工滿意度調查以及職業發展規劃溝通，及時掌握員工的工作表現、

mance reviews, employee satisfaction surveys, and career development discussions, thereby providing more targeted support to employees.

職業期望和發展需求，為員工提供更具針對性的支持。

### 案例1 Case study 1

#### 星級管家認證助力員工職業成長與服務品質提升

Star-rated Butler Certification Helps Employee Career Growth and Enhances Service Quality

針對核心服務梯隊管家的培養，公司實行“星級管家認證”體系，設置一星至五星五個等級，通過理論測試、实操評估和業績考核三個維度，每半年動態評定管家星級。認證體系依據各星級崗位能力要求設定參評條件，設計針對性考核方式。例如，二星管家考核“品質找茬”和“情景應對”，三星管家考核“品質放大鏡”和“情景模擬”，四星管家考核“客訴應對模擬”和“帶教輔導演練”。星級管家享受對應補貼激勵，明確職業晉升路徑，增強職業認同感和歸屬感，提升服務品質。



For the cultivation of the core service echelon of butlers, the Company has implemented the “star-rated butler certification” system, comprising five levels from one-star to five-star, with butler rankings dynamically assessed every six months based on three dimensions: theoretical tests, practical evaluations, and performance reviews. Under the certification system, the eligibility criteria are formulated in accordance with the competency standards of each star-level position, and tailored assessment methods are devised. For instance, two-star butlers are evaluated on “quality spot-check” and “scenario response”, three-star butlers on “quality magnifier” and “scenario simulation”, and four-star butlers on “customer complaint handling simulation” and “mentoring practice”. The corresponding subsidy incentives and clearly defined career progression pathways enjoyed by star-rated butlers can enhance their professional identity and sense of belonging, thereby improving their service quality.

### 案例2 Case study 2

#### 管理團隊同行交流及胖東來學習

Peer Exchange and Study Tour to Pangdonglai for Management Team

本年度集團開啟“悟理念、學方法、定落地”的服務進階之旅，組織團隊分批赴河南許昌進行同行交流及胖東來參觀學習，隨後又邀請專業老師給予內部幾百名員工進行現場授課，為深耕物業服務、構建有溫度有競爭力的社區服務生態圈奠定基礎。

This Year, the Group embarked on a service advancement journey themed “Understanding Concepts, Learning Methods, Ensuring Implementation”. It organized teams to travel in groups to Xuchang, Henan, for peer exchange and a study tour to Pangdonglai. Subsequently, professional instructors were invited to conduct on-site training for several hundred internal employees. This laid the foundation for deepening property services and building a warm, competitive community service ecosystem.



In the future, the Company will continue to invest more resources and effort in employee training and development, establish internal learning mechanisms and educational platforms, actively foster an internal atmosphere of learning and growth, and cultivate a strong corporate reputation.

### Occupational Health and Safety

As a responsible employer, the Group is committed to creating a healthy and safe workplace for our employees. We strictly comply with the Work Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, the Fire Protection Law of the People's Republic of China and other occupational health and safety-related laws and regulations. We are committed to reducing the health and safety risks encountered in the working environment of property management services. In addition, we identify factors that pose risks to our employees' occupational health and safety as far as possible and formulate appropriate mitigation measures to create a good working environment for our employees to feel at ease and secure. During the Year, the Group did not have any cases of violation of health and safety-related laws and regulations.

The Group attaches great importance to health and safety in the workplace. Our occupational health and safety management system has been certified to meet the international standard ISO 45001:2018, covering property management services' occupational health and safety management activities. The Group adheres to the principle of "Safety and Prevention First" and aims to eliminate the occurrence of significant casualties and fire accidents. The Group would proactively conduct hazard identification and O.H.S. risk assessment to understand the potential hazards in implementing property management service projects and office processes, such as infrastructure, equipment, materials, physical and material conditions in the workplace, the design of work areas, project implementation, machinery and equipment, operating procedures and work organization, including the needs and capabilities of the employees involved, etc., and grade their severity treatment. The Group has formulated a series of internal operational guidelines, such as "Hazard Identification and Risk Evaluation Control Procedures", "Safety and Fire Control Procedures", "Safety Operating Procedures for Working at Height for Cleaning Services" and "Safety Operating Procedures for Security Services", and other documents related to occupational safety control procedures. Such guidelines are committed to strengthening labor protection measures and actively conducting safety hazard and safety risk checks to provide employees and contractors with a safe and compliant working environment.

未來，公司會繼續在員工培訓和發展中投入更多資源和力量，建設內部學習機制和學習教育平臺，積極營造內部學習成長氛圍，打造良好的企業口碑。

### 職業健康與安全

作為負責任的雇主，本集團致力為員工締造一個健康及安全的工作場所，並嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》、《中華人民共和國消防法》等職業健康與安全相關法律法規。我們致力減低物業管理服務工作環境中所遇到的健康與安全風險，盡可能識別對員工職業健康和 safety 造成風險的因素，並制定相應的緩解措施以打造良好的工作環境，讓員工感到安心放心。本年度，本集團並沒有任何違反健康與安全相關法律和法規的個案。

本集團高度重視工作場所的健康及安全，我們的職業健康安全管理体系已通過ISO45001：2018國際標準認證，範圍覆蓋了我們物業管理服務所涉及的職業健康安全管理活動。本集團秉持著“安全第一、預防為主”的原則，以杜絕重大傷亡事故、火災事故發生作為目標。本集團會主動進行危險源辨識和職業健康安全風險評估，瞭解物業管理服務專案實施及辦公過程的潛在危險源，例如：工作場所的基礎設施、設備、材料、物質和物理條件；工作區域、專案實施、機器設備、操作程式和工作組織的設計，包括對涉及員工的需求和能力等，並對其嚴重程度進行分級處理。本集團已制定了一系列的內部操作指引，例如：《危險源辨識、風險評價控制程式》、《安全、消防控制程式》、《保潔服務高空作業安全操作規程》及《保安服務安全操作規程》等有關職業安全控制程式的檔案，致力加強勞動保護措施及積極進行安全隱患排查及安全風險排查，為員工及承包商員工提供安全合規的工作環境。

Suppose an unfortunate industrial accident occurs, regardless of the severity of the consequences, the Group will conduct a thorough investigation to understand and review the cause and handling of the accident. The responsible person shall fill out the “Investigation of Workplace Accident Report” and “Accident Investigation Form” to assist the Group in formulating a response plan and improvement measures to prevent the recurrence of workplace accidents.

To enhance our staff’s occupational health and safety awareness, the Group’s Human Resources and Administration Centre would conduct property occupational safety training for staff, taking into account the actual work requirements of each department, with the aim of:

- Ending the staff’s violation mentality with warning education, such as the destructive influence of fluke, inertia, paralysis, risk-taking and bravado in the workplace;
- Ensuring that operators at each job are aware of specific measures for labor protection and safe operation;
- Each employee would know how to avoid and respond to emergencies, fire accidents, etc..

The Group hopes to effectively improve the overall safety quality of the staff through safety training, establish safety concepts, correct safety attitudes and prevent safety risks.

若不幸發生工傷事故，不論其後果嚴重與否，本集團都會進行徹底調查，以瞭解及檢討事故的起因和處理情況，而相關負責人員須填寫《工傷事故報告調查書》及《事故調查表》，協助集團制定應對方案及改善措施，避免再次發生工傷事故。

為了提升員工的職業健康安全意識，本集團的人力行政中心會結合各部門的實際工作需求對員工進行物業職業安全培訓，旨在：

- 以警示教育杜絕員工的違章心態，如在工作中抱有僥倖心理、惰性心理、麻痹心理、冒險心理和逞能心理等不良影響；
- 確保每個工作崗位的操作人員均瞭解勞動保護與安全作業的具體措施；
- 讓每個員工清楚緊急事故及消防事故下的避險和應急救援方法等。

本集團冀望通過安全培訓有效提升集團員工的整體安全素質，樹立安全觀念，端正安全態度，防範安全風險。

# 保護環境打造低碳社區

## PROTECT THE ENVIRONMENT AND BUILD A LOW-CARBON COMMUNITY

The Group follows the national strategy of green and low-carbon development and takes the initiative to fulfill its carbon-neutral transformation responsibility, and pays attention to the negative impact that its operation may have on the natural environment. We strictly comply with laws and regulations such as the Environmental Protection Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China, the Atmospheric Pollution Prevention and Control Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Environment Pollution Caused by Solid Wastes, and others. We also continuously optimize the environmental management system, take different environmental management measures, and strive to build a low-carbon and environment-friendly sustainable development community. During the Year, the Group was not involved in or discovered any violations of any environment-related laws and regulations.

### Environmental Management System

The Group follows the national strategy of green and low-carbon development and takes the initiative to fulfill its carbon-neutral transformation responsibility, and pays attention to the negative impact that its operation may have on the natural environment. We strictly comply with laws and regulations such as the Environmental Protection Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China, the Atmospheric Pollution Prevention and Control Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Environment Pollution Caused by Solid Wastes, and others. We also continuously optimize the environmental management system, take different environmental management measures, and strive to build a low-carbon and environment-friendly sustainable development community. During the Year, the Group was

本集團緊隨國家的綠色低碳發展戰略，主動履行碳中和轉型發展的職責，亦重視自身在運營中可能對自然環境所產生的負面影響。我們嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國水污染防治法》、《中華人民共和國大氣污染防治法》、《中華人民共和國固體廢棄物污染環境防治法》等法律法規，不斷優化環境管理體系及採取不同環境管理措施，努力打造低碳環保的可持續發展社區。本年度，本集團並無涉及或發現任何違反環境相關法律及法規的行為。

### 環境管理體系

本集團的環境管理體系已通過ISO14001:2015國際標準認證，完善的環境管理體系讓本集團能妥善管理公司營運所產生的環境影響，以及減低發生環境事故的風險。本集團的環境管理體系已確定我們的營運活動和服務中能夠控制和能夠施加影響的環境因素及其相關的環境影響。在考慮生命週期觀點下，對原材料獲取、服務設計開發、物業管理服務專案實施、運輸和交付、使用、壽命結束後處理和最終處置中的環境因素進行了識別和評價，並執行《環境因素識別與評價控制程式》。環境管理體系亦針對本集團各項業務活動涉及的重要環境因素和不可接受風險制定環境目標指標實施方案，並基於風險和機遇的分析結果，對重要環境因素和不可接受風險進行控制，以及實

not involved in or discovered any violations of any environment-related laws and regulations.

#### Tackling climate change

To proactively address the financial impacts and development opportunities arising from climate change, the Group developed a response plan for climate-related financial disclosures in strict adherence to the four-pillar disclosure framework established by the Financial Stability Board's (FSB) Task Force on Climate-related Financial Disclosures (TCFD) and taking into account the characteristics of the property service industry and the Group's operational realities in 2025. This plan systematically outlines climate risk governance, strategy, risk management, and metrics and targets, comprehensively addressing the relevant TCFD disclosure requirements and supporting the Group's low-carbon transition and sustainable development.

**Governance:** The Group has integrated the management of climate-related risks and opportunities into its core governance system. The Board, serving as the highest decision-making and oversight body for climate-related matters, assumes overall responsibility for climate risk governance and provides coordinated guidance on the formulation, risk management and implementation of the Group's climate-related strategies.

**Strategy:** Taking into account the operational characteristics of the property service industry, the Group comprehensively assesses the physical and transition risks posed by climate change, while deeply exploring the climate opportunities arising from low-carbon development. Concurrently, it conducts temperature control scenario analysis and develops climate strategy response plans tailored to different scenarios, ensuring that the Group's strategy aligns with climate development trends.

施環境安全績效考核，以監測這些控制措施的有效性，確保發生環境事故的風險減至最低。

#### 應對氣候變化

為積極應對氣候變化帶來的財務影響與發展機遇，本集團嚴格遵循金融穩定理事會（FSB）氣候相關財務資訊披露工作小組（TCFD）四大支柱披露框架，結合物業服務行業特性與集團2025年經營發展實際，制定氣候相關財務資訊披露應對方案，系統梳理氣候風險管治、戰略規劃、風險管理及指標目標，全面回應TCFD相關披露要求，助力集團低碳轉型與可持續發展。

**管治：**本集團將氣候相關風險與機遇管理納入公司核心管治體系，由董事會作為氣候事宜的最高決策與監督機構，全面承擔氣候風險管治主體責任，統籌指導集團氣候相關戰略制定、風險管治及落地實施。

**策略：**本集團結合物業服務行業運營特點，全面研判氣候變化帶來的物理、轉型風險，深度挖掘低碳發展下的氣候機遇，同步開展溫控情景分析，制定適配不同情景的氣候戰略應對方案，確保集團戰略與氣候發展趨勢同頻共振。

目前為止，本集團識別到以下氣候變化相關風險和影響  
So far, the Group has identified the following climate change-related risks and impacts

Risk 風險	Impact 影響
<p>降雨模式改變和天氣模式的極端變化風險，如暴雨、暴風雪</p> <p>Risk of changes in rainfall patterns and extreme changes in weather patterns, such as heavy rainfall, snowstorms</p>	<p>有機會造成建築物受損，導致維護及維修成本增加</p> <p>Opportunity to cause damage to the building, resulting in increased maintenance and repair costs</p>
<p>消費者偏好轉變風險，如偏好低碳環保物業管理方式</p> <p>Risk of shifting consumer preferences, such as preference for low-carbon and environmentally friendly property management practices</p>	<p>為迎合消費者的偏好，需採購節能設備，妥善處理及回收廢棄物，導致投入及營運成本上升</p> <p>To meet consumer preferences, energy-saving equipment needs to be purchased and waste properly disposed of and recycled, resulting in higher input and operating costs</p>

To effectively mitigate the impacts caused by climate-related risks to the Group, we have adopted a series of risk mitigation measures. We are actively exploring the incorporation of climate-resilient elements into our property management projects, such as enhancing the resilience of buildings to cope with extreme weather through design and proper maintenance. We also maintain comprehensive insurance coverage for properties and possessions vulnerable to severe weather damage or another climate change-induced damage to minimize financial losses to the Group. We would ensure that adequate resources are available to address climate-related risks and take remedial measures. The Group would continue to review and improve the Group's climate change and energy policies. We also accelerate the promotion of energy-saving and carbon reduction programs, actively seek to incorporate green and low-carbon elements in our property management services to minimize carbon emissions generated from our business operations.

The Group understands that the frequency and severity of extreme weather caused by climate change will increase. Therefore, the Group has formulated contingency plans to deal with severe weather conditions like typhoons and rainstorms. Also, the Group has instructed all departments to respond promptly and minimize the impact of severe weather on the Group and its residents while protecting the health and safety of residents and staff. After extreme weather events, we have also formulated a recovery plan. We would arrange for our staff to clear the debris and repair the damaged facilities as soon as possible to reduce the environmental safety risks and return the community environment to normal as quickly as possible.

為有效減緩氣候相關風險對本集團的影響，我們已採取一系列的風險緩和措施。我們積極研究在物業管理專案中增添具有氣候抗禦力的元素，例如通過設計和適當的維修保養，提升樓宇的適應力以增強專案應對極端天氣的韌性。我們也為容易受極端天氣破壞或其他由氣候變化引起的損壞之物業和財產購買全面的保險，以減低對本集團的經濟損失。我們會確保準備充足的資源，以應對氣候相關風險及採取相關補救措施。本集團會持續檢討並完善集團的氣候變化和能源政策，加快推進節能減碳的方案，並積極尋求在物業管理服務中加入綠色低碳元素，盡力減低業務運營所產生的碳排放。

本集團明白氣候變化所引發的極端天氣的頻率及嚴重性將會增加，因此，本集團已針對颱風和暴雨等惡劣天氣狀況制定應急處理方案，指導各部門迅速應對，在保障住戶及員工的健康和安全的前提下，盡可能減低惡劣天氣對本集團及住戶的影響。於極端天氣事件發生後，我們亦制定復原計畫，我們會派員儘快清理雜物及維修受損壞的設施，減低環境安全風險，使社區環境儘快恢復正常狀況。

**Transition risks:** The ongoing advancement of China’s “dual carbon” strategy, characterized by carbon tax pilots, increasingly stringent energy consumption limits, and continuously upgraded green building standards, presents multiple transition challenges for the Group’s operations. First, the implementation of a carbon tax would generate additional tax costs related to the Group’s operational greenhouse gas emissions. Second, stricter national and local requirements for energy consumption management in property projects necessitate accelerating the transformation of traditional high-energy-consumption operational models, leading to increased compliance costs. Third, both new property developments and the retrofitting of existing properties must comply with green building standards, imposing higher demands on property facility operations, maintenance, and service process optimization. In response to these transition risks, the Group has incorporated green and low-carbon principles into its core development strategy. It is proactively planning energy-saving retrofits for existing properties, formulating green operation service standards, and strengthening communication with competent industry authorities to stay abreast of policy developments, ensuring that the Group’s operations fully align with low-carbon policy requirements.

## Emission Management

The operation scope of property management is mainly office and project. The office generates only a small amount of daily waste and has no significant impact on the sustainable development of the Group as a whole. All the non-hazardous waste is collected and disposed of by the cleaning staff and then disposed of by the local Health Board. In addition, all of the Group’s properties and offices are equipped with recycling bins to promote waste sorting awareness among staff and customers.

The project’s waste, including recyclable, hazardous, kitchen, green, and construction decoration waste, would be appropriately disposed of. Household garbage and kitchen waste shall be sorted and classified according to the community’s requirements. We strive for the consent of the majority of owners and suggestions in the community to set up garbage classification points and garbage removal transfer points, and at the same time, we sign garbage removal contract with the local City Management Bureau recognized qualification units which conduct the daily sorting of garbage, and garbage transfer to the provincial government to dump the designated location. For a small number of hazardous wastes, such as waste oil, paint, and other dangerous wastes generated by project engineers during the maintenance of facilities and equipment in the park, the Group would collect and store them separately and hand them over to qualified profession

**轉型風險：**國內“雙碳”戰略持續推進，碳稅試點、能耗限額政策趨嚴、綠色建築標準不斷提升，給集團運營帶來多重轉型挑戰：一是碳稅徵收落地後，集團運營環節的溫室氣體排放將產生額外稅務成本；二是國家及地方對物業專案能耗管控要求提高，傳統高能耗運營模式需加快改造，合規成本有所增加；三是新建物業及存量物業改造需符合綠色建築相關標準，對物業設施運維、服務流程優化提出更高要求。針對上述轉型風險，集團已將綠色低碳納入核心發展戰略，提前佈局存量物業節能改造，制定綠色運營服務標準，同時加強與行業主管部門的溝通，及時掌握政策動向，確保集團運營全面貼合低碳政策要求。

## 排放物管理

物業管理的運營範圍主要為辦公室與專案。我們辦公室只產生少量辦公室的日常垃圾，並對本集團整體可持續發展沒有重大影響，而有關的無害廢棄物全部由清潔人員收集及棄置，然後由地方衛生局處理。另外，集團旗下所有物業和辦公室均設有回收箱，向員工和顧客推廣垃圾分類意識。

針對專案上產生的垃圾，包括可回收垃圾、有害垃圾、廚餘垃圾、綠化垃圾和裝修建築垃圾均會得到妥善處理。生活垃圾與廚餘垃圾實行垃圾分類，並按照社區要求進行定點定時分類投放。我們爭取廣大業主的同意與建議在社區設立垃圾分類點及垃圾清運中轉點，同時與地方城市管理局認可資質單位簽訂垃圾清運合同，其每天對分類垃圾進行清理，並把垃圾轉運至當地政府的指定位置傾倒。針對產生的少量有害廢棄物，如專案工程人員在園區設施設備維修過程中產生的廢機油、廢油漆等有害廢棄物，本集團對其進行單獨收集存放，並交由有資質的專業公司進行處理。所有裝修建築垃圾會實行袋裝化，並委託當地專業清運公司進行清運。由於綠化垃圾量不多，我們會委託專業的綠化養護公司將綠化垃圾托運至其單位場地進行粉碎，粉碎後可加工成營養土或種植基質，此措施能有助提高回收

al companies for disposal. All decoration construction waste would be bagged and entrusted to a local professional cleaning company. Due to the small amount of green waste, the Group would charge a professional green conservation company to consign the green waste to its unit site for crushing. After crushing, the green waste can be processed into nutrient soil or planting substrate. This measure can help improve the recycling rate. In collaboration with community organizations, the Group would also set up recycling bins in the park for owners to donate used clothing to support environmental protection and charitable purposes. The Group also reinforces the importance of waste separation and low-carbon living.

利用率。此外，我們亦和社區組織合作在園區內設立舊衣物回收箱，方便業主捐贈舊衣物，以支持環保和做慈善用途。本集團亦加強居民的垃圾分類及低碳生活的重要性。

All kinds of waste disposal methods  
各類廢棄物的處理方法

一般生活垃圾及可回收廢棄物  
General household waste and recyclable waste

所有垃圾收集設施均採取密閉、節能、防臭、防滲、防塵、防雜訊等污染防控措施。由垃圾清運公司集中收集、轉運及處理。

Pollution prevention and control measures such as sealing, energy saving, odor prevention, seepage prevention, dust prevention and noise prevention have been adopted in all garbage collection facilities. Centralized collection, transfer and disposal by refuse companies.

建築垃圾  
Construction waste

與生活垃圾分開處理。  
及時清運施工過程中產生的建築垃圾。

Separate from household waste.  
Timely clean-up of the construction waste generated in the construction process.

電子廢棄物  
Electronic waste

由電器及電子產品生產者，維修機構、售後服務機構或回收商回收。

Recycled by electrical and electronic products manufacturers, maintenance machinery, after-sales service machinery or recyclers.

有害廢物(包括農藥廢物、礦物油、塗料廢物、含汞廢物，以及清潔清洗液)

Hazardous waste (including pesticide waste, mineral waste oil, paint waste, mercury-containing waste and cleaning solution)

棄置時均需清晰標明其內容，並貼上安全標籤，以提醒回收商注意。提倡以無害方式處置空農藥容器，即必須徹底清洗乾淨之後才處置。

When disposing, the contents should be clearly marked and safety labels should be affixed to remind recyclers of precautions.  
Promote the harmless disposal of empty pesticide containers, which must be thoroughly cleaned before disposal.

Expected target

The Group's property projects are mainly residential. Dexin Services would continue to raise household waste reduction awareness through various forms such as posters and workshops to promote household waste reduction. In addition, the Group will explore ways to increase waste recycling rates and implement pilot programs in cities with better domestic waste management.

預計目標

本集團物業專案以住宅專案為主。為推廣住戶日常減廢，德信服務將通過各種形式，如海報，工作坊等，持續提升住戶減廢意識。此外，本集團將探討提升廢棄物回收率的方案，並於生活垃圾管理較完善的城市推行試行計畫。

## Resource Usage Management

### Feature resource equipment transformation business

The in-pipeline project promotes the discharge, treatment, and reuse of storm water and sewage using relevant equipment and tools. In some projects, the Group would build nearby landscape pools and sewage treatment stations or use the original municipal facilities to treat rainwater sewage and turn waste into treasure. As a result rainwater sewage becomes the renewable water resource in the property area, which can be used to wash roads, water green spaces, wash cars, etc., reducing pollution and saving the resources.

### Strengthen noise control

Noise sources related to property management include vehicle traffic, construction, and social noise. As for vehicle traffic noise, the Group fully considers the separation management of people and vehicles and limits vehicle speed. At the same time, through the form of community agreement, vehicles are forbidden from honking in the community. For construction noise, it is prohibited to engage in construction operations at night, and the decoration construction time should be limited.

### Establish an ecological greening system and beautify the property environment

According to the different projects' geographical, architectural, and climatic characteristics, the Group sets up a green belt suitable for green space in the projects. It establishes the ecological green system to achieve a perfect and harmonious unity between people and nature. Green space and belts beautify the environment and, more importantly, protect the environment. Property management personnel's important responsibilities to maintain and make good use of the ecological greening system.

### Increase investment in science and technology to promote the use of property-related high-tech products

Through the communication network access to the home and various information networking, the Group provides users with multiple options in the project. The application of an intelligent management system ensures that the community (building) can work well in safety management call management, energy facilities management, automatic payment, and other aspects. The intelligent management system also helps reduce energy consumption and reduce property management practitioners, which have vital significance. At the same time, the project leaders vigorously advocated using various environmental products in the management area, such as fluorine-free air conditioning and refrigerators, to reduce the damage to the ozone layer caused by freon leakage, etc.

## 資源使用管理

### 特色資源設備改造業務

在管專案通過利用相關的設備和工具，促進雨水、污水的排放、處理和再利用。本集團在部分專案就近建立景觀水池和污水處理站，或利用原有市政設施將雨水污水進行處理，變廢為寶，使雨水污水成為物業區域內的再生水資源，用於沖洗道路、澆灌綠地、沖洗汽車等，既可減少污染又可節約水資源。

### 加強雜訊控制

與物業管理有關的雜訊源主要有：車輛交通雜訊、建築施工雜訊和社會生活雜訊等。對於車輛交通雜訊，本集團充分考慮人車分流管理並限制車輛速度，同時通過社區約定的形式，禁止車輛在社區鳴笛。對於建築施工雜訊，禁止在夜間從事施工作业，要有限控制裝修施工時間。

### 建立生態綠化系統，美化物業環境

根據不同專案的地理、建築以及所處的氣候特徵，本集團在專案上設置相宜綠地的綠化帶，建立生態綠化系統，真正使人與自然達到完美和諧的統一。綠地和綠化帶不僅能美化環境，更重要的是保護環境。養護好、利用好生態綠化系統，是物業管理人員的重要職責。

### 加大科技投入，促進和物業有關的高科技產品的使用

本集團在管專案通過通訊網絡入戶和各種資訊聯網，為用戶提供了多種選擇。智能管理系統的應用，使社區(大廈)在安全管理、呼救管理、能源設施管理、付費自動劃款等各方面，提高了管理水準，對降低能耗、減少物業管理從業人員都有十分重要的意義。同時，專案負責人在管理區內大力宣導各類環保產品的使用，如提倡使用無氟空調、無氟冰箱，減少氟利昂洩漏對臭氧層的破壞等等。

### Advocating green office

We actively promote green office, call on employees to start from the small things around, cherishing every electricity, every drop of water, every piece of paper, every liter of oil, every piece of office supplies, establish environmental awareness:

1. In terms of conserving electricity, the Company encourages employees to “turn off the lights when away from office, set the computer in power-saving mode, and turn off the computer when away for a long time”. The Company also encourages tenants to set the air-conditioning temperature of their offices at 25.5°C in Summer and 23°C in Winter and to turn off air-conditioners when leaving offices.
2. In terms of water conservation, the Company regularly monitors the electricity and water consumption of each unit throughout the year. We effectively reduce waste through upgrading equipment and adjusting the consumption program on electricity and water.
3. In terms of green travel, the Company encourages employees to use video and teleconferencing to reduce business trips and the use of cars.
4. In terms of saving paper, the Company encourages employees to use electronic channels such as OA office system, mobile APP, email and Rmeet video conference platform to promote a paperless office.
5. In terms of garbage classification, the Company has set up sorting garbage cans in public areas and provided sorting bins for four major categories of items: plastics, batteries, aluminum cans and paper to encourage employees to make garbage sorting.
6. In terms of recycling, the Company encourages employees to participate in the year-round environmental recycling program by sorting and recycling various items. These items include old computers and accessories, CDs, books, clothes, small electrical appliances, toner cartridges, lamps and so on.

#### Expected target

The Group's property projects are mainly residential. Dexin Services would continue to raise household waste reduction awareness through various forms to promote household waste reduction. In addition, the Group will explore ways to increase waste recycling rates and implement pilot programs in cities with better domestic waste management. We strive for more titles, such as “waste sorting demonstration communities” and “green communities” for the projects under our management.

### 宣導綠色辦公

積極宣導綠色辦公，號召員工從身邊小事做起，珍惜每一度電、每一滴水、每一張紙、每一升油、每一件辦公用品，樹立環保意識：

- 1、在節約用電方面，公司鼓勵員工“離開辦公室關燈、電腦設置省電模式及長久離開關機”；向大廈租戶宣導辦公室空調溫度設置為夏天25.5°C,冬天23°C,下班前關閉獨立空調系統開關。
- 2、在節約用水方面，公司對各單位用電量、用水量都會定期進行全年監測，通過設備提升及調節用水方案，有效減少不必要的浪費。
- 3、在綠色出行方面，公司鼓勵員工採用視頻和電話會議，減少出差，減少公車使用。
- 4、在節約用紙方面，公司鼓勵員工使用OA辦公系統、手機APP、電郵、Rmeet視頻會議平臺等電子管道，推進無紙化辦公。
- 5、在垃圾分類方面，公司在公共區域設立分類垃圾桶，提供塑膠、電池、鋁罐及紙質四大類物品的分類垃圾箱，鼓勵員工進行垃圾分類。
- 6、在環保回收方面，公司鼓勵員工參加全年環保回收計畫，對各項物品分類回收，回收物品包括舊電腦及配件、光碟、舊書、舊衣、小型電器、碳粉盒、燈管等。

#### 預計目標

本集團物業專案以住宅專案為主。為推廣住戶日常減廢，德信服務將通過各種形式，持續提升住戶減廢意識。此外，本集團將探討提升廢棄物回收率的方案，並於生活垃圾管理較完善的城市推行試行計畫。爭取在管專案能夠獲得更多“垃圾分類示範社區”，“綠色社區”等稱號。

## Boosting Carbon Neutrality

Climate change has a long-term impact on society and the natural environment, and addressing climate change has become one of the most significant and pressing challenges of our time. The Group has taken a proactive approach to identify the risks and opportunities associated with climate change and has formulated strategies to address climate change based on the Group's business conditions to mitigate the risks the Group faces. To reduce the negative impact of climate change and in response to the country's carbon neutrality targets of achieving carbon peaking by 2030 and carbon neutrality by 2060, the Group has put in place various carbon reduction measures. The Group proactively reduces the carbon footprint of its operations to mitigate the negative impact on the climate and the environment. At the same time, the Group has actively undertaken the social responsibility of low-carbon green development. We publish the industry's first carbon-neutral white paper in collaboration with the Planning Institute of Zhejiang University to summarize the experience of Dexin Services in practicing low-carbon management. The Group also pioneered the "Total Life Cycle of Low-Carbon Operation" and "T.H.I.N.K Property Carbon Neutrality Management System" in the property management industry, providing carbon-neutral transformation action ideas for the whole life cycle of operation management in the industry.

### Active promotion of carbon neutrality

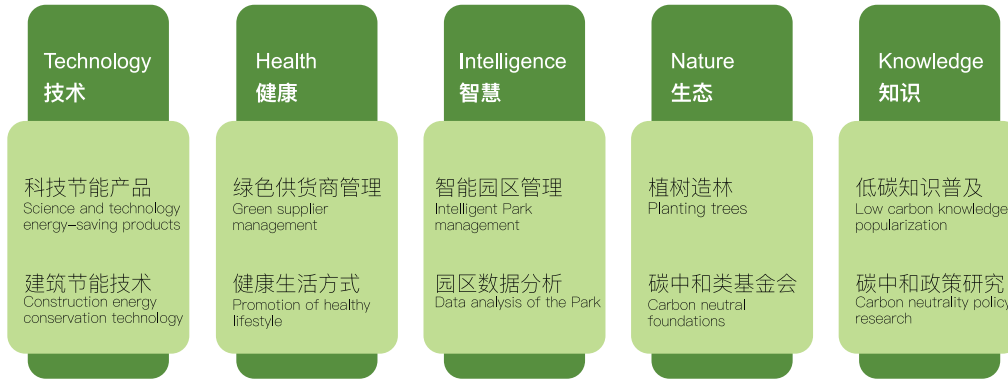
The low carbon transformation of property management is inextricably linked with sustainable development. We believe that moving towards green transformation development can reduce energy consumption and contribute to the Group's market competitiveness. The Group actively promotes the development of carbon neutrality in the industry. We have released the industry's first carbon-neutral white paper – "Dexin Services Carbon Neutral White Paper", which focuses on deeply integrating dual carbon services with property services. We proposed the T.H.I.N.K carbon-neutral property management system, which targets the whole life cycle of the industry's operation and management. In addition we build the carbon-neutral property management system from the five major service platforms of technology empowerment (T-technology), healthy living (H-health), intelligent brain (I-intelligence), natural compensation (N-nature) and knowledge dissemination (K-knowledge).

## 助力碳中和

氣候變化對整個社會以及自然環境均帶來長遠影響，而應對氣候變化已成為當今時代最重大而迫切的挑戰之一。本集團已採取積極的態度主動識別氣候變化所伴隨的風險及機遇，並根據集團經營狀況制定應對氣候變化的策略以減低集團所面對的風險。為減緩氣候變化所帶來的負面影響，以及回應國家力爭於2030年前碳達峰及2060年前實現碳中和的雙碳目標，本集團已制定多種減碳措施，主動減少集團營運的碳足跡以緩和對氣候及環境所造成的負面影響。同時，本集團積極承擔低碳綠色發展的社會責任，聯合浙江大學規劃院發佈行業首份碳中和白皮書總結德信服務實踐低碳管理工作的經驗，開創性地在物管行業中提出“低碳運營的全生命週期”，以及“T.H.I.N.K物業碳中和管理體系”，對行業全生命週期的運營管理提供碳中和轉型行動思路。

### 積極推動碳中和

物業管理的低碳轉型和可持續發展密不可分，我們相信走向綠色轉型發展既可降低能耗，又有助於本集團的市場競爭力。本集團積極推動行業碳中和發展，我們發佈了行業首部碳中和白皮書《德信服務碳中和白皮書》，內容圍繞如何將“雙碳”服務與物業服務深度結合在一起。我們提出T.H.I.N.K碳中和物業管理體系，針對行業全生命週期的運營管理，從技術賦能(T-technology)、健康生活(H-health)、智慧大腦(I-intelligence)、生態補償(N-nature)、知識宣貫(K-knowledge)五大服務平臺構建碳中和物業管理體系。



The Group adopts the T.H.I.N.K carbon-neutral property management system in several property management projects to continuously promote low carbon service innovation and integrate the dual carbon concept into the community, led by the new development concept of green, innovation and sharing. We have evaluated and practiced various emission reduction measures, utilized renewable energy technologies for energy-saving renovation, and used supporting information management systems to enhance energy utilization efficiency.

**Energy efficiency retrofit using renewable energy technologies**

The Group has established a joint venture with a leading domestic zero-carbon integrated solution provider. The Group also builds a Dexin Services carbon-neutral asset management platform to evaluate the potential of various renewable energy utilization equipment and solutions to maximize the utilization of renewable energy.

Actively aligned with China’s “Carbon Peak and Carbon Neutrality” strategic goals, and focusing on the development direction of intelligence and greenery, the Company has successfully promoted the large-scale application of intelligent luminaire core technology and the innovative expansion in new energy business scenarios. Intelligent luminaire core application: in core provinces such as Anhui and Zhejiang, more than 10,000 sets of intelligent luminaire core have been deployed, covering office buildings, commercial complexes, and residential communities, enabling intelligent upgrades of lighting systems. New energy business breakthrough: We launched new distributed photovoltaic power generation projects and pilot projects for elevator kinetic energy recovery systems to promote circular energy utilization.

本集團在多個物業管理專案正在使用T.H.I.N.K碳中和物業管理體系，不斷推動低碳服務創新，以綠色、創新、共用的新發展理念為引領，把“雙碳”理念融入社區。我們已進行多種減排措施的評估與實踐，利用可再生能源技術進行節能改造，並利用配套資訊化管理系統提升能源利用效率。

**利用可再生能源技術進行節能改造**

本集團與國內領先的零碳綜合解決方案服務商成立合資公司，搭建德信服務碳中和資產管理平臺，評估各類可再生能源利用設備及解決方案的可能性，最大程度實現可再生能源的利用。

公司積極回應國家“雙碳”戰略目標，圍繞智慧化、綠色化發展方向，成功推動智能燈芯技術的大規模應用與新能源業務場景的創新拓展。智能燈芯應用：在安徽、浙江等核心省份完成超10,000套智能燈芯的部署，覆蓋寫字樓、商業綜合體及住宅社區，實現照明系統智能化升級；新能源業務突破：新增分佈式光伏發電專案，同步落地電梯動能回收系統試點專案，推動能源迴圈利用。

### Benchmark implementation of rooftop photovoltaic power generation project

In 2025, taking Dexin Center as a core benchmark project, the Group implemented a rooftop photovoltaic power generation project for a large-scale urban complex in the core business district of Hangzhou East Railway Station. This project represents a significant milestone in the Group's new energy business. Under the premise of ensuring building safety and structural integrity, the project fully utilized nearly 4,000 square meters of idle rooftop public space for the layout of photovoltaic modules. It innovatively established an integrated "source-grid-load-storage" energy management system. The project was commissioned and connected to the grid in June 2025, and achieved a monthly power generation exceeding 100,000 kWh in August. The project is estimated to generate 700,000 kWh annually, reducing carbon emissions by approximately 700 tons per year, providing a replicable and scalable practical model for the green retrofitting of high-energy-consumption commercial complexes.

The green energy generated by the Dexin Center rooftop photovoltaic project is fully utilized to meet the electricity needs of the complex's public area lighting, elevator operations, and other uses, achieving localized consumption of green power. Additionally, the project features a photovoltaic-powered car non-motor vehicle charging station in the outdoor area, deeply integrating green energy with homeowners' daily commuting scenarios and embedding low-carbon concepts into the details of daily life. Furthermore, the project adopts a revenue model of "self-consumption with surplus electricity fed into the grid". While achieving carbon reduction goals, it also generates sustainable green revenue for the project, realizing a win-win situation for both environmental and economic benefits.

### Large-scale application of intelligent luminaire core technology

In 2024, the Group comprehensively promoted smart lighting technology across more than 10 key projects in regions such as Anhui and Zhejiang, replacing traditional lighting systems. Leveraging core functions such as AI adaptive dimming and remote energy consumption monitoring, this technology delivers three major core benefits: energy savings and efficiency enhancement, operational maintenance optimization, and experience upgrade. The overall energy savings rate has increased to 85%, significantly reducing project lighting energy consumption. By utilizing the IoT platform, real-time equipment fault alerts are achieved, reducing manual inspection costs by 40% and extending equipment service life to over five years. Through dynamic light adjustment technology, the system precisely meets the lighting needs of different scenarios in public areas, significantly enhancing the homeowner lighting experience.

### 屋頂光伏發電專案標杆化落地

2025年，本集團以德信中心為核心標杆，落地杭州東站CBD核心商圈大型城市綜合體屋頂光伏發電專案，成為集團新能源業務的重要里程碑。該專案在保障建築安全與結構穩定的前提下，充分利用近4000平方米屋頂閒置公共空間佈局光伏組件，創新搭建“源網荷儲一體化”能源管理體系，並於2025年6月完成調試並網，8月實現單月發電量超10萬度，預估專案年發電量可達70萬千瓦時，年減碳量約700噸，為高能耗商業綜合體的綠色改造提供了可複製、可推廣的實踐範本。

德信中心屋頂光伏發電專案所產生的綠色能源全面供應專案公共區域照明、電梯運行等用電需求，實現了綠電的就近消納；同時，專案在戶外區域配套設置光伏愛心非機動車充電車棚，將綠色能源與業主日常出行場景深度融合，讓低碳理念融入生活細節。此外，該專案採用“自發自用+餘電上網”的收益模式，在實現減碳目標的同時，為專案創造了可持續的綠色收益，實現環境效益與經濟效益的雙贏。

### 智能燈芯技術的大規模應用

2024年，本集團在安徽、浙江等區域的10餘個重點專案全面推廣智能燈芯技術，替代傳統照明系統。該技術依託AI自適應調光、遠程能耗監控等核心功能，實現節能增效、運維優化、體驗升級三大核心效益：綜合節能率提升至85%，大幅降低專案照明能耗；依託物聯網平臺實現設備故障即時預警，人工巡檢成本降低40%，設備使用壽命延長至5年以上；通過動態光照調節技術，精準匹配公共區域不同場景的照明需求，顯著提升業主照明體驗。

### Scenario-based pilot applications of intelligent robots

Leveraging the industrial advantages of Hangzhou's concentrated robotics industry chain, the Group deeply grasps the development trend of intelligent technology empowered green property management. It proactively visited leading Hangzhou-based technology companies such as Unitree Robotics, Deep Robotics, and Merit Interactive to conduct on-site research on the latest developments in the robotics industry and the core product performance of various intelligent devices. Combining these insights with core property service scenarios such as cleaning, security, and operations and maintenance, the Group held targeted discussions with these companies on pilot application functions, precisely matching the application needs of intelligent devices to property scenarios and promoting the deep integration of intelligent robots with property services. Taking typical projects such as Dexin Center as pilots, the Group initially deployed unmanned cleaning robots and intelligent security patrol robots. The unmanned cleaning robots achieve meticulous, all-around cleaning of public areas in complexes and event venue spaces without blind spots, adapting to different scenario cleaning requirements and improving cleaning efficiency and cleanliness. The intelligent security patrol robots, equipped with high-definition cameras, infrared sensors, and other devices, enable continuous intelligent patrols of key project areas, simultaneously linking with the Group's intelligent early warning platform to achieve real-time capture and automatic alerts for abnormal situations, forming a new "human-machine collaboration" intelligent service model. Through the pilot application of intelligent robots, the Group has significantly enhanced the level of intelligence and operational efficiency of its property services while further reducing manual operation costs. This initiative has also accumulated valuable scenario-based practical experience for the large-scale promotion of intelligent robots across various projects within the Group.

### Diversified expansion of distributed photovoltaics and elevator kinetic energy recovery

Led by the typical project at Dexin Center, the Group is accelerating the implementation of distributed photovoltaic power generation projects. It plans to deploy photovoltaic power stations on the rooftops of multiple commercial projects nationwide, creating a green energy supply system tailored to local conditions and achieving the resourceful and green utilization of idle building spaces.

Meanwhile, the Group has piloted elevator kinetic energy recovery technology in apartment buildings in Yuhang District, Hangzhou. By installing potential energy recovery devices for elevators, the system converts redundant kinetic energy generated during elevator operation into electricity, enabling energy recycling. Pilot data shows that a single elevator feeds back 15–20 kWh of electricity per day on

### 智能機器人場景化試點應用

立足杭州機器人產業鏈聚集的產業爆發優勢，本集團深度把握智能科技賦能綠色物業的發展趨勢，主動走訪宇樹科技、雲深處科技、每日互動等杭州本土頭部科技企業，實地調研機器人行業前沿發展動向、各類智能設備核心產品性能，並結合物業服務的保潔、安防、運維等核心場景，與企業開展試點應用功能專項研討，精準匹配物業場景的智能設備應用需求，推動智能機器人與物業服務的深度融合。集團以德信中心等標杆專案為試點，先行落地應用無人清潔機器人、智能安防巡檢機器人等設備，其中無人清潔機器人實現園區公共區域、場館活動場地全域無死角精細化清潔，適配不同場景的清潔需求，提升保潔效率與潔淨度；智能安防巡檢機器人搭載高清攝像頭、紅外感應等設備，實現專案重點區域不間斷智能巡檢，同步聯動集團智能預警平臺，實現異常情況即時抓拍、自動報警，形成“人機協同”的智能服務新模式。通過智能機器人的試點先行應用，既大幅提升了物業服務的智能化水準與運營效率，又進一步降低了人工運營成本，為智能機器人在集團各項目的規模化推廣積累了寶貴的場景化實踐經驗。

### 分佈式光伏與電梯動能回收多元化拓展

在德信中心標杆專案引領下，本集團加快分佈式光伏發電專案的落地，計畫在全國多個商業專案屋頂佈局光伏電站，因地制宜打造綠色能源供應體系，實現建築閒置空間的資源化、綠色化利用。

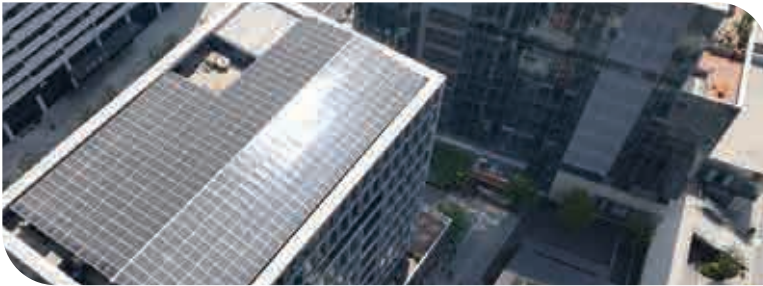
同時，本集團在杭州餘杭區公寓建築落地電梯動能回收技術試點，為電梯加裝勢能回收裝置，將電梯運行過程中產生的冗餘動能轉化為電能，實現能源的迴圈利用。試點數據顯示，單臺

average, with a self-consumption rate exceeding 85%, effectively reducing energy consumption in public areas of the projects.

Through its new energy initiatives, the Group promotes collaborative carbon reduction across the property management industry chain. In the future, it will continue to deepen its “technology + scenario” dual-drive development strategy, and reduce costs and improve efficiency in project operations through the large-scale application of renewable energy. At the same time, building on its existing green energy projects, the Group will create “carbon-neutral landmark buildings” in collaboration with industry-leading institutions, actively explore new models such as carbon credit trading and CCER carbon asset development, and advance the evolution of low-carbon property operations from “carbon reduction” to “value creation”, contributing Dixin’s solution to the industry’s carbon neutrality transition.

電梯日均回饋電量15–20度，電能自消納率達85%以上，有效降低了專案公區用電能耗。

本集團以新能源業務推動物業行業產業鏈協同減碳，未來將持續深化“技術+場景”雙驅動發展策略，通過可再生能源的規模化應用為專案運營降本增效；同時，以現有綠色能源專案為基礎，聯合行業權威機構打造“碳中和標杆樓宇”，積極探索碳積分交易、CCER碳資產開發等新模式，推動物業低碳運營從“減碳”向“價值化”升級，為行業碳中和轉型貢獻德信方案。



# 供應管控合作共贏

## SUPPLY CHAIN MANAGEMENT AND WIN-WIN COOPERATION

Good supply chain management helps improve the quality of products and services and reduce the environmental and social risks arising from poor supply chain management during operations. The Group has embedded ESG principles into its supplier management framework by establishing a full-cycle governance mechanism covering admission, performance evaluation, and supervision. The Group strictly comply with the laws and regulations related to the property management service industry and supply chain management, including the Bidding Law of the People's Republic of China, the Government Procurement Law of the People's Republic of China and the Regulation on Realty Management of the People's Republic of China. According to the operation status of the Group, the Supplier Management System is formulated to standardize the supplier management system of the Group, clarify the bottom-line requirements for suppliers in terms of compliance operation, labor rights and environmental protection, promote the implementation of supply chain responsibilities through contractual commitments, training and promotion, and on-site audits, and strengthen the procedures such as supplier admission and evaluation mechanism. We also communicate with our suppliers on a regular basis and strive to maintain and deepen long-term relationships with quality suppliers to ensure stable product supply and quality service, and pursue mutually beneficial and win-win development with our partners.

### Supplier Management System

To ensure that the Group procures quality products and services and to enhance the quality of the Group's property management services, the Group has formulated the Supplier Management System Guidelines to regulate supplier management. We have established a unified supplier evaluation system for supplier selection and evaluation in a standardized and regulated manner. All departments of the Group will carry out procurement, verification and control work at different

良好的供應鏈管理有助於提高產品品質及服務品質，降低企業在營運過程中因供應鏈管理不善所帶來的環境及社會風險。本集團將ESG理念深度融入供應商管理體系，建立覆蓋准入、評估、監督的全週期管理機制。本集團嚴格遵守物業管理行業及供應鏈管理相關的法律法規，包括《中華人民共和國招標投標法》、《中華人民共和國政府採購法》及《中華人民共和國物業管理條例》等，並根據集團經營狀況訂立了《供應商管理制度》以規範集團的供應商管理系統，明確供應商在合規經營、勞工權益、環境保護等方面的底線要求，通過簽約承諾、培訓宣導、現場審核等方式推動供應鏈責任落地，強化供應商准入、評估機制等程式，同時也定期與供應商進行溝通交流，致力維繫和深化與優質供應商長期合作關係，確保產品供應穩定及服務品質優質，並與合作夥伴一起追求互利共贏的發展。

### 供應商管理制度

為確保本集團採購優質的產品和服務，提升本集團的物業管理服務品質，本集團制訂了《供應商管理制度》以規範供應商管理。我們建立了統一的供貨商評價體系，以標準、規範的方式進行供應方選擇及評價。本集團的各個部門會根據《供應商管

stages of the supply chain in accordance with the Supplier Management System Guidelines to minimize environmental and social risks in the supply chain.

## Supplier Access, Evaluation and Management

The Group regards supplier access evaluation as an essential link of supply chain management and has established a complete supplier access management process.

The Group has implemented the supplier tiered pre-qualification system, and set up entry thresholds in terms of qualification compliance, service cases, risk records and other dimensions. Before warehousing, the Group would inspect suppliers and form inspection reports to verify their relevant qualifications, turnover, typical performance, comprehensive strength, etc., and comprehensively assess whether they meet the requirements of the Group. The Group organised cross-departmental inspection teams to conduct a comprehensive qualification examination, including the ESG special project due diligence, of suppliers with major procurement projects. The examination covers multiple dimensions including company size, office environment, staffing, structure, management model, and site visits of different categories of suppliers. The inspection team formulates a corresponding report on the inspection. Only those who have passed the inspection will be shortlisted into the Group's Supplier Pool.

For suppliers involved in large service outsourcing and engineering projects, we require suppliers to pass the corresponding ISO certification. At the same time, their environmental performance, such as whether the energy saving and consumption reduction process is adopted, is also included in our site inspection.

理制度》的指引開展供應鏈中不同環節的採購、核查、管控工作，盡最大力度降低供應鏈中的環境和社會風險。

## 供應商准入、評估與管理

集團將供應商准入評估視作供應鏈管理的重要環節，建立了完善的供應商准入管理流程。

本集團實施供應商分級預審制度，從資質合規性、服務案例、風險記錄等維度設定准入門檻。入庫前，本集團會對供應商開展考察並形成考察報告，核實其相關資質、營業額、典型業績、綜合實力等，綜合評估其是否滿足集團要求。本集團組建跨部門考察小組，對重大採購專案供應商開展包含ESG專項盡職調查在內的全方位資質審查。審查涵蓋公司規模、辦公環境、人員配備、組織架構、管理模式、以及不同類別供應商的相應現場考察等多個維度。考察小組就考察內容形成相應的考察報告，考察合格方可入圍集團供應商單位庫。

涉及大型服務外包及工程專案的供應商，我們要求供應商通過相應ISO認證，同時，其環境表現，如是否採用節能降耗工藝，也被納入我們的現場考察維度。

The Group regularly carries out recruitment and procurement business training. It provides professional skills training such as supplier recruitment and selection to relevant responsible persons to effectively implement the recruitment and procurement system and strengthen supply chain management and control.

To strengthen the assessment of suppliers' environmental and social factors, we take ISO 9001 quality management system, ISO 14001 environmental management system, OHSAS 18001 occupational safety and health management system, and other certifications as the screening conditions for supplier access.

The Group has established a quarterly performance evaluation system, setting quantitative indicators for delivery quality, response speed, compliance performance, etc. At the same time, for suppliers who continuously fail to meet the evaluation standards, the corrective dialogues and rectification mechanism will be triggered, and those with serious violations will be included in the blacklist. The Group attaches great importance to the continuous management of suppliers and implements a supplier capability building program, regularly organizing training on themes such as safe production and low-carbon operations. A supplier risk early warning system has been established to monitor the risk signals such as abnormal operations and administrative penalties in real time.

The Group adheres to open procurement, has zero tolerance for suppliers with impaired integrity or violating the integrity agreement, and makes clear the channels for complaints and reports to establish a clean supply chain. We have included business ethics in our assessment of suppliers at various stages of our cooperation. We take the supplier's qualification and credit as the critical factor of inventory inspection, require all cooperative suppliers to sign the integrity agreement and carry out compliance audits from time to time during the performance of the agreement.

Starting in 2019, the Group has assessed suppliers from five major perspectives, including accessibility, management, and elimination. This conference also makes requirements for the ability of suppliers to provide supporting services, adding important sections such as performance evaluation, transparency cooperation, and contents of ten major bans for staff at all levels to assess. Once again, we emphasize the cooperation concepts of "walking together", "mutual development", and "sharing, undertaking, co-existing", and hope that we can have more scintillation with various suppliers in future development.

集團定期開展招采業務培訓，向相關責任人提供供應商徵召、篩選等專業技能培訓，確保招採制度的有效落地，加強供應鏈管控效力。

本集團為加強對供應商環境及社會因素的評估，我們以ISO9001品質管理體系、ISO14001環境管理體系、OHSAS18001職業安全健康管理體系等認證作為供貨商准入的篩選條件。

本集團建立季度績效評估體系，圍繞交付品質、回應速度、合規表現等設定量化指標。同時對連續評估不達標供應商啟動約談整改機制，將嚴重違規者納入黑名單。本集團重視對供應商的持續性管理，推行供應商能力建設計畫，定期組織安全生產、低碳運營等主題培訓。建立供應商風險預警系統，即時監控經營異常、行政處罰等風險信號。

本集團堅持陽光採購，對於有誠信不佳行為或違反誠信約定的供應商零容忍，同時明確投訴、舉報通道，致力於廉潔供應鏈的建立。我們在不同合作環節對供應商進行的考察中都包含商業道德維度的考察。我們將供應商資質資信作為入庫重點考察要素，要求所有合作供方簽訂廉潔協議，並在履約過程中不定期開展合規性審計。

本集團自2019年開始，從准入、管理、淘汰等五大維度對供方進行要求管理，此次大會也對供應商配套服務的能力做出了要求，增加了履約評估等重要工作環節、陽光合作及十大禁令內容等對各級員工進行考核。再次重點突出“結伴而行”、“共同發展”、“共用、共擔、共生”，的合作理念，希望在未來的發展過程中能與各供應商有更多的火花和碰撞。

The Group makes quarterly performance evaluations on cooperative units. It comprehensively evaluates whether suppliers' strengths meet our cooperation requirements by evaluating service attitude, business level, service quality, and other aspects. The Group leads the comprehensive evaluation of the units in the national unit database every quarter according to the performance of the cooperated projects.

Qualified suppliers can enter the suitable Supplier Pool of the Company, and excellent suppliers enjoy priority cooperation rights. The unqualified units will be interviewed and required to make rectifications within a time limit, and the units that still fail to improve their performance will be abolished.

## Green Procurement

The Group incorporates environmental benefits into the core dimension of procurement decisions, prioritizing suppliers with green certification and sound disclosure of carbon footprint. In scenarios such as engineering renovation and equipment procurement, it is clearly required to use low-carbon materials such as energy-efficient building materials and eco-friendly coatings, and to jointly develop waste reduction plans with suppliers. An ESG scoring card system for procurement items has been established to evaluate environmental performance from aspects of raw material traceability, production processes, and transportation methods, gradually increasing the proportion of green procurement. A sustainable development initiative is released at the annual supplier conference, in a bid to work with partners to carry out innovative practices such as clean energy equipment trials. In the process of supplier admission, we will require suppliers to sign the Green Supplier Commitment Form to ensure that the products they supply comply with the "Green Supply Chain Management Evaluation Requirements" in Appendix 3 of the "Notice of the General Office of the Ministry of Industry and Information Technology on the Construction of Green Manufacturing System". Such requirement can ensure that the Group's manufacturing, packaging, storage, transportation, and service comply with the Ministry of Industry and Information Technology requirements. The suppliers must also regularly provide monitoring reports issued by recognized testing organizations for verification.

In addition, the Group classifies supplier categories into two categories, material category and non-material category, through our OA system. The procurement of some materials requires suppliers to provide green environmental protection test reports. Through the classified procurement of suppliers and service outsourcing, the Group collects suppliers strategically to realize resource sharing, reduce resource waste and the problem of high cost of single cooperation, so

集團每季度對合作單位進行履約評價，通過評估服務態度、業務水準、服務品質等方面，綜合評判供應商綜合實力是否滿足我們的合作要求。集團每季度根據已合作專案的履約情況牽頭對全國性單位庫中的單位進行綜合評判，合格的供貨商能進入公司合格供應商庫，優秀供應商更享有優先合作權。對於不合格的單位，對其進行約談並要求其限期整改，針對仍無履約情況改善的單位予以廢除。

## 綠色採購

本集團將環境效益納入採購決策核心維度，優先選擇具有綠色認證、碳足跡披露完善的供應商。在工程改造、設備採購等場景中，明確要求使用節能建材、環保塗料等低碳材料，推動供應商共同制定廢棄物減量方案。建立採購品ESG評分卡制度，從原材料溯源、生產工藝、運輸方式等環節評估環境表現，逐步提升綠色採購占比。通過供應商年度大會發佈可持續發展倡議，聯動合作夥伴開展清潔能源設備試用等創新實踐。在供應商准入的過程中，入庫的供應商均須簽署《綠色供應商承諾書》，確保其供應的產品符合《工業和資訊化部辦公廳關於開展綠色製造體系建設的通知》中附件3《綠色供應鏈管理評價要求》，以保證本集團的生產製造、包裝、存儲、運輸、服務過程均符合工信部要求，供應商亦需定期提供認可的測試機構出具的監測報告以供核實。

另外，本集團通過線上OA系統將供應商種類分為物料類、非物料類兩大類別，部分物料類採購物品要求供應商提供綠色環保類檢測報告。集團通過供應商的分類採購以及服務外包，建立戰略集采供應商，實現資源共用，減少資源浪費和單體合作

as to reduce the overall procurement cost of the Company.

The Group is actively taking action to reduce carbon emissions in the supply chain. We will further establish a green and low-carbon management mechanism for suppliers, add a green and low-carbon supplier undertaking to the supplier induction process and require suppliers to regularly provide green and low-carbon product related-certification and monitoring reports to take practical actions to promote reduction of carbon emissions in the supply chain. We will also invite suppliers' representatives to sign the "Green Manufacturing Pact for Dexin Service Supply Chain", launch the property management industry's first "Carbon Neutrality" initiative, and establish a pool of members of the "Carbon Neutral" initiative for service providers of Dexin Services Group.

高成本的情況，大幅度降低公司整體採購成本。

此外，本集團積極採取行動降低供應鏈的碳排放，我們將進一步建立供應商綠色低碳管理機制，在供應商入庫環節中增加綠色低碳供應商承諾書，要求供應商定期提供產品綠色低碳相關認證及監測報告，以實際行動推動供應鏈實現碳減排。我們亦會邀請供應商代表共同簽署《德信服務供應鏈綠色質造公約》，發起物業行業首份「碳中和」倡議，並建立德信服務供應商「碳中和」倡議成員庫。



德信服务供应商大会  
Supplier Conference held by Dexin Service

# 貪污舞弊舉報

## INTEGRITY AND HONESTY IN BUSINESS

Dexin Services Group strictly complies with national laws, regulations, and the management requirements of regulatory authorities at all levels. Adhering steadfastly to its core values of the “Three Integrity Culture”—“Cultivating righteousness, Walking the right path, and Doing the right thing”—the Group comprehensively advances the construction of its integrity risk prevention and control system, ensuring that all business operations proceed steadily on a track of efficiency, transparency and compliance. We are committed to building a fair, just, and open environment for integrity-based employment, strengthening the professional ethics awareness of all employees, and resolutely maintaining a “zero tolerance” approach against any form of corruption or misconduct, continuously enhancing corporate governance standards and risk prevention and control capabilities.

### Anti-corruption Management

In strict compliance with laws and regulations such as the Company Law of the People’s Republic of China, the Anti-Unfair Competition Law of the People’s Republic of China and the Interim Provisions on Prohibition of Commercial Bribery, the Group continuously improves its internal control and compliance mechanisms to establish a strong defense for integrity-based operations. The Audit and Supervision Department leads the formulation and implementation of a series of institutional documents, including the Regulations on the Management of Functional Conduct of Dexin Group Employee, the Regulations on the Management of Conflict of Interest of Employee, the Employee Handbook, the Ten Prohibitions, the Internal Audit System (Trial) of Dexin Service Group, and the Supplier Integrity Pledge, which clearly define the behavioral boundaries for employees and suppliers in business activities, comprehensively prohibit various forms of misconduct, including bribery, embezzlement, misappropriation, and undue transfer of benefits.

德信服務集團嚴格遵守國家法律法規和各級監管機構管理要求，始終堅持以“樹正氣、走正道、做正品”的“三正文化”為核心價值觀，嚴格遵循國家法律法規及監管要求，全面推進廉潔風險防控體系建設，確保各項業務在高效、透明、合規的軌道上穩健運行。我們致力於構建公平、公正、公開的廉潔從業環境，強化全體員工職業道德意識，堅決以“零容忍”態度打擊任何形式的腐敗與舞弊行為，持續提升企業治理水準與風險防控能力。

### 防貪管理

本集團嚴格遵守《中華人民共和國公司法》《中華人民共和國反不正當競爭法》《關於禁止商業賄賂行為的暫行規定》等法律法規，持續完善內控合規機制，築牢廉潔經營防線。審計監察部門牽頭制定並實施《德信集團員工職務行為管理規定》《員工利益衝突管理規定》《員工手冊》《十大禁令》《德信服務集團內部審計制度（試行）》《供應商廉潔承諾書》等一系列制度檔，明確員工及供應商在業務活動中的行為底線，全面禁止包括賄賂、侵佔、挪用、利益輸送等在內的各類舞弊行為。

Through various forms of audit work such as case investigations, exit audits, special audits, and joint internal control inspections, the Audit and Supervision Department has established a three-tier risk investigation mechanism of “project self-inspection — regional spot checks — group-level inspections”, to systematically identify and prevent integrity risks and management loopholes in operations. For identified issues, timely rectification recommendations are proposed and implementation is driven, continuously enhancing the risk response capabilities of various business units and ensuring the compliance and transparency of the Group’s overall operations.

In 2025, the Group did not have legal proceedings related to corruption or fraud, nor did it violate any laws and regulations concerning bribery, fraud, extortion, or similar matters.

### Anti-corruption Training

To continuously enhance employees’ integrity awareness and professional competence, the Audit and Supervision Department, in consideration of the Group’s actual operational situation, regularly organizes specialized training on integrity risk prevention and control. The training content covers analysis of typical cases, interpretation of laws and regulations, and identification and prevention of integrity risks, aiming to help employees and management deeply understand the harmful effects of corrupt practices and strengthen their ideological defenses.

All employees of the Group sign the Integrity Undertaking Letter, committing to strictly abide by the Company’s various integrity-related employment regulations. The Human Resources Department, in collaboration with the Risk Control Department, conducts specialized integrity risk education during the onboarding phase for new employees, ensuring that every employee clearly understands the Company’s bottom-line requirements for ethical conduct from the very start of their employment. During the reporting period, the Audit and Supervision Department organized specialized integrity risk training for project managers and functional leaders across the Group, promoting the communication and implementation of the Ten Prohibitions and integrity case studies at all levels, thereby fostering a corporate atmosphere characterized by integrity and uprightness.

審計監察部門通過開展案件調查、離任審計、專項審計、內控聯合巡查等多種形式的審計工作，構建“專案自查—區域抽查—集團巡查”三級風險排查機制，系統識別和防範經營中的廉潔風險與管理漏洞。針對發現的問題，及時提出整改建議並推動落實，持續提升各業務單元的風險應對能力，保障集團整體運營的合規性與透明度。

2025年度，本集團未發生任何涉及貪污或舞弊的法律訴訟案件，亦未違反任何反賄賂、反欺詐、反勒索等相關法律法規。

### 反貪培訓

為持續提升員工的廉潔意識和職業素養，審計監察部門結合集團實際運營情況，定期組織廉潔風險防控專題培訓。培訓內容涵蓋典型案例剖析、法律法規解讀、廉潔風險識別與防控等，旨在幫助員工和管理層深刻理解腐敗行為的危害性，築牢思想防線。

集團全體員工簽署《廉潔自律承諾書》，承諾嚴格遵守公司各項廉潔從業規定。人力資源部門聯合風控部門在新員工入職階段即開展廉潔風險專題教育，確保每位員工從入職之初便明確公司對廉潔行為的底線要求。本報告期內，審計監察部門組織開展了面向全集團專案經理及職能負責人的廉潔風險專項培訓，推動《十大禁令》和廉潔案例層層傳達、逐級落實，營造風清氣正的企業氛圍。

## Corruption and Fraud Reporting

To establish an open and transparent oversight mechanism and fully leverage the supervisory role of employees and external stakeholders, the Group's Audit and Supervision Center has formulated and implemented the Integrity Reporting Management System of Dexin Holdings Group. This system clearly defines the processes for receiving, investigating, providing feedback on, and rewarding or penalizing reported matters, effectively safeguarding the legitimate rights and interests of whistleblowers. Reporting channels include telephone, email, the official website, the WeChat official account, and on-site bulletin boards at project locations, ensuring unimpeded information flow and timely feedback.

The Audit and Supervision Department conducts investigations into reported matters in strict accordance with national laws, regulations, and company policies. A strict information confidentiality system is in place, prohibiting the disclosure of whistleblower identity information and ensuring a fair and transparent investigation process. For verified violations of rules and regulations, measures such as performance score deductions, public criticism, demotion, salary reduction, and financial penalties are imposed on responsible parties based on the severity of the case. For acts suspected of constituting illegal or criminal conduct, the case will be transferred to judicial authorities for handling in accordance with the law. Simultaneously, for significant reported matters, the Group will establish a special investigation team to conduct in-depth analysis and report to top management for decision-making, demonstrating the Group's serious attitude and firm stance on integrity issues.

## 貪污舞弊舉報

為構建開放透明的監督機制，充分發揮員工及外部利益相關方的監督作用，集團審計監察中心制定並實施《德信控股集團廉潔舉報管理制度》，明確舉報事項的受理、調查、回饋及獎懲流程，切實保障舉報人合法權益。舉報管道涵蓋電話、電子郵件、官方網站、微信公眾號及專案現場公示牌等多種方式，確保資訊暢通、回饋及時。

審計監察部門嚴格按照國家法律法規和公司制度開展舉報事項調查，實行資訊保密制度，嚴禁洩露舉報人身份資訊，確保調查過程公正、透明。對查實的違規違紀行為，依據情節輕重對責任人採取績效扣分、通報批評、降職降薪、經濟處罰等措施；對涉嫌違法犯罪的行為，依法移送司法機關處理。同時，針對重大舉報事項，集團將成立專項調查組，深入研判並上報最高管理層決策，彰顯集團對廉潔問題的嚴肅態度和堅定立場。

# 熱心公益回饋社會

## PASSIONATE ABOUT PUBLIC WELFARE AND GIVING BACK TO SOCIETY

In 2025, while deepening its presence in the high-quality living service sector and leveraging new quality productive forces to drive high-quality development, the Group remained steadfast in fulfilling its corporate social responsibilities. It fully utilized the resource advantages and scenario value of property services, actively engaged in public welfare initiatives, and proactively cared for disadvantaged communities. The Group continued to encourage all employees to embody the spirit of public welfare, actively participate in charitable activities and volunteer services, and contribute to community development and social harmony through concrete actions. During the Year, the Group focused on four core areas: “Urban Services”, “Poverty Alleviation and Common Prosperity”, “Bosom Friend Community”, and “Public Welfare Education”. By integrating digital service capabilities with offline implementation advantages, and through diverse approaches such as industrial empowerment, agricultural support through care initiatives, public welfare donations, volunteer services, and themed activities, the Group advanced public welfare efforts in a substantive and impactful manner, ensuring that “Bosom Friend warmth” reached every corner of society.

### Urban Services: Co-building Better Cities

With the goal of becoming a “service provider for future urban life relationships”, we continuously explore the boundaries of service and enhance our capabilities in the non-residential sector, moving beyond the traditional role of a property management service provider to become an advocate and practitioner of urban services. In 2025, the Group deepened its collaboration with local governments by participating in the operational services of various types of public buildings and industrial facilities, including schools, hospitals, museums, transportation hubs, and industrial parks. Building on the traditional foundation of “four basic services plus one support service” (security, cleaning, greening, maintenance, and customer service), we tailor

2025年，本集團在深耕高品質生活服務賽道、以新質生產力驅動企業高質量發展的同時，始終堅守企業社會責任，充分發揮物業服務的資源優勢與場景價值，熱心社會公益事業，主動關懷弱勢社群。集團持續鼓勵全體員工躬身踐行公益理念，積極參與慈善活動與志願服務，以實際行動為社群發展、社會和諧貢獻力量。本年度，集團聚焦“城市服務”“紓困共富”“知己社區”“公益助學”四大核心範疇，融合數智化服務能力與線下落地優勢，通過產業賦能、愛心助農、公益捐贈、志願服務、主題活動等多元方式，推動公益事業走深走實，讓“知己溫度”傳遞至社會各個角落。

### 城市服務：共建美好城市

我們以“未來城市生活關係服務商”為目標，持續探索非住宅領域服務邊界與能力升級，不再局限於傳統物業管理服務提供商的角色，更成為城市服務的宣導者與實踐者。2025年，集團深化與各地政府的深度合作，參與學校、醫院、博物館、交通樞紐、產業園區等多類型公共建築與產業載體的運營服務，在傳統“四保一服”基礎上，量身定制設備智能管理、智慧能耗管控、數智化安防、智慧停車、會展禮賓等多元服務方案，以專



diverse service solutions such as intelligent equipment management, smart energy consumption control, digital security, smart parking, and convention and exhibition concierge services. Through our professional capabilities, we enhance the quality of urban public services, create a greater sense of well-being for residents, and revitalize the development vitality of both communities and cities.

Concurrently, the Group deeply integrates urban services with people's livelihood care and community co-governance by implementing a series of convenience and benefit initiatives for the public. The Group strives to create a warm and responsible urban service ecosystem, and achieve enhancements in both professional service value and social public welfare value, thereby demonstrating the social responsibility as a local property management enterprise.

Considering the operational characteristics of different property types, the Group develops customized and refined service systems. In particular, in areas such as intelligent manufacturing and industrial parks, the Group incorporates new quality productive forces service capabilities to empower industrial upgrading:

For urban public and industrial facilities such as the Quzhou Science and Education Building and the East Bus Station, the Group has established intelligent operation management systems, which enable efficient coordination of pedestrian flow, vehicle flow, and logistics. It has also implemented services such as energy-saving lighting, intelligent cleaning, and smart group meal operations to reduce operational energy consumption.

Addressing the specific characteristics of the cultural and educational service scenario at the Xiaoshan Youth Palace, the Group has tailored a dedicated service plan centered around core needs such as activity safety for the youth, professional site operations and maintenance, and meticulous event services. The Group provided full-spectrum support for important events, including the 40th Anniversary Ceremony of Xiaoshan Youth Palace and the Children's Day themed activities.

業能力提升城市公共服務品質，為居民營造更高的生活幸福感，啟動社區與城市的發展活力。

同時，集團將城市服務與民生關懷、社區共治深度融合，落地系列便民惠民舉措，打造有溫度、有擔當的城市服務生態，實現專業服務價值與社會公益價值的雙重提升，彰顯本土物業企業的社會責任。

針對不同業態的運營特點，集團打造定制化、精細化的服務體系，尤其在智能製造、產業園區等領域，融入新質生產力服務能力，賦能產業升級：

為衢州科教大廈、汽車車站等城市公共與產業載體，搭建智慧化運營管理體系，實現人流、車流、物流的高效調度，同步落地節能照明、智慧保潔、智慧團餐運營等服務，降低運營能耗；

針對蕭山青少年宮文教服務場景的特性，圍繞青少年活動安全保障、場地專業運維、活動精細服務等核心需求定制專屬服務方案，全程護航蕭山青少年宮成立40周年大會、六一兒童節主題活動等重要場次落地，組建專項服務團隊、細化會場佈置、強化現場安防巡檢、優化活動流程銜接等全流程精細化服務，

The Group established a specialized service team, refined venue arrangements, strengthened on-site security inspections, and optimized activity process coordination, delivering comprehensive, meticulous services to create a safe and comfortable activity experience for young people.

Concurrently, the Group has piloted green energy technologies such as rooftop photovoltaic power generation and elevator kinetic energy recovery systems in its partnered public buildings and industrial projects, promoting low-carbon operations for urban service facilities and supporting the city's achievement of its "dual carbon" goals.

While enhancing the professionalism of its urban services, the Group focuses on implementing thoughtful initiatives that address people's livelihood needs, conveying warmth through its urban services with concrete actions and creating diverse social service scenarios. The Group established convenient service points for outdoor workers, providing sanitation workers, couriers, food delivery riders, and other outdoor laborers with spaces to rest. These points offer basic services such as drinking water, charging facilities, and temporary shelter from rain. Additionally, they are provided dedicated care including free cold drinks in summer and warm beverages in winter. Throughout the year, these services reached over 10,000 outdoor workers, making urban services more compassionate.

Focusing on service scenarios around campuses and communities, the Group implements the "Silence for Exam" special campaign in all aspect during the annual high school and college entrance examination periods. This initiative helps create a quiet environment for students to prepare for and take their exams, and supports students on their educational journey with attentive service.

The Group deepened its collaboration and integration with government, communities, public security, and other parties. It has formed property volunteer service teams that work with community grid officers and police officers on activities such as security patrols, anti-fraud awareness campaigns, and community assistance. This approach establishes an integrated urban governance model involving "property management + government + community + residents", enhances regional safety protection capabilities and community co-governance levels, and improves the effectiveness of urban grassroots governance. In the Hangzhou Dajiang Yuanzhu community, "Jiangcheng Sentinels" (local outstanding couriers and food delivery riders) were also invited to participate in the community's Hundred Families Feast to jointly foster a harmonious community.

Furthermore, the Group actively participated in urban cultural activities in collaboration with government departments. In 2025, the Group

為廣大青少年打造安全、舒適的活動體驗。

同步在合作的公共建築與產業專案中試點屋頂光伏發電、電梯動能回收等綠色能源技術，推動城市服務載體的低碳運營，助力城市“雙碳”目標實現。

在提升城市服務專業度的同時，集團聚焦民生需求落地暖心舉措，以實際行動傳遞城市服務溫度，打造多元社會服務場景：設置戶外工作者便民服務點，為環衛工人、快遞員、外賣騎手等戶外勞動者提供歇腳休憩空間，配套飲水、充電、臨時避雨等基礎服務，更推出夏季免費冰飲、冬季暖心熱飲的專屬關懷，全年服務戶外工作者超萬人次，讓城市服務更有溫度。

圍繞校園周邊、社區周邊等服務場景，每年中高考期間全面開展“靜音護考”專項行動，為考生營造安靜的備考與應考環境，用細緻服務守護學子升學之路。

深化與政府、社區、公安等多方聯動融合，組建物業志願服務隊，聯動社區網格員、公安民警開展治安巡邏、反詐宣傳、便民幫扶等工作，構建“物業+政府+社區+居民”的城市治理大融合模式，提升片區安全防護能力與社區共治水平，推動城市基層治理效能提升。杭州大江源著社區，還邀請“江城哨兵”（本地優秀快遞員、外賣員）參與百家宴，共建和諧社區。

此外，集團積極聯合政府部門參與城市文化活動，2025年先後在杭州、衢州、德清等服務落地，開展文化惠民、非遺進社

successively implemented a series of initiatives across service locations such as Hangzhou, Quzhou, and Deqing, including culture-for-the-people programs, intangible cultural heritage activities in communities, and urban cultural tourism experiences. These efforts enriched the spiritual and cultural lives of citizens and contributed to the progress of social civilization.

During the 2025 Lantern Festival, CCTV focused its lens on Pingyao Old Street in Yuhang, Hangzhou, where a variety of vibrant activities attracted numerous visitors. The Shipu Lianhang team coordinated with multiple parties to provide comprehensive support across security, cleaning, parking, and other aspects. Team members remained dedicated to their posts throughout the Spring Festival, and the experience gained has been refined into a service model. In the future, the Group will continue to support the development of cultural tourism with professional services.

## Poverty Alleviation and Common Prosperity

Actively responding to the Central Committee's call for rural revitalization and common prosperity, the Group, combing the advantages of its property service scenarios and the practical needs of agricultural production and marketing, deepened its practices in poverty alleviation and common prosperity in 2025 through various methods such as direct sourcing from production areas to support farmers, public welfare fund donations, pairing with rural wishes, and establishing production-marketing channels, benefiting rural areas and farming households through public welfare efforts.

In the realm of agricultural support, the Group further deepened its "direct sourcing from production areas + direct supply to communities" model. It has formed professional teams to conduct on-site inspections of multiple core agricultural production areas nationwide, rigorously selecting high-quality ecological agricultural products. This approach establishes a production-marketing channel connecting farmers with community homeowners, allowing homeowners to enjoy fresh, high-quality agricultural products while helping farmers solve sales difficulties and achieve increased income and prosperity.

區、城市文旅體驗等系列活動，豐富市民精神文化生活，為社會文明進步貢獻力量。

2025年元宵期間，央視鏡頭聚焦杭州餘杭瓶窯老街，這裏活動豐富吸引眾多遊客。世普聯行團隊與多方聯動，從安保、保潔、停車等多方面保障，成員春節堅守崗位，經驗形成服務模型，未來將繼續用專業服務助力文旅發展。

## 紓困共富

集團積極回應黨中央鄉村振興與共同富裕的號召，將物業服務的場景優勢與農產品產銷的實際需求相結合，2025年通過產地直采助農、公益基金捐贈、鄉村心願結對、產銷通道搭建等多種方式，深化紓困共富實踐，讓公益力量直達鄉村、惠及農戶。

在愛心助農領域，集團持續深化產地直采+社區直供的模式，組建專業團隊實地考察全國多個農產品核心產區，嚴格篩選優質生態農產品，為農戶搭建從產地到社區業主的產銷對接通道，既讓業主享受到新鮮、優質的農產品，又幫助農戶解決銷售難題，實現增收致富。

## 扶貧助農

## Poverty Alleviation through Agricultural Support

集團深度踐行產地直采模式，由杭州市龍井村茶農直接提供優質茶葉，此類茶葉經人工採摘與炒制，具有新鮮、無污染且為純有機的特性，頗受業主青睞。上架僅一周，銷售量便突破44250克。同時，集團持續銷售由金華市浦江縣農戶精心培育、科學管理的優質葡萄，依託集團高效的配送體系，可快速將葡萄送至業主處，當季銷售量突破3.4萬斤，已交付業主6800箱。此外，集團實地考察江西贛州於都縣農戶，並首次與臍橙種植戶構建深度合作關係，以保證每一個臍橙均未打蠟、未催熟。在此合作模式下，協助農戶實現3萬斤臍橙的銷售，已交付業主3000箱。集團還對紹興上虞的楊梅、無錫陽山的水蜜桃等產地展開考察，致力於為優質生態農產品搭建產銷對接通道。



The Group deeply implements the direct sourcing model. High-quality tea leaves are sourced directly from tea farmers in Longjiing Village, Hangzhou. These tea leaves, harvested and processed manually, are fresh, pollution-free, and purely organic, making them highly popular among homeowners. Within just one week of being made available, sales exceeded 44,250 grams. Additionally, the Group continues to sell high-quality grapes, meticulously cultivated and scientifically managed by farmers in Pujiang County, Jinhua City. Leveraging the Group's efficient distribution system, the grapes are quickly delivered to homeowners. Seasonal sales exceeded 17,000 kg, with 6,800 boxes delivered to homeowners. Furthermore, the Group conducted on-site inspections of farmers in Yudu County, Ganzhou, Jiangxi Province, establishing its first in-depth cooperative relationship with navel orange growers. This ensures that every navel orange is wax-free and not artificially ripened. Under this collaboration model, the Group helped farmers achieve sales of 15,000 kg of navel oranges, with 3,000 boxes delivered to homeowners. The Group has also conducted inspections of production areas for bayberries in Shangyu, Shaoxing, and honey peaches in Yangshan, Wuxi, committed to establishing production-marketing channels for high-quality ecological agricultural products.

## Bosom Friend Community

With over two decades of deep dedication to the property service sector, the Group has always prioritized the experience of residents. In 2025, leveraging the “Bosom Friend Community” as a core platform, the Group proactively envisioned living scenarios, infusing warmth into the details of facility usage, service experience, and interpersonal interactions. This approach not only meets homeowners' basic living needs but also continuously fosters diverse community culture and strengthens neighborhood bonds, making Bosom Friend Community an important bridge for connecting neighborly warmth and enhancing quality of life. In 2025, the Group hosted over 300 “Bosom Friend Community” themed events across its service communities nationwide, reaching over 100,000 homeowners, making community life warmer and more vibrant.

## 知己社區

二十餘載深耕物業服務領域，集團始終將居者感受放在首位，2025年以“知己社區”為核心載體，提前預設生活場景，在設施使用、服務體驗、人際交往的細節中注入知己溫度，不僅滿足業主的基礎生活需求，更持續打造多元社區文化、凝聚鄰里情感，讓知己社區成為連接鄰里溫情、提升生活品質的重要橋樑。2025年，集團在全國各服務社區累計開展300餘場“知己社區”主題活動，覆蓋業主超10萬人次，讓社區生活更有溫度、更有活力。

### Signature Themed Events to Enrich Community Life

Taking into account the needs of homeowners across different seasons and age groups, the Group has created diverse and personalized community-themed events, allowing homeowners to find joy and strengthen neighborly ties through interaction:

### 特色主題活動，豐富社區生活

集團結合不同季節、不同年齡段業主的需求，打造多元化、個性化的社區主題活動，讓業主在互動中收穫快樂、凝聚鄰里：

## 德鄰嘉年華

Delin Carnival

在杭州瓶窯老街等文旅合作專案及各住宅社區，攜手業主方策劃推出冬季文化嘉年華、民俗體驗節等活動，融合非遗展示、民俗表演、特色市集等內容，為業主與遊客帶來沉浸式文化體驗：

At cultural tourism collaboration projects such as Pingyao Old Street in Hangzhou as well as various residential communities, the Group worked with property owners to plan and launch events such as Winter Culture Carnivals and Folk Experience Festivals. These events integrated intangible cultural heritage displays, folk performances, and specialty markets, bringing immersive cultural experiences to homeowners and tourists.



## 知己盛夏時光

Bosom Friend Summer Time

在杭州、溫州、金華等全國各地社區開展“鄰里納涼晚會”、“水上泡泡嘉年華”、“鄰里市集”、兒童晨跑、燒烤節等活動，鼓勵全年齡段業主參與，傳遞健康生活理念，營造陽光、積極的社區氛圍：

In communities across Hangzhou, Wenzhou, Jinhua, and other cities nationwide, the Group organizes activities such as “Neighborhood Summer Evening Gatherings”, “Water Bubble Carnival”, “Neighborhood Markets”, children’s morning runs, and barbecue festivals. These events encourage participation from homeowners of all ages, convey the concept of healthy living, and foster a sunny, positive community atmosphere.



### Cross-Sector Collaboration for Co-Governance to Safeguard Community Safety

In 2025, the Group deeply integrated community safety with community culture development, and established a strong collaboration with the Hangzhou Public Security Anti-Fraud Center. Over a hundred “Bosom Friend Anti-Fraud” public welfare initiatives were implement

### 跨界聯動共治，守護社區安全

2025年，集團將社區安全與社區文化建設深度融合，與杭州公安反詐中心深度合作，在全國各服務社區落地“知己反詐”系列公益行動超百場，通過反詐專場講座、反詐宣傳進社區、反詐知識遊園會等形式，邀請公安反詐民警現場講解電信網絡詐騙、養老詐騙、投資理財詐騙等常見詐騙類型的防範知識；同

—ed across the Group’s service communities nationwide. Through activities such as specialized anti-fraud lectures, community-based anti-fraud campaigns, and anti-fraud knowledge carnivals, anti-fraud police officers were invited to provide on-site explanations on how to prevent common types of fraud, including telecommunications and online fraud, pension fraud, and investment fraud. Concurrently, anti-fraud posters were displayed in public areas of the properties, anti-fraud short videos were played, and real-time anti-fraud alerts were pushed through homeowner groups. This approach established a community co-governance model for fraud prevention, providing comprehensive protection for homeowners’ property safety.

時在園區公共區域張貼反詐海報、播放反詐宣傳短片，通過業主群即時推送反詐預警資訊，打造社區反詐共治模式，全方位守護業主的財產安全。

## 黨建引領聚合力 打造“裏仁為美”品牌

## United Through Party Building Creating the “Beautiful Community” Brand

集團以黨建為引領，深化“裏仁為美”黨建品牌建設，2025年在德信盛全支部正式升格為黨總支，在黨總支的統籌下，持續落實“強隊伍、建陣地、聚合力”三大培育目標，將黨建工作與物業服務、公益實踐深度融合：

強化黨組織隊伍建設，截至2025年底，德信盛全黨總支黨員人數較上年實現穩步增長，各社區服務點成立黨員志願服務小隊，讓黨員紮根服務一線；

打造黨建服務陣地，將黨群服務站與社區物業服務中心相結合，為業主提供政策諮詢、公益幫扶、便民服務等一站式服務；

凝聚多方共治合力，聯合社區街道開展“書送童心”微心願、敬老愛老志願服務、社區環境煥新等為民辦實事活動，充分發揮黨員的先鋒模範作用，為“知己服務”品牌賦予更豐富的社會責任內涵，推動形成“物業+社區+黨員+業主”的多方共治社區治理新格局。



Guided by Party building, the Group has deepened the development of its “Beautiful Community” Party building brand. In 2025, the Dexin Shengquan Branch was formally upgraded to a Party General Branch. Under the coordination of the Party General Branch, the Group continued to implement the three cultivation goals of “strengthening the team, establishing positions, and consolidating collaborative strength”, deeply integrating Party building with property services and public welfare practices:

Strengthening the Party Organization Team: By the end of 2025, the number of Party members in the Dexin Shengquan Party General Branch achieved steady year-on-year growth. Party member volunteer service teams were established at various community service points, ensuring that Party members were embedded at the frontline of service delivery.

Building Party Building Service Positions: Party-mass service stations were integrated with community property service centers, providing homeowners with one-stop services such as policy consultation, public welfare assistance, and convenience services.

Consolidating Multi-Party Co-governance Strength: In collaboration with community neighborhood offices, the Group carried out practical activities for the benefit of the people, such as the “Book Donation for Children’s Hearts” micro-wish campaign, volunteer services for respecting and caring for the elderly, and community environment renewal initiatives. These efforts fully leveraged the pioneering and exemplary role of Party members, enriched the “Bosom Friend Service” brand with deeper connotations of social responsibility, and promoted the formation of a new multi-party co-governance community framework involving “property management + community + Party members + homeowners”.

## Public Welfare Education

Dexin Services has always been committed to public welfare. We focus on education, poverty alleviation, and equality in education. We have invested many resources in poor and left-behind children so that they can have fair learning opportunities, grow up happily, and create their future by accumulating knowledge.

## 公益助學

德信服務始終秉承公益之心，致力於公益事業。我們重點關注助學扶貧、教育公平等領域，我們已投放大量資源於貧困及留守少年兒童，讓他們得到公平的學習機會，快樂成長，同時通過累積知識創造屬於自己的未來。

### 德信盛全班：產教融合育人才

### Dexin Shengquan Class: Industry-Education Integration for Talent Development

本集團自2014年與浙江樹人學員聯合創立“德信盛全班”以來，持續關注青年學子的學習發展。由集團全額學費資助的2014級與2018級盛全班學生畢業以來，在集團內各崗位任職發展。2025年集團又啟動與浙江建設職業技術學院產教融合合作，全額學費資助學生，與學校共育學生成長，延續“德信盛全班”的發展。助學只是起點，未來公司將持續關注優秀學子的發展，助力青年人才的職業發展。



Since the establishment of the “Dexin Shengquan Class” jointly with Zhejiang Shuren University in 2014, the Group has continued to pay attention to the learning and development of young students. Since their graduation, the students of the Classes of 2014 and 2018, who were fully subsidized by the Group, have taken up various positions within the Group. In 2025, the Group launched an industry-education integration collaboration with Zhejiang College of Construction, providing full tuition support for students and working together with the college to nurture student development, continuing the growth of the “Dexin Shengquan Class”. Financial support for education is only the starting point. In the future, the Company will continue to focus on the development of outstanding students and support the career growth of young talent.

# 附錄一 Appendix 1

## Summary of key performance Indicators

## 關鍵績效指標總結

Key Performance Indicators 關鍵績效指標總結		2025年
<b>Emissions 排放物</b>		
<b>廢氣<sup>1</sup> Exhaust gas<sup>1</sup></b>		
氮氧化物(千克) Nitrogen oxide (kg)	1.50	
硫氧化物(千克) Sulfur oxide (kg)	0.03	
顆粒物(千克) Particulate matter (kg)	0.12	
<b>溫室氣體 Greenhouse gases</b>		
溫室氣體排放總量(噸二氧化碳當量) <sup>2</sup> Total greenhouse gas emissions (tonnes of CO2e) <sup>2</sup>	55.75	
範圍1直接溫室氣體排放總量 (噸二氧化碳當量) <sup>3</sup> Scope 1 Total direct GHG emissions (tonnes of CO2e) <sup>3</sup>	3.85	
範圍2能源間接溫室氣體排放總量 (噸二氧化碳當量) <sup>4</sup> Scope 2 Total indirect GHG emissions from energy sources (tonnes of CO2e) <sup>4</sup>	47.91	
範圍3其他間接溫室氣體排放總量 (噸二氧化碳當量) <sup>5</sup> Scope 3 Total other indirect GHG emissions (tonnes of CO2e) <sup>5</sup>	3.99	
溫室氣體排放密度(噸二氧化碳當量/僱員) <sup>6</sup> Greenhouse gas emission intensity (tonnes of CO2e /employee) <sup>6</sup>	0.53	
<b>Waste 廢棄物</b>		
<b>無害廢棄物 Non-hazardous waste</b>		
所產生無害廢棄物總量(噸) <sup>7</sup> Total amount of non-hazardous waste generated (tonnes) <sup>7</sup>	43.28	
無害廢棄物密度(噸/僱員) <sup>6</sup> Discharge intensity of non-hazardous waste(tonnes/employee) <sup>6</sup>	0.41	
<b>有害廢棄物 Hazardous waste</b>		
所產生有害廢棄物總量(千克) <sup>8</sup> Total amount of hazardous waste generated (kg) <sup>8</sup>	114.66	
有害廢棄物密度(千克/僱員) <sup>6</sup> Discharge intensity of Hazardous waste(kg/employee) <sup>6</sup>	1.09	
<b>Resource use 資源使用</b>		
<b>能源 Energy</b>		
能源消耗總量(兆瓦時) Total energy consumption (MWh)	90.68	
車輛燃料耗用(兆瓦時) <sup>9</sup> Vehicle fuel consumption (MWh) <sup>9</sup>	18.11	
外購電力(兆瓦時) Purchased electricity (MWh)	72.58	
能源消耗密度(兆瓦時/僱員) <sup>6</sup> Energy consumption intensity (MWh/employee) <sup>6</sup>	0.86	
<b>Use of water 用水</b>		
用水總量(立方米) Total water consumption (m <sup>3</sup> )	440	
用水密度(立方米/僱員) <sup>6</sup> Density of water used (m <sup>3</sup> /employee) <sup>6</sup>	4.19	

Notes:

1. Air pollutants are calculated by referring to the emission factors in the "Reporting Guidance on Environmental KPIs" issued by the Stock Exchange.
2. The Group's greenhouse gases include carbon dioxide, methane and nitrous oxide. Greenhouse gas emission data are expressed in carbon dioxide equivalent.
3. The data includes GHG emissions from vehicle fuels and is calculated based on the emission factors in the "Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Road Transport Corporation (Trial)" issued by the National Development and Reform Commission of the PRC and the "Reporting Guidance on Environmental KPIs" issued by the Stock Exchange.
4. The data includes GHG emissions from the use of purchased electricity and is calculated based on emission factors provided by the National Development and Reform Commission of the PRC.
5. Data includes GHG emissions from employee business travel and electricity for water and wastewater treatment. The recalculated based on the Carbon Emissions Calculator of the International Civil Aviation Organization and the "Reporting Guidance on Environmental KPIs" issued by the Stock Exchange.
6. The intensity is based on the total number of employees in the headquarters office and the total number of employees within the Group.
7. The data of non-hazardous waste is calculated based on the actual weight and the "Inquiry on the Charging Standard for Volume Measurement of Non-residential Daily Waste and Food Waste" issued by Beijing Municipal Commission of Urban Management.
8. Hazardous waste data are calculated based on actual weight.
9. The data is calculated based on the "Guidelines for Accounting and Reporting of Greenhouse Gas Emissions of Road Transport Corporation (Trial)" issued by the National Development and Reform Commission of the PRC and the "Reporting Guidance on Environmental KPIs" issued by the Stock Exchange.

附注:

1. 空氣污染物乃經參考聯交所發佈的《環境關鍵績效指標報告指引》的排放因數後計算得出。
2. 本集團的溫室氣體包括二氧化碳、甲烷及氧化亞氮。溫室氣體排放數據以二氧化碳當量表示。
3. 數據包括車輛燃料所產生的溫室氣體排放，並根據國家發改委發佈的《陸上交通運輸企業—溫室氣體排放核算方法與報告指南（試行）》及聯交所發佈的《環境關鍵績效指標報告指引》中的排放因數計算。
4. 數據包括使用外購電力所產生的溫室氣體排放，並根據國家發改委提供的排放因數計算。
5. 數據包括員工的商務差旅以及用於水和污水處理的電力所產生的溫室氣體排放，並根據國際民航組織碳排放計算器及聯交所發佈的《環境關鍵績效指標報告指引》中的排放因數計算。
6. 密度乃根據總部辦公室之總人數計算，而非集團總人數。
7. 無害廢棄物數據是根據實際重量及北京市城市管理委員會發佈的《非居民生活垃圾和餐廚垃圾容積計量收費標準查詢》計算所得。
8. 有害廢棄物數據是根據實際重量計算所得。
9. 數據根據國家發改委發佈的《陸上交通運輸企業—溫室氣體排放核算方法與報告指南（試行）》及聯交所發佈的《環境關鍵績效指標報告指引》計算所得。

Key performance indicators 關鍵績效指標		2025年	
<b>Total number of employees 員工總人數</b>		<b>Employee turnover rate (%)<sup>1</sup> 員工流失比率(%)<sup>1</sup></b>	
105			
<b>按性別 By gender</b>		<b>按性別 By gender</b>	
男 Male	45	男 male	35
女 Female	60	女 female	35
<b>按年齡 By Age</b>		<b>按年齡 By Age</b>	
<30歲 <30 years old	45	<30歲 The < 30 years old,	35
30-50歲 30-50 years old	59	30-50歲 30 to 50 years old	35
>50歲 >50 years old	1	>50歲 > 50	0
<b>按地區 By Region</b>		<b>按地區 By Region</b>	
中國 China	105	中國 China	35
<b>按僱傭類型 By Employment Type</b>		<b>Average training hours per employee (hours) and percentage of trained employees (%) 僱員平均受訓時數(小時)及受訓僱員百分比(%)</b>	
全職 Full-time	105	<b>按性別 By gender</b>	
兼職 Part-time	0	男 male	9.0(100)
		女 female	9.0 (100)
		<b>按僱員級別 By Employee Level</b>	
		高級管理層 Senior Management	8.6 (100)
		中級管理層 Middle Management	9.5(100)
		一般員工 General Employees	8.3 (100)

Key performance indicators 關鍵績效指標	2025年	2024年	2023年
<b>Health and Safety 健康與安全</b>			
因工亡故人數 Number of work-related fatality	0	0	0
因工亡故比率(%) Work-related fatality rate (%)	0	0	0
因工傷損失工作日數 Number of lost days due to work injury	0	0	0

## 附錄二 Appendix 2

### Index to the Hong Kong Stock Exchange guidelines on Environmental, Social and Governance Reporting

### 香港聯交所《環境、社會及管治報告指引》索引

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
<b>Part B</b> <b>B. 部分</b>	<b>Statutory disclosure requirements</b> <b>強制披露規定</b>	
<b>B.部分</b> <b>Part B.</b>	管治架構 Governance structure	2.董事會聲明 2. BOARD STATEMENT
	彙報原則 Reporting principle	1.關於本報告 1. ABOUT THIS REPORT
	彙報範圍 Scope of reporting	1.關於本報告 1. ABOUT THIS REPORT
<b>Part C</b> <b>C. 部分</b>	<b>“comply or explain” provisions</b> <b>「不遵守就解釋」條文</b>	
<b>環境 Environment</b>		
<b>A1: 排放物</b> <b>A1.Emissions</b>	一般披露 General Disclosure	6.2 排放物管理 6.2 Emissions Management
	KPI A1.1 排放物種類及相關排放資料 KPI A1.1 The types of emissions and respective emissions data.	6.4 助力碳中和 6.4 Boosting carbon neutrality
	KPI A1.2 直接（範圍1）及能源間接（範圍2）溫室氣體排放量及密度 KPI A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and intensity.	附錄一：關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators
	KPI A1.3 所產生有害廢棄物總量及密度 KPI A1.3 Total hazardous waste produced and intensity.	附錄一：關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators
	KPI A1.4 所產生無害廢棄物總量及密度 KPI A1.4 Total non-hazardous waste produced and intensity.	附錄一：關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators
	KPI A1.5 描述所訂立的排放量目標及為達到這些目標所採取的步驟 KPI A1.5 Description of emissions target(s) set and steps taken to achieve them.	7.2 排放物管理 7.2 Emissions Management
		7.4 助力碳中和 7.4 Boosting carbon neutrality

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
Part C C. 部分	“comply or explain” provisions 「不遵守就解釋」條文	

**環境 Environment**

	<p>KPI A1.6 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟</p> <p>KPI A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.</p>	<p>7.2 排放物管理 7.2 Emissions Management</p>
<b>A2: 資源使用</b> A2.Use of Resources	<p>一般披露 General Disclosure</p>	<p>7.3 資源使用管理 7.3 Resource Usage Management</p>
	<p>KPI A2.1 按類型劃分的直接及/或間接能源總耗量及密度</p> <p>KPI A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000) and intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄一：關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators</p>
	<p>KPI A2.2 總耗水量及密度</p> <p>Water consumption in total and intensity (e.g. per unit of production volume, per facility).</p>	<p>附錄一：關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators</p>
	<p>KPI A2.3 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟</p> <p>KPI A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.</p>	<p>7.3 資源使用管理 7.3 Resource Usage Management</p>
	<p>KPI A2.4 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟</p> <p>KPI A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.</p>	<p>7.3 資源使用管理 7.3 Resource Usage Management</p>
	<p>KPI A2.5 製成品所用包裝材料的總量及每生產單位占量</p> <p>KPI A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.</p>	<p>不適用（本集團業務不牽涉任何包裝物料的使用。） Not applicable (The Group's business does not involve the use of any packaging materials.)</p>

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
Part C C. 部分	"comply or explain" provisions 「不遵守就解釋」條文	
<b>環境 Environment</b>		
<b>A3: 環境及天然資源</b> A3.The Environment and Natural Resources	一般披露 General Disclosure	7. 保護環境 打造低碳社區 7. Protect the environment and build a low-carbon community
	KPI A3.1 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動 KPI A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	7. 保護環境 打造低碳社區 7. Protect the environment and build a low-carbon community
<b>A4: 氣候變化</b> A4.Climate Change	一般披露 General Disclosure	7.4 助力碳中和 7.4 Boosting carbon neutrality
	KPI A4.1 描述已經及可能會對發行人產生影響的重大氣候相關事宜, 及應對行動 KPI A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	7.4 助力碳中和 7.4 Boosting carbon neutrality
<b>B. Society</b>		
<b>B. 社會</b>		
<b>僱傭及勞工常規 Employment and Labor Practices</b>		
<b>B1: 僱傭</b> B1.Employment	一般披露 General Disclosure	6. 以人為本 關愛員工 6. People-oriented and caring for employees
	KPI B1.1 按性別、僱傭類型、年齡組別及地區劃分的僱員總數 KPI B1.1 Total workforce by gender, employment type (for example, full or part-time), age group and geographical region.	附錄一: 關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators
	KPI B1.2 按性別、年齡組別及地區劃分的僱員流失比率 KPI B1.2 Employee turnover rate by gender, age group and geographical region.	附錄一: 關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
B. Society B. 社會		

**僱傭及勞工常規** Employment and Labor Practices

**B2: 健康與安全**  
B2:Health and Safety

一般披露  
General disclosure

6.5 職業健康與安全  
6.5 Occupational Health and Safety

KPI B2.1 過去三年（包括匯報年度）每年因工亡故的人數及比率  
KPI B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.

附錄一：關鍵績效指標總結  
Appendix I: Summary of Key Performance Indicators

KPI B2.2 因工傷損失工作日數  
KPI B2.2 Lost workdays due to work injury.

附錄一：關鍵績效指標總結  
Appendix I: Summary of Key Performance Indicators

KPI B2.3 描述所採納的職業健康與安全措施，以及相關執行及監察方法  
KPI B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.

6.5 職業健康與安全  
6.5 Occupational Health and Safety

**B3: 發展及培訓**  
B3:Development and Training

一般披露  
General Disclosure

6.4 培訓與發展  
6.4 Training and Development

KPI B3.1 按性別及僱員類別劃分的受訓僱員百分比  
KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).

附錄一：關鍵績效指標總結  
Appendix I: Summary of Key Performance Indicators

KPI B3.2 按性別及僱員類別劃分，每名僱員完成受訓的平均時數  
KPI B3.2 The average training hours completed per employee by gender and employee category.

附錄一：關鍵績效指標總結  
Appendix I: Summary of Key Performance Indicators

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
<b>B. Society</b> <b>B. 社會</b>		
<b>營運慣例 Operating Practices</b>		
<b>B5: 供應鏈管理</b> B5. Supply Chain Management	一般披露 General Disclosure	8. 供應管控 合作共贏 8. Supply Chain Management and Win-Win Cooperation
	KPI B5.1 按地區劃分的供應商數目 KPI B5.1 Number of suppliers by geographical region.	附錄一: 關鍵績效指標總結 Appendix I: Summary of Key Performance Indicators
	KPI B5.2 描述有關聘用供應商的慣例, 向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法 KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	8.2 供應商篩選及評估 8.2 Supplier selection and evaluation
	KPI B5.3 描述有關識別供應鏈每個環節的環境及社會風險的慣例, 以及相關執行及監察方法 KPI B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	8.2 供應商篩選及評估 8.2 Supplier selection and evaluation
	KPI B5.4 描述在揀選供應商時促使多用環保產品及服務的慣例, 以及相關執行及監察方法 KPI B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	8.3 綠色採購 8.3 Green Procurement
<b>B6: 產品責任</b> B6. Product Responsibility	一般披露 General Disclosure	5. 精益求精 服務品質為上 5. Excellence in service quality
	KPI B6.1 已售或已運送產品總數中因安全與健康理由而須回收的百分比 KPI B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	不適用 (本集團業務不牽涉產品) Not applicable (The Group's business does not involve products.)
	KPI B6.2 接獲關於產品及服務的投訴數目以及應對方法 KPI B6.2 Number of products and service related complaints received and how they are dealt with.	5.2 客戶意見回饋 5.2 Customer feedback
	KPI B6.3 描述與維護及保障知識產權有關的慣例 KPI B6.3 Description of practices relating to observing and protecting intellectual property rights.	5.5 保護知識產權 5.5 Protect intellectual property

ESG Aspect ESG層面	Statutory disclosure requirements 強制披露規定	Report sections 報告章節
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B. Society  
B. 社會

營運慣例 Operating Practices

	KPI B6.4 描述質量檢定過程及產品回收程序 KPI B6.4 Description of quality assurance process and recall procedures.	不適用(本集團業務不牽涉產品) Not applicable (The Group's business does not involve products.)
	KPI B6.5 描述消費者資料保障及私隱政策，以及相關執行及監察方法 KPI B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	5.4 維護客戶權益 5.4 Maintain customer rights and interests
<b>B7: 反貪污</b> B7.Anti-Corruption	一般披露 General Disclosure	9. 廉潔經營 誠信致遠 9. Integrity and honesty in business
	KPI B7.1 於匯報期內對發行人或其雇員提出並已審結的貪污訴訟案件的數目及訴訟結果 KPI B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	9.1 防貪管理 9.1 Anti-corruption management
	KPI B7.2 描述防範措施及舉報程序，以及相關執行及監察方法 KPI B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	9.1 防貪管理 9.1 Anti-corruption management
	KPI B7.3 描述向董事及員工提供的反貪污培訓 KPI B7.3 Description of anti-corruption training provided to directors and staff.	9.3 貪污舞弊舉報 9.3 Corruption and fraud reporting
		9.2 反貪培訓 9.2 Anti-corruption training

社區 Community

<b>B8: 社區投資</b> B8.Community Investment	一般披露 General Disclosure	9. 熱心公益 回饋社會 9. Passionate about public welfare and giving back to society
	KPI B8.1 專注貢獻範疇 KPI B8.1 Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	9. 熱心公益 回饋社會 9. Passionate about public welfare and giving back to society
	KPI B8.2 在專注範疇所動用資源 KPI B8.2 Resources contributed (e.g. money or time) to the focus area.	9. 熱心公益 回饋社會 9. Passionate about public welfare and giving back to society



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